The Identification of work-environment factors effecting dysfunctional employee turnover at a resort property: a case study

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THE IDENTIFICATION OF WORK-ENVIRONMENT FACTORS
EFFECTING DYSFUNCTIONAL EMPLOYEE TURNOVER
AT A RESORT PROPERTY
- A CASE STUDY -

By
Christopher M. Menna

A Thesis submitted to the
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at
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a degree of
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May, 1995
Title of thesis/project: The Identification of Work-Environment Factors Effecting Dysfunctional Employee Turnover at a Resort Property - A Case Study -

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Dysfunctional Employee Turnover at a Resort Property - A Case Study -

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ABSTRACT

The purpose of this study is to identify a list of work-environment factors present at a resort property that participant employees feel effect employee turnover, and consequently interfere with good customer service. This was accomplished through extensive in-depth interviews conducted with 28 systematically selected employees from all departments of the property studied. The interview schedule utilized was primarily unstructured to provide the respondents with the greatest latitude in expressing their impressions.

The results of the interviews revealed specific patterns of responses relating only to the various departments of the participants. The results also revealed two general patterns of responses present regardless of the department of the participant. These were the lack of a common training philosophy, and the lack of communication between departments. Additionally, 22 different factors, somehow relating to turnover, were identified as being present at the property.

Among the conclusions that can be drawn is that there are work-environment factors that effect employee turnover at the property studied, in the eyes of the respondents.
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DEDICATION

To my parents,

and to Maggie Culhane,

for all their support and assistance.
ACKNOWLEDGEMENTS

I wish to express my appreciation to the members of my committee, Professor Jim Jacobs, Dr. Richard Marecki, and Dr. Joseph Lalopa for all their attention, assistance and encouragement throughout this project. I would also like to thank Professor Ed Steffens, Dr. Carol Whitlock, and Professor Warren Sackler for their support during this project and throughout the fulfillment of my degree. Of course, a special thanks must go to the management and staff of the Lodge at Woodcliff for their cooperation, and for use of their name in this study.
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CHAPTER I. INTRODUCTION

It is no secret that employee turnover rates in the hospitality industry are considerably higher than in other career paths (Wolson, 1991). Typically this has been viewed as strictly a "problem", possibly indicating a dissatisfaction within the work force or an unwillingness to stay in one job for any length of time. More recent studies though have proposed that employee turnover as a whole is not necessarily a problem and may be broken out into two categories, functional turnover and dysfunctional turnover, for clearer research and analysis (Abelson, 1987; Abelson & Baysinger, 1984; Keaveney, 1992; Park, Ofori-Dankwa, & Bishop, 1994). Functional turnover is defined as the permanent, often involuntary, separation of poor performing employees that the organization does not wish to retain (Abelson & Baysinger, 1984; Park, et.al 1994). Dysfunctional turnover, on the other hand, is the permanent, often voluntary, separation of high performing employees that the organization prefers to retain (Abelson & Baysinger, 1984; Park, et.al, 1994). The functional aspect of total employee turnover should not be viewed as always bad, or necessarily a problem. The removal of employees who have not made a positive contribution to the organization is desirable (Campion, 1991; Jackofsky, 1984). Dysfunctional turnover however, could be regarded as a
problem.

Because of the extent and depth of both types of employee turnover in the hospitality industry many hospitality managers, have accepted the present turnover situation as normal and are coping with it. They often overlook or fail to pay attention to the dysfunctional aspect of turnover. That neglect causes the loss of organizational effectiveness, productivity, customer service, and attention to detail, among others (Mobley, 1982; Abelson and Baysinger, 1984).

Further, management in the hospitality industry can take on an almost "shepherd" mentality, often taking for granted what they feel is best for their employees (Hakim, 1993). They sometimes assume they know what their employees like and what motivates them to stay on the job. Often this occurs simply because they themselves were line employees once, or because they have been with the company for so long they supposedly know everything and everybody "inside out" (Indermill, 1991).

Additionally, some managers can have a genuine lack of interest in what their employees actually appreciate on the job. It is just not a priority to them (Wolson, 1991). Finally, employee attitudes at a hospitality facility may have been measured ineffectively in the past. These factors, to name a few, can contribute to dysfunctional turnover within the industry.
This study will suggest that one possible solution to reduce the dysfunctional aspect of turnover is for hospitality management to identify what work-environment factors or attributes, both extrinsic and intrinsic, are considered important to their employees in reducing dysfunctional turnover, and to act upon them. Management could then build these factors in all present employees, or in new hires during the interview process.

Any successful business organization has some plan or procedure for measuring employee performance, either formally prepared or informally conducted, that differentiates high performers from poor performers based on some type of criteria. When this employee measurement is completed, the organization has the option of increasing its functional turnover by removing what it considers non-contributing employees. The organization, however, should not lose good employees because of neglected or undiscovered work-environment factors that the organization may influence. When good employees are motivated to stay on the job it has been suggested effectiveness, productivity, and customer service are not negatively effected as they would be by the employee replacement costs of time and money to train new hires (Mobley, 1982).
PROBLEM STATEMENT

The loss of consistently high performers that an organization wishes to keep leads to higher replacement costs (recruiting, hiring, training), organizational productivity loss, employee efficiency loss, and a loss of satisfaction within remaining employees (Mobley, 1982; Indermill, 1991). In turn, this often translates to poorer, inconsistent customer service leading to a loss of business in the hospitality industry.

PURPOSE

This study will identify, through employee interviews, a list of extrinsic and intrinsic work environment factors present at a resort property that the employees themselves feel affect employee turnover, and may consequently interfere with good customer service.

SIGNIFICANCE

It is more economical to retain those employees who perform well and to develop the present contributing employees for long-term employment. The identification of work-environment factors that contribute to reducing the costs of hiring and training, and consequently provide a more consistent level of customer
service, would be of interest to owner/operators and managers of hotels and restaurants. It may also be of interest to non-management employees who are career-oriented, and whose wages depend on their motivation, attitude, and customer service. This study should also be of interest to members of academia dealing in the fields of human resources, service management, and applied psychology among others. Finally, this study will draw more attention to dysfunctional turnover in the hospitality industry, where there has been less research on its implications than in other industries, and provide direction on possible solutions for anyone interested.

**HYPOTHESIS**

This study is expected to identify, through employee interviews, several extrinsic and intrinsic work-environment factors present at a resort property that add support to factors identified in the literature as being related to employee turnover.

**DEFINITION OF TERMS**

*Work-Environment Factors or Factors* - For the purpose of this study these are defined as either tangible items or intangible feelings that contribute to
the appeal of the job and workplace, in the eyes of the employee. These factors may be directly controlled, or indirectly influenced, by the organization.

**Motivation** - Incentive to accomplish a task. The stimulation of interest in an endeavor.

*extrinsic motivation* - Motivation occurring, or initiated, outside the employee, such as through management action.

*intrinsic motivation* - Motivation occurring from within the employee, within the mind. Self-motivation.

**Employee Turnover** - A permanent movement beyond the boundary of an organization (Macy & Mirvis, 1983).

**Functional Employee Turnover** - The permanent, often involuntary, separation from the organization of poor performing employees that the organization does not wish to keep. Also applies to retirees, regardless of performance (Abelson & Baysinger, 1984). Also seen as Involuntary Turnover (Keaveney, 1992), or as some aspects of Unavoidable Turnover (Abelson, 1987).

**Dysfunctional Employee Turnover** - The permanent, often voluntary, separation from the organization of high performing employees that the organization wishes to keep (Abelson & Baysinger, 1984). Also seen as Voluntary Turnover (Keaveney, 1992), or as some aspects of Avoidable Turnover (Abelson,
Employee Retention - The act of keeping an employee on the job. May be through management action, or self-initiated through the employee.

Structured Interview - A standardized interview where the questions, their sequence, and their wording are fixed. The interviewer is allowed very little liberty in asking the questions (Kerlinger, 1973). Used to pinpoint precise views and answers.

Unstructured Interview - A flexible and open interview but by no means casual. The questions, their content, sequence, and wording are entirely in the hands of the interviewer (Kerlinger, 1973). The conversational approach of the unstructured interview allows the interviewer to pursue new leads initiated by the interviewee, and to more clearly define respondents answers (Mouly, 1978).

ASSUMPTIONS

Ideological - The data for this study is collected through in-depth, face-to-face interviews. The researcher must carefully guard against bias that is possible in the flexibility of the method. The researcher must be careful not to project his personality and perspective into the process, particularly in regards to the structured aspect of the method. Having no personal ties or interests in the
property or it’s employees aids the researcher’s objectivity.

**Procedural** - The validity of the interview method as an objective research method is assumed. Particular attention will be paid to how the interview questions are posed. The questions must not lead the interviewee in any particular direction with regards to responses.

**SCOPE AND LIMITATIONS**

The first limitation of this study is that while the interviews are in-depth and extensive, they are conducted at one location only, possibly hindering the generalization of the findings beyond the resort studied. A second limitation is that it sometimes difficult to generalize when you are measuring individuals' perceptions, values, and feelings. Even if a consensus is found in the testing sample, there is no guarantee the findings will be applicable to any other sample.

However, as a pilot study, the method itself is worthwhile to future researchers. This study is meant to provide a framework, or outline, of work-environment factors that can be utilized for retaining high performing employees, and reducing dysfunctional turnover, by similar resort properties.
CHAPTER II. LITERATURE REVIEW

Typical Employee Structure in a Resort Property

This section of the literature review will give the reader some background on who is employed at a typical resort, and the complexity of its operation.

A resort typically employs people from a wide variety of industries, in addition to occupations more typically associated with the hospitality industry. Many resorts can encompass all the facilities of a small city (Gray & Liguori, 1990). Staffing requirements usually begin with a general manager and a team of assistants heading various departments. Typical departments in a resort may include: Housekeeping, Restaurant, Bar/Lounge, Front Desk, Health Club, Banquet & Catering, Sales, Accounting, and Maintenance. Depending on the size and ownership of the operation, it may have additional departments such as Security, Advertising/Marketing, Mail, Parking Garage, Golf Course, and others. The departments are then staffed based upon the size of the property, type of service extended to the customer, and volume of business. The following organizational chart highlights various occupations that can be employed at a full service hotel or resort.
Figure 1. Occupational Organizational Chart - Hotel/Resort Property

The previous figure gives the reader an idea of the wide array of people and talents required to operate this type of establishment. As the jobs, responsibilities, and work settings vary, so do the pressures of those jobs. This can create reasons for wanting to leave. What effects a person working in the accounting office of a resort may be completely different from what effects a dishwasher in the kitchen. This uncertainty underscores the need to speak to people throughout this type of operation for answers.

In keeping with today's trend of downsizing operations, consolidating departments, and cutting costs, the resort in this study does not have as many departments as represented in the figure. The operation, at the time of this study, employed 172 people. The organizational structure includes a general manager and 10 department heads. The departments include: Sales, Accounting, Restaurant (Dining room), Housekeeping, Banquet/Catering, Sports Club, Front Desk, Kitchen, Maintenance, Lounge, and Security.

**Overview of the Costs of Turnover**

This section will give the reader a sense of the costs associated with employee turnover in positions similar to those just mentioned in the previous section.
Dysfunctional turnover can cost a business considerable money in at least partially avoidable expenses. Typically, turnover will cost an organization with 1000 employees over $1 million annually (Mercer, 1988). These expenses can be considered partially avoidable because the dysfunctional portion of that annual turnover may be reduced.

In a highly interactive business as the hospitality industry, the customer is effected by employee changes much faster then in other industries. The psychological, emotional, and interpersonal skills often required to provide good customer service in high public-contact jobs, such as the hospitality business, are essential (Albrecht, 1988, Thornberg, 1993). The point where the customer comes into contact with a hospitality organization is often controlled by the individual representing the organization to the customer at that time. This point has been defined as a Moment of Truth (Carlzon, 1987). If a business is losing a high proportion of it's good employees, this Moment of Truth is left in the hands of less experienced employees. It only takes one or two unacceptable Moments of Truth in the eyes of a customer, to lose that customer (Carlzon, 1987). The poorer customer service that may be delivered generates negative public relations and word of mouth advertising that can quickly multiply, leading to a possible loss of business.
The following data is presented to emphasize the problem of employee turnover within industry in general. In 1988 the Bureau of National Affairs surveyed 303 companies in various industries and found that their average annual turnover rate was 12% (Mercer, 1988) and according to the survey, that 12% was considered a problem. A 1987 survey of 780 companies of various industries and sizes found an average annual turnover rate of 15% (Long, 1988). The following data for employee turnover from the hospitality industry is presented for comparison.

The National Restaurant Association provided 1991 figures that placed the hourly employee turnover rate at 102%, the salaried employee turnover rate at 20%, and total employee turnover at 95% in full-service restaurants (Restaurants USA, 1993). The same study showed that fast-food restaurants had the highest employee turnover among restaurant categories, with an hourly employee turnover rate of 122%, a salaried employee turnover rate of 25%, and a total employee turnover of 120% (Restaurants USA, 1993).

The following chart provides 1989 figures for lodging industry employee turnover rates, by level of organization.
Figure 2. Employee Turnover Rates by Level of Organization

<table>
<thead>
<tr>
<th></th>
<th>1st CLASS</th>
<th>STANDARD</th>
<th>SUITES</th>
<th>ECONOMY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Management Turnover:</td>
<td>23%</td>
<td>31%</td>
<td>34%</td>
<td>25%</td>
</tr>
<tr>
<td>Average Non-Management Turnover:</td>
<td>53%</td>
<td>71%</td>
<td>140%</td>
<td>91%</td>
</tr>
<tr>
<td>For chains only:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Companies Offering Mgr Transf</td>
<td>85%</td>
<td>95%</td>
<td>75%</td>
<td>67%</td>
</tr>
<tr>
<td>Average Number of Transfers Per Year:</td>
<td>15</td>
<td>41</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>


As can be seen in figure 2, the difference in employee turnover rates between national industry in general and the hospitality business in particular is significant. For the resort examined in this study, the turnover rates for the last three years were 112% for 1993, 130% for 1992, and 104% for 1991, making this property a good candidate for this study. These figures are based upon total employees, both hourly and salaried, and include all types of permanent separations.

The average cost of an incident of turnover, across industries, is considered $10,000 a person (Mercer, 1988). The cost in the hospitality industry can range from $500 for some hourly employee positions (Karr, 1991), to $20,000 for management personnel (Hogan, 1992). The average in the hospitality industry per position was $1,400 in 1988 (Hogan, 1992). That figure rose to between $1,700-$2,500 for 1990 (Hogan, 1992). A turnover rate of only one hourly position a week can cost a hotel or restaurant between $88,400 and $130,000 a year (Hogan, 1992).

As an example of how these costs are derived, the following chart shows the costs associated with the turnover of one computer programmer. A few steps would be omitted for a typical hospitality industry position (education expenses, for example), but many others would apply.
Figure 3. Organizational Costs Associated with Employee Turnover

EXHIBIT 1
One Organization's Costs Associated with the Turnover of One Computer Programmer

Turnover costs = Separation costs + Replacement costs + Training costs

Separation Costs
1. Exit interview = cost for salary and benefits of both interviewer and departing employee during the exit interview = $30 + $30 = $60
2. Administrative and record-keeping actions = $30
   Separation costs = $60 + $30 = $90

Replacement Costs
1. Advertising for job opening = $2,500
2. Preemployment administrative functions and record-keeping actions = $100
3. Selection interview = $250
4. Employment tests = $40
5. Meetings to discuss candidates (salary and benefits of managers while participating in meetings) = $250
   Replacement costs = $2,500 + $100 + $250 + $40 + $250 = $3,140

Training Costs
1. Booklets, manuals, and reports = $50
2. Education = $240/day for new employee's salary and benefits × 10 days of workshops, seminars, or courses = $2,400
3. One-to-one coaching = ($240/day/new employee + $240/day/staff coach or job expert) × 20 days of one-to-one coaching = $9,600
4. Salary and benefits of new employee until he or she gets "up to par" = $240/day for salary and benefits × 20 days = $4,800
   Training costs = $50 + $2,400 + $9,600 + $4,800 = $16,850

Total turnover costs = $90 + $3,140 + $16,850 = $20,080/tuovem

Costs associated with turnover are not always monetary. Examples of non-monetary costs that can effect an organization when employees voluntarily leave are: A disruption of social and communication structures, a decreased satisfaction among employees who stay, negative public relations from those who leave, a loss of high performers, and a productivity loss (which can easily be translated to a monetary cost) (Mobley, 1982).

**Factors Effecting Turnover**

This section will introduce a number of factors previously identified in other studies and articles as effecting employee turnover across many industries.

In researching material for this literature review, a vast array of studies were uncovered that revealed varying levels of significance of many external, personal, and work-related factors involving employee turnover in many industries.

A study by Porter, Steers, Mowday, & Boulian (1974) found that organizational commitment and, to a lesser extent job satisfaction, related to turnover. The Horn, Katerberg, & Hulin (1979) study identified satisfaction with the work itself, promotional opportunity satisfaction, pay, satisfaction with co-workers, satisfaction with supervision, and organizational commitment as all correlated to reenlistment in the National Guard with varying degrees of
significance.

Park, Ofori-Dankwa & Bishop (1994) identified pay and the unemployment rate as negatively related to functional turnover, and individual incentives positively related to functional turnover. Additionally, the same study found a significant negative relationship between the presence of unions and dysfunctional turnover, and a positive relationship between group incentives and dysfunctional turnover. Abelson (1987) found that turnover decisions by what he categorized as "avoidable leavers" were negatively related to overall satisfaction and organizational commitment, and positively related to job tension and withdrawal cognitions. Mobley, Horner, & Hollingsworth (1978), in support of other studies, found that pay, satisfaction with supervision, satisfaction with promotion opportunities, satisfaction with co-workers, overall satisfaction, age, and tenure were all related to turnover in hospital employees.

An exhaustive study by Keaveney (1992) of chain and non-chain retail store stock purchasers found that turnover was related in varying degrees to role conflict, role ambiguity, job boundary spanning relationships (crossing internal and external organizational boundaries), job satisfaction, income, and management influence. This study also found that intrinsic motivational orientation had a positive relationship with dysfunctional turnover.
An extensive meta-analysis by McEvoy & Cascio (1987) found that while there is always some kind of negative relationship between performance and functional turnover, findings on the relationship between performance and dysfunctional turnover are inconclusive. A study by Wright & Bonnett (1993) found that growth coping (ability to broaden personal horizons), and work performance are positively related to voluntary turnover, while job satisfaction and tenure are negatively related to voluntary turnover. That study examined cases of voluntary turnover only.

Other, sometimes less considered, factors have also been studied for their effects on turnover. A study by Buch (1992) found that regular participation within an Organizational Quality Circle has a noticeable negative relationship with turnover, although this study did not differentiate between types of turnover. A study by Furtado & Karan (1990) found a significant negative relationship between a firm's performance and the rate of management turnover. This study also found that following mergers, tender offers, proxy fights, negotiated block trades, and even unsuccessful control fights for a corporation, above normal rates of management turnover were observed. A study by Cesare, Blankenship, Giannetto, and Mandel (1993) found a significant correlation between scores on a pre-hire multiple choice test for Eligibility Technicians and subsequent employee turnover.
Those who scored poorly on the test left for unsatisfactory reasons (from the employer point of view), and can be categorized as functional turnover. Those who scored high on the test left for satisfactory reasons (again, from the employer point of view) and can be categorized as dysfunctional turnover.

Many non-scientific trade journals have also added to the body of knowledge regarding factors relating to turnover by suggesting some creative causes and solutions. An article by Knox and Robinson (1990) states that companies which provide child-care programs are experiencing better employee retention. Weidenfeller (1992) found that companies that actively engage in a Workforce Diversity Program (ethnic/racial) experience better employee retention. An article by Rothwell & Kazanas (1990) states that structured On-The-Job Training (OJT) programs reduce employee turnover. That article goes on to implore service industries (such as the hospitality business) to direct their attention to OJT programs.

A very unique approach is examined in an article by Swift & Swift (1994). Humor programs, laughter, and a general "lightening-up" of the workplace is shown to reduce turnover in workplaces examined. Jerrick & Berger (1994) show how a homeless shelter cut its employee turnover rate from 60% in 1987 to 30% in 1993 by improving the benefits and compensation package, changing
management, improving recruitment systems and training programs, and opening better organizational communication channels. An article by Miles & McCloskey (1993) found that heavy workloads, poor pay, and a general lack of recognition contributed to increased employee dissatisfaction and turnover in a major high-tech equipment manufacturer. That article, however, found that a change in management did not have any effect on the turnover.

Throughout the examination of material, the study that was found to be the most extensive, and inclusive, of factors effecting turnover was the Cotton & Tuttle meta-analysis (1986). Cotton & Tuttle examined 26 external, personal, and work-related factors. The 26 factors were chosen based upon the number of studies that addressed them. All had been found to influence turnover in 131 previous studies. Through their analysis, 25 of the 26 factors examined displayed some significance in influencing turnover in the eyes of the researchers. All 26 factors are listed, grouped in the authors' confidence levels, as follows:
**TABLE 1: FACTORS IDENTIFIED IN COTTON & TUTTLE META-ANALYSIS**

**Strong Confidence:**
- Employment perceptions
- Union presence
- Pay
- Overall job satisfaction
- Satisfaction with the work itself
- Pay satisfaction
- Satisfaction with supervision
- Age
- Tenure
- Gender
- Education
- Number of dependents
- Biographical information
- Organizational commitment
- Met expectations
- Behavioral intentions

**Moderate Confidence:**
- Unemployment rate
- Job performance
- Satisfaction with co-workers
- Satisfaction with promotional opportunity
- Role clarity

**Weak To Moderate Confidence:**
- Marital Status
- Aptitudes and abilities

**Weak Confidence:**
- Accession rate
- Task repetitiveness

**No Confidence:**
- Intelligence
The factors in this meta-analysis were generated from a broad cross-section of industries. However many of the factors presented in this literature review were not taken from studies addressing the service industry, let alone the hospitality business. Part of this stems from the lack of research done on this topic within the hospitality field. Any turnover studies that have examined the service sector seem to center around the banking, insurance, or hospital/nursing businesses. But regardless of this, numerous factors uncovered in studies not pertaining directly to the hospitality business can also apply to it. Similarly, unique solutions implemented in other industries may not have been considered useful in the hospitality industry previously.
CHAPTER III. METHODOLOGY AND PROCEDURES

Methodology

Descriptive research was selected for this study in order to identify both extrinsic and intrinsic work-environment factors present in a particular hospitality property. A combination of structured and unstructured interview methods was conducted with a stratified sample of employees. This was utilized to identify which factors that may effect turnover according to the employee, are present in the resort studied. Any factors generated in the interviews are then compared to the factors examined in Cotton & Tuttle's meta-analysis on employee turnover.

Because of the breadth and depth of the Cotton & Tuttle meta-analysis, and because a significant number of factors presented in that study were also identified in the other studies examined, it was decided that the Cotton & Tuttle study would provide an excellent basis for comparison. All 26 factors in the study are included for comparison.

After studying various interviewing methods, and reviewing many examples of successful interview schedules, a list of questions was derived that was considered best suited for gathering the data. The questions were left open-ended, with a broad scope in most cases, because the purpose of the study is to let
the respondents generate the list of factors through their responses, not to
"suggest" any factors by asking pointed questions about a particular factor. The
researcher does not want respondents to be asked their specific views on any
particular factor, because that factor may not exist in the mind of the respondent
until it is brought up. Moreover, the respondent could be made to feel that the
factor "belongs" in their response, because the interviewer introduced it, and
answer falsely. A copy of the initial interview schedule is presented in the
following table.
TABLE 2: INTERVIEW SCHEDULE

1.) What is your particular title and job description?

2.) How long have you worked at the Woodcliff?

3.) And, how old are you?

4a.) All of us have certain expectations about a place of employment when we accept a job or are hired. What did you expect, or anticipate, from the Woodcliff when you were first hired?

b. Were all of your expectations met?

c. Which, if any, weren't?

d. Have any changed for you?

e. What are they now?

f. Are these being met?

5a.) Were you trained for your position?

b. If so, could you detail your training process?

6.) What would you list as the points most emphasized by the Woodcliff in your training period?

7.) What are the things you like about your particular job?
TABLE 2 CONTINUED:

8a.) Is there anything about your particular job that you don't like?

b. If so, what are they?

9.) What are the things you like about the Woodcliff itself, as a place of employment?

10a.) Have you ever thought about leaving the Woodcliff?

b. If so, why?

11a.) Is there anything about the Woodcliff, as a place of employment, that keeps you working here as opposed to someplace else?

b. If so, what are they?

c. Which of the reasons you've just mentioned do you feel the Woodcliff controls or influences?

12a.) Of the reasons you mentioned that have caused you to consider leaving the Woodcliff (if you did), which do you feel the Woodcliff can influence, improve on, or change?

b. How?
As the interviews progressed it was found that certain questions were not successful at gathering information, or were somehow causing confusion in the respondents. It may have been a case of poor wording, the way it was asked, or a lack of understanding on the part of the respondent, but no usable information was being gathered by question 11c. Question 4 was also proving to be unclear and had to be shortened. Additionally, questions 7 and 13 had to be clarified, and a completely new question had to be added. A line of questioning regarding distance traveled to work was abandoned early on, in order concentrate on what was considered more pertinent topics, and improve brevity.

Therefore, a revised interview schedule was introduced after the 12th interview. The reaction to the changes was immediately noticeable. Clarity of responses improved considerably, as did the fluidity of the process. It can be seen, reading through the transcripts contained in the Appendix of this study, that the interviewer's style became more polished as the data collection progressed. This provided less choppy, more cohesive, interviews. A copy of the revised schedule is presented in the following table.
TABLE 3: REVISED INTERVIEW SCHEDULE

1.) What is your particular title and job description?

2.) How long have you worked at the Woodcliff?

3.) How old are you?

4a.) All of us have certain expectations about a place of employment when we accept a job or are hired. What did you expect, or anticipate, from the Woodcliff when you were first hired?
   b. Were all of your expectations met?
   c. Have any changed for you?
   d. Are those being met?

5a.) Were you trained for your position?
   b. If so, could you detail your training process?

6.) What would you list as the points most emphasized by the Woodcliff in your training period?

7.) Is there anything that you like about the particular day-to-day job or functions, you perform here?

8.) Is there anything about your particular day-to-day job that you don't like?

9.) Is there anything you like about the Woodcliff itself as a place of employment?
TABLE 3 CONTINUED:

10.) Is there anything you don't like about the Woodcliff, as a place of employment?

11a.) Have you ever thought about leaving the Woodcliff?
   b. If so, why?

12.) What keeps you working at the Woodcliff as opposed to going someplace else?

13a.) Of the things you mentioned (if any) that you don't like or have caused you to consider leaving the Woodcliff, which do you feel the Woodcliff can influence, improve on, or change?
   b. How?
**Procedures**

The sample for this study was chosen from the total population of employees from a local, independently-owned resort and conference center. Part-time, full time, management, and non-management employees were all considered eligible to participate in the study.

Employees from all departments of the resort were included to get a broad cross-section of perspectives of the workplace, and to make a better generalization of the particular work environment as a whole. The population was stratified along those lines before the sampling began.

The total employee population of the resort facility was 172. The employee list was stratified by department, and alphabetized within those departments. A systematic sample with a random start was then employed. Every seventh employee was chosen in order to have a base sample of 24 to begin research.

Upon completion of this initial selection, it was determined that the sample generated did not adequately represent some of the smaller departments of the resort. When selecting every seventh employee from a department of 30, it is more likely that an accurate sense of the employees' attitudes within that department will be determined, as opposed to every seventh employee from a
department of eight. The need to interrupt the system of selection was evident to collect more accurate data. Therefore, it was decided to go back and select additional respondents to provide a weighted sample.

After returning to the population and selecting more respondents at random from the smaller departments, a total of 28 participants was attained. In the event that a respondent from a particular department was not available to participate, another employee from that department was chosen at random.

The actual interviews were recorded for ease in data gathering, and to make review and summary less complicated. The interview sessions were kept 30-45 minutes long in order to not disrupt the activities of the resort in any way. The interviews were conducted on the property, in the same location (an unused office) to help prevent any errors from occurring. The questions were posed in the same order, by the same person, each time.

As stated above, the schedule combined the structured and unstructured interviewing methods. Unstructured questions were posed to provide background, encourage elaboration on points, and provide clarification on anything misunderstood by the respondent or interviewer. Unstructured questions also aided in setting the respondent at ease. Structured questions were interjected to provide specific answers in some areas (age and tenure for example), and to help maintain
objectivity and content validity in the study. It should be noted that while every attempt was made to pose the questions in the same fashion each time, at one time or another some questions were re-phrased at least slightly in some way. The frequency of this often depended upon the level of understanding displayed by the respondent.

Because of the nature of the method selected, the respondents often dictated the tenor of the interview. Some respondents proved more difficult to interview than others. For example, some continually strayed from the topic at hand and needed more guidance in the interview; others were long winded and needed to be cut short. However, situations like these sometimes facilitated deeper questioning on related issues previously not considered. The respondent was given great latitude in expressing what he/she felt was important. Because of this latitude, new avenues of questioning were opened as can be seen in the transcripts contained in the Appendix of this study. Consequently, as the interviews progressed new information was discovered by the interviewer about the resort from these new lines of questioning.
CHAPTER IV. RESULTS

In order for the results to be better understood, this chapter of the study is broken into two major sections. The first section details and summarizes specific and general patterns in the resort revealed through the in-depth interviewing of the respondents. The second section summaries the responses given to particular questions in the interview schedule aimed at identifying factors the respondents feel are related to employee turnover, in order to compare those responses to the factors appearing in the Cotton & Tuttle meta-analysis.

1. Patterns Discovered through In-depth Interviewing

In order for the patterns discovered from the review of the interview transcripts to be better understood, it may be advantageous to view their point of origin systemically. It is easier to categorize these patterns as being related to a hierarchically embedded environment (Banathy, 1992). This means picturing the resort, as a whole, as an overall general environment, the highest defining level in a hierarchy. The various departments of the resort can then be pictured as subsystems embedded within this general environment.

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Certain results obtained from interviewing members of the general environment (employees of the resort) related to the environment as a whole. These results are contained in the subsection under the heading: **General Patterns Observed in the Whole Sample**. Some patterns of responses however, were found to relate to specific subsystems (departments of the resort) in particular, and not necessarily the general environment (the resort, overall). These patterns are headed by the title: **Specific Patterns Observed Based upon Department**. The specific patterns are addressed first.

**Specific Patterns Observed Based upon Departments**

**Sports and Fitness department**

All employees interviewed in the sports and fitness department appeared genuinely happy with their jobs, their communication with co-workers and supervisors, and with the property itself as a place of employment. Particular emphasis was placed by the respondents on the good communication with their supervisors. Respondents from this department also indicated enjoying contact with the guests. When asked, none of the sports and fitness employees interviewed expressed any thoughts of leaving their jobs.
Office workers

Another very positive group were the employees who work in the offices of the resort (sales, accounting, payroll). These people were very supportive of the resort and of the upper management leadership. Comments from this group expressed feelings that the resort is the best property to work at in this area, having the best amenities, and having the most forward-thinking management. Teamwork between the salespeople appeared strong. This group expressed satisfaction with their compensation at this point, although some dissatisfaction was expressed regarding benefits provided by the property. This group also did not express any interest in leaving at this point. There were however, exceptions to this pattern. One person did express displeasure with pressure exerted by a manager, and stated that it was enough to consider leaving the resort.

