



JUNE 1982

Homefront

Corporate operations study underway

"It might sound strange," commented Ed Hausmann, but it usually is the better-managed companies that seek our services."

Hausmann is a director of operations for Syn-Cronamics, Inc., whose services are being retained by Westin to evaluate and recommend improvements for all areas of corporate operations.

The New Jersey-based firm has been in the management consulting field since 1963, and has worked with many leading companies around the world.

It has been successful in implementing productivity improvement and resource management programs which, Hausmann notes, have significantly reduced operating costs for their clients while maintaining or improving levels of service.

Following such successful results at a number of Westin hotels recently, the firm was asked by Westin's management to do a feasibility study of the corporate operations to determine how well Westin provides its services and at what cost.

While study findings showed many good areas, there was still opportunity for improvement. So a proposal was made and accepted by Westin management to study the entire operation to evaluate the methods and techniques used by each department.

The primary goal of the program is the design, development and installation of a system that will achieve maximum efficiency and effectiveness of our services.

The study team, directed by Hausmann, are: Bob Belber, program director, Tom Dugan, program manager and Patricia Strickland and Dennis Anderson, program analysts. (There may be other people brought in from time to time as required.)

There are certain phase procedures the Syn-Cronamics team follow. The process begins with an in-depth evaluation of each department's

background. Then the methods and techniques used to provide the services are reviewed. Work functions are identified and a work-to-time relationship is established.

"One of the benefits we want to establish for each department," says Hausmann, "are clear and concise measures of performance. Most people like to know how they are doing against realistic goals of what can be done."

A major program objective will be to develop a management control of their department's operation and associated costs.

"It's very important to the program's success that managers take the time to properly identify their functions and activities since the individual knows a lot more about their job than we do," Hausmann notes.

Another important aspect of the program is to encourage the employee's identification of problems and possible solutions. This effort will not only improve the problem-solving skills of Westin personnel but can result in considerable dollar savings.

Two Westin people have been appointed to work with Syn-Cronamics as program coordinators. They are Bill D. Ellis, vice president and controller, responsible for overall liaison with Westin management, and Mary Young, formerly auditor with the internal audit department, now assigned to working with the Syn-Cronamics staff on a full-time basis.

In addition to assisting Syn-Cronamics in achieving the desired results, their responsibilities will be the perpetuation of the improvements after the 50-week study and implementation program has been completed.

OUTBASKET . . .

We're running a tight publication deadline with this issue, sooo — if we've missed it, thanks to all of you who volunteered your services at the Westin night KCTS Channel 9 fund-raiser (June 4). If we made it, there's still time to volunteer. Just give Marion Kopp (Ext. 5076) a call and say you're on.

If you're in the habit of dashing down (up) to Harry's On Sixth for a cuppa' and a donut, then taking them back to your office via the elevator, that's a no-no. The possibility of spilt coffee and pop or a jelly-dripping donut in the elevators is not likely to leave other passengers with a First-Class impression. Please, no food or beverages in the elevators unless carried in a bag or suitable container.

Moving lock, stock and typewriter ribbons, the entire internal communications staff, formerly "corporate communications" when located on the sixth floor, is now settled in at their new home on floor 13. Stop by to visit and to share your ideas about what you'd like to see in future HOMEFRONTS.

Not just another cookbook, but one put together by our "partner" UAL employees containing 600 employee recipes including 150 submitted by United's executive chef plus favorites from UAL Board and senior execs. It's the **UAL Employees Cook Book** which sells for \$11.95 plus \$1.50 for postage and handling. All proceeds from the book to benefit the Children's Orthopedic Hospital. Send \$13.45 (total cost) to: United Airlines Friendship Guild, c/o Susan Warren Searr, 2033 -6th Avenue, Seattle, WA 98121. Be sure to include your mailing address.

Cancel all other plans for Tuesday evening, June 15, 'cause it's your night to shine. It's the annual Corporate Employee-Service Awards Banquet to-do being held at The Westin Hotel, Seattle's Cascade Ballroom. Cocktails at six and dinner starts at seven.

ELEVATOR STOPS ... at the sixth floor.

A walk around to the northeast corner leads to a closed door with a sign reading, "Credit Department. Please check in with the receptionist inside when entering."

We dutifully checked in with administrative secretary, Ellen Hickey, who ushered us into the cheerful corner office belonging to Ted Raymond, director of credit.

Ted was prepared for this department profile interview, and handed us a Credit Department Directory to follow as he explained the department's functions. He classified these functions into four major activities:

- **Collection Services:** The follow-through on the collection of overdue accounts referred to the department after having been written off by hotels. (An account is considered overdue by a hotel after 120 days or at the discretion of the hotel's manager.)

Largely responsible for this follow-through function is Woody Peabody, collection manager, and Jeff Coleman, collection representative.

- **Credit Reporting:** Based mainly on research from the Dun and Bradstreet and TRW credit bureaus, the department offers account credit rating information as requested by any hotel. It is this information that enables a hotel to determine whether or not an account may be extended credit. Supervising this activity is Bob Graves, credit manager.