Another characteristic of this group was the length of tenure. The office workers had tenures of anywhere from 5 to 7 years. However, because of the length of tenure, and the fact that a number of office workers held other positions at the resort in the past, periods of previous dissatisfaction were uncovered. At times there was much consideration about leaving, often for the same reasons given by present line employees in other departments now, as will be discussed in the following sections.
**Housekeeping**

Impressions from the housekeeping staff were more difficult to pinpoint. A high percentage of those interviewed from this department appeared less educated, or possessed a limited understanding of English. Consequently, a detailed picture was less evident. Housekeeping employees appeared apathetic, complacent, or at best somewhat satisfied with their jobs, co-workers, supervisors, and the property itself. Common comments from this group included, "it's okay", "it's the same as (elsewhere)", "it's a job", or "I can't get (a job) anywhere else". Compensation was not mentioned at all. One individual expressed getting along, and being friends with, co-workers and supervisors. Another expressed specific displeasure with some co-workers and supervisors.

**Banquet and Catering**

The employees from the banquet department expressed satisfaction and approval of the team atmosphere and spirit of cooperation fostered among them. In their responses one got a sense of that team spirit. The money made was regarded as excellent. All banquet employees interviewed disliked the set-up and break down procedures for functions, particularly moving the large tables themselves. Anecdotes about bumps and bruises were relayed. Suggestions were
given for that situation in the form of some kind of cart to push the tables to their
destination, or possibly a set-up and/or break down crew.

The banquet employee responses were contradictory regarding impressions
of working relations with the banquet supervisor. One employee made it clear that
relations were not good. That employee went on to relay stories and examples of
poor communication skills and a lack of flexibility on the part of the manager. The
employee made it a point to express that this happens often, and to many
employees within the department. The employee stated that the situation had been
bad enough to consider leaving the resort, and that many employees had already
quit their jobs because of this. However, the employee said the situation appeared
to be getting better. Another banquet employee did not mention a problem with
the manager at all, and a former banquet employee who now works in a different
department expressed great flexibility on the part of that manager.

Front desk

The front desk/bell station employees interviewed generally like their jobs,
and the property, and did not express any reasons to leave because of work (a
couple personal reasons were mentioned.) Comments for improvements included
better communication with other departments at the resort so the front desk knows
more about events going on at the property. It was mentioned that too many people are scheduled at the bell stand on certain shifts, leading to less tip money per person, and the onset of boredom. Also the position of the bell stand was suggested moved, to serve guests better.

The majority of the employees of this group felt that communication with their supervisor could improve. Inflexibility, an unwillingness to listen to other opinions, and a hastiness in judgement were mentioned. One employee stated that the manager's flexibility regarding scheduling was excellent.

**Kitchen**

The kitchen department appeared to be one of the more problematic divisions in the resort. Much friction and a lack of cohesiveness was observed in the responses of the interviewees from this department. Other emotions displayed included frustration, hostility, suspicion, disappointment, cynicism, and almost outright despair regarding the job, co-workers, and management. There was a strong sense that chaos reigns. The consistently high turnover was mentioned as being one of the reasons that the kitchen seems out of control. Pay was mentioned as not being adequate and bad attitudes of some co-workers was stated as not helping the situation. It was often expressed that the chef, while being likable,
flexible, and talented, is not forceful enough and does not have control of some situations. It was often expressed directly, or related through stories, that the chef does not take a forceful stand or asserts himself enough to improve the situation. It was stated that certain employees feel they have the chef "over a barrel" so to speak, because of the constant turnover, and consequently "can do what they like".

Another cause of the chaos and poor attitude in the kitchen that was mentioned was a lack of adequate training, again caused by the very high turnover of employees in that department. It was pointed out that if the department is shorthanded, it is not possible to conduct adequate training. One respondent stated that certain direct "supervisors" lacked all managerial skills, proper attitudes, and professionalism. Good performers feel they are not getting enough positive reinforcement, and are being "used" by management because there are not enough good workers to do the job.

Impressions of the upper management by these respondents included a feeling of abandonment, a feeling that the chef is not given support for changes he'd like to make, and a sense that upper management thinks, "(They're) getting something for half-price", with regards to human resources. One respondent stated the management should, "Don't go out to just make a profit because, in the long run, when you are skimping on your employees you are skimping on your
Customers."

Comments about the job and the resort as a place of employment ranged from "I just needed a job", to "my hopes fell a little bit short of what I wanted", to "(my expectations) have gotten worse". Except for isolated instances, there appears to be a general lack of teamwork.

Attitudes of the respondents that were interviewed from this department were apathetic at best, with one exception. One older respondent (age 57) appeared more satisfied than others by stating that he was just happy to have a job "for something to do." Reasons for staying employed included: "If I had a job lined up, I'd give two weeks notice", "I hate to job hop", and "(because of) the city... Rochester".

Solutions suggested by the respondents to some of the problems included a stronger stand by the chef regarding bad attitudes, the lack of professionalism, and on employees who take advantage of the poor circumstances now present. Other suggestions included a formal "write-up" (documentation) system for infraction of rules, regular, meaningful review system, more unsolicited positive reinforcement and recognition of a job well done, and better pay.
Another observation made was that things appear to be less chaotic, or at least under different pressures, in some of the smaller sub-units of the kitchen (ex. bakery, dishwashing, banquet kitchen).

**Dining room**

The dining room staff of the property had contradictory views of the job, and the resort itself. Overall, the employees were happy with the money they are making and with their direct dining room supervision. With one exception, the respondents expressed great satisfaction in the fairness, flexibility, and approachability of their supervisors. Comments included "(The manager) is great", "I love my bosses", and "I like my boss a lot". Respondents also mentioned liking their co-workers quite a bit.

The majority of negative comments about the job and workplace had to do with communication and interaction with the kitchen department. Examples of unprofessionalism, immaturity, and poor attitude on the part of the kitchen staff were cited, adding strength to the kitchen employees' responses. Verbal abuse by kitchen employees of dining room staff, the condition of the kitchen itself, and the difficulty of maintaining people in the dishwasher position were all cited as reasons for considering leaving. A sadness was also expressed for seeing talented kitchen
people come and go, seemingly without being able to retain them. It was also mentioned that as kitchen people come and go, it effects the consistency of the food, annoying the customer and effecting the server's job as well. Overall, respondents listed the image of the establishment as something they liked about working here, but some felt that it was ruined by what happens in the kitchen.

Another reason for considering leaving was favoritism displayed in the dining room by supervisors. This opinion however, appeared to be the exception.

Another negative impression left by the respondents was an apparent poor relationship between the dining room staff and upper management. There seems to be a feeling, among the dining room staff interviewed, of being looked down upon, or condescended to, by the upper management. One respondent stated that if you say "hi" to them they don't answer back. Another felt treated like dirt, and said, "I have been here three months with my name tag on, and (manager) has never said hello to me by name." Apparently the dining room staff has the opportunity to interact with upper managers from various departments more then other employees.

There was an exception to these comments but, through the interviews, it appeared that this feeling is fostering a "them and us" mentality between the groups, in the eyes of some dining room staff members, instead of seeing both
groups working towards a common goal of serving the customer better. This feeling expressed by the respondents does not extend to their direct supervisors but does extend to some office personnel, whom they feel are similar to management.

**Lounge**

Because of absences, only one member of the lounge staff was interviewed. The respondent largely supported dining room respondents' views of the kitchen situation, and of the relationship with upper management. The respondent stated, "The biggest compliment that you will ever get here (from upper management) is, 'You're not as bad as so-and-so says you are'." Additionally, the respondent made an interesting observation that the night staffs of departments the respondent had contact with seem to be more cohesive team-oriented units overall, while the day time staffs seem to have a more individualistic, "fend for yourself" attitude with each other. The respondent had the opportunity to work both day and night shifts for some period, but could not pinpoint the reasons why this appeared so. This however, could not be considered a pattern because only one lounge employee was interviewed.
Management

While management at the property is not considered a separate department (managers are considered part of the department they manage), it is grouped this way here because of the patterns they're answers took.

All the managers interviewed were proud to be working at the resort, felt reasonably satisfied with what they are accomplishing, and were happy with their compensation for the time being. All the respondents, however, wanted to see their employees earning better wages. All felt that low pay is the number one reason for the high turnover in their departments, if not the whole resort. I cannot stress enough how emphatic they were regarding this point. The respondent managers felt very strongly about this, as the point was mentioned several times.

One respondent stated, "When it comes right down to it, you can have all the nice places to work in the world, but if you can't afford to work at a place that's nice, you can't stay". When asked what you would change about the resort, another respondent summed up, "Giving people more freedom, management more freedom, and the general manager even more freedom to pay people what you think they need, and what they are worth".

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The opportunity to train people properly and meaningful reviews were also things that were mentioned to help stop the high level of turnover. It was stated that the level of turnover present now causes shorthandedness, a sense of urgency, and even desperation that forces training to be often less than adequate. The review system as it stands now, when they are given, generally causes laughter in the employees subject to them and are not taken seriously. It is thought by the respondents that the cause of this is a lack of a recognized reward system. The managers seem reluctant to give reviews because of this situation.

**General Patterns Observed in the Whole Sample**

Question 1 of the schedule asked the respondents what their particular title and job description was. From the responses to this question, it was found that all employees knew their job description well, and were clear on their responsibilities.

Questions 2 and 3 of the interview schedule also helped to find patterns in the responses of the employees interviewed.

Table 4 provides the responses for question 2.
TABLE 4: DISTRIBUTION OF TENURE FOR RESPONDENTS

Legend
- 0 - 1 year
- 1 - 3 years
- 3 + years
- 3 + years
- did not respond
The average tenure for the employees interviewed was just over 2.5 years, providing a good basis for getting detailed impressions of the workplace. The ages of the respondents are summarized in the following table.
TABLE 5: DISTRIBUTION OF AGE FOR RESPONDENTS

Legend
- 20 and under
- 21 to 30
- 31 to 40
- 41 to 50
- 51 and over
- did not respond
One of the patterns uncovered was that employees under 20 and over 50, were satisfied with their job and the workplace. Their comments ranged from, "I don't have problems with this place", and "I like my work", to "I like it here a lot", and "It's just a nice environment to work in for me." None of these respondents stated that they ever considered leaving, and felt that any complaints they have are trivial and not worth the trouble.

Another pattern was that 20 out of the 28 respondents said that their training took the form of some type of shadowing of an experienced employee, at one time or another. This indicates that style of training to be somewhat standard at the property. Seven other employees indicated they had hands-on training, with some assistance, instead. Of those seven, one is from maintenance, two work on the golf course, and one is an office worker who was hired in the early days of the resort. However, two are recent front desk hires, and the other is a recent kitchen hire. The 28th respondent indicated receiving no training at all, and is also a kitchen employee. According to the employee responses, the department with the most standardized method of training appears to be the dining room. This is supported not only by the responses of present dining room employees, but also of employees formally employed in the dining room who are now employed elsewhere at the resort.
Managers and long time office employees indicated that as they were promoted, they received less formalized training. It seems that there are less people left to shadow as employees move up the ladder at the property. However, all mentioned having shadowed someone in earlier line positions.

Another pattern observed was the lack of a common training philosophy. From the responses given there appears to be a lack of a common emphasis during training process; a lack of a common mission communicated about the property. The question that was posed was: What would you list as the points most emphasized by the resort in your training period? Of the 24 responses received for this question (4 were not asked the question), 11 mentioned various details regarding some aspect of their day-to-day duties. Eight said either nothing was emphasized or they couldn’t remember what, if anything, was emphasized. Only 5 made some mention of guest satisfaction, or servicing the guest, as being emphasized. Those five respondents came from four different departments, indicating that one department does not have the edge over another in customer service emphasis. Indeed, one interviewee responding this way was from the maintenance department, a department not often associated with face-to-face contact with guests.

Another pattern found was that the benefits provided by the resort, when
mentioned, were generally liked by the line employees and considered a positive attribute of the workplace. But managers, and older employees who are career-oriented, felt the benefits were inadequate and sometimes mentioned them as a negative attribute of the workplace. It was suggested by these individuals that a 401(k) plan or some pension fund would improve the situation.

While education or IQ levels were not directly investigated, through in-depth interviews an inference can be made of someone's level of education by their understanding of the questions and the consequent answers given. As mentioned previously, a pattern was found in respondents who appeared to be less educated, or possessed a limited understanding of English. Many of these respondents came from the housekeeping department. These respondents were less forthcoming with responses in general. They tended to act suspicious, kept their answers to a minimum without elaboration, and did not respond well to prompting. Consequently, these respondents appeared anywhere from apathetic to somewhat satisfied with the job. Whether these are their true impressions can only be assumed.
Conversely, those employees that appeared highly educated, and those that were known to be college students or graduates, were very forthcoming with detailed responses to questions. Those interviews often ran long and the respondent took the interviewer in many directions. There was little if any uneasiness with these respondents, and any uneasiness quickly disappeared within a few minutes.

Although they would be hard to categorize as trends or patterns, some interesting points were uncovered as the interviews progressed. During the 18th interview the interviewer first learned of some sort of employee meeting regularly held for non-management employees only. It was mentioned by a management respondent. It is interesting to note that none of the previous 17 non-management employees mentioned this particular forum being available at all. In fact one earlier respondent, in trying to think of solutions to a problem, suggested this type of forum as being a good idea. After this meeting was first mentioned, it came up in two further interviews. One respondent said they heard about it but did not attend, and the other said they never heard of it before.

Throughout the interview process, seven respondents from five different departments directly stated they felt there is a lack of communication between departments. It was felt that each department acted as it's own family, but that the
whole property didn't seem like one big family. It was also felt that it would help
the overall performance of the property if employees knew more about the
responsibilities of other departments. More all-employee social functions was
mentioned as one possible solution to the perceived problem. While only seven
respondents introduced this point outright, several other respondents alluded to
this situation, and many other interviews had an underlying sense that this was a
problem.

As the lack of communication was introduced, questions of cross-training
and inter-departmental competition were directly brought up later in the interview
process. When asked, no respondent felt that there was any unhealthy inter-
departmental competition. Again after interview 18, the issue of cross-training
came up directly during the interviews. Two subsequent respondents brought it up
independently as lacking. Upon being asked if any type of cross-training is done,
two other respondents said it was non-existent.

2. Summary of Responses Regarding Employee Turnover Factors

Two questions in the interview schedule were very important in assisting
respondents to identify factors they felt were related to employee turnover. One
was question 11: Have you ever thought about leaving the Woodcliff, and if so why? The other was question 12: What keeps you working at the Woodcliff as opposed to going someplace else? Both questions identify factors relating to employee turnover. Question 11 identifies factors that, in the employee's view, may be lacking at the property and therefore cause withdrawal cognitions. Question 12 identifies factors that are present at the property, maintaining employee retention in the eyes of the respondent. Regardless, the factors identified in responses to either question relate to employee turnover. Table 6 provides a list of all the factors identified through both questions, ranked by most often mentioned.
<table>
<thead>
<tr>
<th>FACTOR</th>
<th>FREQUENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfaction with management</td>
<td>12</td>
</tr>
<tr>
<td>Satisfaction with co-workers</td>
<td>9</td>
</tr>
<tr>
<td>Satisfaction with the job itself</td>
<td>7</td>
</tr>
<tr>
<td>Comfortable with job</td>
<td>6</td>
</tr>
<tr>
<td>Overall job satisfaction</td>
<td>6</td>
</tr>
<tr>
<td>Money</td>
<td>6</td>
</tr>
<tr>
<td>Job stress</td>
<td>6</td>
</tr>
<tr>
<td>Work environment</td>
<td>5</td>
</tr>
<tr>
<td>Growth potential</td>
<td>4</td>
</tr>
<tr>
<td>Personal commitments</td>
<td>4</td>
</tr>
<tr>
<td>Lack of recognition</td>
<td>2</td>
</tr>
<tr>
<td>Benefits</td>
<td>2</td>
</tr>
<tr>
<td>Job flexibility</td>
<td>2</td>
</tr>
<tr>
<td>Convenience of location</td>
<td>2</td>
</tr>
<tr>
<td>Fear caused by financial burden</td>
<td>1</td>
</tr>
<tr>
<td>Opportunity provided for older employees</td>
<td>1</td>
</tr>
<tr>
<td>City the property is located near</td>
<td>1</td>
</tr>
<tr>
<td>Sexism</td>
<td>1</td>
</tr>
<tr>
<td>Interaction with guests</td>
<td>1</td>
</tr>
<tr>
<td>Image of property</td>
<td>1</td>
</tr>
<tr>
<td>Anticipation of positive change</td>
<td>1</td>
</tr>
<tr>
<td>Respect between employees and mgmt.</td>
<td>1</td>
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</tbody>
</table>
A total of 22 different factors, somehow effecting turnover, were mentioned by the respondents. To make these responses a little clearer, and to help relate them to the departmental patterns identified in the previous section, a further breakdown of these responses is presented in the following table. This table details the way the interviewees responded to questions 11 and 12, separately. At this time it should be noted that often respondents identified more then one factor as being related to turnover, and occasionally none, for a particular question. When observed, this leads to a difference between the number of responses and the number of respondents.
### Question 11: Have you ever thought about leaving the Woodcliff, and why?

<table>
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<tr>
<td>Satisfaction with management</td>
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<tr>
<td>Job stress</td>
<td>6</td>
</tr>
<tr>
<td>* (Too many) Personal commitments</td>
<td>4</td>
</tr>
<tr>
<td>Satisfaction with co-workers</td>
<td>3</td>
</tr>
<tr>
<td>Money</td>
<td>2</td>
</tr>
<tr>
<td>Satisfaction with the job itself</td>
<td>2</td>
</tr>
<tr>
<td>Lack of recognition</td>
<td>2</td>
</tr>
<tr>
<td>Work environment</td>
<td>2</td>
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<tr>
<td>Growth potential</td>
<td>2</td>
</tr>
</tbody>
</table>

### Question 12: What keeps you working at the Woodcliff as opposed to going someplace else?

<table>
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<th>FACTOR</th>
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</tr>
<tr>
<td>Satisfaction with the job itself</td>
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<tr>
<td>Overall job satisfaction</td>
<td>5</td>
</tr>
<tr>
<td>Money</td>
<td>4</td>
</tr>
<tr>
<td>Work environment</td>
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<td>Benefits</td>
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<td>Job flexibility</td>
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TABLE 7 CONTINUED:

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<th>FREQUENCY</th>
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<th>FREQUENCY</th>
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<td>2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Anticipation of positive change</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Fear caused by financial burden</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Opportunity provided for older employees</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>City the property is located near</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>* (Lack of) Sexism</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Interaction with guests</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Respect between employees and mgmt.</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Image of property</td>
<td>1</td>
</tr>
</tbody>
</table>
As can be seen from the table, employees of the same company can be simultaneously satisfied, and not satisfied, with a particular characteristic of that company, such as management for example. This illustrates the complexity of the situation at this particular property and highlights the fact that the resort is broken into departments.

Also noted is that most of the factors identified by the respondents have a negative relationship to turnover. That means the more a factor is present, satisfaction with co-workers for example, the less turnover will occur. Conversely, the less a factor is present, satisfaction with the job itself for example, the more turnover will occur. Two exceptions to this were noted in the table. Sexism and personal commitments display a positive relationship with employee turnover. The more sexism or personal commitments present, the more turnover will occur, and vice-versa.

Because this property is divided into departments, a further breakdown of these responses is necessary for further clarity. Tables 8 through 16 break the responses given down to the department level, again to add support to the findings presented in the previous results section. The fact that there are more responses then respondents will become more obvious in the following tables.
TABLE 8: FACTORS AND CORRESPONDING RESPONSES IDENTIFIED - MANAGEMENT

<table>
<thead>
<tr>
<th>Question 11 - Contribute To Leaving:</th>
<th>Question 12 - Contribute To Staying:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job stress - 2</td>
<td>Satisfaction with co-workers - 1</td>
</tr>
<tr>
<td>Money - 1</td>
<td>Satisfaction with management - 1</td>
</tr>
<tr>
<td>Growth Potential - 1</td>
<td>Comfortable with job - 1</td>
</tr>
<tr>
<td></td>
<td>Overall job satisfaction - 1</td>
</tr>
<tr>
<td></td>
<td>Work environment - 1</td>
</tr>
<tr>
<td></td>
<td>Respect between employees and mgmt. - 1</td>
</tr>
<tr>
<td></td>
<td>Growth Potential - 1</td>
</tr>
</tbody>
</table>
### TABLE 9: FACTORS AND CORRESPONDING RESPONSES IDENTIFIED - KITCHEN DEPARTMENT

<table>
<thead>
<tr>
<th>Question 11 - Contribute To Leaving:</th>
<th>Question 12 - Contribute To Staying:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfaction with management - 2</td>
<td>Comfortable with the job - 2</td>
</tr>
<tr>
<td>Satisfaction with co-workers - 2</td>
<td>Satisfaction with management - 1</td>
</tr>
<tr>
<td>Satisfaction with the job itself - 1</td>
<td>Fear caused by financial burden - 1</td>
</tr>
<tr>
<td>Job stress - 1</td>
<td>Opportunity provided older employees - 1</td>
</tr>
<tr>
<td>Work environment - 1</td>
<td>City the property is located near - 1</td>
</tr>
<tr>
<td>Growth potential - 1</td>
<td>(Lack of) sexism - 1</td>
</tr>
<tr>
<td>Overall job satisfaction - 1</td>
<td>Growth potential - 1</td>
</tr>
</tbody>
</table>
TABLE 10: FACTORS AND CORRESPONDING RESPONSES IDENTIFIED - DINING ROOM DEPARTMENT

<table>
<thead>
<tr>
<th>Question 11 - Contribute To Leaving:</th>
<th>Question 12 - Contribute To Staying:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfaction with co-workers - 1</td>
<td>Satisfaction with co-workers - 1</td>
</tr>
<tr>
<td>Satisfaction with management - 1</td>
<td>Satisfaction with management - 1</td>
</tr>
<tr>
<td>Satisfaction with the job itself - 1</td>
<td>Satisfaction with the job itself - 1</td>
</tr>
<tr>
<td>Job stress - 1</td>
<td>Anticipation of positive change - 1</td>
</tr>
<tr>
<td></td>
<td>Comfortable with the job - 1</td>
</tr>
<tr>
<td></td>
<td>Benefits - 1</td>
</tr>
</tbody>
</table>
TABLE 11: FACTORS AND CORRESPONDING RESPONSES IDENTIFIED - OFFICE EMPLOYEES

<table>
<thead>
<tr>
<th>OFFICE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Question 11 - Contribute To Leaving:</strong></td>
</tr>
<tr>
<td>(Too many)personal commitments - 2</td>
</tr>
<tr>
<td>Satisfaction with management - 1</td>
</tr>
<tr>
<td>Job stress - 1</td>
</tr>
<tr>
<td>Lack of recognition - 1</td>
</tr>
<tr>
<td>Money - 1</td>
</tr>
<tr>
<td>Work Environment - 1</td>
</tr>
<tr>
<td>Question 11 - Contribute To Leaving:</td>
</tr>
<tr>
<td>-------------------------------------</td>
</tr>
<tr>
<td>None</td>
</tr>
<tr>
<td></td>
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<td></td>
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<td></td>
</tr>
</tbody>
</table>
### TABLE 13: FACTORS AND CORRESPONDING RESPONSES IDENTIFIED - BANQUET DEPARTMENT

<table>
<thead>
<tr>
<th>Question 11 - Contribute To Leaving</th>
<th>Question 12 - Contribute To Staying:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfaction with management - 1</td>
<td>Money - 2</td>
</tr>
<tr>
<td></td>
<td>Job flexibility - 1</td>
</tr>
</tbody>
</table>
## TABLE 14: FACTORS AND CORRESPONDING RESPONSES IDENTIFIED - LOUNGE DEPARTMENT

<table>
<thead>
<tr>
<th>LOUNGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Question 11 - Contribute To Leaving:</strong></td>
</tr>
<tr>
<td>(Too many) personal commitments - 1</td>
</tr>
<tr>
<td><strong>Question 12 - Contribute To Staying:</strong></td>
</tr>
<tr>
<td>Money - 1</td>
</tr>
<tr>
<td>Comfortable with job - 1</td>
</tr>
</tbody>
</table>
TABLE 15: FACTORS AND CORRESPONDING RESPONSES IDENTIFIED - HOUSEKEEPING DEPARTMENT

<table>
<thead>
<tr>
<th>Question 11 - Contribute To Leaving:</th>
<th>Question 12 - Contribute To Staying:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job stress - 1</td>
<td>Satisfaction with job itself - 1</td>
</tr>
<tr>
<td></td>
<td>Satisfaction with management - 1</td>
</tr>
<tr>
<td></td>
<td>Comfortable with job - 1</td>
</tr>
<tr>
<td></td>
<td>Benefits - 1</td>
</tr>
<tr>
<td></td>
<td>Work environment - 1</td>
</tr>
<tr>
<td></td>
<td>Convenience of location - 1</td>
</tr>
</tbody>
</table>
TABLE 16: FACTORS AND CORRESPONDING RESPONSES IDENTIFIED - FRONT DESK DEPARTMENT

<table>
<thead>
<tr>
<th>Question 11 - Contribute To Leaving:</th>
<th>Question 12 - Contribute To Staying:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfaction with supervisors - 1</td>
<td>Satisfaction with the job itself - 2</td>
</tr>
<tr>
<td>Lack of recognition - 1</td>
<td>Overall job satisfaction - 1</td>
</tr>
<tr>
<td>(Too many)personal commitments - 1</td>
<td>Image of property - 1</td>
</tr>
</tbody>
</table>
The final table presented in this section presents the responses to the first part of question 11, "Have you ever thought about leaving...?" It is divided into the departments, once again to make a connection with the previous section on patterns found within those departments. One maintenance employee was not given the opportunity to respond to this question.
TABLE 17: SUMMARY OF THOSE WHO HAVE CONSIDERED LEAVING

<table>
<thead>
<tr>
<th>DEPARTMENT</th>
<th>TOTAL RESPONDENTS</th>
<th>CONSIDERED LEAVING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Kitchen</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Housekeeping</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>Dining Room</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Management</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Front Desk</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Sports Club</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Banquet</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Lounge</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Maintenance</td>
<td>1</td>
<td>(not asked)</td>
</tr>
<tr>
<td>TOTALS:</td>
<td>28</td>
<td>17</td>
</tr>
</tbody>
</table>
CHAPTER V. CONCLUSIONS AND RECOMMENDATIONS

The findings of this study identified several work-environment factors through employee interviews that the responding employees felt effected turnover. The findings also added support to some of the factors identified in the literature examined for this study.

This chapter is divided into two sections. The Conclusions section details the specific conclusions arrived at after examining the results. The Recommendations section poses recommendations based upon those conclusions and also for further research.

Conclusions

From the results obtained in the interviews, 9 of the 26 factors presented in the Cotton & Tuttle meta-analysis were directly identified outright by the respondents, in answers to questions 11 and 12, as being present at the property studied. These factors are:

- Satisfaction with the work itself
- Pay
- Overall job satisfaction
- Pay satisfaction
- Satisfaction with supervision
Satisfaction with co-workers
Satisfaction with promotional opportunity
Biographical information (similar to "personal commitments" response in this study)
Behavioral intentions (similar to "growth potential" and "personal commitments" responses in this study)

When taking the all responses and impressions gathered from each interview as a whole, as opposed to just the direct responses to questions 11 and 12, a strong case could be made for including nine more factors from the Cotton & Tuttle meta-analysis in the list of factors identified. Those factors are:

Employee perceptions
  Tenure
  Age
  Education
  Organizational commitment
  Met expectations
  Job performance
  Aptitudes and abilities
  Role clarity

No clear connections could be made to other factors in the Cotton & Tuttle study. In addition, 15 other factors were directly identified by employees as being present in the property that were not present in the Cotton & Tuttle study. Some of these factors were mentioned repeated times. Those factors are as follows:
Comfortable with the job
Job stress
Work environment
Job flexibility
Benefits
Convenience of location
Job recognition
Anticipation of positive change
Fear of financial burden
Opportunity provided for older employees
The city the property is located near
Sexism
Interaction with guests
Image of the property
Mutual respect between management and employees

Some of these factors were not only absent from the Cotton & Tuttle study, but were also not identified in any of the other studies presented in the Literature Review. Because of the number of participants in the interviews, it is difficult to infer if any of these factors are significant at this or any other property. However, it does lead to the conclusion that each property or business organization has its own circumstances and character, resulting in factors specific to that organization effecting employee turnover.

It can be said that some of the factors identified could lend themselves to functional employee turnover. For example, the city the property is located near, the image of the property, opportunity provided for older employees, and for that
matter, money are not always identified by good employees only as reasons for leaving or staying. All of the factors, however, can be related to dysfunctional turnover of good employees as well.

Upon identification of factors absent at a property, causing employee turnover, steps can be taken by management to reverse the situation and subsequently reduce turnover. Also, upon identification of factors that are present in a property, causing people to stay, steps can be implemented to emphasize and foster such factors in all employees, maintaining employee retention and reducing turnover. The reversing of factors that cause employee turnover, and the emphasis of present employee retention factors, will undoubtedly reduce dysfunctional turnover. If some changes also help maintain employees who are not desired (more money for example), it is contended that the employees who are good candidates for functional turnover will still make themselves known by their performance, and will still give reason for their separation. It is more economical to change factors in an operation that cause all employee turnover and subsequently replace bad employees later, rather then loose good employees now along with employees not desired. The immediate costs to reverse such factors can make management hesitant to commit to change, but the payoff in better long-term employee retention, more consistent productivity, and less aggravation in the
future justifies those costs.

Therefore it must be concluded from this study that:

1.) The findings, being consistent with the hypothesis, identified several factors related to employee turnover contained in the Literature Review, and in the Cotton & Tuttle meta-analysis in particular, as being present in the property studied.

2.) The study findings also identified factors not present in the Cotton & Tuttle meta-analysis, nor in some cases any other study in the Literature Review, showing that each individual operation has it's own set of factors relating to employee turnover that are characteristic to that operation only.

3.) The study findings show the employee interview method is successful for identifying such factors within an operation.

**Recommendations**

**Recommendations based upon the conclusions**

It is not in the scope of this study to give a detailed blueprint of how the property studied could reverse all of the negative patterns found within it's departments. However, it is considered appropriate to recommend a couple possible solutions to the larger general trend discovered throughout the whole environment studied: The lack of an overall, consistent training emphasis.
The fact that employees could not name a consistent training emphasis points to a lack of a mission statement, vision, or possibly a cohesive operational focus for the property as a whole. It shows, at the very least, an inability of management to communicate whatever vision is present to its line employees.

Another indication of this is the virtual even split between positive and negative responses regarding employee satisfaction with management. It is contended that if there is a unifying mission or operational focus emphasized by the top management down through the ranks, the responses regarding satisfaction with management would be more significant in one direction or another. A single-mindedness of mission within management, that is convincing and is continually emphasized to employees, produces employees with a single-minded mission. Respondents would either be generally satisfied with management, or generally not satisfied with management, based upon that management's philosophy, vision, and how it carries out its policies.

As it appears from the responses gathered, the property seems to be split into rigid departments, run by managers as they see fit, without any unifying mission or vision for the organization as a whole to guide them. Consequently, the responses regarding management are based more upon how that particular department is operated, as opposed to its place in the whole operation. The top
management must give the line employees a chance to embrace the company's mission, whatever it may be. At this time, the only indication of employees knowing the overall focus and goals of the operation on any consistent basis appears to be with the office workers, who are in close contact with upper management on a day-to-day basis.

A consistent theme, such as good customer service or something similar, emphasized throughout the training period and on a continuing basis for all departments is one recommendation for a solution. Another recommendation, suggested by respondents, is more inter-departmental communication and involvement. If employees were gradually introduced to the responsibilities of those in surrounding departments, they would be better able to see their place within the whole, and how it all relates to the customer. As it stands now, it seems too many employees appear to get wrapped up in their day-to-day activities and forget why they ultimately do what they do: Providing service, and pleasing the customer. More all-department social activities such as a Christmas party, an effort to cross-train some employees, or at least to familiarize employees with what goes on in other departments would go a long way in breaking down some of the barriers between departments, and give everyone a better sense of belonging. It is also contended that if a cohesive company-wide training philosophy, based upon
the management's vision and mission statement, were successfully implemented, many of the localized problems plaguing various departments would be alleviated.

The patterns and problems identified at the departmental level should certainly not be neglected. As just mentioned, a consistent training program and continual follow-up would alleviate many problems. However, the specific situations and detailed recommendations that could be addressed would take this section from the scope of the study.

**Recommendations and suggestions for further research**

Because of the nature of the method used in this study, it is recommended that further study be done, both on the property examined in this study, and on factors contributing to employee turnover in general. The work accomplished in this study lends itself well to a further, quantitative study at this property and possibly on a wider scale, incorporating other resort properties. Questions for a scorecard format questionnaire could be derived from factors identified within this study, or from direct responses contained in the transcripts of the interviews. The questionnaire could then be given to employees from various resorts of similar size and means as the one in this study, to either support or refute the findings of this study.
The interview method could also be further employed on different employees at the resort studied, or at other similar properties, to add support or refute the findings of this study. In addition, a combination of both methods may be employed.

The method of gathering information in this study provided a wealth of potential data. This study focused on one specific topic. Contained in the transcripts of the interviews, in the Appendix of this study, are impressions, ideas, and insights of employees on a variety of topics left untouched. A future researcher could take the information gathered by those interviews and reinterpret it in another manner, to assist them in their particular topic.
LIST OF REFERENCES

*Journal of Applied Psychology, 72*, 382-386.


APPENDIX

Complete Transcripts of the Interviews Conducted

I: Now, how long have you worked at the Woodcliff?
R3: 2 years and a half.

I: Your # 1.
R3: (laugh)

I: 2 1/2 years?
R3: Uh-huh.

I: What's your job?
R3: Housekeeping.

I: Housekeeping, O.K., what do you have to do in order to do that? What is your job description/responsibilities?
R3: O.K., the first time. In the 1 year, me work in the rooms in the 1, 2, 3 floor, make the bed and clean the bathroom. In the 2nd year (person) told me the day he left why he wanted this job, me clean the front desk, restaurant, front bar, sports center and conference center.

I: O.K., so the people that do the rooms, don't do those other places? It's different jobs?
R3: It's different jobs.

I: But it's all housekeeping?
R3: Uh-huh, it's all housekeeping.

I: So the second year was...front desk?
R3: Uh-huh.

I: Bar...what else?
R3: Sports center, conference center...sometimes when me finish 10:00 or 11:30, (person) said go to the laundry, and help (other person).

I: Sometimes laundry?
R3: Uh-huh.
I: O.K., what are your hours? 5 to....
R3: 5 to maybe 1:30
I: Is that like everyday, or do you sometimes come in during the afternoon?
R3: Everyday.
I: How old are you?.
R3: 52
I: Do you live nearby, or do you come from far away?
R3: Me live in Farmington.
I: Oh, so that's not too far.
R3: No.
I: How far?
R3: 20 minutes, or 15 minutes. By the Finger Lakes horse track.
I: Oh, O.K. by the horse track. O.K., that's not too bad. Do a lot of people have to drive far?
R3: Yes.
I: When you first got hired at the Woodcliff 2 1/2 years ago, what did you expect of the job when you got here? What did you think it was going to be like? Like...different from other jobs? What did you think about.....
R3: Different, yes, different...clean, um....
I: When you mean clean, the place is cleaner?
R3: Uh-huh.
I: O.K., it was already clean when you got here? It was nicer?
R3: Sometimes better, but sometimes not better. It's different...the toilets, the beds. You make the beds different in your house. You make them different, I don't care. But this way you make them turned under, and the bathroom...no hair and clean the toilets too.
I: So more detail, like...careful.
R3: Uh-huh.
I: Have things changed? When you first started working here...what you thought about the job? Now 2 1/2 years later, the things you thought about when you first got hired, are they different now, about the Woodcliff?
R3: Yes, it's different.

I: Is it better...worse?
R3: Yes, better.

I: O.K. You were trained as a housekeeper here.
R3: The first time yes, but the second time no.

I: O.K., when they trained you the first time
R3: She trained me...the girl, she trained me. Me worked another job in Puerto Rico.

I: Oh?
R3: Uh-huh, it's different here.

I: How were you trained in the beginning, do you remember? Like did you follow somebody around?
R3: Somebody told me make this, make this...only like you look in the first room where he was. You watch them.

I: O.K., so you watched them?
R3: Uh-huh, he no talk too much, he work and me looking, “You do that, you do that.” “What? You no told me.” He told me you supposed to look at me. "When you look at me today, tomorrow you make it.”

I: So how long did that go? 1 day, 2 days?
R3: 2 days I look at him ,and the 3rd we worked.

I: And then he came around and he looked.
R3: Uh-huh, when me finished he look at me, “O.K., this one is good, this one is no good”, he told me.

I: How many days did he do that? How many days until he didn't come around and look. Like, your training is done...would you say?
R3: Only 3 days.
I: 3 days?
R3: 3 days.

I: On the 4th day you were on your own?
R3: Uh-huh.

I: O.K., now was that it for training, anything else?
R3: The other week, go work.

I: Did they...explain anything else?
R3: That's it. They didn't explain nothing.

I: Now when you changed jobs and you did...
R3: Oh my god, was that a problem.

I: You said no training?
R3: No training, the guy left and came another day and fight with my supervisor. The supervisor he go and said, "(Person) you want this job it's a good job." "O.K. I want it." And the girl told me in the front desk, "go this way, make this, go that way, make this", and I'm gone. That's all. And another day when we go home...I don't know. Every time when me finish the toilet in the sports center me go to the office. "Where's you are?" she told me go to the restaurant. When me finish, it don't bother me, cause me work. Because this it's busy, the second if I go to confederation (conference) center, me go that way, me come in the office. Me clean the office, me finish the office, me go to the bar. Me finish the bar, everything is there O.K., me go to the office, I'm finished. Only the restaurant and the two office in this part because it's busy. 11 or 10:30 me go to the restaurant and me stay in the restaurant because the customer is not there. Now the first time....

I: Now when you say, you go up there and he tells you where to go, is it the same guy that trained you before?
R3: Yes.

I: So, the things that they, when you were trained, the things that they made sure you know...how to do...emphasized...was just, they showed you what to do and that was that?
R3: No, he no show me, he said, "Go that way, go that way."

I: No, the first time.
R3: No, the first time, no. The first time he said is this fun because you take the card, towels, shampoo, soap dish, and he take it and he put it in the big pan and what room you make it, and you take it. You go to the room 345, 345, 335, 335, and he put it in the big pan if they already check out, the green room ....

I: How long did they give you for a room?
R3: 1 room maybe 5, 6 minutes. Me make it like this because me clean fast. In a day me make 20 rooms. When he's busy busy, a person is not there, he gave me 20 rooms.

I: What do you like about your job? The things you like when you come to work?
R3: O.K., I like it not too much, maybe you don't understand me because the job is O.K., but the person, or the manager, or the supervisor is a little pressure. Something, when he not take the shampoo, “Where is the shampoo?” “I don't know.” See it's not work, “What is Windex for clean the floor or the window?” “I don't have it.” “When we come in I give it to you.”...It's not good. Your problem is your problem, make it outside. When you come in work and help everybody. I like the pay but every time we fight like this.

I: Anything else that you don't like about the job?
R3: I like it. I don't care. Me like it everything.

I: O.K., so some things you like now.
R3: Right, only that's one

I: O.K., tell me only things you like now.
R3: Me like clean, I like it. I like it when he take a lot of job, not small job...when they call me a lot. When it's full I like it, but when it's not full I don't like it because no money.

I: Is it full a lot?
R3: Sometimes.

I: O.K., so the things you didn't like....I got it. So you were a housekeeper at other jobs, or no?
R3: Yes, I got another job.

I: How do you feel about the other job?
R3: I like it, the other job.
I: That one's good?
R3: You know why? Because my supervisor of the other job no push you, no push you. This one, everyday, because he complain. The customer, he say, complain everyday, everyday, everyday!

I: The customer?
R3: The customer. He say the customer come in and he complain everyday, everyday, everyday. It's no good.

I: O.K., this place, not the job, not your job...housekeeping...but Woodcliff itself. You said you like the Woodcliff because it's clean. What else?
R3: It's clean.

I: That's it? That's the thing that you like? O.K.. So have you ever thought about leaving...quitting? Have you ever though about quitting?
R3: Leaving? Me leaving...yes.

I: When you think about that, it's because...why?
R3: I don't understand.

I: Have you ever thought about quitting the job, leaving the job?
R3: Uh-huh.

I: Sometimes you think about it, maybe?
R3: Many times.

I: Why?
R3: I don't know, cause it's too much, too much pressure. Too much, too much.

I: Like before? What you said before?
R3: Uh-huh.

I: O.K., but you haven't left. You still work here?
R3: Uh-huh.

I: What keeps you working here? What is the thing that keeps you working here, and not go somewhere else?
R3: You pardon, me no understand.
I: O.K., the pressure gets to you, and makes you sometimes think about wanting to leave. Why do you stay?
R3: Because I don't have money. I don't have another job, this job if you take the Blue Cross, and another job no take blue cross.

I: O.K., benefits.
R3: Uh-huh. Only for this. Every year he pay more. Maybe this year, I don't know. I don't have the vacation now because maybe next time I take vacation, he told me how much he pay.

I: You get vacation?
R3: Yes

I: Paid Vacation?
R3: Yes. He pay 2 weeks. Another job he no pay the vacation and the medicine, he no pay nothing.

I: Is it smaller, the other place?
R3: Small, yes.

I: So, because of the pressure from management...do you feel that that could be changed by the Woodcliff.
R3: Yes.

I: How?
R3: I don't know how because if another job is good, me go. I don't care.

I: You think it should be changed?
R3: Yes.
I: How long have you worked here?
R2: On and off now for about 4 1/2 years. I started part-time.

I: What did you do when you were part-time.
R2: I started in the restaurant as a assistant server. Managed the restaurant in different areas. Basically came back on summer vacation, vacations from school. I was there for quite a while.

I: So you were seasonal help when you first started?
R2: Yeah.

I: And that was in the restaurant.
R2: Yeah.

I: And, when you say 4 1/2 years off and on, how long ago was it when you first started?
R2: The summer of '90.

I: O.K., what do you do now?
R2: I work in sales now. I'm the sales manager

I: You're the sales manager?
R2: Yes.

I: And what's your job description?
R2: Oh, gees...

I: Roughly, what are you responsible for?
R2: I am responsible for booking meetings, any sort of details in regards to booking those meetings, sales calls, marketing, promotions...those sorts of things.

I: But as being a manager, do you have responsibilities more than your staff?
R2: We really don't have staff. There are 4 sales managers. The term "manager" doesn't really apply obviously to our position. We have 1 person, the administrative assistant that helps us out. But other than that, we really don't have any direct staff. Regarding responsibilities other than our job description, there are 3 of us that are Manager On Duty 1 night a week.
I: So specifically being sales manager, the manager part really doesn't mean anything when compared to other sales people?
R2: Exactly...coordinator...you can call it that too.

I: O.K., whatever you like to call it.
R2: Sure, let's think of a good name.

I: How old are you?
R2: I'm 23.

I: When you first started at the Woodcliff...when somebody accepts a position...when you first got hired back in the summer of '90, what were you expecting out of this job? If you could remember when you first got hired. What were the things that you wanted out of the Woodcliff, as a place to work?
R2: I had worked at the (other property). I had an internship through high school. I had worked there for a while, and absolutely wanted to work at the Woodcliff as opposed to the (other property). I worked at the front desk at the (other property). I came here as an assistant server in the restaurant. It was a completely different department than I was accustomed to. I wanted to experience food and beverage. Honestly, I didn't really, at that time, foresee any real long term commitment to the Woodcliff. I thought, sure, summers during college is something that is very easily maintained in the restaurant.

I: When you say that you absolutely wanted to work at the Woodcliff, why?
R2: Just the image that the Woodcliff had in the hotel industry at that time, and even now. For someone looking to enter the hotel industry. It was the cream of the crop.

I: Why did you start at the other property then?
R2: Why I went to (other property)?

I: Yeah, is there a difference? What is the deal with (other property)? Is it supposed to be at the same level? Are they aspiring to that...just out of curiosity?
R2: They are, it's just different. The amenities there are clearly not the same. We have the golf course, the sports club...you know, just so much more here...more banquet facilities, meeting space, that sort of thing. Just a grander scale than (other property). The (other property) at that time was all manual, their system was all manual.

I: And you recognized the difference even back then?
R2: Yeah, I did.

I: Now your expectations...have they changed as you've evolved here? What you wanted out of that job, or what you thought about the Woodcliff at that time...is it different now?
R2: Oh sure. I mean, I'm at a different stage of my life. I'm here for a career now as opposed to before. You know, trying to learn more about the industry and make some money in the meantime, to help me through school. At this time I'm here to stay and develop a career.

I: What do you expect out of the job now? What are your expectations? Your anticipation?
R2: I'd like to be happy doing what I'm doing. I don't expect a lot of money from this job. I know that will never happen. I don't expect to...to move up, you know, in the corporate level. It's just different. I know...you know there are different levels I can go to, I used to expect to. Job satisfaction for me, basically what I'm doing now. I'm happy with the hours. I'm happy with our overall job description. I'm really comfortable in that department. Salary is fine with me right now. I'm just very...content. You know there's gonna come a time when my expectations will change, and I'll want new and more things.

I: What you've mentioned most...what you mentioned just now, could apply to any job anyone is happy with. Is there anything specific about the Woodcliff itself that you are satisfied with? Specific about this property?
R2: I think this honestly. If I was ever to change my position I would not want to change to another hotel in the industry. If I was going to change jobs, I would leave the industry. Which is kind of a harsh statement.

I: Now, your not just giving me the “party line”.
R2: I'm not, I am not. This hotel is definitely unique in the way it operates and it's management philosophies. I just think it's great and I especially notice that within my department (sales). They have given a lot of leeway and encouragement to do it ourselves. It's not bureaucratic. You know we do go right to the general manager for approval of everything we do.

I: Is he pretty accessible?
R2: He is accessible, he's encouraging, he makes you wanna work hard and do it on your own. I just think we have a great team.
I: I was impressed with that myself. He doesn't know me from Adam, and he gets back to me, if I leave a message, within 15 minutes.
R2: He's great. He's great about that.

I: I was just impressed about that.
R2: I like that too. I just like that whole philosophy here. They let us, and you know a lot of hotel properties try to do what he does and have their general manager free to do, but half the time it doesn't work. They're always bogged down with certain things, or you know... but definitely here.

I: If you could remember back...were you trained when you started in the restaurant? How were you trained?
R2: I shadowed, I was an assistant server. I worked as an assistant server. I worked with someone, another assistant server, who trained me. I think I trained for 2 weeks before I was put on the floor by myself as an assistant server, with 1 or 2 servers.

I: Now in those two weeks, there was shadowing?
R2: Yes, she would tip me out too. She would make some good tips, but yeah. And it wasn't all shadowing, I'm sure I was...well...but with her there guiding us and work.

I: Now, you went from that right to sales manager, or was there another job in between?
R2: No, I ah...there were actually 2 jobs in between.

I: Here (Woodcliff), I mean.
R2: Yeah, I had worked in the restaurant hostessing and room service, serving, cocktailing. I did everything for like 3 summers, when I graduated in May of '93 from college.

I: Where did you go?
R2: Boline Green State University for hotel.

I: How's the program there?
R2: Great, great, it's business oriented. I have a business degree and hotel concentration.

I: So they do have that, the food/hotel thing there?
R2: Yes, so I graduated from there, got a full-time job in the hotel chain. At that time I was looking at changing....

I: So you're from around here?
R2: Yes, I live here.

I: Did they (the chain) want you to relocate?
R2: Yes, exactly, and the more I thought about it, the more I didn't want to do that. So it just happened that I was at one of the hotels (hotel industry meeting) with a friend of my parents, just trying to meet people, and I ran into (person) who is the front office manager. I had known him from working in the restaurant.

I: What's he in charge of?
R2: Front desk, bellman he's in charge of all that. And he said, "I have a position at the front desk, would you like it". And I said, “yes”. I had never worked at the front desk before, and I definitely need that experience. You know I'd done internships in different places but....

I: Now with those other positions was the training process similar?
R2: For hostessing and all that, or...?

I: Front desk?
R2: Front desk...yeah.

I: What did you have to do, to learn those other jobs in between?
R2: Front desk....well front desk is completely on a different scale than the restaurant. It's like, I mean it's night and day. They're totally different. For hostessing, cocktailing, and room service training obviously wasn't to the degree it was when I first started, because I knew 90 percent of the job already, like with being there. There were just minor things that you needed to learn, and easily learn. Probably trained for a day being hostess, after knowing how the restaurant works, where everything is.

I: But how long were you as a waitress, assistant server?
R2: I was trained for 2 weeks.

I: No, before you became hostess, were you there to experience probably....
R2: Probably the whole summer, I think I was an assistant for the whole summer and then the next summer I came back and did hostessing and ....
I: So you had the whole summer to get familiar with it?
R2: Yeah.

I: O.K., so front desk?
R2: Front desk... I started there, it's completely different. It's very... technical is not the word... administrative, it's very... a lot of people work a lot of computer work, those sorts of things. So I had to go through learning all of those systems and credit card machines, and I had some experience. That was a very intense training period. Now at the front desk you're more put into the job, and you have to learn it. There was some pre-training, a couple sessions that (person) would go through his computer and show me marketing segments and all those sorts of things.

I: The paperwork, how was that handled, as far as training goes?
R2: You basically watched another clerk do it, so they would work you through it maybe a couple times and then you're on your own, and then they are there to help you if you need help. It's just so... training at the front desk never ever trained someone for anything that would happen. It's just... I think 50% of the questions you have to wait until they come up and learn how to deal with them then.

I: How long would you say that process was (training)?
R2: Training? I was still training, the term training... I was still learning you know till the day I left. Training....

I: Yeah, when you were on your own. When whoever was in charge considered you on your own.
R2: I probably trained maybe a week. With the word "training" next to my name, you know what I mean.

I: Yeah, that's what I mean.
R2: Yeah, probably a week and then after that I wasn't training, but I obviously wasn't left alone or anything like that, because I didn't have enough experience to handle it.

I: How about your position now?
R2: This position, I actually had another position after that.

I: Which was what?
R2: I was the sales coordinator for the off-premise catering operations.
I: That's part of Woodcliff?
R2: That's part of Woodcliff, yup, we do off-premise catering. I would book all the sales for that and I would basically supervise to make sure everyone's delivery goes off on time, everyone was all set, we had everything we needed. That was interesting. Training for that was probably a couple days. It really wasn't that intense.

I: Would you say that's autonomous...or is it really. I didn't even realize that you guys did that?
R2: Yeah...autonomous? Not really.

I: Whose in charge? Who runs that operation?
R2: Banquets, director of catering and conference services...who is the banquet manager. He runs off-premise catering and on-premise functions. (Person) was my boss at that time. Training for that wasn't a lot. It didn't need a lot, and that was all. Learning things as we go...that honestly, I wasn't uncomfortable without a lot of training for that cause there was always other people around to help me.

I: Right, and you had been in the restaurant for so long.
R2: Yeah, exactly. I knew where things were. It's so different for me I guess. It's probably not helping you out a lot because once I'm in another department, I know all the other departments I'm in.

I: Don't worry about me at all.
R2: It's just like training doesn't need to be as intense.

I: O.K., but this position?
R2: Sales...I started sales May 1st of this year. I at that point was going to be doing somewhat of a job share with (person) who was leaving on maternity leave. She wasn't leaving till the beginning of June, so basically I had a month to train for this position. Which is needed, you know... if I had less than that...And I was doing my own files during that month. I was booking my own events, doing what have you, but I was always in the process. 2 of us worked through everything together. If I had any questions she would just go through the whole file with me. Just...it was a good training period and then after that month she left. I was basically on my own. Not on my own meaning I could never ask anyone questions. I ask them questions to this day, and they ask me questions, you know, so that's...training is just kind of helping each other.
I: If you had to think back to all these training processes, what would you say the emphasis was? Like, the common thread, the thing that was always emphasized to you. Something that was pounded into your head maybe, or...yay. If you had to think back when you were training as an assistant server, what did they keep pounding into your head? Training in this position (sales), what did they keep pounding into your head?

R2: I think for every position it's flexibility. Yes, you have guidelines and there are procedures, but 8 out of 10 times things have to be modified. No matter what position you're in, it's just the industry. Things change, every person is different, every experience is different, each guest is different. I honestly can say that for every position. These are guidelines, do with it what you can, and make adjustments when needed.

I: What was the explanation for the flexibility.

R2: Just that...that there really is not a standard guest experience. There is, you know...I mean gees...I would want different things out of a restaurant experience than you would, and so servers, assistant servers, anyone that would come in contact with them (customers) has to make adjustments for that.

I: You mentioned earlier, talking about expectations, what your looking for in the job, and you mentioned some things that are being fulfilled for you. What would you say you like about your particular job, not necessarily the Woodcliff itself but your job, what you do, your job description. What do you like about it?

R2: I love working with clients on a long-term basis, as opposed to restaurant experience which is 2 hours. You know, this job gives you a chance to really get to know clients and then hopefully get repeat business from them. Where you are on a personal level, that sort of thing is great. It really is great. Now that is what I like about a sales position. In addition to that, I love my sales position at Woodcliff because of the other perks that go along with that position. Our sales department is made up...we are organized in such a unique way that's not typical to the industry. We don't all have our own accounts, we don't all focus on marketing them. Whenever a call comes in we'll take it. I'll do weddings. I'll do meetings for 6 people. I'll do...you know, what have you, which makes it interesting, it fun. I just think it's great that we have repeat clients that will call and ask for you, and that's fine. We all respect that for each other.

I: What don't you like about the job?

R2: In the Woodcliff?
I: Right, I guess the sales job. Is there something, or maybe the sales job specifically here.
R2: You know, honestly, it would just be those customers that every once in a while are so demanding and so...but you get that in any job in the industry, or any industry that has connections with the public.

I: It's great that you feel that way. You mentioned specifically about the Woodcliff as a place of employment, more related to your job as the system...the way the sales department is set up. Now if you had to think of other things about the Woodcliff, as an establishment, as a place of work. What would you like about it?
R2: Excuse me, but I don't understand the question.

I: What I was looking for with the other question was what do you like about the sales position within Woodcliff.
R2: Now what do I like about Woodcliff, being an employee of Woodcliff? O.K.....

I: Well this should work out well for you because you have been in different positions...what have you liked? You mentioned a couple things, I suppose, when you talked about the differences between the Woodcliff and (other property). Is there anything else you might not have talked about?
R2: Yeah, I think everyone....the Woodcliff is larger than (other property). Now I didn't work at the (other property)...I worked there gee's...maybe 7 months, which is a good amount of time I guess, but I didn't get the feeling that everyone knew each other. Here I feel like that, I feel like, you know...I say hi to “X” guest...you know, whoever is walking in, and I feel like everyone knows each other and...

I: A sense of community?
R2: Exactly, exactly, and I think that's derived from the management philosophy, in knowing everyone's name. She knows everyone's name who works here and I think that is wonderful. I mean they're not going to hurt the employees here and you can just come out of a conference and say “(name)”.

I: Have you ever thought about leaving? And not like......
R2: Yes, again but it's not...it's not Woodcliff, it's...my only....I would only leave it if I was going to leave the industry again. I mean, of course there are other things that if, you know, I got married and my husband got transferred, something like that that would...but I would not leave to go to a different hotel in Rochester.
given current circumstances. I mean, because of the fact that I love the way the sales department is organized here. You know, those sorts of things. I think salary is on base with what everyone else is making, so that's not an issue. It's not like someone's gonna come up and offer me $50 thousand dollars a year.

I: You say that's keeping you working here?
R2: Mmmmm...yes, and preventing me to leave. I think I have a great rapport with people I work with. I think we all work well together. Gosh, this hotel is going places, you know? It's not going to stay status quo where it is right now. We're going to expand...that's an option, you know. Of course it gonna change, change isn't that rapid but...definitely in the future.

I: Of the things that you've mentioned that have kept you working here that you really like about the Woodcliff, and about the job, of those that you think of off the top of your head that you had mentioned, what would you say that the Woodcliff influences as opposed to which are inside you...what you feel or like. Like, you mentioned what you liked about sales. There is other things you have mentioned that you like about this job, is there something that specifically comes to mind that you know that the Woodcliff influences?
R2: No, Woodcliff is dedicated to quality, quality of services here. I don't....that to me...I'm not the kind of person who will work at an average place and provide average services. I wanna work in a place that's always continuing to strive to do more, to provide more, to be the best, and Woodcliff does that every day, on the hour. Always looking for new ways to do better things and I really like that. I wanted that...you know, that's definitely was one of my things when I was looking for a job, whether it be with a chain, private hotel, you know...what have you, but I wanted a top-notch hotel and a great job.

I: You didn't mention anything that you would consider leaving over, or what you didn't like about the job as far as the Woodcliff goes.
R2: No, I mean I honestly wanted to be in sales since I started with the (other property) and that's what I wanted to do when I graduated, to be in sales.
I: What's your particular job description, job title, your...
R1: Housekeeping, I work in the laundry.

I: O.K., and what does that entail, what do you do?
R1: Fold sheets, wash sheets, put them in the dryer, take them out.

I: So as far as housekeeping goes you don't do anything else, you just do the laundry.
R1: If we're not busy, or if we're busy, I go upstairs and do rooms in the morning and then I come back down and do laundry.

I: Do you work mornings strictly...days.
R1: Yeah, and sometimes Saturday and Sunday.

I: What's your hours?
R1: 8 to 2, 2:30 to 3:00

I: That's pretty regular?
R1: Mmmmm, Saturdays and Sundays 11 to 7.

I: How long have you worked here?
R1: 3 years in February.

I: 3 years...when you first got hired here what were you expecting out of the job, like when you came to apply and they hired you, what did you want out of the Woodcliff?
R1: I just wanted a job.

I: How did you think it was going to be when you started working here?
R1: I worked in a hotel before so I think I knew...
I: Right, but what would you think was gonna be different from the place you had worked? Did you think this might be different, or not?
R1: No.

I: You thought it would be the same?
R1: Yeah, and then when (person) called me, she said I'd be working in laundry I...

I: You'd done that before, or was that different?
R1: I did, but not on an all day basis, you know...just filled in.

I: What do you think about that? Do you like that?
R1: Yeah, I like it.

I: As opposed to doing rooms?
R1: Yeah, but you know, going up and doing rooms is, you know, something different. You know, like you're in the laundry all the time and then you go and do rooms it's just...I don't know, it's just different.

I: Is that good?
R1: Yeah, sometimes.

I: Do you get a little tired doing laundry all the time.
R1: No, I like it down there. When your down there by yourself and you get help, you know... you’re more or less in that room by yourself.

I: And that's good?
R1: Yeah.

I: How old are you, do you mind?
R1: 45

I: 45...so you thought it was going to be the same, pretty much. Now that you've been here for a little while, is it any different? Do you think a little differently about it than when you first got here?
R1: No...I like it.

I: Good, good...were you trained for that position when you got here?
R1: There was another girl working there with me and she just said, "You do it this way and you don't have to add no soap or nothing." You know, everything is all automatic.

I: Now, how long did that take.
R1: Probably a week.

I: A week....
R1: Yeah.

I: So you worked with her for like a week or...
R1: Yeah, she worked in there, you know, all the time with me, so I more or less just caught right on and...

I: After a week you were on your own?
R1: No, she stayed in there all the time, there was 2 girls in the room.

I: But you were on your own though?
R1: Yeah!

I: That's what I wanted to know. Was there anything else that she mentioned in her training to you? She told you how to do it...anything else?
R1: She says "I do it this way and...

I: Like other things about the job, any other kinds of instructions regarding just how to do your particular job?
R1: No.

I: What do you like about the job?
R1: I just like the laundry, I just like doing that kind of work. That, and cleaning rooms. I would never go back to working in a factory again after doing this.

I: Why?
R1: I don't know, it's just my kind of work I guess. You know!

I: Did you like working in a factory?
R1: NO!
I: So what is better about working here...in fact, what was bad about the factory?
R1: Well, there you got like, bosses standing over you all the time, and I had a second job, and you had to go attend meetings all the time...“You gotta do this, you gotta do that.” You know, I don't....

I: So you work independently pretty much here?
R1: Uh-huh.

I: So, who is your boss? Director of what...housekeeping would be your boss?
R1: (Person).

I: (Person), and she is the director of housekeeping?
R1: Director of housekeeping.

I: Oh, I see, so in charge of laundry and the rooms and the whole thing?
R1: Mmmmmm.

I: Do you live far, or how do you get here?
R1: 20 miles, one way.

I: How do you get here, do you drive?
R1: Yup.

I: How long does it take you?
R1: About 1/2 hour.

I: What do you think about that?
R1: Some days it's all right, some days in the winter you know, I'm not that crazy about it. If I'm running late, I just jump on the thruway.

I: You don't usually come by the thruway?
R1: No. I take the back roads.

I: How much does it cost you on the thruway?
R1: 15 cents.

I: Oh, so Canandaigua?
R1: Uh-huh.
I: Farmington or something?
R1: Chapin.

I: What don't you like about the job?
R1: Nothing, well...

I: When I say about the job, I mean not the Woodcliff so much, but what you do here, your job...duties.
R1: Somedays you go in there and you have your good days and your bad days.

I: Personal or job-related?
R1: Well somedays it's, mmmm...job-related.

I: Like what would be a problem?
R1: You just get people who.....you just get in there and maybe it's cause you've had your bad day, your bad morning at home, or you know, the night before or whatever, and then you’re not in a very good mood to come in here in the morning. You come in here and find out that you gotta do inventory in the laundry room, and you've gotta full house, and then you gotta go upstairs and do rooms.