- **Credit Approval:** Mostly, this activity relates to travel agencies and tour operators making routine credit applications for voucher acceptance through our Travel Industry Sales Office. All applications are investigated for approval and the approved account list is issued each month for hotel distribution reference. Bob Graves supervises this activity also.

- **Credit Card System:** It has been the department's responsibility to maintain the Westin Credit Card program since 1947.

The department will assume a similar responsibility for the new Westin Guest Recognition Program now being introduced with Woody Peabody to supervise that activity as he had with the Credit Card Program.

Following this brief interview, Ted pointed out the word processor, the desk CRT units and other data processing equipment installed in the offices and noted with some pride,

"We've become computerized within the last year or so and I can say that our services are just about as up-to-date and state-of-the-art as you can be."

"With this equipment we're now able to service our hotels and offices with needed information with a lot more speed and accuracy than ever. And that type of service can be particularly vital especially in these times of economic uncertainty."

And contributing their specialized skills to this smooth-functioning "state-of-the-art" operation are Delores Jensen, word processing secretary and Cheryl Langton, records clerk.

As we got up to leave, we asked about the sign posted on the entry door.

"Oh that." Ted grinned, "Hope it doesn't sound unfriendly. It's just that we deal with some pretty confidential material around here and we don't think it's a good idea for people — especially outsiders — to pop in and wander around the office."

"However" he quickly added, "we more than welcome anybody from Westin to visit us anytime. Just check in at the desk and anyone of us will be happy to show them around."

(ELEVATOR STOPS is a continuing series profiling the activities and the people of the various corporate offices departments.)



Ted Raymond



Ellen Hickey



Cheryl Langton



Bob Graves



Jeff Coleman



Delores Jensen



Woody Peabody

Travel tops "First-

"What is your "Going First-Class" fantasy," was the question posed to HOMEFRONT readers in a recent corporate office poll.

Maybe it was a spring-fever wanderlust, vacation time dreaming or just that we all happen to be in the hospitality/travel biz, but, overwhelmingly, the responses had to do with travel.

And it was no vague itinerary for Travel Industry Sales' **Jim Weiss** who gave this detailed response: A "first-class air flight to Paris; a week at the George V; a hot air balloon tour of the Chateau Country; then via the Orient Express to Venice, on to Piraeus and a 14-day cruise of the Greek Islands; to Rome for a week at The Excelsior and finish off with two weeks touring Great Britain — oh yes, an unlimited bank account."

Marilyn Grenet of Legal likes the idea of sailing the Greek Isles also with her dream package to include ... "a 50-foot sailing vessel complete with its own

Class fantasies'

captain and crew and a month's paid vacation."

Loren Williams, MIS, set no time limit on his First-Class Fantasy to "... sail the Pacific Rim from Seattle to Singapore."

Julio Montejo, Westin Services, fantasizes "... a week of fishing and scuba diving at Cancun"; **Pat Collins**, Rooms, dreams of "... following the great sporting events around the world — in person"; and **Jean Robeson**, Risk Management, generously shares her fantasy that, "All Westin employees be given a complimentary tour of ALL Westin properties."

Louise Clithero of Personnel can't decide between "A First-Class week at the Westin Wailea Beach with an attentive companion or a quiet dinner for two at Victor's at The Westin St. Francis."

Edith Ford, Office Services, fancies a visit to The Westin Bonaventure, Montreal with "... dinner at Le Castillon, a midnight tour of the city and a good rest before returning home via United flying first-class."

Fran Wada, Travel Industry Sales, envisions nothing less than a fully-paid first class trip around the world staying — natch — at Westin's hotels along the way. Then a six-month stay in a top floor suite at The Westin Ilikai equipped with a word processor to write a best seller on her adventures ala John Steinbeck's "Travels with Charlie."

Ike Funis, Mail Room, wants to stay in Seattle — but at The Westin Hotel, Seattle for a week at a top-floor suite with "... all special services — food, entertainment, etc."

Among the returns from those who took the option not to sign their names were these responses:

"Free parking in the new garage," "Spending the spring and fall seasons at Maui so I can get rid of this nasty allergy" (This was signed "smokey dept."), "Being able to fly first-class on business trips", "A photographer for Gentlemen's Quarterly magazine" (Signed "Female").

And, finally, this inspiring and inspired appeal "... "That all negative words could magically disappear from the vocabularies of all Westin people."



OLD PHONE BOOKS DON'T DIE — they just get picked up by the Lion's Club through their fund-raiser for the blind program thanks to the Suggestion of the Month from Dorothy Doe, interior design secretary, and Debora Steele, financial services secretary. For their idea, Debora (left), and Dorothy equally shared the \$50 prize money.



"I WON A PACKAGE OF FRIES ONCE — but never anything like this." So said Diane Taniguchi, development secretary, when she learned that she had won the corporate office Fortune Cookie Counting Contest. Her prize — a dinner for two at The Westin Hotel, Seattle's posh Palm Court for which she is "... waiting for a special occasion to collect."



TEN DOLLARS PER WORD — That's how it figured out for Doug Nafziger, MIS senior analyst programmer whose ten-word cartoon caption won him the \$100 prize for the April contest. "At that rate," Doug jokingly mused, "I should probably do more talking — or writing."