I: So the job becomes more difficult when there's a lot of people here?
R1: Uh-huh, and you know the person that's in there helping you, like (person), she comes in when she's done with her job and if she has to go up and do rooms, then you’re in there by yourself and I have to help her do rooms.

I: What do you have to do when you do inventory?
R1: Count all the laundry. Or at least the laundry room, but we only do it like, once a month.

I: That would be...probably the first thing in the morning, huh?
R1: No, we wait and do it in the afternoon.

I: So when the laundry is in?
R1: Yeah, all the laundry's down and umm...you know, everybody is done and before you use the laundry you gotta count it, and then it goes upstairs. But the shelves are already counted.
I: Working here as opposed to the other cleaning jobs you had at other hotels or motels or whatever, what about the Woodcliff do you like...working here? Is there anything that makes it different from the other jobs specifically? What keeps you working here, not working in another place?
R1: My hospitalization here. I didn't have that at the other place.

I: That's big, huh.
R1: Yeah, we get a little more hours here.

I: Is that because you like the hours? Or because it comes out to more pay?
R1: It comes out to more pay, then if you work Saturday and Sunday you get more pay.

I: More pay like overtime or ....
R1: No, more pay an hour.

I: Anything else about the Woodcliff that you like?
R1: No.

I: Do you ever think about leaving?
R1: No. I like this kind of work, you know. I don't wanna go to work in a factory.

I: So there isn't anything about the Woodcliff in particular that would make you wanna leave?
R1: I like my boss...I like my job.

I: Good, good.
R1: I mean she has her bad days, just like you and I, you know.

I: So let me see....so pretty much your satisfied.
R1: Yup.

I: You mentioned more hours and benefits, was there anything else you can think of about the Woodcliff that you like?
R1: I like the people here.

I: Your coworkers.
R1: Yup. I like to get along with everybody.
I: Good, that's about it.
I: Your particular job description and job title is?
R4: Maintenance, preventative maintenance.

I: Room preventative maintenance, and what would that include?
R4: Guest suites, and preventative maintenance in the rooms and throughout the hotel.

I: O.K., is there different departments within maintenance?
R4: Right.

I: How long have you been employed here?
R4: Since July '92 so it would be about 2 years, going on a 3rd year.

I: You pretty much have the same job description all through the whole thing?
R4: Yeah.

I: How old are you?
R4: 28

I: When you first got hired here what did you expect of the Woodcliff as a place of employment? Like, your expectations of the job here?
R4: High standard, business does well in this hotel.

I: I mean, your feelings...what did you think?
R4: I've been in hotels for about 6 years, I've progressed up. I was a Maintenance Supervisor at the (other property) and then came back down to....

I: Have your perceptions changed at all while you've been here?
R4: Yeah, initially they were...I...I was a little disappointed, but a few people that were working here at the same time I was have left, and things are a lot better now cause, you know...other peer pressure had a lot of negative sides. People changed hands, and good people stayed and the bad people weeded themselves out.

I: Now is that more about your job, what you had to do, or more about Woodcliff in general?
R4: A little bit of both.

I: Has your job changed at all?
R4: Not really, I just took my own initiation and enhanced it, and fine tuned it. There never was what I am doing now here. They were always building and rebuilding and, you know, there used to be this one supervisor, one guy, then there was two, and then three, seasonal help from the golf course would come in and help. But now there's 3 of us and we're around all the time, general things that we have to do.

I: That seasonal help.....
R4: Still comes back once in a while, it's usually 2 or 3 people.

I: How were you trained for this position?
R4: Just past experience pretty much. I've been in hotels for 6 years...pretty much hands-on, learn as you go. I've had a little HP training at MCC but other than that...

I: Here (Woodcliff) in particular though?
R4: Here? Training as far as my job or...?

I: Yeah.
R4: Just pretty much sent in the right direction, “This is what we're concentrating on, and this is what you should do and...”

I: Specifically, I mean like, if you could recall...like you started day 1...what happened?
R4: Just by observing you know, observing my boss do much of the work. The other guy called me and I did a little bit of carpentry...everything. Just hands on, and watching.

I: About how long was the period before they considered you, your supervisor considered you, on your own?
R4: Pretty much from the start because of the past experience. But now they're kind of questionable about my ability. I'm pretty sure that they don't have to worry about anything now.

I: So the training is...the level of training is dependent on experience. There is no set training process that everyone goes through?
R4: Right, if we're involved in projects or something, building something, constructing something...what do I want to say...it would be explained to you. I mean, we really haven't had to have a training period, but a few of our guys have
had extended HVAC training as far as outside the hotel like other....say a conference or something. We would put on a seminar. We went out to one on pumps.

I:  What's HVAC?
R4:  Air conditioners, heating units. Things like that, like wood finishing. We were able to go to seminars and things like that. We’re offered the opportunity to go to take a class and the hotel will reimburse you 10% a month until it's paid off. You know, whatever arrangements could be paid up front, or could be paid in different ways. You know, they're open to whatever you want to do.

I:  If you had to think of a common thread through that training from your supervisors, any kind of direction that they gave you, what would be the thing that they kept drumming into you?
R4:  Guest satisfaction. Guest safety, you can't leave a broken water pipe running for hours because obviously your going to flood out the rest of the hotel. You know, if something is broke you have to find the solution and get it taken care of. Leaks...things like that.

I:  That would be the common thread, that would be thing that they ......
R:4  Yeah, guest satisfaction. You don't want to have a guest upset and not pay for his room because he is then lost revenue so that's always conscious. Try not to make repairs in the middle of lunch hour at noon in the restaurant, you know. Try to steer our working times around that.

I:  Do a lot of stuff at night, I suppose?
R4:  Well, we should. When the time calls for it, we do come in at night and do some things.

I:  About what you actually do, not necessarily at the Woodcliff...what do you like about your job?
R4:  I like being pretty much on my own. I like...boy that's hard to explain.....satisfaction of enhancing the rooms appearance. So when a guest comes in he doesn't see the drapes half way off the hooks...or the armoire, you can pull out a drawer without the drawer falling off the tracks. The less complaints I hear, they know I'm doing my job. So that's my satisfaction.

I:  Is there anything about the job itself that you don't like?
R4:  Not really, not having the rooms occupied all the time, which is good. I don't have a lot of time per say to get in the rooms. I got...I wait sometimes until
the people get out of the room in the morning, and then I gotta get in an hour before they check in, so my time period of getting in the rooms is limited and that's the only part that's hard for me so, you know, I can't....should try to do the rooms so many times a year to keep them up to par. But if you're work time is limited as to occupancy, you can't.

I: Now, do you think that's something that the Woodcliff could fix or reschedule, or do you think that would be difficult?
R4: Well, yes and no. We don't like to see rooms off market because maintenance didn't return them. That's a room that you're losing revenue on. Rooms do come off market if they have drastic problems. That's obvious, you can't help that. But, yes and no...you can schedule night or whatever, but if your running a drill or something at 4 o'clock in the morning, it wakes up the person next to you. So you would have to shut down a few rooms next to that room. Daytime is the time to do it, you know, when we're slow and rooms aren't full. Then you do need to put some rooms off market. You know, it works out.

I: Do people stay much around here?
R4: Yeah, during the holidays. You know, Thanksgiving, Christmas, various holidays...and a little bit in the summer...and a little bit in the winter, but not drastic...you know, it's a week here and a week there.

I: What about the Woodcliff now, as opposed to just your job? What do you like specifically about working here as opposed to someplace else?
R4: Um, you know, it's just like a resort, the only resort in Rochester.

I: Do you like that?
R4: You know, I like it's well known. People like come in here and do more things than just spend the night, you know. Some people don't realize that it's a hotel, and there's golf course...there's everything. It's just the highest point in Monroe County, it could be a landmark, it probably is a landmark. And people ask where do you work. "Oh, I've been there for dinner," and stuff like that and being known not like the (other property) or something, where you hear negative comments from people. This hotel you really don't hear negative things.

I: What would you say are things that keep you working here as opposed to going to another resort, or another hotel?
R4: Let see....this hotel offers very competitive benefits compared to other hotels, there's a ....even though it's an independent hotel it's not a franchise like a (other property) or anything.
I: You like that?
R4: Yes and no. I mean they're limited on what they can do, but yet they can do better in other areas, you know. Maybe benefits, and sometimes pay scale. Other hotels are strictly limited. "This is the rate for what your job is, with no above and no below." So, in a way, it's got its pluses and minuses. But the minuses don't outweigh the pluses.

I: So you're happy with the pay and benefits?
R4: Yeah!

I: Is your pay flexible then, depending on what job you're doing, or do you have a set pay?
R4: It's flexible. There is really not set scale according to what your experience is, and how you perform, and they like you and you do a good job.

I: I mean from responsibility to responsibility. If your working on a harder job you don't punch in under a different rate, or do you?
R4: Yeah, our maintenance is...the supervisor, another guy and me. He's a HVAC technician, he has a higher rate than me, which is expected.

I: No, I mean you in particular...you don't have more than one rate?
R4: Oh, no its still a set rate. See, I don't know a lot about it, but.

I: You get paid the same amount for every job that you do, that's what I mean...right?
R4: Yes.
I: Well actually this will work out well because you do a couple of different jobs here.
R5: I've been in all but I think, about two different departments...you name it..

I: What is your particular job description now?
R5: Well, I do payroll and I'm also out on the golf course.

I: You say that you are here for payroll, right? So what does that entail?
R5: Each department manager does their sheet of employees and they put it...their time, and their tips and gratuities, all that sort of stuff and then I compile. We have a lot of different people that work two or three different departments, a lot of cross-overs. I put it all together, total it all, and then put it into the computer...figure vacations...so they are all correct.

I: Do you double check it? Is that part of the job?
R5: Oh yeah. I mean, I take all that they gave me and I go through it all. Total each department in the computer, and we have 80 people who send it to us, and then I send them a paycheck.

I: That's it as far as payroll goes? Do you check it in when it comes in?
R5: Sometimes I do, but I'm usually out on the golf course or not here. It comes back in a couple of days, and if I'm here and if (person) backed up, then I'll come in and check it.

I: So the golf course is the other job. What exactly is your position?
R5: Ah, greens...fix the irrigations.

I: So it's a maintenance job, you're not a pro or anything?
R5: No, I don't even know golf (laugh).

I: So the job description would be, greens. What else?
R5: Golf course personnel maintenance. I call it maintenance.

I: Yes, specifically?
R5: I take care of the greens.

I: Any other things?
R5: Fix irrigation, any other maintenance stuff that needs to be done out there, you know...working on the paths.
I: How long does that run?
R5: To the end of October I think, or through mid-November, when the weather . .

I: And that opens when?
R5: In a month, I don't know (laugh). Around here, it could be mid-March.

I: You don't get a lot of call for that early, it's probably just fixing it up.
R5: There's people ready to get out, and if you have a nice day they are dying to get out there. Well...you know what's its like to have spring fever!

I: Yeah.
R5: So spring fever for us is the golf fever for them.

I: Right.
R5: They are all just tucked in around here, and if there is a nice day in the winter and there's no snow, you will see people out there just driving down the fairways.

I: How long have you worked here?
R5: Well I started here when we opened, as the front office manager and it was just not my cup of tea and then . .

I: So was this continuous for you?
R5: After I left that position. I was gone for 8 months or so, maybe. Then I came back and did some independent things, some landscape things on the golf course and at that point it was sort of the end of their summer season and (person) came up to me and asked me if I would want to work on the golf course. So I've been out there ever since. But I have, in the winter time, when we come in from the golf course, I usually work in the maintenance. One year we painted and wallpapered all the bathrooms.

I: So your job doesn't end seasonally?
R5: No, they bring us inside. A couple of years ago I was pregnant so I hosted in the dining room and I'm pregnant again, so I'll be hosting in the dining room again, so

I: So that would be your primary job, and payroll would be the secondary?
R5: Payroll is usually one day a week for me.

I: So it was good for me to be able to grab you today. And how old are you, if you don't mind me asking.
R5: How old am I? I was born in '61, I'll be 33 in July (laugh). I always have to think about it.
I: When you first got hired at the Woodcliff, what were your impressions? Did you know anything, I mean it was a new place, what did you want out of the job?

R5: Well I was expecting to not just be stuck in one place. When I was hired, this place was still a shell, it had a long way to go and I just didn't...once I was brought on as manager and if I hadn't left, I probably would still be there today. You know, I all of a sudden realized that I wasn't going anywhere.

I: So what are you saying your expectation was when you started then?

R5: Well, I thought that maybe I could move up to sales or some other department, but its such a small company, this is it...its not like being a (another property) where you can move all over the world. You know, I just thought maybe I would have an assistant who could move into my place, and then I could eventually do something else. But I was just not cut out for what it was.

I: Is there anything else that you were thinking, or expected from the job? Good or bad?

R5: I don't know, it was a long time ago (laugh). I don't know...'87... I think I expected it to be different. When I first applied, I thought I'd work sales and stuff, but now that I've been out and about, I couldn't sit behind a desk. Sitting here one day doing payroll kills me. I look at myself today and I say that I would've never survived sales because its ridiculous that they sit behind a desk. They do go out and make sales calls, but its not enough, one day a week or something. That's what I'm talking about.

I: How were your expectations changed since it has evolved. What do you expect out of the job now?

R5: I don't know...I sort of like my independence. Where I am right know, I know what I can do within the day and I can go out and do it, and not worry about getting to be a forty-year old sitting behind the desk like I used to.

I: So you work independently pretty much?

R5: There's only four of us out there at any given time and I know that if I have to go and mow my green and then come back, that each of us works well together and do what is expected of us. We do our projects in the afternoon. But if I was there full-time, which I haven't been lately, umm... I would just come in Monday and know what you are going to do, and you go do that.

I: Consistency?

R5: Yeah.

I: So things...you feel good about things now, in retrospect?
Well, I can't complain because here I am...I have a one and a half year old home, my husband works at (company) on a wild schedule, and they let me come in when my husband is home and vice versa. When he is at work I'm home with my son. So I can say to my boss that I'll be in on Tuesday and Wednesday, or Wednesday and Thursday you know. So I can't complain at all.

Who is your boss?
(Person) is the golf course, (person) is the maintenance boss.

I was told that the golf course comes under maintenance.
Well, yeah it sort of does but (person)directly is.

For the golf course position in particular, were you trained for that?
For about two hours, mowing greens. I mean it was sort of on the job learning, you know.

Was there any kind of system at all that you were walked through...talks...as far as after the training?
They brought me out to the green and said, "Here's the mower, follow it."

Was there any other responsibilities there, or was it all the same?
I just learned as I did. I would go out with (person) when we had an irrigation problem, and eventually I knew enough that he could send me out, say around three, and go back and go do it. I spent almost a whole summer working on the irrigation system. While the other guys were digging the holes, I fixed the irrigation. So I've gotten to the point where I understand what is going on.

But when you didn't, how did they fill you in on how to do it?
We would just go out and work on it.

So somebody would work, and you would watch?
He would say, "Okay, and now we'd get down in the hole and start pulling apart the water head..." or whatever was busted, and eventually helping him. I mean, he never said, "this is this"...never really took me out and..."the sprinkler is broken and if you ever have to go out and fix it" every sprinkler problem is completely different, you never know what is going on.

When would you say that you were considered on your own in that job?
Just after working on five or six sprinkler heads.
I: I mean the whole groundskeeper job itself?

R5: It's hard to say because we could've gone several weeks without having sprinkler problems that I went out and helped him on. You know, so I can't really pin a time on it.

I: How about the payroll thing. How did that work?

R5: I started...we've switched to an upgraded system, since I started payroll. I guess I've been doing it for three years or four years now, I can't remember. We used to...I don't remember how we started...they used to give us a printed sheet, computer print out, and I had to enter it all manually from that sheet to make sure it was all manageable. Then I had to mail that sheet to (company) and then someone would enter it there. It was probably a couple of weeks, well days, worth of training. You know, where (person) sat with me and said, “This is how you do it, shout if you have any questions.” Then we switched to the computerized system, so I went to training class, (person), and (person), and I went to a training class, which was about 3 days.

I: So that wasn't in-house?

R5: Right, it was through the payroll company, who trained us on the new system.

I: Now as far as the grounds keeping job, you mentioned a couple of things that you liked about it. Is there anything else? I believe you mentioned independent working, the fact that there is consistency...s there anything else?

R5: Being outside, not caught in a stuffy building all day.

I: Is there anything about the payroll job that you like?

R5: Yeah, it's like putting a great big puzzle together. You start with all these pieces, scattered departments, people scattered all over the place, and then all of a sudden they are all together in their little units. It's fun and it's a nice change of pace, but I don't think I'd like to do it 5 days a week.

I: So the change of pace from the regular job is what you like?

R5: Yes, it gives me a little brain work (laugh), you know.

I: What about the grounds keeping job, is there anything that you don't like?

R5: Not really, except when its forty degrees out and pouring rain out and you're sitting out there thinking...what am I crazy? But other than that no, you wear a raincoat and boots, and that's it.

I: Around here its going to happen a lot.

R5: One summer it rained all summer long.
I: How about the payroll job, anything that you don't like about that?
R5: No, I don't think so. Not that I can think of, except for the managers sometimes. They are not consistent and that gets frustrating. That's nothing that I can control, we try but...sometimes it can be really frustrating if somebody forgets their holiday pay and you have to go and chase them down, and they are not here, but that's just typical.

I: What about the Woodcliff do you like working here?
R5: I don't know, they've been very good to me. I've left and come back, you know. But on the other hand, I've helped them out when all of a sudden they have problems and called and said that they needed somebody to sit at the sales desk for a few days this week, somebody got sick. I think that giving me the flexibility to work rather than having to hire a daycare or something for my son, you know, letting me sort of work around my own schedule, I mean it has been great. I sure couldn't go to any other place and find this.

I: So the flexibility has been great?
R5: Oh yeah, if you have a little one running around the home.

I: How old?
R5: 18 months.

I: Right where they are not listening to you.
R5: Yeah, you're right. He listens to his father just fine, but he doesn't pay any attention to me. He's a typical man, doesn't listen to a woman.

I: Anything else about the Woodcliff that you could think of?
R5: Uh, no.

I: That's fine, if there is anything that you can't think of...don't force it.

I: Have you ever thought about leaving?
R5: Well, I left.

I: Well at the time was that considered a permanent move, and that you were not coming back?
R5: Yeah...I was out of here. I was stressed out.

I: And the reason behind that was...the underlying reason you left was...?
R5: I was in a position where I wasn't making any money, of course this was when we first opened up. We had to move all the furniture in to all the rooms. When the truck came we spent our weekends up here moving furniture. I set up the whole computer system with the computer company, the phones, the whole bit. I was right in the thick of all that stuff. A lot of their...I know that we were all busy doing their own individual thing, but nobody ever said "thanks", you know, for coming in spending 10 hours on a Saturday moving the couches and tables and lamps. It was a heck of a lot of work.

I: Has that changed, the attitude?
R5: It depends on who you talk to. I think that a lot of times...I think that a lot of people around here feel that they don't get...that they get more acknowledgment for something they do wrong and something they do right. I don't know if anybody else feels that way. I mean now (person) he's great, he says "thanks". (Person) says I've never mowed fairways, and "Why don't you come up this morning an mow fairways?" I say "all right!" I did it a couple of times. I hopped on the tractor and he said "go this way, and this way", and I said, "I think I can handle that", and without a lick of training, the other guy called in sick and I'm four months pregnant. I couldn't mow greens, chasing the mowers, running behind, but he said thanks for being helpful, and I said thanks for keeping me around. My capacity is limited, and I do more than I probably should at this point.

I: So now that you are working here again, have you considered leaving here since then?
R5: No.

I: Is there something that would make you consider leaving?
R5: No, not really.

I: So the problem with lack of recognition for a job well done has not been to the point of making you think about leaving again?
R5: I mean that, and the fact that I wasn't making any money, and I was 60 hours a week for a minimum salary and to even get a lick of a raise after a year...

I: That applies more of the first time around?
R5: Right. But you see when I came back, I wasn't in management any more and I had a little

I: It can make things more flexible.
R5: It does, it sure does.
I: Now, there may be a fine line between all of the things that you have already said, but is there anything about the Woodcliff that keeps you working here? You've mentioned some things like flexibility that keeps you working here. Yes flexibility and the fact that I probably couldn't go anywhere else where I could come and go like I do. I know that if I have to work, they will take me back because I've done so much for them, you know...they'd be silly. There are other companies, like the (related property), where I went over and covered there when one of the girls was out for awhile. So they know that they can sort of send me out, and that it doesn't bother me. But on the other hand, they are flexible with me too.

I: In your point of view, do they display that kind of flexibility to other people or is it just you, because you have been around so long?

R5: Not really. I think it is because I've been around for a while and that they know that I can go into any department and pick up on it. Its not going to take me three weeks as it does some other people. Show it to me once and I've got it. I've always been that way, so they can say, “here go do it”, and I'll do it without having to come back and ask them, and it will get done verses someone saying, “I can't figure that out”.

I: Now this is another one where there might be a fine line because you mentioned some things already. Some of the reasons that cause you to consider leaving...and where you left, do you feel that those situations can be changed by the Woodcliff, or have already been changed by the Woodcliff?

R5: I think that they have changed a lot. Now I mean, I know that the managers are getting a whole lot more now than I was getting back then. And they have gotten more people to cover the weekends and other people are required to be here, rather then me and the food & beverage manager. They've worked it out.

I: So their systems have improved?

R5: Yeah, it just takes a while to get it all figured out and for somebody to say, “I'm not working every day of the week, all day long, and all night long.”

I: That's about it, is there anything else that you can think of that I haven't mentioned?

R5: Uh...

I: Do you want to go on record as saying this?

R5: I don't know, how the heck did you draw my name, I mean how did I get picked? (TAPE ENDED)
I: You're particular job title is?
R6: Probably banquet server.

I: What are the responsibilities for that? Like, your job description?
R6: Umm.

I: I mean it might sound basic as far as, uh...a serving job, is there anything particular to banquet serving as opposed to serving in the restaurant that would be different?
R6: Well you are working on a lot larger scale, you are working with around 40-50 people at a time. But we work as a team, so we come in and are responsible to make sure that everything is set up and presentable and then when people come in, just service. Make sure everything goes well right from their hors d'ouerves and cocktails, to the dinner and dessert.

I: Are you responsible for any set up and breaking down, or is that maintenance?
R6: No that is us too, here. Other places do different things, but here we are responsible for doing that depending on what is going on the next day.

I: So is this different than serving in the restaurant?
R6: I really don't know how they work.

I: You haven't been a waitress here other than in banquet?
R6: No, I worked in another place and we were also responsible to set up the next day.

I: How long have you done this here?
R6: I've only been here four months.

I: How old are you?
R6: I have a birthday next week, and I'll be 34.

I: When you were hired or applied for the job, what did you anticipate or expect from this job? What were you thinking?
R6: See that's a hard question, because I've been in the business for almost 5 years, and I've worked in another place for 4 years. I knew what to expect.

I: Well, did you expect anything different...coming here?
R6: Umm, maybe just a little bit more professional. They seem to be more professional here, and I knew that the quality of everything in general here is better. I worked for a nice restaurant, but this one is even nicer. I think it really is...the food, the presentation, it just is a classy place.
I: Anything else maybe that was different then what you might have expected? A change for you?
R6: Not really. Like I said, I really knew what I was getting into. So nothing, except for the team aspect. Where I used to work, you were responsible for that party, that was yours and your partner's. Other people were responsible for another party and you did not work together. Here if there is more than one party, there are people working both. If someone needs a cook or is short, someone helps them out. There that wasn't the usual run of the mill, but if you needed help someone was there. Here it seems more like a team effort.

I: So you're expectations and perceptions were correct now that you have been here?
R6: Yes, I would say so.

I: Um, were you trained for this position?
R6: Like I said, I've been in the business for so long that he really didn't feel that I needed training, except for where to find things and their proper way of doing things. Yes, I was trained for that.

I: Which consisted of?
R6: Well, it seems trivial but the way they do things, the way they present things, certain things just so.

I: Now how did they show you to do these things?
R6: Not only by watching other people you pick it up, but if you might do something incorrectly, they would let you know how to do it.

I: O.K., when you said that you were watching someone, did you shadow someone?
R6: My first night I did, I was with what they call the banquet captain. And I basically was right into the service and I watched kinda by myself to make sure I knew what I was doing.

I: One night?
R6: Yes.

I: So when you say you were shadowing, were you on your own that night or were you considered in training?
R6: Well no, I was not considered in training because I had four years previous experience.
I: Right, but you wouldn't even consider yourself in training for the Woodcliff's procedures?
R6: No, but I know that there are other people who come in and are considered trainees for a while.

I: So basically you were considered on your own from that first night?
R6: Yes, and I felt comfortable with that.

I: You talked a little about what you felt, what you expected, when you got here. What are the things that you like about the job, not the Woodcliff itself?
R6: Money, for me personally. I cannot beat the hours, I have two children. I can't beat the money. I can't find another place where I can be home with my children and raise them, still make good money and work around my husband's schedule, and my kids schedule.

I: So when you said the hours, what did you mean?
R6: I work nights.

I: Is it just because you work nights, or are there other factors?
R6: Oh there's great flexibility. They are really good about doing that. Because when I came, I told them what my situation was, that I could only work nights and certain hours, and they did not have a problem with that.

I: The money, you are talking about a base rate or what?
R6: No, you make as much as you would just waitressing.

I: So basically its the same for restaurant workers and banquet servers?
R6: I believe so, it's basically across the board. I really don't know what it is.

I: High rollers come here then, huh?
R6: Umm, it can be. You can get some really nice parties and make good money.

I: Anything else about the job in particular?
R6: It's hard for me because when I first got out of college I had a professional job, and then after my children were born I tried to find something that I could work around them, so for me its been good, the flexibility. This is not something that is my profession...you know.

I: Is it the same?
R6: It's the same, I mean service is hard to begin with when they are hungry, and they can be a little testy. I mean, this is the best serving job I have ever had.
I: Comparatively then, I guess.
R6: Yeah, I know you really . . .

I: It's about the same?
R6: It's a nice place to work, and the job itself is just a job.

I: Is there anything about the job that you don't like then?
R6: Umm.

I: Again, just from serving or comparative to other places?
R6: I would probably say that some of the lifting that we have to do here is more heavy and sometimes that can be rough, and maybe the hours are a little bit later. Sometimes it can run pretty late.

I: Oh yeah, more than other places?
R6: Yeah, yeah. Well they do a lot of weddings here, and if the DJ is on until twelve, then they are not going to be right out. And then you have to set up for the next day, so sometimes the hours are a little bit hard.

I: Now is there anything in particular about the Woodcliff that you like, than just the serving job?
R6: Umm, there are a lot of different things. For one thing the location.

I: You live around here?
R6: I live right off the expressway.

I: How long does it take you to get here?
R6: 10 minutes depending on traffic. I think it is a classy place, it’s run very well, it’s organized and also that they do provide benefits even for someone like me, who is part-time. I qualify for benefits, although my husband has them. Which is really nice, because most of the people in the service industry do not have health insurance whatsoever. These are college kids, and they can't afford it.

I: A lot of time there is a certain amount of hours that you have to work to get the benefits.
R6: Yeah, but (TAPE ENDED)

I: Okay benefits, anything else?
R6: Umm, oh services... We have free memberships to that.
I: To take advantage of that?
R6: Yes, to take advantage of all the equipment...pool, free golfing.

I: Nice for a family then, huh?
R6: Well, its really for a single person. I really haven't checked into it because I keep missing the person that I need to talk to, because I do come in later. But it really is a nice perk because most places don't do anything like that except maybe getting your meal free, that's about it.

I: Have you ever thought about leaving the Woodcliff? Now that it has been four months.
R6: No.

I: Nothing has gotten to the point that...
R6: No.

I: This question might not apply because you have only been here 4 months but, what about the Woodcliff keeps you working here rather then going to any place else for banquet serving?
R6: The flexibility, and the money that I make.

I: So those things you’ve said before.
R6: Yes, because I'm making more money here than the other place. Here I would say my average is what would be considered excellent over there. I was working for one other place which was nice, but I would have to go to some really, really classy place to make more money. I really don't want to work tables (regular dining room service).

I: Anything else that keeps you here?
R6: Like, the hours...its really all tied in together. Its just a perfect job for me now while my kids are little.

I: Of the things that you said you didn't like, you really didn't say anything about things that would make you consider leaving, but things that you didn't like about the job, is there anything that you think the Woodcliff could change?
R6: Like the lifting...that and the dish area can be really congested.

I: So you feel that the conditions that you don't like could be changed?
R6: Well, we did have meetings in our department, and I did bring up the dish area. It's just something that is hard to resolve because they have such a small space to begin with, and not only the banquet unit is using it, but the restaurant also uses the same dish area. What I had suggested, he just said wasn't going to happen because they would have to declare more man hours. As it is they are having trouble keeping those types of people, because who wants to do that. So the only possible thing that could be done was that after you are done serving, keep some people who don't mind doing it. I mean, I really don't mind doing it, but sometimes it's tough at one in the morning, and you don't feel like lifting this heavy thing but . . .

I: But they are things that you feel could possibly be changed. It's not an unavoidable situation?

R6: Well, everything is possible.

I: O.K., that's it.
I: Your title and job description is?
R7: I am the accounts payable clerk and general cashier.

I: O.K., and what would that entail?
R7: The general cashier part of the title is every morning I come in and count all the money that has been dropped from the day before, the previous day. I count it and reconcile it with all the people who drop the money from the restaurant, front desk area, and send it to the bank.

I: Do you issue money for the day too?
R7: Change for all the banks, 6 to 8 banks the managers have, and the accounts payable portion is probably about 90% of my job, 80-90% of the job.

I: Is there someone else there or are you the only person?
R7: No, I'm the only one. I take care of every invoice that comes in the mail.

I: For every department?
R7: For every department.

I: How long have you worked at the Woodcliff?
R7: It will be 7 years this December 10.

I: Have you had other job descriptions in that time?
R7: Yes, I have been the front desk clerk, the executive housekeeper, and management.

I: How old are you?
R7: 33.

I: O.K., so now that you've worked here for 7 years and you've had a lot of different job descriptions, if you could remember back to when you first got hired, what did you think about the Woodcliff when you took a position that was offered and you were hired. What were you expecting from the Woodcliff?
R7: Well, it was a brand new facility. At that time it had been open about 6 months and I could remember that I was dissatisfied with my prior job, and had driven by here many times and thought, wow, it would be good to work there. I had been hearing things throughout the hotel industry, "Well it's a great place, go check it out". So I did and interviewed and they hired me pretty much on the spot, as a front desk clerk.
I: So when you said, “Wow, this would be a really great place to work”, was it because of what you had been hearing?
R7: Right, what I had been hearing and just having a brand new facility to come in and start at the bottom. At that time, I was really career minded so I was hoping to get into a place and stay there for a long time, and work my way up.

I: Was it what you expected?
R7: I believe so.

I: At the time?
R7: Yes.

I: Have your expectations changed over the years? For the job, or jobs?
R7: Oh sure, they’ve changed. But because each job that I have had...the front job had been very entry level. The jump from front desk to management position in a very short period of time, and then come back down to an hourly employee position. So I've been at both ends of the spectrum.

I: So what was the common thread in all of the those jobs? Like...I guess, not a common thread, but has something changed for your expectations as far as like Woodcliff, the job, or other things from this place? Is there anything that sticks out in your mind?
R7: No, not unless you could be more specific. Is there something in particular...

I: No I can't.

I: Do you feel all your expectations are still being met?
R7: Yes I think so, at the present time...for me.

I: Were you trained for your position...now we might as well go...you've mentioned a couple of different positions, so lets go to the first one.
R7: Yes.

I: Could you detail that? As far as you could remember.
R7: Um, it's mostly on the job training. I shadowed another front desk clerk who had, of course, only been there 6-8 months. So everybody was really new at that point. So pretty much learned as we went along, and they just had, I believe, gone more with computers. So we were all pretty much learning.

I: So primarily shadowing...and hands on?
R7: Yes.

I: How long did you work, would you say, before you were considered on your own?
R7: Very short period of time, probably 3 weeks.

I: Is there something that you could remember from this training period, or even some of the other jobs...was there any one common thread or emphasis continually mentioned throughout your training that comes to mind?
R7: Probably servicing the guests. Being all that I could be and taking care of each guest that I came in contact with. Definitely a higher level of service at the front desk. I was trained to be on my toes at all times and to help the guests with whatever they needed. When I went to housekeeping, that was still foremost in my mind, but being in the back of the house, I really did not come in contact with as many guests as at the front desk. But I was in charge of making sure that all the rooms were cleaned, and everything that goes along with that. So essentially making things clean for the guests in that area.

I: So being trained for the cashier and accounts payable, how did that go?
R7: That was 3-4 weeks training because I had a degree in Business Administration so I pretty much knew accounting procedures, backgrounds...that went really well. As far as servicing the guests, I really don't have any contact with the guests here. As far as the common thing, that still is an emphasis, in being customer-oriented, but not as much.

I: Now was that also hands on, and shadowing?
R7: Yes, 3-4 weeks.

I: About the job that you have now, the particular job, what do you like about your job?
R7: It's very, well...its data oriented, which coming from housekeeping...it was more employee, manager to employer when I entered, and so I've gone back in to data. I like the routine, the hours, the schedule that I keep. I've been doing this now for 5 years.

I: When you say the hours, what do you mean?
R7: I work Tuesday through Friday, 8:30 a.m. - 5:00 p.m., no weekends. I know what is expected of me, I don't come in each day and wonder.

I: So you like that part of it?
R7: Yes.
I: What about this particular job don't you like?
R7: About the actual job, specifications?

I: Or any of your day-to-day responsibilities that you don't like.
R7: I can't really think of anything, it's very pleasing.

I: Great.
R7: Yeah, (laugh). Although it's a little mundane and routine. I think that I've been doing it for 5 years and getting to the point where maybe a little burnout is happening. At my review we had talked about other little things that I could be doing to enlarge my responsibilities a little bit, but to keep within the 32 hours a week, which I work. So I guess if there was anything, it would be the mundane routine.

I: If that is happening, how is it manifested? How is it coming out?
R7: How is the mundane coming out?

I: The burnout that your mentioned.
R7: Oh, I think we all have the desire to be challenged or excited each day. I think that we need to, or I need to, as I hit the wall of burnout, just to plug right through it and realize that it's not uncommon for people to get burned out. I've been burned out many times within the last 5 years but . .

I: So it's like a challenge?
R7: Yeah, I think so. About with my personal life, the way it is right now, I'm very comfortable with that. If my life situation was different, and I needed to make more money or do something else, it may seem more unlike a challenge.

I: What about the Woodcliff itself, not so much the job, that you like? This place as a place of employment that sticks out in your mind?
R7: What's the question then?

I: What do you like about the Woodcliff?
R7: What do I like about the Woodcliff? I think we have a...all the employees in general have a good working relationship with each other. Working here 7 years, there is a core of employees who have been here that long. We get along well, good camaraderie, the pay. I've worked myself up.

I: So that's been 7 years continuous for you?
R7: The pay increases.
I: No working here, you haven't taken breaks and come back?
R7: No. Except to have a baby, which was about 2 months. No, I never left.

I: Have you ever thought of leaving?
R7: Yes. Many times.

I: Why?
R7: I guess it correlates specifically with where I've been at personally when I left housekeeping, I left the front desk position as a promotion so that was a period of time (I was only on the front desk for 8 months), and for that period of time I can't think of any times that I wanted to leave. There were periods of frustrations, being a new place, trying to get more acclimated, but once I got into housekeeping I was there for 1-1/2 years, and then I had a baby and it was a 50 plus hour job. A lot was required of me and at that point I couldn't be a super woman and handle it all, so I had to leave then. The last five years I guess the one thing that would cause me to want to leave is the level of stress. Not so much the external stress but internal stress caused by some external stress. The work environment in my office.

R7: I work with two other people, a manager and accounts receivable. It is a manic office as far as highs and lows and I am pretty much a focused individual. I know what my job is and I do it well, but outside influences from colleagues being...

I: Now what is confusing me about that...you mentioned earlier the comment about the camaraderie between workers of this core team. Would these people you're talking about now be part of the core?

R7: I don't understand...

I: I'm just saying that one of the good things that you said was with the core people, good camaraderie, good communication, and now there is a problem with communication? Is this two separate situations?

R7: It's not a specific problem with communications as it is with more the emotional, the high level of stress that my manager exhibits. I have no real problems with anyone who works here. Its more of the work environment in my particular office, being stressful and the stress that I feel from my manager and from the actual work that I do. The stress that comes from that, as far as I have to pay the bills for the hotel and if the money isn't there, then I'm directly responsible to my manager. If she is stressed out about it, then I'm stressed out about it.

I: So when a superior is stressed then it affects your stress level?
R7: Exactly.

I: That situation is something that you don't like...working for the Woodcliff?
R7: Yes.

I: Is there anything else about the Woodcliff, that you don't like as a place of employment?
R7: For me? Other than just not coming to terms with wanting to deal with that stress. It's probably the main thing. I can't think of any reason that I would leave. I'm happy.

I: Good. So you mentioned a few things about why you like working here. Is there something that you might not have mentioned that keeps you working here?
R7: The only thing that would be keeping me here is the pay. For me to leave here now, and go out and work somewhere else, I would probably take a $3.00 per hour cut in pay.

I: Doing the exact same thing?
R7: Yeah. If I really wanted to work and try to find something, I'm sure that there is some place out there that I could, but I'm not motivated right now to do that.

I: So that would be one factor that keeps you here?
R7: Yeah, and the security. You come in every day and you know everybody and you are experienced. It's very secure.

I: So the things that you mention that you like, those wouldn't necessarily keep you here?
R7: No.

I: Now some of the things that you mentioned that you didn't like, the things that bother you, are they things that you feel that could be taken care of...fixed, alleviated?
R7: No.

I: So these are not things that the Woodcliff could take care of?
R7: No.

I: So its not anything the Woodcliff can do to solve the problems, or anything else that you mentioned...I guess that's all that you mentioned.
R7: Yeah. No, I don't think so.

I: That's all I had, is there anything else that you want to add?
I: You particular job description and title is?
R8: Banquet waitress.

I: What does that entail?
R8: I don't know, it depends on what day you are working, what hours.

I: Like what are some of the jobs that you have to do?
R8: When we come in the morning on the weekdays, we set up the continental breakfast, Danish, coffee, stuff like that for breakfast. We get that ready and then we start getting the lunches prepared for the afternoon, and the break rooms...refreshing the coffee.

I: So you have to serve, set up, and do you have to break down stuff too?
R8: We do everything as far as banquets go. We set up everything, we serve and then we tear it all down. We keep repeating this.

I: And depending on what kind of banquet or function it is, is how you set it up and/or break it down?
R8: Yes.

I: How long have you worked here?
R8: It will be three years in February.

I: How old are you?
R8: 26.

I: So when you got hired here, can you remember how you felt? What were some of the expectations, qualities of the work place, when you were first hired? What did you think that you would get out of the Woodcliff?
R8: What was I expecting? For me myself, it wasn't my job choice, I've just finished my bachelor's degree and will be going on for my masters.

I: Oh yeah, when?
R8: Pretty soon.

I: Where did you finish the bachelor's?
R8: At the U of R.
I: Were you doing this to make money at some place else before Woodcliff? Waitressing?
R8: Um, yes.

I: So when you came here what did you expect differently from another place?
R8: More money, honestly. It doesn't matter what hours you are going to work, you are still going to make the same amount of money. At another place you can't do that.

I: So the money is pretty good here?
R8: Yes.

I: So in those 3 years have your expectations grown or changed at all? Is that what you still look at in this job, or are there other things?
R8: No.

I: That's fine if that's how you feel.
R8: Yeah, the money has always been good.

I: Good. Were you trained for the position?
R8: Yeah.

I: Can you detail that, how did that go?
R8: I was trained for about two weeks and we were paid a minimum wage, and basically we followed the person around to show you where things were. Stuff like that.

I: About two weeks. So after two weeks you were considered on your own?
R8: Yeah, everybody in our banquet department is like a family, I really enjoy it and we always help each other out. We are trained that way. You come in here and no matter what you are doing, if you are done with your job, you help somebody else out. You don't sit down and take a break ever. You are always looking out for the other person.

I: Do you guys break together?
R8: Yeah, at the same time unless there are morning and afternoon people.

I: So one of the things that you would say was emphasized during your training was a group kind of thing?
R8: It wasn't so much said straight out, but you could see a lot of peer pressure if you didn't go and help somebody out.
I: Was there anything that you could think of during that training process that was a common thread throughout the two weeks that they drummed in to you?

R8: Always keep busy no matter even if your stuff is done. There's always something that has to be done. You can't just stand around.

I: What do you like about your job here...you mentioned the money. Now I'm not talking about the Woodcliff, I'm talking about just the job. Waitressing here as opposed to some place else. You like the money...anything else?

R8: I like the money, and the people, and the hours. We work as a team. Like I said before, we get paid, we take the gratuity for the whole day, and they add it up, and they take the amount of hours for the whole day and they divide them.

I: You make a flat rate too?

R8: Yeah $2.60 per hour, something like that. Everyone who works that day gets the same amount of gratuity per hour, so it really doesn't matter. Somebody could do a lunch for 3 and I could do a lunch for 25, so you really have to work together.

I: Do you like that system?

R8: Yeah, it seems to work well, except for the few stragglers that don't work out.

I: But the money is still good for you?

R8: Yeah.

I: Anything else about the job that you like?

R8: Personally, I don't like anything else. I mean, I like the family atmosphere, but some people don't work the way they are supposed to, and they are always being talked behind their back, you know. But as far as waitressing, no.

I: So what about the particular job don't you like? You don't like waitressing in general?

R8: I don't like people (CAN'T HEAR HER NEXT WORDS ON THE TAPE)

I: You feel that you get that.

R8: Oh yeah, we have people that come into the kitchen, and we are big enough people and mature enough that we don't take it out on the floor (dining room), we are just as nice as can be, and we come in to the kitchen and...you have to blow off steam, you know. You have people...I asked this lady if I could take her plate and she slapped my hand.

I: No kidding!
R8: Yeah...“And may I take that for you?” Ha!

I: Do you think that is a function of the Woodcliff because of the clientele, or do you get that anywhere?
R8: You know, its funny, I actually noticed it more here. I worked at (another property) in the banquet department and there wasn't like that there. I don't think there is anything that the Woodcliff can do about it.

I: No? I'm just wondering.
R8: Maybe its more the business people.

I: (Another property) wasn't business-oriented? It was more social-oriented functions?
R8: Yes, with all the people...but I'm used to a bunch of people.

I: So that's the overriding thing that you don't like. What's your major in school?
R8: Psychology.

I: What about the actual mechanics of the job, is there anything that you don't like? You don't like waitressing, period. Is there anything that you don't like in particular when you are here?
R8: Sometimes the setting up and breaking down. I don't know if you have ever seen our 8 foot tables. As far as when you are hired, it doesn't matter if you are a woman or a guy, which is nice in a way, its nice to be treated equal, but in another way...I mean, we have 8 foot tables that we use and they are about this wide (motions) and they must weigh between 80 and 100 pounds. We have to carry them.

I: Is there a cart to put them on?
R8: No. So we have to carry them, and then stand them upright. For me that's, well...I've gotten hit in the head a couple of times. Its part of that.

I: Nothing else..., you mentioned the tables, is that it?
R8: Yes.

I: So setting up and breaking down is a hassle?
R8: Yeah, it would be nice to have someone come in on Sunday morning, because our functions end at 12:00 o'clock, and they leave the room at 12:30 a.m., and then we have tables set up for 150 people and they all have to come down, the tables and the dance floor.
I: Now you've been here for three years, what about the Woodcliff do you like? Not necessarily waiting tables, not necessarily the job you are doing, but the Woodcliff itself, if anything.
R8: I don't know, basically the family atmosphere.

I: What keeps you here? As opposed to somewhere else?
R8: I don't know. You can work any hours.

I: O.K. have you ever thought about leaving?
R8: Yes.

I: Why?
R8: (Respondent goes on to explain that the reason she has considered leaving is what she feels is a communication problem, and a general lack of human relations skills, on the part of her manager. She goes on, in some detail, to explain that she has experienced this first-hand, and has witnessed it occurring to other people, on a number of occasions in the past.)

I: You feel it was that bad?
R8: Oh yeah, there are a lot of good people who left because of that.

I: So it has changed?
R8: Yeah.

I: How would you characterize the communication now?
R8: He is getting better, he still is funny because if he yells at you, and you try to talk about it later, he is very uncomfortable with that.

I: What do you mean try to talk about it? The reason for blowing up at you?
R8: (Respondent goes on to describe inflexibility from the manager regarding scheduling, and accusations of unreliability from the manager.)

R8: I was just so pissed off when he told me I was unreliable, because when I'm here, I'm a good worker. The only time when I'm sick, I call the doctor and have an excuse, and I'll bring it in to him.

I: Would you say...how is day-to-day communication with him?
R8: Oh....
I: Would you say if you need something, or if there are problems like, with something that needs to be taken care of. Is he better or worse than any other manager?
R8: No, he's pretty good. Like sometimes he says you guys did a really great job. He always makes sure he says that to us. Its only a few words, but it really means a lot.

I: Does he not say it when you do a bad job?
R8: Actually no. We don't ever really do a bad job. There may be something that goes wrong, but we can always make it up because when one thing goes wrong, the whole thing can get screwed up.

I: So communication overall is ...?
R8: Okay now.

I: Well you said that the only thing that really keeps you working here is the money, so money here has got to be really good for you regardless?
R8: Yeah, considering that I have a bachelor's degree. I probably would not be able to find a job that makes this much money.

I: Yeah, with psychology you need more than a bachelor's degree these days, that's for sure.

I: What about the Woodcliff that you don't like? One of the things that you mentioned was the way the set up and break down...anything else? Not necessarily about waitressing but about here as a place of work?
R8: Probably that there is no...it's really not a bad place to work, there's not much to think about. One area would be if there were...you see, our banquet is a family, the downstairs kitchen is a family, the people who work upstairs are a family, but it doesn't seem like one big family, you know what I mean? Some people are nice to other people in other departments, but some don't talk. It's too cliquey.

I: What do you think causes that?
R8: Well, I don't think the managers do anything about it. I mean we have only done one outside thing that gets us together with other departments. They play a golf tournament every year where you can win a lot of stuff at the end. But that's the only thing...time, when other departments get together.

I: Do you think management may be using the various departments they are in charge of in competition of each other, do you know what I mean? Like one manager is rivaling another?
R8: Not really...
R8: He thinks we are the best group because we work well together. I really don't see as much turnover in the job. Say for the amount of people, and if you take a percentage, I really don't think we have that much turnover.

I: Of the things that you didn't like, or the things that you might consider leaving over, what do you think the Woodcliff could take care of or fix?
R8: Well, there is one thing that pops in to my head, the benefits. My husband doesn't have benefits, and so now we don't have benefits, and here they only allow you to apply for them (CAN'T HEAR THE TAPE).

I: So you guys are not covered until August?
R8: Right...so basically they leave you out stranded.

I: The management communication problem, is that something that you think they could really take care of...or has it been taken care of?
R8: I think that the managers should go to more seminars or conferences...“How to Talk to People”, stuff like that.

I: Have you had problems with other managers?
(No reply)

I: You said managers (plural).
R8: No, I'm really not sure about other managers.

I: With the set up and break down situation...is that something that they could take care of?
R8: It would be nice if every once in a while it could be done for us on the weekends, because we work a long shift, and 40 people, and trying to get this all out by 12:30 a.m., you are just not ready to tear it all down and put the chairs up and everything else in the kitchen. Something like that, even if they had somebody come in as a set up crew. When I worked at (another property) they had someone do that.

I: So you do feel that this is something that the Woodcliff could do?
R8: They could. On the weekdays its not too bad, but the weekends, it could be good.

I: Is there anything else that you mentioned...let’s see...set up, communications, that they could take care of?
R8: No. Well waitressing, but there's really nothing that they can do about that!
I: Okay. That's it.
I: What is your particular title and job description?
R9: I'm a waitress/server.

I: What exactly does that entail, obviously serving customers, taking orders, any other side work?
R9: I have side work every day. There is a list of side work. It varies everyday, doing silverware, napkins, restocking glasses...that kind of stuff.

I: How long have you been working here?
R9: Almost three months now.

I: And was that all as a server?
R9: Yes.

I: How old are you?
R9: I'm 37.

I: When you came here to apply and were hired for the job, what were you expecting from the WC? What did you expect from a job here?
R9: I really expected a really high class, very high class atmosphere. They charge huge prices for their food, and I heard that their rooms...and I have stayed here on a few occasions and I have eaten here, so I thought it would be a nice place to work. Very classy and respectable.

I: Why, because you stayed here or that you heard?
R9: Yeah, I had stayed here a few times and you know, my observations and the people talking...it was very ...word of mouth.

I: Anything else you expected to get out of it or from them?
R9: Well, I'm the type of person who really doesn't set myself up with expectations, I just expected the things to be very picky...clean, classy, proper.

I: And were your expectations met?
R9: No.

I: Have they changed at all?

(Interview #9 has been edited.)
R9: No, I'm not saying that this is a bad place to work, I'm just saying that it is not up to my expectations.

I: Were you trained for your position?
R9: Somewhat, but I had been a waitress before, so it was more for the menu, and the food, inside work, where things are, that kind of thing.

I: How long did that go, detail that. How did it go?
R9: The first couple of days I shadowed another waitress, one pretty much steady waitress to show me the rules, and I shadowed her for two days, and then I started up on my own.

I: So after how many days were you considered on your own?
R9: I would say... at first I was just doing breakfast, so after three days I was on my own, and I worked lunch, and shadowed, lunch is a whole lot different than breakfast. I got through it.

I: During that time and maybe after because you didn't have that long of a training period, was there one common thread that they kept drilling into you, or something that was of importance that they left you with during the training.
R9: Just customers, very customer oriented. Please the customers and they will come back.

I: So they emphasized that?
R9: Yes.

I: What do you like about your particular job here, as opposed to someplace else? Um, actually to be honest the food here is more expensive, so the bill is more expensive, so the 15% is more... your tip is more.

I: So the money.
R9: Yes, its better. And I like the people I work with, the other servers. I love my bosses. They are great.

I: Is there anything about the job that you don't like as compared to somewhere else?
R9: Yes, I don't like the filthy kitchen, sticking my hand in the dirty silverware, its absolutely filthy.

I: When it comes out or in?
R9: All of the above, we have the most dirtiest kitchen I've ever worked in my life. The dishwasher should be horse-whipped in my opinion.
I: O.K., so anything else about the job?
R9: There's a lot of inappropriate language in the kitchen.

I: Have you found that in other kitchens?
R9: Not the kind of garbage here, no.

I: Bad attitudes?
R9: (Respondent vividly details an encounter with a member of the kitchen staff. The kitchen staff member, according to her, as excessively irritable and verbally abusive to her, over a minor incident.)
R9: Like it was my fault. That's inappropriate and I should not have to hear that. Everybody gets bad days as far as... hey, I get cut, I drop a glass, but I won't come and kick you in the teeth for it.

I: So to put that in perspective, there is a communication problem between the kitchen and the waitstaff, in your opinion.
R9: Yeah.

I: More on your shift than others?
R9: I would think, but I'm not sure. I think that our shift is the longest one. We're here from 6:00 in the morning until 3:30 in the afternoon.

I: What do you like about the WC as a place of employment? Compared to other places, not so much the job that you do, but the WC itself? Is there anything in particular that you like about it?
R9: I like the people I work with, I love my bosses. (Person) is the best thing ever, (person) is good. Other than that, its not any better or worse than other places.

I: Is there anything about the WC as a place of employment that you do not like?
R9: (Respondent goes on to detail an encounter with a member of upper management, where she was reprimanded in front of a number of co-workers for an incident that she felt did not warrant such a reaction. The respondent felt that the manager did not take the time to find out the details of the situation, and acted in an impulsive manner. In her estimation, if the manager took the time to find out what had happened, the reprimand would certainly have not been forthcoming.)... I was really embarrassed when he said that in front of everybody, like I was a piece of dirt, and that's the way they treat you here. I'm a "server", not a waitress, and he said "us", like he's really one of us. They just really treat you dirty here.
I: Now you mentioned a few other names, are they your direct supervisors.
R9: Yes, (person), and (person).

I: O.K., so when you say that they treat you like dirt, who are the "they"?
R9: "They" as in upper management. (Direct supervisors) are really like one of us.

I: So, within that structure...would you say that that particular feeling is throughout the management structure?
R9: I have a feeling that there is supposed to be some kind of level there. I just have a feeling that (my immediate supervisors) are not supposed to really be our friends, and be nice, they are just really supposed to be separate. I just really have that sense that they are supposed to be that way. There's a different way that they act when somebody else is watching.

I: Were these people promoted to where they are now?
R9: (Person) was hired from where he worked before, (person) was promoted. She used to be a server.

I: O.K., so when you mean that feeling...you are not getting that sense of being treated like dirt from all management?
R9: No, just the real uppity-ups.

I: I don't know how many of the "uppity-ups" that you deal with in other departments, but do you feel that way for all other departments?
R9: I think like, people from the offices, they are really kind of uppity-up. Gees, I've been here three months with a name tag with my name on it, and he has never said hello to me by name. He'll nod and say "hi", but he won't, or doesn't know my name. He didn't even say my name when he said all that in the kitchen which was full of people.

I: Was there anything else that you didn't like about the WC?
R9: Not really.

I: Okay when you said the kitchen...does that extend in to the dining room? The problem with cleanliness?
R9: It's just the kitchen, the dining room is fairly clean, as clean as we can keep it. The tables are always cleaned, we have to make sure the silverware is actually polished and the glasses are clean out there.
I: Do you feel a sense of separateness between the line employees and management, or do you feel a part of the team?

R9: As far as . . .

I: The upper management and you people, having the same goal?

R9: No. As far as (my immediate supervisors), there have been times that we have come in on a Sunday morning at 6:30 a.m. and the dishwasher is so packed full of dishes, and half our tables weren't even cleaned. We had to do dishes before we could get coffee cups, or anything that we needed. And (person), with a suit on, came back an did dishes for us. You think a lot of people would come back and do that for you? Now that's something (upper manager) would never, ever do. You don't see that guy bending over to pick up a napkin.

I: So, would you say there is a problem with dishwashers here?

R9: I have no idea.

I: Is there a new face here all the time?

R9: Usually on days its the same two, an older man and another guy, but on weekends and nights I don't know what they do.

I: Have you ever thought about leaving?

R9: Yeah.

I: Why? Out of what we talked about (negative stuff), is there something that you haven't mentioned yet that is overriding?

R9: No just the swearing . . . and you come in a good mood and you see the dishwasher area, and you couldn't stick a dirty dish back there if you had to, and this is all before you start the day.

I: So there is a problem with the night dishwasher.

R9: Yeah. You go in and half of your tables aren't set because there is nothing to set them with, and then you have some idiot in the kitchen yelling and screaming because he's hungover, and then you've got management saying, "What are you doing cuffing your sleeve?" But you have to cuff your sleeves when you are washing dishes. "Why are you always wearing your sleeves up!?" "Because I'm back there doing the dishes and I can't do them with long sleeves, because the cuffs get all wet!"

I: What did he say?
R9: He just looked at me and didn't say anything, and just walked away. Yeah there's days when you come in and say, “I don't need this.”

I: So its the feeling that you have, or this general overall attitude that could be an overriding factor?

R9: Yeah, there really isn't much teamwork. Like there's been a few of us where they have these adventure packages for the weekend, that the customer gets a discount, or the one meal is free, or meal free no including gratuities, and they are supposed to let the customer know that the gratuity is not included. Well, evidently they don't let them know. There have been numerous servers that get stuck after serving, there's no tip and if you say something they (mgmt.) said, “We tell them, its in the packet.” One guy left me a letter, that was in the packet, about what the adventure packet detailed, gratuity wasn't even mentioned. So its kinda like they know we are getting screwed and they don't care. And you say something like, “Why don't you just add the gratuity into the package?” “Well that's too much paperwork.” They'd rather see us get screwed than do anything to help us. Its just... put it in big letters, EVERYTHING INCLUDED EXCEPT GRATUITY, make it clear somehow, some way! It's not their problem, its not money out of their pocket, so they don't care.

I: (Person) is dining room manager right?

R9: Yes, she is a sweetheart.

I: Is there anything in particular that keeps you working here?

R9: Um, basically I like waitressing. I love the hours.

I: Why don't you do it somewhere else, why do you do it here?

R9: (Person), and the other people I work with.

I: That being the overriding reason?

R9: The people and the hours, yes.

I: What about the hours?

R9: I love them, 6:00 in the morning until 3:00 in the afternoon. I don't have to work nights, I get to work weekends where the big money is. I just like my hours. I'm a morning person.

I: Of the things that you mentioned that would make you leave or that you don't like around here, do you feel that those things are things that could be changed?

R9: Oh yeah!
I: Like what? Like which ones?

R9: Like they could...I would warn people about bad tempers and foul mouths. This is an abuse problem. I would warn them to watch their mouth or (CAN'T UNDERSTAND THE TAPE), why don't they do it?

I: Something they could change...anything else?

R9: Yeah. They could get a chef who is a little be rougher on the dishwasher, you know, the whole cleaning thing. I've never worked in a place that has never been mopped. This place has never been mopped since I've been here.

R9: Come in on a morning to see. Its pretty bad, especially on a Saturday, back by the dishwasher where they pile the supposedly clean dishes, and the water is green and it stinks. People eat off these plates!

I: So cleaning, attitudes, management. Anything about the upper management that could change?

R9: They could come in on the weekends to see what it is like at 6:00 in the morning.

I: So its a regular thing that happens on Saturdays.

R9: Absolutely, its not just a once in a while thing. Its a regular thing. We've had some of the maintenance guys doing the dishes for us.

I: Really!

I: That's all I have... thanks.
I: Now your particular job title and description is what?
R10: Server

I: What would that entail besides just serving food? What other kind of jobs do you have to do...being a server?
R10: A lot of side jobs, setting up, washing dishes and silverware. Sometimes we don't have a dishwasher.

I: What time does the dishwasher usually get here?
R10: He usually gets here around 9:30 or 10:00.

I: So these are dishes leftover from the night?
R10: Yeah.

I: Does that happen a lot?
R10: All the time.

I: Is there a night dishwasher?
R10: I don't know...I think they have to go home with a certain time, certain hours maybe 9:30. They can only work certain hours.

I: About how long does it take for you to finish up that dish washing work?
R10: Sometimes 15-20 minutes.

I: Do you work together, or does one person take 15-20 minutes?
R10: Yeah, sometimes two of us or one person, or the other person stays out and watches while the other washes the coffee cups out to set up with. Someone has to be out front.

I: How long have you worked here?
R10: About 4 months.

I: How old are you?
R10: 23.

I: O.K., since you haven't been here that long, this may be good because you may remember when you first got hired. When you first got hired what did you expect from the job here?
RIO: I thought it was going to be more organized. That I really did not think that people would look down on you, and they really do, a lot. It makes you very uncomfortable.

I: What people?
RIO: The managers.

I: How about the customers?
RIO: No...sometimes customers, but not that much.

I: Have you done this anywhere else, waiting tables?
RIO: Yeah.

I: The customers look down on you anywhere else?
RIO: No.

I: O.K., now when you say management, do you sense that particular feeling of looking down on you is pervasive throughout the whole management?
RIO: The upper management. You know, if you say "hi" to them, they don't answer you back. I've never worked like that. It's very unfriendly.

I: Now, would you say that, as far as you know, that type of contact you've had with the upper management...is that across the board with upper management, or just a few examples of upper managers?
RIO: A few examples. Seems like it is happening more though.

I: How is your relationship with your direct supervisors?
RIO: It depends on what mood they are in, in this kind of work everyone is always moody.

I: Like the people that you directly answer to, the dining room supervisor? Are communications good or bad?
RIO: Not that good.

I: Different from upper management?
RIO: Yes.

I: How so?
RIO: At least they listen a little bit...but not much.

I: Would you say that they are looking down upon you also, or no?
R10: Yes.

I: Even the direct supervisors?
R10: Yes, but not as much.

I: So is it reasonable to say your expectations were not met when you got here, as you may have thought they were going to be?
R10: Right.

I: Were you trained for your position?
R10: Yes, two days.

I: How was that done? Detail that for me.
R10: They just had another server train. That was that.

I: And how so?
R10: She would explain things and I'd follow her around for the day, and then I was on my own.

I: The second day you were on your own?
R10: The second or third day, yes.

I: And you had your own section?
R10: Yes.

I: In the amount of time which you were trained, was there anything that was emphasized strongly, drilled in to your head about the WC at all? Was there some element of the training that stayed with you?
R10: Not really.

I: About the job you have now, serving here at the WC, what do you like about the job? Is there anything in particular?
R10: I like the people who come here.

I: The customers?
R10: Yeah, the customers.

I: Do you have regulars?
R10: Yeah, you know, they ask for you.
I: So you have regulars, not in the hotel. They come to the restaurant from outside?
R10: Yeah, they come in and ask for you.

I: So you could have a big clientele just coming off the street?
R10: Yeah, like (local company), and people who live in Rochester who come out here, plus hotel guests.

I: What about your particular job do you not like? Now you've mentioned that you have to come in and do dishes. What else don't you like about serving here as compared to somewhere else?
R10: I think its really about the same everywhere.

I: Otherwise . .
R10: Our manager doesn't stick with us, she doesn't back you up. She always thinks you are in the wrong. That's one thing that I really don't like.

I: Is this your direct manager?
R10: Yes, our direct manager. She always blames instead of trying to work it out. We are always in the wrong, nobody else is.

I: Could you explain further...
R10: They don't listen, they judge as she wants to.

I: What about the WC itself as a place of employment that you like as opposed to waiting tables somewhere else? Not so much the job, but the WC...anything?
R10: This to me is just a job. Its really how they treat you. We don't get treated very well here. That has a lot to do with it..