THERE'S SUCH A THING AS A "FREE LUNCH" — At least there was for corporate office staffers who accepted the generous invitation from The Westin Hotel, Seattle to dine gratis at their delightful new Market Cafe restaurant for a breakfast, lunch or dinner, prior to its official opening. Ready to enjoy the restaurant's breakfast offering is this group from Marketing (from left): Charlene Chabin, Lynda Marks, Linda Blosssey, Judy Pirotte and Charles Brown. At center is Market Cafe food server, Giulia McLaughlan.

Profile brief

Jack Tachiyama looks back over 37-year career

He knows what it's like to wash mountains of dishes, to perform as a first-class bellman, and to operate in all stations of the kitchen — you name it, Jack Tachiyama has probably done it.

Most recently, for the Food and Beverage Division, Jack was responsible for interviewing food purveyors and writing and coordinating purchasing manuals for soon-to-be-opened hotels. That was until May 1 when Jack retired — 37 years after he began his career with Westin. That date climaxed almost four decades of dedicated contributions to the company; a dedication which began under unusual circumstances.

"I was a student at the University of Washington taking engineering courses when World War II began. Being of Japanese lineage, I was forced to relocate in an internment camp near Boise, Idaho, where I worked as a farmhand, and later at a bowling alley setting pins. It was sure different from being a student," Jack said.

With support from the Japanese Citizens of America League, Jack went to Salt Lake City, where a volunteer military battalion of other Japanese-Americans was forming. Due to poor eyesight, he was rejected twice from this special military unit, aptly dubbed the "Nisei Battalion."

"By this time, most of my friends from Boise and Seattle were gone," Jack remembered. "So, I ended up back in Boise where I ultimately found a job at the Boise Hotel as a dishwasher."

Recognized as a hard worker with good potential, Jack was promoted from a variety of kitchen and banquet department jobs to chef at the hotel.

During this period, Westin (then Western Hotels) began programs to improve and upgrade the food and beverage department at each hotel. Special seminars held at company hotels on the West Coast enabled Jack to fully develop his culinary skills. At the Oasis Hotel in Palm Springs, he worked with Chef Reinhold Keller (the company's first executive chef). And it was during this time he was given the unique assignment of visiting the other hotels to ensure that the newly-developed standard recipes were being followed.

"We had to get the chefs to prepare the same food using the same recipes



and presented in the same manner to the guest. Every chef had his own references and recipe variations, so naturally, it was a very complex task," Jack said.

Jack left the Boise Hotel in 1957, when he was assigned as a chef at the Roosevelt Hotel in Seattle. When Central Purchasing was formed in 1974 to purchase items for the three Seattle properties, the Olympic, the Westin Hotel Seattle, and the Space Needle Restaurant, Jack was chosen to head up this important department.

When the Central Purchasing Department was disbanded, Jack went to the Westin Benson, in Portland, Oregon as an administrative assistant before he was assigned to his present position with the Food and Beverage Division in September, 1981.

Is there any job he liked the best?

"I enjoyed each and every job I had with Westin Hotels. All the jobs were good, and each served an important and necessary purpose. I also enjoyed the people I've met during my years with Westin — it's the people that you work with that make the job the best," he stated.

Jack plans to stay young during his retirement because "I haven't found anything I want to do except just take it easy. Spending time with my wife of 37 years and my two sons and their families will take up enough of my time.

"As far as cooking goes, I guess I'll continue to help a little around the kitchen." Then breaking into his well-recognized grin, he added, "Might even stuff a turkey now and then."

HOMEFRONT is a monthly publication for the employees of Westin Hotels corporate offices and Westin Services and is produced by the Internal Communications department.

Gabe Fonseca, publications editor

Lesla Harness, communications intern

Ron Olstad to VP Hotel Sales

Welcome to Ron Olstad who has been elected to vice president/Hotel Sales in the Marketing Division.

Ron, formerly the director of marketing for The Westin Hotel, Seattle, is a 10-year veteran of Westin Hotels, joining the company in 1972 as national sales manager at The Westin Hotel, Renaissance Center, Detroit.

A native of Spokane and a graduate of WSU's Hotel and Restaurant Administration program, Ron lives in Issaquah with his wife, Barbara and daughter, Jennifer.



Moving In — Moving On

WELCOME TO . . .

Carol Kellman, Programmer, Data Processing.

Joan Jenks, Assistant Controller Trainee, Hotel Services.

Kenneth Hughes, Data Processing Manager, Data Processing.

Lynn Maslen, Secretary, Design & Construction.

Alfred Jensen, Assistant Construction Manager, Treasurer's Office.

Kathleen Brunner, Secretary III, Development.

Patricia Howitz, Secretary II, Tax.

Laura Wilson, Secretary, Public Relations/Receptionist, Marketing.

AND MOVING ON . . .

Charles Brown, from Development to Marketing, Manager Sales Development.

Carl Sirois, from Corporate Office to The Westin Hotel, Seattle, Staff Accountant.

Sandy Burrill, Corporate Office to The Westin Hotel, Seattle, Catering Secretary.