I: Can you give me a general example of what you mean by being looked down upon by the upper management?
R10: Yeah, like our manager...something goes wrong or she's not happy she shouldn't confront us in front of everybody, that happens a lot. They should take you somewhere and not in front of everybody, your coworkers and customers. I think that is very unprofessional.

I: In front of customers?
R10: Yeah, especially in front of your coworkers. If something does go wrong its all over the place. Like one tells one and the other, and that's not professional.

I: One manager tells another?
R10: Yeah, and it goes around in a circle, and the coworkers too. I think the managers should keep it to the person who is having the problem, instead of running to another manager and its all over the whole place. It does not involve other departments, but the whole place knows about it.

I: Can you give me an example? No, actually that would be fine.

I: Have you ever thought about leaving?
R10: Yeah, I have.

I: Is there anything that has made you think about leaving?
R10: Yeah, we have this one supervisor who favors, you can see it right out. If he likes another server, he'll give them more tables or people.

I: So the supervisors are in charge of seating?
R10: Yeah, and he has favorites and I can tell. If that person is doing something wrong, if he likes that person, he won't say anything to them. If he doesn't like you, you can do the smallest thing and he starts screaming at the top of his lungs in front of coworkers, cooks, and people.

I: Is the favoritism you are talking about based upon performance?
R10: No. I think it is awful and not very professional, and you can see it right out.

I: What keeps you working here?
R10: I just started and I want to give it a chance. They say things are going to change, so I want to give it some time, it just can't change overnight.

I: Trying to stay optimistic?
R10: Yeah, and it's very hard to do. Very very hard to do.

I: Of the things that you mentioned you did not like and are a problem, do you feel that any or some, of those could be changed by the WC?
R10: Yeah, I think instead of such a turnover in help (employees), I think its time to turn over and change some of the supervisors and managers. Get new people in or whatever, because if you have the same supervisors and managers, things are not going to change, they will keep doing them the same way. I think its time to bring in new blood, new outsiders.

I: That would improve the attitude?
R10: Yeah, I think the hard feelings are here already and they are going to stay. I think the people who judge...the supervisors, already have that in their mind that it is not going to change. I think that to get the morale up you have to change and clean house, the supervisors and some of the managers. Bring in new people and new ideas and build up the morale. Make them feel like they (employees) are wanted and needed.

I: A little scenario about that. Now you feel that there is a problem with the upper management as far as attitudes, at least with the restaurant. If the supervisors are changed, in-between, and the upper managers still have that attitude....

R10: Well, you really don't deal with the managers that much.

I: And when you say managers, you are talking about upper management?
R10: Yeah, you really don't see them that much. They might come in for lunch, but I think that they really need to change the supervisors.

I: Anything else that you think, that you don't like? You mentioned the dishwashing situation?
R10: Well, I don't mind doing it. Its just that they don't acknowledge it here. You don't get any credit. They don't even tell you thanks, or you are doing a good job. It's not in our job description to come in here and do all that.

I: It wasn't or was?
R10: Wasn't in our job description. I don't mind hard work, but I'd like to be acknowledged, someone coming up and saying thanks for doing that. Not once has anyone ever done this. Its just like they ...

I: Do you feel that this can be changed?
R10: Yeah, if the managers and supervisors acknowledge the people, and what they are doing more, the morale would be better. People don't necessarily care about $.05 more per hour. Its nice to tell people that they are doing a good job, or whatever, and that is never acknowledged here. If something goes wrong, the first thing that they do is come and point fingers. The supervisor, he blows the story way out as to what happened, and I don't think that that is really called for. Everyone here working at the WC should be treated the same, and they are not. There is favoritism, it just makes other servers (TAPE ENDED).
I: Your particular title and job description is?
R11: Lifeguard and desk manager/receptionist.

I: What does that entail?
R11: I watch the pool at all times, answer the phone, and work the Remanco, which is the system for the hotel...cash registers, stuff like that...because we have a gift room...take care of the pool.

I: How long have you been working here?
R11: About 3 weeks.

I: How old are you?
R11: 17

I: When you first got hired here what kind of expectations did you have about this job, what did you think the WC was going to provide you?
R11: I thought that I was just going to be a lifeguard. At my old job it was just the pool...life guarding. Then I got hired for the job and they started teaching me all this stuff to do. I wasn't expecting any benefits because I'm under age, the guests here have to be 18 in order to use everything. My benefits include golfing, swim and spa, so I get all the benefits.

I: How close are you to being 18?
R11: March.

I: So you would say that the job met your expectations?
R11: Yes, the people here are really nice too.

I: Were you trained for the position?
R11: Yes.

I: Can you detail that?
R11: I came and shadowed whoever was working. I was trained for two weeks straight with whoever else was working that night. I just followed them around and whatever they did, I did. They'd show me one thing and then I'd have to do it, like answering the phones, to make sure that I did not mess up. Then I was on my own.
I: How long was that?
R11: Two weeks.

I: After two weeks you were considered on your own?
R11: Yes.

I: Through that training period was there any one thing that they kept pounding into your head, over and over again?
R11: Don't leave the board, and I had to learn how to use Remanco, which is extremely difficult...and mainly just watch the pool, because my main job is life guarding.

I: Are you certified?
R11: Yes. CPR...all that.

I: Who does that, just out of curiosity?
R11: I took it through the YWCA...life guarding, and then Red Cross courses through the ambulance corps

I: Does that qualify you for any job life guarding around here?
R11: Any life guarding job, yeah. I got everything that I need.

I: So was there anything else during the training period that you can think of?
R11: Be nice. It was always, be courteous. If you are not nice...its most of the job, the members here who come expect the best, and you to be on your best. I've worked up to 8 hours and when that person just walks in the door you have to act as if you just walked into the door.

I: What do you like about the job, not so much the WC itself, but life guarding here?
R11: The people who work here are really nice. I like the job, working behind the desk, answering the phones. Its not real hard, because when you are watching the pool, you are just watching the pool. When I first started working here, the people were just very nice.

I: What do you mean by nice?
R11: When I'd ask a question, which to me now is stupid, like "Where is the broom?" They would take me in the room, and lead me by my hand, and show me everything. They acted like I had been here forever since my first day.

I: Now when you say "the people" who do you mean?
R11: The members, I mostly only see members because I can't leave the desk/pool.
I: So you don't have that much contact with other departments at all?
R11: No, not really. I do see the kitchen. I cleaned the break room today, which means I have to take everything into the kitchen. I know the people from other departments who come in here pretty often...couple of guys from the kitchen, some from upstairs.

I: And your perceptions are?
R11: Same...everyone is terrific throughout the whole hotel...super nice. We had a big meeting of the whole hotel.

I: When was that?
R11: Two weeks ago.

I: The whole hotel, all employees?
R11: That could come, yeah. I came in for it.

I: That was run by the upper management?
R11: Yes.

I: What was it about?
R11: He was just talking about how we all have to work together to make this better on ourselves. Like, we have a back hallway which leads everywhere, which you have to take. A lot of times its a mess because people just drop stuff there. We have to do this because it will make it better for everyone else. Be nice to everybody, and you will be so much happier in the work force.

I: Did he mention any changes that were going to be done?
R11: Ah, just that we have to help each other more, learn each others jobs within WC so we can understand each other, and that each job is just as stressful, even though we may think that we have the best job. He thinks that...and I do too, that this is one of the best hotels around courtesy-wise, people go out of their way to make you feel better. If you are lost you grab them and ask them where you want to be.

I: He ran the meeting pretty much.
R11: He started it and he wanted us to start yelling out comments, so we could start conversing with each other, so we could actually talk to each other, but he had to start it because we'd all just sit and look at each other.
I: So he wanted input from everybody?
R11: Yeah.

I: So this back hallway, I'm not familiar with this?
R11: Its just connects the kitchens...

I: Its so staff can go back and forth without being seen by guests?
R11: Well, the kitchen connects to it so they can go to the break room, upstairs, everything is kept there that we go to. Our elevators are back there which we take.

I: So when you said the break room, you are talking about your particular break room? Or is that anybody’s?
R11: I think it is everybody’s around here.

I: So do you guys take turns cleaning it or something?
R11: Yeah. Every department takes a turn. Sports has Saturdays, I did it today, then someone has it tonight.

I: So you said that one thing that you like is the people. Anything else that you like about the job?
R11: I like the job description itself, I'm getting more that I expected, but I'm not bored. It's not super exciting, life guarding...but you don't just sit at the pool. There are other jobs that I do.

I: So its a big improvement over the last life guarding job?
R11: Yeah, because I feel like I'm doing something. I have a life.

I: Is there anything about the job that you don't like?
R11: Uh, I need more hours. That isn't the job...but its just they have so many people working here. No...I like everything here.

I: What do you like about the WC as a place of employment, as opposed to just life guarding someplace else?
R11: The whole place?

I: Yeah.
R11: As if I came in as an outsider?

I: No, as opposed to working as a lifeguard somewhere else.
R11: Its better, I've only worked at one other place for the summer, and it was just a pool. Extremely boring and $6.00.

I: You mentioned benefits?
R11: Yes, you get to do stuff here, there are things to see, a lot of people come in now. Its just a nice environment to work in for me.

I: Can you detail the environment a little bit more?
R11: Well its clean, really clean...the whole hotel. They strive for cleanliness. Its just clean. There's music in the background, you can go outside and open a door, it looks nice. It's just pleasant to work in...there's tons of sun coming in. You are not just cramped in a basement, you'd never know it was a basement. Its really nice.

I: When you say benefits, you mentioned use of the hotel's golf, and sports facilities. Is that what you meant by benefits? Are there any others?
R11: Yeah, I think I can't get...because I'm still young and under my parents. You could get medical and dental and all that on your own plan.

I: I just wanted to make sure I knew what you meant.
R11: Yeah, after 90 days you get to golf for free, the use of the pool and spa, the fitness room, and the trails.

I: That's different from other places?
R11: Well, it wasn't expected, I thought I'd get to use the pool. But you can only use them on off hours.

I: That's no big deal though, right?
R11: Right. I can't leave the pool. But as a 17 year old, I think they are good benefits for me. They are great.

I: How many hours are you getting?
R11: It changes every two weeks, but it is roughly 10-15 per week, tops...ultimate tops. I can't complain either because there are other lifeguards and I'm getting. (TAPE ENDED)
R11: The WC closes at 10:00 at night, and I leave at 10:00 so I can drive home.

I: Is there anything about the WC itself that you don't like? Any of the procedures or policies? Just the WC, not the job itself?
R11: Remanco is kinda a pain. But its just something that has to be learned, it controls the whole hotel. Its really difficult, everything has to be done separate, you just can't do it all at once. Other than that, I have no complaints.

I: Have you ever thought about leaving?
R11: No.

I: Of all the things that you mentioned that you like about the WC, what would be the one thing that keeps you working here as opposed to going somewhere else?
R11: The environment and people, its just such a cheery place to work. Always nice, and go out of their way to be nice.

I: Again, members or people that you work with?
R11: Members and...everybody.

I: Including your supervisors?
R11: Oh yeah. I was talking to one of the other girls who works here, and she said that her other job is just so snobby and mean, and this club is just so nice.

I: What's the deal here? Guests get to come, and what about outside people, do they have to get a membership?
R11: Yeah.

I: So membership benefits are extended free to resort guests?
R11: Yeah, but you have to be over 18. As long as you are a guest, you can't bring anyone in.

I: Well you seem to really not have any ah. . . is there anything that you would change about WC?
R11: No, I can't really think about one now. The only thing that is really bad...I can't sit down on the job.

I: Is that because they don't want you to, or is that just because . . .
R11: We used to have a stool behind our desk and somebody way before my time abused the rule and had their feet up on the counter, talking on the phone, so they took the stool away and punished all of us. You work six hours and you are just standing, your back and feet are killing you and you want to lean against the counter all day. I wish we could sit down, but they let us go in to the office and sit down for rest a few minutes. But never in the pool. But if there are conferences coming and going, you can't really do that.
I: Anything else that you want to mention about the place?
R11: No.
I: That's it, thank you.
I: Your particular title and job description is?
R12: Bartender.

I: Is there...what would that include other than obviously making drinks?
R12: Well there are three different areas, main bar, split between day and night shift, and then you have service bar which is Friday and Saturday night run in the back room for restaurant servers getting drinks, and banquets, weddings, retirement parties. They range from a small group of 20 people up to 170-200 people.

I: So people employed by the lounge, by (person), are actually bartenders for banquets also.
R12: Right.

I: So banquets and catering don't have their own bartending staff?
R12: Right.

I: And the bar in the restaurant is strictly a service bar, away from customer view?
R12: Right, its right in the kitchen.

I: How long have you been working here?
R12: I started last May and I'm a Senior at the U of R, so I was away for a year in England and then I started by this June and I'm working through school. I've worked for nine months.

I: Would that be considered continuous employment? Did you put notice in, or take a leave of absence?
R12: Well, I just told them that I was leaving and if they needed help next year, that I'd like to work for them. Then I called up (person) and wrote him a couple of letters when I got back, and he hired me back.

I: How old are you?
R12: 21

I: When you first got hired here last May...everybody when they get hired has some sort of expectations of what the job is going to be like. What did you think the job was going to be, or what were your expectations?
R12: I didn't really have too many expectations, other than I knew it was, sort of new...what sort of place it was. I really didn't know how it operated, it was just a random thing that I came in for, as a bartender, I'd been waitressing my whole life. I expected to make a lot of money. That's what I wanted out of it.

I: When you say you knew what kinda sort of place it was, what did you mean?
R12: Oh, just really classy, five star hotel, like the name. I had never been in here before I walked in for the interview.

I: Once you had interviewed and got accepted, or agreed to take the job, in comparison to other places that you worked, waited tables at other places . . .
R12: Yes, I've worked a lot of other jobs.

I: So was there any comparison going on in your mind then?
R12: Well, I had always worked at family restaurants, casual...wearing shorts and tee shirts, stuff like that, and this is the full-blown thing.

I: Were you trained for the position?
R12: I had taken a bar training class at the U of R and it was sort of a fluke how I got hired. I was hired as a bartender/cocktail waitress to get to know my drinks, he just had faith in my intellectual abilities that I'd be able to pick it up and he was leaving, my boss back then, anyway. (Person) became my boss last September.

I: So when you say he had faith in your ability, you didn't go through any regular training program?
R12: No, he put me on a double with a bartender and cocktail waitress for the first week and during day shifts.

I: Shadowing?
R12: Yeah, you learn how to make a drink, learn how to stock...just the different drinks and how to follow the drink book. You have to memorize 250 drinks, they all come up at some point.

I: So how long did you train as cocktail waitress/bartender before you were considered on your own?
R12: About two weeks. It wasn't a 40 hour week of training, more between 16-20 hours/week.

I: It was continuous?
R12: Yeah, but I wasn't the only bartender. While cocktailing you can't bring two people to a table, but bartending you can.

I: How did they do it when you were cocktailing?
R12: Cocktailing, I don't know... I went over to the tables, ordered their drinks, and learned how to plug it into Remanco, which is the main thing I trained on.

I: So you didn't go to the table as a shadow?
R12: No. I've been waitressing since I've been twelve. I don't have any problems approaching people, or being polite. Basically I just listened to what they did, and what my bosses suggested, being polite like everyone else.

I: During that two weeks, is there anything that you could recall which would be a common thread throughout the training, that they kept putting into your head over and over again? One thing or aspect in the WC training that was emphasized?
R12: I don't know, they had a lot of problems when I first started working here, it wasn't a really easy place to work. It was a tough place to work because of a lot of the people who worked here. I was really a naive person, before I came in, about friendships and talking to people. You learn to shut up pretty quickly. I don't really recall anything that was pounded into you. Except that I needed to have $300.00 back in the drawer at the end of my shift. Just a routine to follow.

I: No other aspects that you can recall?
R12: Honestly, no.

I: Is there anything about the job that you like about bartending particularly, not necessarily the WC as a place of employment, but just bartending here?
R12: Meeting people, its a good time, some customers can become... people I met here before my last month here, flew in from England, and I ended up staying with them when I was traveling in England. I called them up, and they invited me to stay with them for 4 days. Its networking, that's what the business is.

I: Now you didn't bartend anywhere else?
R12: No. I know its a lot different from the bars I go to in the city. I look and there is a big difference.

I: Anything else about the job that you like in particular?
R12: I like my boss a lot, he's a great boss. He's very fair, my previous boss would look at the schedule, when we had asked off, and then schedule us, which is...I mean, you have to have trust in your employees, a reciprocal relationship, or they will not want to do the job for you.

I: Now was (person) a bartender here, and then got promoted?
R12: No, he was an accountant here, then they appointed him to beverage manager.

I: How long has that been?
R12: Since last September. He's a good guy. I don't have any qualms about him, others do. Personally, I think he's very fair. Other things that I like about the job...I have some really great friends, its a totally different place here day and night. When I work the night shift, those are all my close friends.

I: Oh, you work day shifts too?
R12: Yes, I used to work day shift the summer before, but when I go to school, I just work weekends here.

I: What's the difference between day and night?
R12: The night seems to be more of a bond, more cohesive, the day keeps more to themselves, and don't give two cents for each other. Also, its a lot slower during the day as far as the bar goes, so you spend a lot of the day cleaning the main bar. On Sundays, I have my regulars who come right in at noon. Its hard to believe that someone can drink that early. I always feel that the day shift is getting ready for the night shift, if they get slammed, you have everything ready at their hands.

I: Anything else?
R12: You're not customer-oriented during the day, at least during the week.

I: Is this because there isn't as many customers?
R12: Right. I mean Saturday and Sunday days are different. They say the day shift will start picking up now because of the winter months. I don't know though, because I wasn't here last winter. Friday, Saturday and Sunday are the busiest day shifts.

I: What do you think causes the "fend for themselves" attitude during the day?
R12: I don't know, its very backstabbing here. I'm your best friend to your face...but as soon as I turn around.

I: Why do you think that is during the day?
R12: I don't know, there's a very big animosity between the departments, the banquet, Horizons, the cooks and dishwashers, and the housekeeping. Everyone thinks that they are better than everyone else. This I find very disheartening, we should just do our job the best we can. I really don't know why. They (day staff) are maybe just jealous because the night makes so much more money than the day, so they're not going to give their full, and besides the day shift have been here for a while...I don't know where the animosity comes from, but it gets bad during the day.

I: So there is a certain animosity between the day and night shift bartenders?
R12: No, not bartenders. We are separate. I'm talking about day workers in general, across the board.

I: What do you think causes the “my department is better than yours” attitude?
R12: I've been trying to figure that out since I've been working here. I don't know, the people always blame one another, and the people who have contact with customers, and need the food, seem to have the problem. Then when you go back, the food is not there, they are bitching at you, or the supplies are not there. Its the stuff that goes on in the back. The customers seem to think that the bartenders and the servers make the food, so we get blamed. We are trying to make the best impression on the customers to make the best tips. So we try to push the kitchen...

I: It seems that the animosity that you are talking most about is between the kitchen and the front of the house?
R12: Yeah. In my experience that's, well...the bar staff is a lot different than any other department involved...not that much food, even at dinner. Its not the same. We seem to bond and flow through each group, and not have too much of a problem.

I: So you recognize a problem between the waitstaff and the kitchen.
R12: Oh yeah, definitely. Everyone complains.

I: Is there a difference between day waitstaff and cooks? Is the animosity more at night or during the day, do you see that...or is it across the board?
R12: I notice it more with the day staff. At night its a different story because we are really busy, it happens because the food is not coming out quick enough or is taking too long. Its not the actual people at night, its just more the atmosphere.

I: Pressure?
R12: Yeah, Pressure. I'm not really sure. I'm only commenting on people I know, and have observed.

I: Now you mentioned money, and how you consider that as being something that you like about the WC. Is there anything else that you like about the WC as a place of employment? Not necessarily about the bartending job that you like?
R12: I don't know, I always feel that we work really hard here and then we don't get anything for it. They always try to cut when they can. At least in my own personal experience, I put a lot of work into my job and I feel that they don't even know. The biggest compliment that you will ever get here is, "You're not as bad as so-and-so says you are."

I: Now would that pertain to (person)?
R12: No, (person) is different.

I: Now without mentioning certain people, where is that coming from?
R12: That comes from general management, upper management.

I: Upper management or direct supervisors?
R12: Upper management.

I: So why is (person) different?
R12: (Person) does the same thing. He doesn't tell you that you are doing a great job, no one ever really tells you that here. But he is fair I guess, he's trying to do his job by filling the shifts, and people are there, and he tries to do it as fairly as possible. He enjoys his job and I do too. Its just sometimes you put a lot of hours in, and nothing is returned.

R12: I probably shouldn't be saying this, because I just got employee of the month, and I shouldn't complain, but .

I: How would you put it? What are you trying to describe.
R12: I think basically, in order to get the most productivity with your employees, management really needs to recognize that they are working hard and doing their jobs the best they can. You can't do a job unless you know how to do it, so management must train them properly to do their jobs. A stricter training program here would be good.

I: So you don't think that you were trained adequately?
R12: I think because I learned a lot on my own, I asked a lot of questions...I had to, because I did not know. My first couple of weeks here on my own I asked everyone questions. You just don't know where things are.

I: So it wasn't an extensive a training program?
R12: No, we definitely need an extended training program. You just can't throw somebody, just anybody, especially bartending and waitering, without training thoroughly. I know (another property) has an intensive training program, which makes employees able to go to any (another property) without having a problem. It's just their process. I was really impressed.

I: Now you've mentioned a more extensive training program, a certain amount of lack of recognition for a job well done...
R12: Job well done, or actually working hard. I got recognized and I greatly appreciate that. It makes me feel good, but there are a lot of people here who bust their butts and their manager just keeps... Everyone here is just so busy that they don't take the time out to say you're doing a good job.

I: Can you detail the employee of the month criteria?
R12: I have know idea, I just got a phone call.

I: That's what happens, a phone call?
R12: Yes, management has their meeting every Wednesday, and (person) called me up Wednesday night and said, “congratulations!”

I: Do they tell you why? Has anyone been told why they get it?
R12: Not that I know.

I: What else about the WC don't you like?
R12: I don't know, its not a horrible place to work, its just too much...little things. People need to have more pride in their work and things. I don't like people talking about other people behind their back. That will happen in any society or position, but I just don't like how you come in to work and someone says, “I heard you said this about so and so.” I only work here two nights a week, how can I even talk to someone!?

I: Do you think that it is something the WC could change?
R12: I don't know, I was wondering that too. It seems that it would be a big suck-up process. Some people are very competitive here, the money...dollars, the most money. They'll do anything...money, money, money. There are some people who are very nice, and will help you out. It's people, society in general, and the WC can't change that, but WC needs to let us have more say, helping our management. I guess they are trying to do that now, and its good.

I: Have you ever thought about leaving?
R12: Yeah, because my course load is so heavy.

I: But not anything specific about the job to make you leave?
R12: No. Just my schedule, school, volunteering, working 30 hours, etc.

I: Where do you volunteer?
R12: At U of R, I interview students, and a bunch of other things.

I: Of the things that you mentioned that you like about the WC, can you think of anything that really sticks out in your mind? That keeps you working here as opposed to going somewhere else?
R12: The money.

I: Anything else?
R12: I know my way around, I hate to start at a new place...security...you build up a ranking. You're not the low man, and getting horrible shifts.

I: Know the ropes?
R12: Know the ropes, exactly.
I: Your particular job title and position is?
R13: Starter.

I: Starter?
R13: Starting people off on the golf course.

I: That's what you are called, a starter?
R13: Yes, we all are.

I: What else does that entail?
R13: Cashier and ranger, to make sure everything is going all right on the course.

I: So right now you are the cashier too?
R13: Yeah, cashier/starter.

I: How long have you worked here?
R13: Since the beginning of June

I: How old are you?
R13: 16

I: When you first started the job, what did you expect from this job? What did you think it would be like to work for the WC, or what did you expect out of it?
R13: I expected greens responsibility and stuff like that. And respect from other people. I live just down the street, so it is convenient to just come up and down. It took me a little while to get the job. I came back and back, six or seven times, and finally I got it.

I: So you feel that your expectations have been met?
R13: Yeah, I got to meet a lot of people. Some went to college and we write to each other, but yeah, all my expectations were met.

I: Were you trained for the starter or ranger position?
R13: Yes, a couple days of training. Actually a little bit more, because of the cashier and what you have to do. Ranger is pretty basic.

I: O.K., for being a ranger how do they train you? What was the process?
R13: He just brought me down on the cart and showed me what to do, empty the garbage, fill water, ice...not complicated work. Just certain things. In here its more complicated.

I: That (ranger) was a couple of days?
R13: Yeah.

I: How many days did you train before you were considered on your own?
R13: Two. They have to teach you the correct way to tell someone, if they are playing slow, to hurry up.

I: How is that?
R13: You got to go up to them, after a while...go up to them...and people are complaining from behind...you have to ask them if the people behind could play through.

I: How do you do that?
R13: I just say the people behind are giving me a couple of complaints, can they play through?

I: Do you have to do that a lot?
R13: No.

I: Do you play?
R13: Yeah, this summer.

I: So for doing this starter thing...how were you trained for that?
R13: Well the other employees showed me how to push the buttons. They showed me one day, and sat in that chair. We usually work three in this place, and he just made me do that the whole day.

I: The same guy?
R13: Yes, (person). Every single customer that came in, I had to do.

I: So you trained for one day for this position?
R13: No, over really the whole summer. Just buttons at the beginning and then the more I caught on, then I totally ran it, to ringing on my own.

I: O.K., when they said they wanted you to be a starter?
R13: Just that day or probably 3-4 days.
I: Now of all the training that you've had, was there one thing, one specific thing, that they kept drilling into your head that you could remember from all the training? Like, something that they repeated over and over again?

R13: Just make sure that you are polite to people. All the employees said that. As long as you have a good personality, you're a starter. You can't be bashful if you have to tell someone to speed up play. You have to be able to speak up with a good personality.

I: So be polite was the biggest thing emphasized?

R13: Yeah.

I: What are the things that you like about this particular job?

R13: The people, I like the people.

I: Customers?

R13: Yeah, members, customers that I know. The workers were the best part, but most of them are gone now.

I: High schoolers?

R13: No college...one comes back

I: I'm a little confused about members and customers?

I: Can you be a member of WC golf without being a guest?

R13: Yes. You buy like a membership here, and its connected to the sports club. Its a mixed kind of thing. There's a big list of members.

I: This is a public course?

R13: Yeah it is...but you can be a member too.

I: So if I wanted to come and play golf here, I'd pay a certain green fee.

R13: For members I don't really know the difference, but I'm sure they end up paying less in the long run.

I: Now what is it with the hotel guests? Do they get a certain deal?

R13: Yeah, six hours.

I: That's cheaper than off the street?

R13: Yeah, nine or ten hours depending on the hours you want to play.

I: You don't know how much it is to be a member?
R13: No.

I: So the things that you like about the job are the people, both your coworkers and the customers...anything else? More about the job, not so much the WC, maybe.

R13: Yeah, I really like it because I'm a kid and I don't want a lot of pressure. It's not a lot of hard responsibility. When it's really busy here, you pull about a $1000 a day and this machine is not like a real cash register. It's the only hard part of it all.

I: Sometimes you pull a $1000 on this golf course a day?
R13: Over the summer we pull like $800-$900.

I: Is there anything about the job that you don't like?
R13: Yeah, when you have a tee time book, and people just show up, and knock the whole day off. You have people going off at 10:00, and then someone shows up, it's 10 minutes behind for everyone else.

I: Anything else?
R13: No that's the major thing.

I: You mentioned something about the fact that you like the sport?
R13: Yeah, I do. I'm pretty good...I shoot 45.

I: That's not bad.

I: What do you like about working for the WC as opposed to working at a golf course somewhere else...as a place of work?
R13: Like I said, the location. My house is by the second green, and I walk to work everyday. That's the main aspect. The people are so nice too.

I: Is there anything about the WC itself that you don't like, working here?
R13: No.

I: Have you ever thought about leaving?
R13: No. I like it here too much.

I: You've had a good experience so far. Good.

I: What is the thing, or things, about the WC that you would say keeps you here above all else?
R13: Keeps me working here? I don't know...the things I've said before. I have any complaints.
I: Of the things that you didn't like, the tee time book for example... is this something that the WC could change to make it better?
R13: No, you have to live with it when it's a public course.

I: Nothing in your mind to fix that?
R13: No. I think members should be able to get a little more pull, but I don't know how it can be done. Maybe a little time in between the tee times.

I: That's all I have to ask you.
I: What is your job title and description?
R14: Dishwasher

I: And what does that entail beside washing dishes?
R14: Taking out trash, mopping floors once in a while, mostly like that. Clean up some of the cooking things, stove tops, braiser.

I: Do you work strictly days?
R14: Yeah.

I: How long have you worked at the WC?
R14: 2 years.

I: How old are you?
R14: 57

I: If you could recall back to when you were first hired, what expectations or impressions did you have about working at the WC? What did you think the job was going to be like?
R14: No, I just had to get a job.

I: No expectations?
R14: No. Frankly the only reason I'm here is for Social Security, and for having something to do. I took it because there is nothing out there for people my age. That's why I said yes. I don't mind it...its 9 to 5, Monday to Friday.

I: Were you trained for the position?
R14: No. Years ago I did stuff like this when I first started out.

I: So, no one showed you anything...no training whatsoever?
R14: Well, how to run the dishwasher and things like that. Otherwise, no because I had done it before.

I: So you didn't have a training period then?
R14: Well they'd call it a training period, but . . .

I: How long did they call it that?
R14: Maybe 8 weeks, I don't know . . . let's see there was, and always is, a training period, and then he said, “O.K., continue”.
I: If you can remember during that training period, was there one or two points that they emphasized continuously to you?

R14: Again, I know to keep things clean. They didn't have to tell me that. I know that, I've been through that.

I: So that was the thing?

R14: Of course, its a restaurant.

I: Is there anything that you like about the job here, not so much the WC as a place of employment, but the job itself? Is there things that you like about it?

R14: Oh yeah, its steady...9 to 5. I did all the other hours, and I'm getting too old for that. A little bit too old.

I: No one really likes doing that.

R14: Well if you're young its easier, but when you are older your body starts saying you can't do that anymore, so you pay attention.

I: Anything else about the job?

R14: No, I'm glad to be here...something to do.

I: Is there things about the job itself, your actual position that you don't like?

R14: Not really. Of course when I get too busy, but I work around that...I'm okay. I take my lunch break, and rest period. I don't hurry anymore, its no good. Take your time, do it, and do the best you can.

I: So there isn't anything in particular, other than when you get a little pressure?

R14: No.

I: How about the WC itself...say this place compared to someplace else where you were washing dishes...what about the WC do you like? Anything in particular?

R14: Yeah, they are friendly. Sure...I like it. I mean its been a long, long time since I washed dishes. I've done a lot of things in between then. The people are nice.

I: When you say the people, you mean your co-workers or superiors, or everybody?

R14: Yeah, everybody...sure. Age has it privileges.

I: It should! Right?

R14: Yeah, this is my second time being unemployed, so gees.
I: Two years...looks like its steady.
R14: Yeah, I'm going on two years in May.

I: Anything about the WC that you don't like?
R14: No.

I: Have you ever thought about leaving?
R14: No, not yet. I can't.

I: So there hasn't been anything that has made you think about leaving?
R14: No.

I: Good. Of the things that you mentioned that you like about it, or maybe there are some things that you haven't mentioned, what would you say are the reasons or reason that keeps you here? What keeps you here as opposed to going somewhere else?
R14: Simple, there isn't any place else that I know of for people my age.

I: That is the overall reason?
R14: Yeah. I mean if there is...but again, I can't start all over again. People younger say, "well, change your routine", but I can't do that anymore.

I: Do they provide other opportunities for other people your age? Is this a common thing here at the WC? Would you say you are an exception?
R14: No, I'm not an exception.

I: You haven't really mentioned anything that you don't like so, is there anything that you can think of that the WC could improve on, or make better for you in your job? Anything that you can think of that would make it any better?
R14: No.

I: Good, that's about it.
I: What is your particular title and job description?
R15: Dishwasher. I run the machine. I know how to do it. Just doing dishes and knowing how it needs to be done.

I: What other stuff does that entail, do you have any other jobs, duties, or responsibilities?
R15: There are the pots and pans that have to actually be washed. Get stuff for the soup for (person), so he doesn't have to be running around.

I: How long have you worked in this position?
R15: Four years and 3 months.

I: How old are you?
R15: 33

I: If you could remember back now 4 years, when you first got hired here, did you have any expectations, or ideas, or something that you expected working at the WC? What did you think the job was going to be like compared to other jobs?
R15: I knew I was going to be doing dishes, because I had talked to a friend before. But I interviewed, and he laid it all on the table, and I said "okay".

I: Was it what you expected it to be?
R15: Yeah.

I: Have your expectations about the job changed at all over the years? Have there been other things that you wanted from this job?
R15: Not really important things.

I: Were you trained for the position?
R15: Yeah, for about a week a guy trained us.

I: About a week?
R15: Yeah, I already knew because I dishwashed at other places.

I: What did they do to train you here?
R15: The guy showed us how to clean the fish buckets and coolers, and showed us around, and showed us where everything went.

I: So training was that he showed you, and you did it?
R15: Yeah.
I: About how long was that?
R15: 1 week... I mean you get the hang of it. If you don't know where something goes, then you just ask somebody.

I: During that time was there one thing that they kept drilling into your head, or repeated over and over and emphasized a lot?
R15: No, not really. They just take you right through it.

I: Your job here, not necessarily the WC but the particular job you do, is there anything that you like about it? What are the things you like about it?
R15: Nothing that I can think of. I can't think of anything, everything is different.

I: Is there something that you like or not?
R15: Well somedays its kinda slow and I do it by myself. So I do the upstairs and get it done, and no one really pushes you that hard, or frizzles you.

I: So you are pretty much on your own?
R15: Yeah.

I: Is that something that you like?
R15: Yeah, I would say so.

I: Is there anything about the job that you don't like?
R15: Probably just... if I could have a radio sitting there, and not switching the stations back and forth... just to be able to listen to something would make the job a lot easier. Be able to just mellow out.

I: Do they let you have a radio downstairs?
R15: They do downstairs, but not upstairs. I mean the cooks get to have one, but we don't because one of the dishwashers who used to work here turned it up loud enough so that you heard it outside (dining room), and they canceled that out. I don't know if they would let you wear a head radio or not.

I: Anything else that you don't like about it?
R15: Just some of the people. I can take some of the people, and some I can't. Do you know what I mean? The conversations of certain ones.

I: When you say the people, your co-workers or supervisors?
R15: No, just the co-workers, or cooks on and off. Once in a while the cooks. But mostly it's just myself and (person). We talk to each other.

I: Now as far as the WC as a place of employment, as opposed to washing dishes now, what do you like in particular about WC as opposed to someplace else? Not necessarily the job you do but . . .

R15: Well I should have stayed where I was, because at the other place I was doing prepping, making the dressings and other stuff. I had a feeling I could come in here and get moved up, but I guess not. Oh, the raises...you don't get raises here, I think. At least I've gotten a few, but that's because I've gotten a few people to come in and work, but they're gone now. The other place you could ask for a raise, and the guy would come back in a week or so to tell you if you got it or not. Here you can talk to them but they won't. They say if you want more money, work more hours or days. But if you want more money, you don't want to work more hours, because then you have to work double time.

I: What do you put in?
R15: 5 or 6 days, 8:00-4:00 or 4:00-12:00. A lot of times it is one night and 4 days.

I: How do you like...what's the difference between day and night? What do you like better?
R15: There's different things, days I can get out earlier. Nights I can sleep in later. I like working day shifts because I have someone to work with at all times. At night the guys go on breaks at 10:30 or 11:00 just as the kitchen is closing down and then all the pots and pans...and two guys go on break and leave one guy up there? No way. (Person) and me...during the day, (person) goes on break and I'll take over with what's up there, and then (person) helps me. He'll do the upstairs, and I do the downstairs.

I: So you mentioned that your work is not recognized by getting a raise?
R15: No, they don't say you did a good job either. If they told you that you were doing a good job, you'd feel differently. You don't know if you are doing a good job or not here.

I: So you don't get any pats on the back...no positive reinforcement?
R15: No. Once in a while they'll say you did a good job, and then months you'll do the same exact thing...and nothing.
I: OK, you mentioned something else that you said you didn't like....Oh, you mentioned that at the other place you worked you were able to do some other jobs. What about here?

R15: Yeah, there I moved from the dishroom, I left and came back, left and came back. They also don't know the problems that I have with my muscles. I have muscular dystrophy. There are things that I can and can't do.

I: After 4 years they don't know that?
R15: Well, they probably have heard it, but they don't know what I can do.

I: Has anyone asked you?
R15: No, I can work in cold but my fingers won't work the way I want them to work. The warmth I have no problem, that's why they moved me from the cold prep, but if I had something on my hands I could probably work it out.

I: Do they know that the cold affects you, or not?
R15: I don't think so. Well, if I told him . . .

I: Is there anything else about the WC that you don't like?
R15: I can't think of anything right now.

I: Have you ever thought about leaving?
R15: Oh yeah, quite a few times.

I: Anything in particular?
R15: Well once in a while the pressure gets a little built up and nobody...everyone keeps pushing you to do this, this and this. Well, I'm doing this..., “but do this now”. “Okay, fine” I say, “you guys time will come, when I'm gone you'll have to find someone else.” But I don't really say that. I've been...last week for example, I said, “No” straight out, no. “(Person), do you like my answer?” “No, I don't like your answer.” “Fine, no problem”. “I mean the other guy is standing upstairs and there are boxes there (chef), we are a little backed up. But it won't matter if we are backed up or not. If we are backed up no one will give us a hand anyway!” He says, “What if you ask?” Well, I can't do that. They say they can't do that. I say, “Can you give me a hand?”. They say, “well, you've got this person, we'll just do your own.” Upstairs and downstairs? Not quite. I don't want to get in a fight, I just say “O.K.” and I did what I could do, and that was that. (Another person) won't do the downstairs by himself. If you need a hand ask him...O.K., but do we get one? It could be yes or no depending on how busy the day will be.
I: (Person just identified) is a cook?
R15: You won't ask a cook cause they don't want to do dishes, but (person) can get somebody to give us a hand, or I'll ask if he can give us a hand.

I: What does (last person identified) do?
R15: He's a purchasing agent. And he'll...he's nicer than the guy we had before. (Person) will say "sure, no problem", and give us a hand. He'll pitch in, its not...but if you ask (another person) to call somebody, "Who could we call?" "Well, there's this guy, this guy..."

I: So cook's don't really help?
R15: I can't say they don't...but they usually won't. You could be backed up, like we are now, and one of the cooks comes over looking for dishes, which she could have picked up by herself...5 or 6 dishes. She could have picked up more than she did, but she didn't. I'm here by myself and she's walking around asking me to do dishes, or pick them up. "You want me to do dishes when I'm backed up? Do it yourself?" "Well, (person) I'm a little backed up." She can come over and get dishes, and pick up more herself.

R15: One other thing that I don't like is when the cooks walk back empty handed. Go walking back empty handed and you ask politely, "Why didn't you take them when you were back here? It would be a little help for you to not go back empty handed all the time."

I: So if, over the years when you thought about leaving, is there anything that you could say is the contributing factor?
R15: Just the hassling that goes on. I could be doing just what the other dishwashers are doing, they sit there doing nothing, and chef asks me, "do this, do that". I could be doing something else and those guys are just sitting there, and he doesn't say nothing to them. "What about the other guys, they were doing the same thing I was doing and you are picking on me! What about the other guys?"

I: Do you feel you could talk to him about this stuff?
R15: No, he'll just say that you are the head dishwasher, or I've been here so long that I should know what has to be done. But I don't want all that put on me. Its always me, me, me, you know.

I: They come to you because they know it will get done?
R15: Well, it may take a little bit of time but...I just don't want always, me, me, me. Why not this person? Why is it me, me, me? I don't want all the pressure put on me.
I: Now you've been here four years and there has to be a reason why. What would you say is the reason that keeps you working here, as opposed to going somewhere else?

R15: Well, let's see, if I had another job lined up, I'd give the two weeks notice that this place wants. That's what I've got to do. Plus, I've got to pay bills and make sure I'm working. If I had another job lined up, I'd probably leave this place or go back to the place I was. But he won't hire me, anyway. But I'm sure I could get moved out of the dish area and do something else there, you know? Instead of 33 years old and still doing dishes.

I: So what's the reason you stayed?

R15: Mostly to pay my bills, and to keep myself working. If I could find another job, I'd probably leave this place, but good jobs are hard to find now.

I: Yes they are. Of the things that you mentioned that you don't like...First of all you keep mentioning the fact that you want to be moved up and get more responsibility, or get more of a job description. If they gave you that opportunity here would you stay, or feel better about it?

R15: I'd feel better about...I can't say...it might be a threat. Chef would take it as a threat. Three things I'd say: One, move me out of the dishroom and keep the same pay I'm making, into the cold prep room. Two, drop my pay down $.50, or whatever, and put me in the cold prep room. Or three, I'll walk out.

R15: (Laugh), as my friend says, "Tell him what you want and maybe then you'll get it.... No, it didn't work? Then just take off." "No, I can't take off!" I've got to use my money and my car, sell something in stock! No, I'm not going to. You can live off some of the money.

I: Of some of the other things that you mentioned that you didn't like, do you feel there is anything that the WC, or WC management, could change to make it better?

R15: Just don't get excited over little things, mellow out a little. Mellow out, don't be so hard on the employees. A lot of people left, maybe because they were too hard on them. Maybe you guys want to keep a few of us. Fine, we may be a four or five star restaurant, but you don't have to push, push, push, you know? I mean talk to the people, let them know that they are doing a good job, or not.

I: Anything else..., that's all I've go here for you.

R15: Not really.

I: Good.
I: O.K., your particular title and job description is?
R16: Assistant pastry chef

I: What does that entail?
R16: I oversee one baker. I am responsible for the bread, and mostly making the breakfast pastries. Then three days a week or more I'm responsible for the pastries and desserts.

I: There is one assistant pastry chef, I assume?
R16: Right, there's people in the bake shop, pastry chef assistant, and baker.

I: How long have you worked at the WC?

I: So, since June of this year.
R16: I'm sorry June 1993.

I: How old are you?
R16: 21.

I: If you can think back to when you were hired...everybody has certain ideas or expectations of the job, what did you expect about working here?
R16: I expected, at that time, to be in a more...environment, where everybody wanted and loved to cook. At that time I didn't see as much of that, as I do now. It was the people working. Some people think of it as just a job, and others think of it as more, because they love it. Just like any job.

I: So it's gotten better or worse then?
R16: Its better, because we changed certain people.

I: So when you first got here .
R16: My hopes were a little bit...they fell a little short of what I wanted.

I: Regarding . . ?
R16: The whole environment.

I: Can you be more specific about that?
R16: I just thought that there would be a little bit more variety in bread, now there is.
I: Because you are in the position?
R16: (laugh) I have more variety and all aspects of it, not just...uh, more variety overall.

I: More variety of selections for customers?
R16: Yeah, baking.

I: Or more variety in the job?
R16: Both.

I: So your expectations have changed since you have been here a little while, what do you expect out of the job now?
R16: I expect what I am getting now. I don't expect more or less, because . .

I: And why is that?
R16: I don't expect more or less from my coworkers. I know what to expect now. I still expect more of myself because that is the way I am. But you know, you can only do so much in a day, you know? Its a good job to have as a foundation, because I got it right out of cooking school.

I: Where was that?
R16: Culinary Institute. Its a good foundation, but only a stepping block.

I: Did you go someplace else before the Culinary?
R16: No, right out of high school.

I: Were you trained for this position?
R16: No. Not really.

I: Was there any kind of training at all?
R16: Not really, the person in the higher position at the time, who no longer works here, wasn't as skilled as I expected really, so I kinda trained myself. In baking its different from regular cooking, you don't have as many people to train you.

I: Was there a period of time that you were not considered on your own?
R16: Not really.

I: Was (person) the chef when you got hired?
R16: Yep.
I: Was there anything at all when you just started out that was emphasized or drilled into your head as a new hire?
R16: You know, little things...don't do this, don't do that. But not anything that set this place apart from others.

I: Was there a set policy?
R16: No, I used to work for a supermarket and they had a lot more policies, because they are more exposed to the customer. The customer sees you producing...here they don't.

I: Did WC emphasize customer service at all?
R16: No, the chef mentions what he expects as standards and stuff like that, but nothing out of the ordinary.

I: What did the chef say?
R16: He said, we'd like to see a wider variety of desserts, and he said what he expects from everybody is to do their best.

I: Anything regarding the customer?
R16: Um, the same as every place...the customer is always right. If you ever have to deal with a customer, try as best as you can to deal with him or her in a respectable manner.

I: So there was some?
R16: Yeah, but nothing out of the ordinary. Its just the usual, what they expect. They hand you a book explaining holiday pay and stuff like that.

I: Is there anything about the customer in that book?
R16: Yeah, there's stuff but... 

I: Just out of curiosity what did the chef say...how many star restaurant was this at the time?
R16: Four.

I: Regarding the job, not necessarily the WC as a place of employment, what do you like about your job?
R16: There are a variety of breads. I feel that most people do not view breads as a dessert. They are either stuck in a pastry or bread basket. Also if I wanted to, I could be exposed to the kitchen to serve regular meals.
I: Now earlier you mentioned something...that you were unhappy about the variety. And now you are happy?

R16: Well, I'm unhappy between the difference between variety in what you do as far as bread. I get a variety of different kinds of baking, but I don't get a variety of different quality of baking. Its one standard...we are improving the standard.

I: You may need to explain that to me more.

R16: There's not a lot of, in baking.

I: So there's variety on the same level?

R16: Like cost and time aspect.

I: So you are happy with the variety, but what class would you categorize it?

R16: Mid-level...in-between, I guess.

I: A fine line, huh?

R16: Yeah.

I: I'm still having a hard time in seeing the difference in variety. You mean a twist, and a French bread, and an Italian loaf, and pastries...and you want a higher standard of that?

R16: You can only do one kind of standard because your waitstaff might not be able to handle a higher kind of dessert, higher level of what it takes to present it.

I: O.K., is there anything else about the job that you like...the variety you like, because you get to do a couple of different things.

R16: I like the fact that it is close to home. Its a nice place to work. There are a lot of people. A hotel has a lot of people, and not just behind a desk.

I: Try to stick to your job in particular now. The variety and close to home...

I: Is there anything about your job that you don't like?

R16: The pay.

I: Do you think that you should be paid more?

R16: Reviews regularly would be nice. I would rather be reviewed more regularly than have raises. If I was reviewed, at least I'd know I was being acknowledged as a good worker, as opposed to a bad worker.

I: So more feedback?

R16: I get some now, but would like it more..., other than when its negative.
I: Do you get feedback if you ask?
R16: Yeah.

I: Now are you talking specifically feedback from your direct supervisor, or feedback from the chef.
R16: Well I get enough feedback from my direct supervisor, but I think of him as an equal, where the chef is a higher person. The person who is directly above me, might think that they have control, but the chef is actually the one in charge.

I: So you are looking for more feedback from the chef?
R16: Now we have weekly meetings, but its nice . . .

I: Was this a bad time for us to get together?
R16: No.

I: What don't you like about the job? You don't like the pay...anything else?
R16: The feedback.

I: So if you do get some feedback, it's mostly negative...you don't get regular reviews... and pay in general, are what you are unhappy with?
R16: Right.

I: Anything else?
R16: The fact that the person below me doesn't get paid a decent amount. It effects me because there is a high turnover in that position every couple of months, and that person has to be replaced. So that affects the whole bake shop.

I: As far as you know, in general, is the whole kitchen staff paid competitively?
R16: No, it ranges from...it can go as high as a $4-$5 difference among people. Some people are earning more based on the fact that they came in at the right time, and they asked for a certain amount. Sometimes its based on experience, and sometimes its being at the right place at the right time. There are people who have worked there 3-4 years, and make less money then others.

I: Really? That's not an exaggeration?
R16: No.
I: Now you've mentioned that you liked working in a hotel. Anything else about working at the WC, not necessarily your job position but...what do you like about working at the WC itself? I guess you mentioned it's close to home...

R16: Yeah.

I: Why did you start to say that you liked working in a hotel?
R16: Well, working at a hotel has its benefits in the fact that a restaurant in a small close environment...I'd have to work in a small bake shop to have any benefits. They pay benefits according to our pay, if I wanted to. You meet a more wider variety of people. There's desk clerk, hotel staff...

I: Do you have any interaction with other people in other departments?
R16: Some.

I: Do you like that?
R16: Yeah.

I: Now when you talk about a wide variety of people, are customers or hotel guests included? Do you have any interaction with them or not?
R16: Um...you can, I mean, you can get more involved. I think it is important to get involved, there's opportunities.

I: Can you name one, being in the back of the house?
R16: Well, Sundays we set up brunch, and you interact with customers as they are leaving, which is always good. Maybe you didn't cook the breakfast, but you know if they were satisfied. You can always walk out there during a meal if you want to.

I: You could, they let you?
R16: Oh yeah.

I: Some of the benefits that you talked about that you don't necessarily take?
R16: Health benefits, Blue Choice, I hear that they are good, but I personally have certain doctors and stuff. They are good for people who don't see doctors a lot.

I: Any other benefits that the place offers?
R16: Free golf and exercising.

I: Do you take advantage of that?
I: What else about working at the WC as opposed to working someplace else?
R16: The chef is extremely good. He is a person's person. He can deal with you with problems outside of work, and he realizes that you are just not working here, that you have another life. He is willing to give you hours and time off, and he's willing to teach you, if you are willing to work.

I: So you would characterize your communication with him as good?
R16: Yeah.

I: Do you feel comfortable talking to him about anything at work?
R16: Yeah.

I: Have you ever thought about leaving?
R16: Yes.

I: What would be the reason or reasons?
R16: Opportunities, other opportunities for growth in the career, and money.

I: So you don't necessarily think that your opportunities to grow are here?
R16: I would rather learn from someone who is really good. I'd like a bigger operation, in a big city.

I: But you said the chef is good?
R16: I'm talking about pastry chefs.

I: Anything else...now you mentioned the stuff that you like working for a hotel, is there anything that you don't like about the WC?
R16: There's just a little bit of lack of communication among the departments. Nobody understands each other's jobs, you know? There are a lot of arguments when the food doesn't arrive on time, or that we don't understand the other departments. We really should, we should walk around and shadow other departments. For a big place they don't have a Christmas party. People might not think that that is important, but it is, to interact with other people in the business. When a customer walks in they are immediately going to feel a feeling among employees of tension.

I: Do employees understand other department's job descriptions?
R16: I don't think so. If the company would say let's have a party to do this together as a group, one thing would lead to another, and you start talking about your job and one will say, "Oh I didn't know you had to do that?". It's important to interact.

I: You mentioned the food taking too long? What department would that involve?
R16: Banquet or the Horizon's staff, and the kitchen.

I: So the front of the house.
R16: The front of the house, and the back of the house.

I: So that's not considered one department?
R16: They are considered two. If they were considered one, as a team, they'd be a lot better.

I: You mentioned that you'd leave for other opportunities or advancements. What keeps you here?
R16: Because in this city...Rochester. I feel that this is the best place to grow. Eventually I'd like to leave the city. I feel that out of all the chefs, ours is the best one, one who will stand by his employees. He's great! You may not get the raise, but he will help you out. He always says if I did leave, there would be a job for me when I got back. Which I think keeps a lot of people, a lot of people have left, and then come back, and I think it is good, because you always know that there is an opportunity back home for you if you need it.

I: So basically your opportunities would not be here, the thing that keeps you here is this is the best in town?
R16: Yeah.

I: Is there anything else that keeps you here?
R16: No.

I: Of the things that you said that you don't like, what do you think the WC could change?
R16: I think they could change their whole overall conception of the customer, or of personnel. If they did pay their employees just a little more, offer a little more confidence. If you give them that, they produce better product, better treatment of the customer. The customer receives a better meal and it all comes back to you. If the employee is satisfied he is going to show it in his work, and the customer will be satisfied.

I: Do you think there is a customer satisfaction problem?
R16: From what they pay, and what people perceive before they get here, a lot of customers are let down. In fact, that it could be better.

I: Is that a feeling or do you know that for sure?
R16: I know that for a fact. Your relatives and neighbors come here and they tell you.

I: Are employees generally unsatisfied with the pay that they make?
R16: Pretty much. I don't feel that it's the chef's fault, because he has the role between the management, and he is for his employees all the way. But if he can't get it from the management, there is not much that he can do.

I: How would you characterize your particular relationship, or the kitchen staff in general if you could, with upper management?
R16: Um, I think its not deep. It's all surface. Bull, is what it is. Not truthful, everyone is afraid to speak up to their faces.

I: What is the perception you and the rest of the kitchen have of what upper management thinks of them?
R16: I think that they think, "Well, we are getting something for half price. We are getting something, and making money at the same time. We are making a profit."

I: Do you think they see any expense?
R16: They don't see it at anyone's expense, but its really the customer's expense.

I: How would you characterize the communication, or the relationship, with your coworkers? How's the kitchen staff as a group?
R16: They are a little on edge, a little jealous of the next person. Nobody wants to learn from anybody because everyone is still concerned that they are not getting paid as much as the other person.

I: People know?
R16: People know what everyone is getting, which they shouldn't but...you know.

I: So as a cohesive unit or group is there a sense of closeness?
R16: There's a sense where everyone wants to be close, but a sense of everyone is out for themselves at the same time.

I: So is it a team?
R16: No, it could be a lot better.
I: Are you speaking specifically about the day staff, or the whole thing?
R16: The whole thing. Day staff has a thing against the night staff. In the kitchen...it's not in use for about 3 hours a day, and so if the day staff doesn't do their work and clean up, the night staff gets it. If the night staff has a busy night, then the day staff have to clean those dishes all over again. It comes down to that.

I: What do you think that the solution is there?
R16: Treating the dishwashers with more respect. Not hiring as many people under 18 because they can't work certain hours.

I: That's a problem?
R16: Uh huh, and the fact that if the dishwasher is out, who is one of the most important people in the kitchen. They get no respect.

I: When you were talking about everyone wanting to be a unit but are a little jealous, were you talking specifically about your day group?
R16: Day and night.

I: That particular thing though, that's between the day and night?
R16: The day people think about the night people that way.

I: The kitchen is kinda split between day and night groups, and the respective groups are not cohesive either?
R16: Right.

I: So as far as the dishwasher situation is concerned...a little more respect?
R16: Yeah.

I: Anything else that you feel the WC could change...or you feel is wrong?
R16: Just don't go out to just make a profit because, in the long run, when you are skimping on your employees, you are skimping on your customers. Maybe management just sees the dollar signs and in short terms instead of the overall affect they have.

I: In your estimation or perception...do they have some kind of long range look?
R16: No.

I: You don't get that sense?
R16: No. This place could go either way, it could be successful or...its kinda at a balancing stage right now.
I: That's it. Is there anything else?
R16: No.
(Interview #17 is edited.)

I: Your particular job description and title is?
R17: Roundsman on the a.m. line.

I: O.K., and what does that entail?
R17: I work most of the time in the pantry now.

I: Pantry is?
R17: Cold line, and the special of the day, except for Saturdays and Sundays. No matter what station I work, whether grill or sauté. Occasionally I work sauté...but I don't like to come in at 6:00 in the morning.

I: So roundsman means you are proficient in all the stations of the kitchen?
R17: Right, on the a.m. line.

I: On the p.m. line?
R17: No.

I: Any difference?
R17: Oh yeah, the menu.

I: How long have you worked at the WC?
R17: 2 1/2 months now.

I: How old are you?
R17: 22.

I: Since you haven't been here that long this might be easy for you to remember. When you first got hired, what were your...expectations?
R17: Actually I thought I'd be moving around more on the line, but I'm still hanging around in the pantry. I expected that...a little bit more out of a 4 star restaurant. A lot more professionalism out of the employees, their attitudes and teamwork. Not much of any here.

I: So you would say that your expectations were not met?
R17: Not.
I: Have they changed at all?
R17: No, they've gotten worse.

I: Were you trained for your position?
R17: Not adequately at all.

I: Not at all?
R17: One day.

I: Did you have prior experience?
R17: In the culinary field, yes.

I: You anticipated the job that you got, you knew you were going to be a roundsman in the kitchen...no surprises about that?
R17: No.

I: So you had one day of training?
R17: One day on two stations.

I: How long were you working before you were considered on your own? That one day, or were you officially...
R17: Three days.

I: During that one day...or afterwards, how was the training done, in detail?
R17: No details at all...told...not shown. That was it.

I: So they talked you through something?
R17: They talked you through it and they showed you how to plate up a station, six entrees per station, and you go from there.

I: During that period, or continuing now, is there anything that was emphasized or drilled into your head by the trainers or management?
R17: Just "everything in it's place". Whatever station you're at, have everything you need so you don't have to be running downstairs, which can be hard to do depending on the amount of people. We do 80 to 200.

I: How about (CAN'T HEAR TAPE) is he here?
R17: Occasionally, yes.

I: That's about the only thing that you can think of that was stressed during training?
R17: Yeah.

I: Regarding the job itself, not necessarily WC, but what you do here...what do you like about the job?
R17: I like the quality of the food.

I: Anything else about the job itself that you do, day to day, that you like?
R17: I love doing what I'm doing. I can't say anything more positive about it. I may be in a position to get a different position, but (CAN'T HEAR WORDING ON THE TAPE).

I: Do you have other people working with you at your direct station?
R17: No, by myself. Everyone on the a.m. line is by themselves.

I: Now when you said the other two guys, you were talking about the other two cooks... not necessarily in your station, but on the line?
R17: Right.

I: Is there anything about your particular job that you don't like?
R17: Oh, a lot...the co-workers are one thing.

I: When you say that you are going to change, are you going to nights?
R17: Basically within the department, I'll fill in on banquet.

I: That's working downstairs?
R17: No. I could be covering downstairs, or prepping up in banquet. It doesn't seem like a lot of people last long here. I just don't know. Personally, I probably would've left a long time ago, but I don't like to job hop. But I came from the (another property) and they stress TQM, and everything is done by the book, no exceptions. When you come from a place like that to this, its chaotic and hard to adjust.

I: So you didn't see this kind of chaos in the other kitchens?
R17: Oh God, no.

I: What else about the job don't you like?
R17: Um, there is no teamwork. The rivalry between the a.m. and the p.m. line is ridiculous. Very frustrating...I hate it here lately. I talked to my manager and said that things have got to change around here, or I'll have to leave.
I: So your direct manager is the chef and the food & beverage manager?
R17: Yes, two different people.

I: Your direct supervisor would be the head chef or someone else?
R17: Most direct would be one of the guys that I work with on the line, but he doesn't have any managerial skills, the proper attitude, or professionalism to even be considered a supervisor. I did discuss that with the food & beverage director, and he said if I did change in my position, that this would be irrelevant.

I: Do you feel comfortable with the chef, do you feel comfortable with him? Is there open communication lines?
R17: I'm a little nervous to speak with him.

I: Why?
R17: Because I'm new, somewhat. He knew my energy, how cleanly I worked, sanitation, proper procedures of heating food products, and everything. He liked that attitude about me. But trying to set up on the line with a certain people, and trying to get a 90 degree, let alone a 180 degree temp. in food, just doesn't happen. Being a female doesn't help either.

I: So you are not getting support for the changes that you would like to make. Are the changes ones the chef would like to make. Does he see a change at all?
R17: I don't think there have been any changes since I've been working here. I mean, I wanted some help with the people that I work with, but those people would have to make the changes themselves to make it a better place.

I: Just to stick with the job and your day to day work now...is there anything else that you don't like?
R17: Yeah, when we are short-handed. There is an a.m. person, who works 6 to 2, and the other two people are supposed to work 8 to 4. Well one of those second people has talked the Chef into working 7 to 3, and now I work 8 to 4. Whatever is left undone on the line, I have to take care of. A couple of times I've had to clean the entire line before p.m., which makes it hard for me to finish before the p.m. line need to get in to set up.

I: So the people that you generally work with, the ones you've had problems with, are supposed to leave...when?
R17: Between 2 and 3.

(BREAK IN THE INTERVIEW.)
I: I think we were talking about things that you don't like about the job. So your relationships with the co-workers, you could characterize as...?

R17: There is none.

I: What else don't you like about the job? You mentioned the hours, more responsibility than you had before the scheduling change...what else?

R17: Well, its very hard to be around to begin with, because you are never in the same station. I like it for the variety..., its just because we are short-handed these days.

I: Understaffed is another thing that you don't like about the job?

R17: Right. And when we usually hire them, they aren't going to stay.

I: What would you feel the reason is for that?

R17: Lack of training, and patience with a new person.

I: This is reflected of your co-workers, or supervisors more?

R17: Coworkers.

I: In general, you wouldn't say that this is coming from top management?

R17: No.

I: What do you like about the WC itself, other than your day to day duties?

R17: I like the quality of the food. I like the 8 to 4 hours, somewhat. I'm proud to tell people that I work here, but if a customer ever walked from the dining room to the back, he'd never come back.

I: And that is because?

R17: The quality of the kitchen, for being a four star hotel. The cleanliness, or lack of it. Even the professionalism, but especially the cleanliness.

I: So its not clean?
R17: No, I would say not at all. People don't take care of their stations properly. And now I'm somewhat below the water level too, because I fought so hard to have people raise their attitudes with me, but when there is such a negative attitude around you consistently, it's going to bring your attitude down, it has to. Its pretty sad because I get tired of busting my ass on the grill station, cleaning it once a week. I come in after, and the normal a.m. and p.m. grill station people just don't take proper care of it, and it's totally a mess. It just kills me. I worked so hard to clean it to make it look nice, and no one takes the time to keep it looking nice.

I: Where do you think this negative attitude stems?
R17: Mine comes from out of me.

I: Why is it so pervasive though, what's the cause of it?
R17: Um, partially from short staff, and the higher management not backing the chef and being more consistent with what they say. Like if he says we are going to do something, the higher management doesn't see it that way.

I: With the departmental managers or the actual line workers?
R17: It has to start with the supervisors, all the way up, and then back down again.

I: So you're feeling is that the direct supervisors should stick to their guns when dealing with the higher managers on what they say?
R17: Exactly.

I: When you talk about stations and wanting to bring the standards up, where people don't take care of their stations properly and things are not clean in general, is that something that the direct supervisors or departmental supervisors are striving to improve? Are they correcting people and saying that things should be taken care of a little bit better?
R17: It is said, but there is no results in it happening. We are supposed to have a meeting every Thursday, and I think that we have not had one in three weeks due to all the functions coming in. It's been said, but it doesn't go anywhere. Occasionally someone else is made to take care of it.

I: Would you say it is a priority of management though?
R17: No, definitely not.

I: What don't you like about the WC, not necessarily your day to day job. You've mentioned the negativity, the cleanliness...what else about the WC?
R17: That's about all. My co-workers attitudes and professionalism would help. The way I was taught to work with others and help one another...their attitudes, how they respond to someone when they need help...don't bitch and moan, just do it. If somebody helps you then you help them out in return.

(Respondent then related a detailed story of how she was verbally mistreated by her co-workers, without getting a chance to defend herself, because of a procedure she was not aware of, stemming from a lack of proper training. She contends that the incident was not her fault, and that she did not mean any harm, but was not given a chance.)

....I've never worked with so many unprofessional people in my life...and talked about . .

I: Were you short staffed when you were trained?
R17: Uh huh.

I: Is it a consistent thing?
R17: Yeah, lately. Even before I knew it, a month or two before I started.

I: Have you ever thought about leaving?
R17: Oh Yeah.

I: And the primary reason for that?
R17: Cleanliness, and peoples attitudes.

I: What keeps you here?
R17: I hate to job hop. I left the (another property), I was in the kitchen 11 months, almost a year. I told them that if I wasn't in the position I wanted, is there another time that I would be? Unfortunately, that shop is very sexist, only you would never know it. When I was full time he always kept me on pantry and would not put me on line, occasionally he would...but I left because of the chauvinism. I came here, and there isn't much sexism in this shop...a little, but not much. As long as you do the job, it doesn't matter what sex you are. That's the reason why I haven't left. I was waiting to see if I was going to get moved around. I really hate to job hop.

I: That's primarily the reason?
R17: Yes, I hate to job hop.
I: Any other reasons?
R17: That...and the possibility of being put in a different position.

I: Now you mentioned a lot of things that you think are wrong here. What do you like about it?
R17: I like the menu.

I: You mentioned the quality of the food?
R17: Oh yeah...I love it. You couldn't ask for anything more from that aspect.

I: Of the things that you mentioned that you don't like, do you think that the WC could change any?
R17: I think you can change it.

I: How? Give me some suggestions.
R17: Management would have to do write-ups on you. If you do so many things wrong, you are fired. Just start coming up with stricter policies. I never read the handbook here. I don't see why I should because nothing is ever followed through, absolutely nothing.

I: How about the negativity and the professionalism, how could that be changed?
R17: I think it has to start with people's attitudes. That they care about their jobs, and about how another individual feels when they say something very derogatory. But I think that because they don't have any management skills...the coworkers. I think it has to start with a person's attitude, but if they were fully staffed it may come up (morale). Now, I think its just like, "I don't have to sit and think about it and waste my time". My own idea is everyone who says a derogatory remark, or three of them in a day, gets written up, and in so many write-ups, you are out of here. If they don't start cleaning their stations, another write-up, and you're out of here. Everyone here has the attitude that the chef needs me, so I do what and when I want to do it, because we are so short staffed. If the chef was smart...I'd rather do everything in the kitchen then work with someone who has a crappy attitude, and doesn't do their job efficiently. With a lot of chefs its "my way or the highway, there's the door", because that's how they want their kitchen run.

I: What are other reasons why people have the bad attitudes.
R17: I think I mentioned the lack of staff...being short-handed.

I: That gets everyone's temper up?
R17: Yeah.

I: Anything else? How can they change the professionalism?
R17: I'm not quite sure, I think a lot of it is being short-handed totally destroys people trying to treat each other professionally, because they are short-handed and very frustrated. I've seen it especially in the dining room, which is really terrible. I explained to them five times (serving staff) on what to do, and it wasn't done. This has a lot to do with their attitude and professionalism, and the type of people they are. There are a few really good people here, but you can also see where their attitudes, in the two months that I have been here, have gone down. Its really sad to see that. Because you are going to be beat consistently, and you know that you can't beat the odds.... I'm sorry, I'm just very frustrated here. That's why I didn't want to do this, because I'll steer you totally off track.

I: Don't worry about me.

I: Would you say that management is happy with your performance? Do you feel that?
R17: I have no idea, they have yet to actually do a review on me. I have heard from upper management staff that I do a very good job. I have my days...but I'm the most helpful on the staff. Whenever they need something they just ask me. I've heard that come from the food & beverage director, and stuff like that. As far as how I'm doing really though...not at all. I mean they must be pleased or else I'd be fired.

I: That's your only indication?
R17: Yup.

I: Do you have much interaction with people in the bakery, or do they run separately?
R17: I do because I run pantry, so I kind of do.

I: Do they run a separate unit?
R17: Yeah, but when I do desserts, I work kinda closely with them.

I: Would you say that they don't have the same pressures as the rest of the kitchen?
R17: Um, I can't say that because each individual has their own pressures, baking is totally different than cooking. Baking is a science, not an art, as far as the creativity comes in. Sometimes I think it can be more stressful, because if a cake doesn't turn out and they have to do it over, in a deadline.

I: So their pressures are different?
R17: Right.

I: What other units are there?
R17: The banquet kitchen. Functions for 10-150, with their own staff who work other areas of the kitchen, cold hors d’ouerves and stuff, the sauté shop, soups and sauces, dishwasher...

I: Is there a sous chef?
R17: There is a team that mans the sous chef, and a.m. and p.m. sous chef.

I: So one of the people that you work with on the line is the sous chef?

I: What does the a.m. sous chef do?
R17: They oversee all the baking.
R17: No...there is actually a head baker, and it is his own department. The sous chef has no idea what he is doing over there, so he cannot override him.

I: What is the sous chef responsible for then?
R17: Its weird here, compared to other kitchens, because I've never seen an a.m. and p.m. sous chef. The sous chef here is higher (CAN'T UNDERSTAND TAPE) its usually the other way. But the chef is responsible for making sure everything runs correctly, and if there is a problem he should be able to take care of it.

I: An expediter then?
R17: A mediator.

I: So, not necessarily a line sous chef?
R17: Oh no.

I: The assistant chef is like (person’s) helper?
R17: Right, he overrides everyone.

I: That's pretty much it.
I: Now your particular job title and description is?
R18: Assistant manager

I: And what would that entail?
R18: Its a supervisory position, making sure the staff is helping taking care of the customers. I don't have any managerial duties per say, like scheduling.

I: So you work in coordination with the other managers?
R18: Yes, I hopefully implement assistance...direction.

I: How long have you been here?
R18: About 1 year.

I: How old are you?
R18: 48.

I: As far as the job description goes, can you give me any other specifics as to your day to day functions?
R18: Yeah, I just became manager, so I don't think that they have had an assistant manager in the dining room before. As far as responsibilities, they are feeling their way on that. So it would be basically running the dining room and making sure that everything, all the details in the dining room are taken care of. Making sure that your employees are there on time, things are stocked, the dining room is cleaned.

I: So the day to day mechanics of the dining room?
R18: Yeah, daily maintenance and functions of the dining room. I basically work evenings, but I do occasionally work a few lunches.

I: What do you think was the idea or purpose to develop an assistant’s position?
R18: Well, I think that they found that there are so many facets of running the dining room that one manager just can't handle it all. Hopefully over a period of time she will be able to develop the function. We seem to work well together. We compliment each other, also it provides for a management presence during the day as well as the evening. We work opposite shifts.

I: She works the days and you work the evenings?
R18: Right. Well, it's evenly split. We work on shift together, Saturday nights, and then I work three nights and she does three nights.

I: Are you the first person to hold this position?
R18: Yes, I believe that I am the first person to be the assistant manager.

I: Now your employment here at the WC for a year has been as a supervisor?
R18: Yes.

I: So if you could think back to when you were hired what were your expectations upon taking the job? What did you expect from the job, what did you think it was going to be like...the job...or the place, or both?
R18: I have to tell you that I've only been in Rochester for a year and a half and when I relocated here I wanted fine dining and I took a position as evening supervisor in another fine dining restaurant, hotel restaurant. It was a really horrendous, I've been in a lot of working environments, it was probably the worst work environment that I have ever worked in as far as morale, the way management treated the employees. They had no direction at all.

I: This was the previous employer?
R18: Yes, this was the previous employer. It was such a horrendous environment that I decided that I was going to leave whether I had a job or not. They called me in to know what they could do to make it worth my while to stay there, and I said that you don't have enough money to pay me to work here any longer. What I want is a pleasant working environment. I mean money is certainly important, but a pleasant, productive and encouraging working environment was what I'm looking for. Being new to the area, it doesn't take very long to get in to the restaurant industry here, its a very closed industry, but once you get in you hear things. I heard that WC was a nice place to work and I didn't know why I never applied here before.

I: Well its difficult.
R18: And well, I had conversations with Mr. (person) when I was working in Maine at the time. I happened to be speaking with him on the telephone, and sent him my resume, and he sent my resume to all other restaurants except the WC, I don't know why. So I really never thought of applying here...and I decided to apply here. I took a decrease in my wage, but it had the promise of growing, that I could grow in the job. It had a very pleasant feeling when I applied. Now after being here I can see that they have a really nice management team, and its a pretty nice place to work. It has its pitfalls just like any other place. Overall, I think that is its pretty enjoyable place to work.

I: You got that perception when you were first hired?
R18: You get that perception the minute you walk in the door, I do anyway. Its a very attractive complex. You walk in, everyone is very pleasant. When I wasn't associated with the WC, I came to fill out an application, everyone was very helpful. At that time, and it still is true, that they were willing to go...they took my resume and application, looked it over, and gave it to the right person. In a very short time, they called me. I could tell that there was just a feeling, and the way that they acted. They are not going around with a glum look on their face. Their uniforms and presentations are nice. Very good employer. Before, you could ride up an elevator and you could tell it was not a very good place to work.

I: That was the other restaurant?
R18: Right.

I: So its safe to say that your expectations were met.
R18: Yeah, I'm very happy here. That doesn't mean that there aren't certain things that I would like to see changed...I'm very happy.

I: Since you've been settled in to the job, would you say that there are any expectations of the job, or the WC, that have changed at all?
R18: Um.

I: Like a place of employment expects a certain amount of things from you, what do you expect out of them?
R18: I would like to see a few changes to...not that they treat their employees poorly, but there are some things that could change, or maybe they should look into. This is all typical, you go through various stages, the kitchen with great turnover, then the dining room will go through a phase. It seems catching that one will start to lose good employees, and then the other does. Then it will stop for a while.

I: It seems to be...
R18: It seems to be a pretty on-going process the last 8 months here, and I can't figure out whether it is...its probably for a couple of reasons. One of which I think is perception that maybe management thinks it is a privilege to work at the WC, or you are doing your career a great enhancement by being able to work at the WC, which is fine. I have no problem with that. I would put on my resume that I worked at the Lodge at Woodcliff. I think it is a positive thing. However, once you are here, you want to be able to grow, and therefore you want to be rewarded for growing and your input. There are a number of ways that you can be rewarded, but when it gets down to the bottom line, the biggest enhancement for good job performance is remuneration. That's probably the root of all of their employee, or a good amount of, their employee turnover. No matter how much you praise your employees, unless you have some incentive for doing a good job and that one incentive that is universal, the dollar and cents, isn't there, than you will continuously have a revolving door. I suppose that there is nothing wrong with that except that management has to understand that that is always going to be the way, and in a constant state of turmoil you will always have new employees doing the wrong thing, because you are constantly training new people. Someone who is very efficient, doing a good job, just gets discouraged because they have bills to pay just like anyone else and therefore, they are worrying about their career enhancement. The only one who will worry about your career enhancement is yourself. I mean you are directly responsible for your own career. I mean, I've had my career per say.

I: Well you are just starting another one.
R18: Well this is my second or third one, but that's not my overriding concern, I mean I don't have any great aspirations to be the general manager with any hotel or whatever. I'm very content at doing what I'm doing at the moment and when I'm not, I will decide what I'm going to do. If it happens to be at the WC then fine. But I think that a young person starting off... I see so many young chefs that have $89,000 of debt and they are being paid $7.00 per hour. Come on, a dishwasher gets paid $8.00 per hour! So, because of that, other opportunities come up and it always looks better somewhere else, and they are gone. Therefore, I don't every think it is going to stop unless WC can say, “We really appreciate your efforts, your very good. You have nice potential here and we don't want to lose you. We have you trained, we've invested years in you. It has cost us a lot of money to this point, we don't want you to leave, so what can we do?” But I don't see much of that.

I: O.K., you brought up a few points that I want to talk about. Do you feel in your estimation, in the areas that you work in...do you think that any positive reinforcement is displayed? You mentioned remuneration, and that somewhere along the lines, no matter how many pats on the back...or something like that.

R18: Yeah, that's always nice, but maybe managers.

I: Do you see that happening?
R18: I do, but I think that we can always do more. Now that I'm a manager, I always try to use the word “thank you” It goes a long way. I think that we should always be aware of letting our employees know that we appreciate their helping make this work.

I: So you see that
R18: I see it, but I always think that we could do better.

I: Do you see that cross-departmentally, if you have any contact?
R18: Oh no, because all I see is the dining room. I don't have a lot to do with the kitchen or housekeeping. I can say in the dining room yes, I think that (person) tries to encourage her employees a lot, and showing that she really appreciates their fine work. She also...I think she is always offering constructive criticism. We have a problem in that a lot of people think that we are picking on them, but this is a four star dining room, so therefore we have to always keep reminding our employees that they have to aspire to give service equivalent to the four diamond or star. Whether they think we are or not is immaterial, we are and we always have to keep reminding them. You do things this way.
I: You mentioned the training process, how do you feel about the training process? You mentioned it in the aspect that you put time and effort into training new hires. How does that affect the training process? Is it adequate, what are your feelings about it?

R18: Well, in the dining room, I think we have a good training process. Again, I don't know what they have in other departments, but in the dining room we hopefully work with the person as long as it is necessary for that person to feel comfortable giving the type of service that is necessary, either breakfast, lunch or dinner. I think it could be a little more structured. Sometimes in the dining room you just throw someone in to learn the process. You learn very quickly or you don't learn.

I: That does occur?
R18: Not as much as other restaurants, I have to tell you. We have them shadow for a good length of time and then when they are assigned to sections. They are assigned to very small sections under the constant observation of the supervisor. They are never in a section away from the manager or the supervisor, and they stay in that section...ah, we had a really seasoned server in fine dining, that stayed probably in that section for close to three weeks. There may just be one element that is throwing that person off, be it the computer, and every other element is fine, and we give them a hand to get to know it. So I think it is pretty good in the dining room. The kitchen I only see the line, and I see that sometimes we have new people there for two nights working, then they are alone, and then they get slammed, and then you don't see that person anymore. So I'm just wondering...maybe there is a need for more supervision there.

I: Is the training process throughout the WC varied?
R18: I tend to think so. I think a lot of it is you have part-time people, who are willing to work. In the kitchen he is having a real hard time to find someone just to work...the same in the dishroom.

I: Is there any actual training manual, or is it pretty much verbally?
R18: At this point, I think it is mostly done verbally, but I think that she is in the process of doing that.

I: Were you trained for the position that you are in right now?
R18: Um, I worked with several supervisors for about two weeks before I was left alone.

I: So the training process for assistant manager was about two weeks.
R18: Uh huh.

I: In the training process for line employees, and your own training process as when you became supervisor, is there any common thread that comes through in the training or emphasized?

R18: Yes, because we are into the TQM program and I have a problem with that too. We are always aware of the customer and trying to please the customer, not to the extreme of any expense. There comes a point where you just have to pull back because we can't handle the problem. But the overriding concern, and I would hope that in the dining room that is our constant objective...to serve the customer. I think that we do a pretty good job at it. We do have our pitfalls and some problems every once in a while...but on the average, the overriding concern is the customer.

I: Regarding your particular job, not necessarily the WC which you have talked about, but your job in particular...the day-to-day functions...what don't you like about your job?

R18: There isn't really much that I don't like about my job. I like the fact that I never know what is going to happen when I come to work. If I knew...and I've done this, I've worked in accounting. I think this is why I enjoyed teaching. I taught for 16 years. You could control it to a certain point, but the minute you walk into a classroom you never know if all of your plans that you prepared for that day are actually going work. Or, you can teach two accounting classes back to back and one could be completely off the wall, and the other go according to plan. Its the same here. You really never know what's going to happen when you come to work, plus the enriching part of this industry is the clientele that you have. We are fortunate to have a varied clientele, which makes it very interesting. I love to see people who have never been up here before, that you know this is the one event all year long for them...that they usually don't go out and spend that much money in a restaurant. This is the one time they are coming here, and if we can make their afternoon or evening enjoyable, then we've accomplished our goal.

I: Do you attract a number of people who are not hotel guests?
R18: Mostly at special functions, say anniversaries. Also I work Sunday brunch which we probably get the largest cross-section of people, and its just real rewarding seeing people enjoy themselves. I also enjoy working with the employees, the associates, they are a pleasant group of people. I find this challenging, coming to work not knowing if there is going to be a problem. I'll handle it, hopefully. I handle it O.K...sometimes I do, sometimes I don't, but that's a challenge. But mostly its the employees and customers. Otherwise you wouldn't be in this business.

I: Anything else? If not...
R18: No, I also...if we could ever have the ideal situation of having the kitchen being in sync with the dining room. It would be just wonderful if everyday would mesh, and of course it is rare in any restaurant that the kitchen is exactly in line with the dining room.

I: So that's not happening here now?
R18: Well, it does happen, but there is always...it would be nice to say that this has been the perfect day, everything just went smoothly, but its not going to happen and its very unrealistic to say that is going to happen everyday. Its just we are all human, we bring our baggage from our personal lives into business as much as we try not to. One person is having an off-day, either in the dining room or the kitchen, and it can affect all of you. It is contagious, in effect, to the whole group.

I: Now you mentioned previously that human relation problems causes difficulties with turnover. Does that include both the kitchen and dining room?
R18: I'm not sure, but I can't imagine that it wouldn't. For example, I think that we should have employee reviews. For new people we should definitely have a review after 90 days, and then after that at least once a year. However, from what I can see we don't have them, and I tried. From a management point of view, why we don't have them, the only conclusion that I can come up with is that they may think if you have good employees and you tell them that they are doing a fine job, the next thing that the employee is going to wait for you to mention is that you are giving a $.25 raise or something. From what I can see, they (mgmt.) are not willing to go that next step of the review process. You have to have some goal at the end of the process, to say to your employee, "well, you'll have a 2% wage increase", or whatever. We have a server in the dining room who has been here since day one, and she is still making the same $2.90 that a new server would make. Wouldn't it seem logical to say to that employee, "You have been doing a great job for us for 7 years, we would like to have you making $3.50 per hour." Just bring her in, it would do a tremendous amount for her attitude, morale, and everything else. Not that they have...I think they are fortunate to have employees who enjoy their work here so much that they are willing to stay at $2.90. Granted that they make a fair amount on tips, but its the employer's responsibility to say a base wage. Its also for me...I'm assistant manager and I appreciate that, but it would also be nice to hear, "O.K., you will also have a salary adjustment." When it comes right down to it, you can have all the nice places to work in the world, but if you can't afford to work at a place that's nice, you can't stay. I'm on the other end of my career, I'm not in the middle trying to climb. But when you are at the beginning you just can't afford not to get salary increases. I would just hope that whoever taught management, the powers that be...would just stop and think that one of the priorities I think, of a TQM system, is not only satisfying the customer, but in order to satisfy the customer you have to satisfy everyone throughout the organization. And yes, part of that satisfaction is wages. They have to direct some financial piece on the individuals. We can build three floors, but maybe we should just build two and have some finances left for our human resources...rather than our structural resources.

I: In your estimation, some of the other causes of the kitchen and dining room being out of sync?
R18: You know, you are dealing with so many different personalities and ethnic backgrounds and language differences, its sometimes...the way that they go in and just say something...it sounds like a directive but its not a directive, its just a language problem that they are having. Its nothing, its not a huge problem here compared to other restaurants where the kitchen hates the dining room or vice versa. I think overall we work pretty well together. Certainly the managers do. You won't ever work in a place where you would have a chef that would be nicer to work with than (person). You can talk to him and if you have constructive things to say to him, he doesn't go right through the roof, he is not temperamental at all. From what I see, the managers seem to all work well together. They seem to have a mutual respect. They may not agree with each other all the time but they have a mutual respect.

I: Is there anything about your job in particular that you don't like? Anything that you don't look forward to when coming in?

R18: Not that I can think of.

R18: I personally feel that I'm pretty fortunate to be working here. Not that I don't think that I deserve it. I'm hopefully is a valuable resource here. I think that one of the problems in the hotel industry and restaurant industry is that there are very few people who work in this industry who are specifically trained for, and want to go into this industry. If you look at the WC dining room, the backgrounds are so varied. I have a masters degree in accounting. People look at me like I'm nuts, "You have a masters degree in accounting, why the hell are you an assistant manager of a restaurant when you could be working for a public accounting firm?" Maybe I ask myself that question sometimes too, but you do what you enjoy. Of course you go through various stages in your life and this is one of the phases that I've gone through. I think that in this industry you have so many backgrounds...as far as I know there are very few people in the dining room that were trained specifically for hospitality industries. It just happens that they are here. Which I like, because we have varied clientele that your servers can relate to. All different kinds of customers that are coming in.

I: Regarding the WC now, you mentioned a few things about it as a place of employment. You talked about reputation, some of your expectations as having been met. As a place of employment you've compared it to another place. Now, as a place of employment is there anything else that you like about the place itself?
R18: It's just... I don't know, I find it just a pleasant work environment. It just might be me because I have been in other... I understand some of the frustrations that other people go through. It may be that they have never worked in other environments that are so repressive. Of course the WC has its problems, and you are always going to have problems, but I don't think that there are many places that would permit employees to get together as a group, meet every two weeks, get paid for the meeting time period, being able to sit on management meetings as a representative. That just shows, and a lot of that is definitely due to the GM.

I: Every two weeks there is an employee meeting for the entire...?
R18: Operating employees, no managers allowed.

I: Is that taken advantage of a lot
R18: The meeting as far as employees going to it?

I: Yeah.
R18: Um, I don't know. I think just like any other meeting, if there is an issue than participation is big... otherwise you are going to get about four people who will probably be at every meeting, that will act as representatives.

I: Are the employees unionized?
R18: No. However, as far as I can tell, (person) and the other managers seem to be receptive to any type of response or input that this group gives.

I: So you have seen results from this group?
R18: Um, I've seen some communications going back and forth which were not existent before. Hopefully if there are problems with the employees that are brought up. Hopefully, they get addressed.

I: So this is new?
R18: Yeah, this is new.

I: Is there anything about the WC as a place of employment that you don't like? You've mentioned communication difficulties?
R18: Well, I think probably the most negative thing would be the effect of turnover in employees... I think the root of the problem, whether they want to admit it or not, is money. I know that you can't give everyone across the board raises. However, they have to put money into their human resources, they just have to. Employees would appreciate higher wages. Maybe it could be that they have the option to participate in a retirement program or something, but put money in them.

I: What are the benefits?
R18: We have health benefits...$50 some dollars we pay.

I: Do you take advantage of the benefits?
R18: Yeah I do, definitely. We have the use of the facilities and I'm sure a lot take advantage of that. Other than that, those are the only benefits. Seems pretty typical of this industry. But the WC doesn't have to be typical of the industry. Just because something is typical in the industry you don't have to do it. The WC is far too different, from what I can see in the industry, of all the restaurants and hotels in this area. Its by itself, you can tell that just by driving in.

I: When you mentioned that lack of proper remuneration, would you lump yourself in that?
R18: Sure. I took a decrease to come here. Its not to the point that I'm going to say that I'm not going to work here. But I can perceive that there will be a point, in order for me to grow... granted, becoming assistant manager has enhanced my career. It would be nice to say I was assistant manager at the Lodge at WC. Certainly its a nice benefit for me. However, when it gets right down to it, I have bills and I have to meet the costs of inflation just like anyone else, you know. Those things...to be appreciated is fine, but one of the greatest ways to show appreciation is through salary. Regardless of what anyone says to the contrary, I feel the largest motivation and incentive to employees is their wages.

I: You feel pretty strongly about that?
R18: There is nothing else that can motivate in such a way. There are a lot of other things that could go into the package so it doesn't have to be all wage increase. In fact I would love them to say that they are setting up a pension fund, or 401(K). I would love that, and they wouldn't have to give me a cent more. Or say that they would contribute "x" amount of dollars to it every year after you've been here so many years. I would love that, but it still gets back to the fact that remuneration is the big motivator. Particularly, you must understand that most of the people working here are at the starting point of their careers, and the WC becomes a training ground for them. We have a lot of young, very talented people. Since I've been here, I've seen them come in and go out.

I: You feel that if remuneration was more in line, that people would be staying longer?
R18: We may have been able to hold onto some people longer. I may be wrong because I don't know all the circumstances why they left, but I heard that a lot were very unsatisfied with pay.

I: Have you ever thought about leaving?
R18: Yeah, when I've had a bad day.

I: Any specific occurrence that makes you think of that?
R18: No.

I: Just that day?
R18: Yeah. I'm very satisfied...for the moment, anyway.

I: Of the reasons that you've mentioned that you're satisfied, or the reasons why you like working here at the WC, what keeps you working here? What would you classify it as?
R18: I don't think right now, in this area, I could find a more pleasant working environment and find a manager that I can work this well with. We kinda compliment each other. I don't want her job and she doesn't want my job. She wants to give me as much authority as I want. I have never had anyone in upper management come to me and say that you should never have done that. In other jobs I've done something to satisfy the customer, and you are called right on the carpet. You know, "Who cares about the customer they'll never come back again."

I: So the components that make up a pleasant environment...what would you detail as a pleasant environment? Communication with supervisors is good?
R18: They are with me, and from what I assume they are with the rest of the restaurant industry.
I: I don't mean your specific .
R18: Yeah, I don't think uh, there is any problem with that.

I: So when you say a pleasant environment, what makes up that environment for you?
R18: I work well with the manager. I have respect for my associates, all the servers and people that I work with. People that I supervise, I have respect for them, and I believe that they have respect for me. I'm not their buddy, I don't want to be their buddy. I really don't want to socialize with them. I want to work with them and that seems to exist here. Its a classy place, if I wanted to work at a fast food restaurant, I probably would work at a fast food restaurant, but that's not the type of atmosphere that I want to work in. I think that we have a nice clientele. We have some very wealthy people who come here, but we also have...it doesn't go by income categories, its across the board. We draw everyone here. I think management treats...hopefully from what I've seen, people with respect. They like the people and seem to realize that their employees are valuable. Without contented employees you are not going to have contented customers. The one bad element I do see is constant turmoil. The lack, and its not my lack of pay...its the lack of salary adjustments in other areas.

I: In wage?
R18: Yeah.

I: Is there anything else that you feel the WC could change, of the things that you've mentioned are problems?
R18: Well, I think maybe they could get a little more cross-communication in various departments. I know very little about banquet, housekeeping, the front desk, other than I see them...I talk to them. But there really isn't any cross-training. I'm sure some of the banquet people have never even been in the dining room. One night we had a party that got moved into the dining room, and the banquet server was petrified that she had to serve in the dining room. I think that maybe the aura attached to the dining room, verses the banquets, may be a little more. I don't know how we'd ever do it, maybe orientation between dining room and banquets...and other departments.

I: Other departments?
R18: Yeah, we all have the same goal. I take a lot of directives in the dining room from people that want an iron from housekeeping, or that there is a light bulb out somewhere.
I: You learn these things just by feeling your way through?
R18: Yeah.

I: Do you sense competition between the departments?
R18: Hopefully there is some...I don't think it is negative.

I: You don't sense negativity?
R18: No. I do hear, and it may be true, that there are people in other departments that would like to work in another department, but a manager will not pursue that person for fear of taking an employee away from another.

I: So
R18: My feeling on that is if you have an employee who is really going to leave and wants to work in the dining room, and they are qualified and there is an opening, then that employee should be able to go across departments, without feeling that the manager is going to get upset for doing that.

I: You don't run into...just hypothetically, “Our department is the best run department, and we are better then you.” You don't see that?
R18: I think...I don't think that that would be a bad thing, to have your employees in your department say that they are a great department and everything runs very smoothly, but that doesn't mean that we are better than other departments. I think the dining room, as a whole, is a very cohesive unit. Its taken a while to get there...its had some pitfalls. The night crew is very very good...the day crew is getting together, its becoming very cohesive. No, I don't see that there is any competition. Not as much here as in other places where there is always the friction between banquet and dining room.

I: One last thing...earlier you mentioned, when we initially talked about high turnover, that high turnover would be all right if that was what management wanted. What I'm wondering is what do you sense as far as upper management goes? Do they mind the turnover, or see the turnover much? Are they trying to stop the turnover? What's your sense?
R18: Well, I would hope from a business point of few that

I: There are a couple different schools of thought
R18: I guess I'm coming from the school of thought that its not very cost effective to have a constant revolving door. Its just because you want to retain good people, it doesn't really mean that they can't leave. Its always helpful to have your share of turnover, but to have a constant turnover of good people with one of the common threads being the lack of pay, either I begin to think that after a while if they aren't stopping that, then they are condoning that, that must be what they want. Even though it would appear to me not to be very cost effective. I don't see all the figures, maybe it is cheaper just to have a constant turnover, but . . . .

I: Are you speculating? Do you have a sense of the direction that they are going?

R18: No I don't. I would sense that they don't want the turnover, but I also sense that they are not willing to come up with the necessary means to stop it, and one necessity is pay and I don't care what they say...I don't care if the President of the United States or Davey Crockett says it's not...it is one element. This is what I hear all the time.

I: When I asked you earlier about the remuneration and your satisfaction...are you satisfied with your responsibility and the corresponding pay that you have at this time?

R18: Of course. I was managing a restaurant in Maine, which had an inn attached to it, with totally equivalent responsibilities and I was getting significantly more than I am getting here. However, I am a realist and I know that the Rochester market, regarding what I'm getting paid now, is probably average. I certainly would like to know that in the future.....What does bother me is that I certainly want to stay here and grow. However, two years from now I hope that I'm still not being paid my base wage. I want to know there is some plan that I'll be reviewed on a merit basis. I don't think that these across the board...I think that a merit raise is something that I can count on...some kind of wage adjustment. That seems to be the one thread. Employees look at the fact that we spent $40,000 for chairs in the dining room, but they can't hold onto a chef because they are not willing to pay them. Or they hear a totally unrelated topic because the financing, if they would ever get, if they wanted to construct . . . but in the eyes of the young employee they see all this money being spent in these areas, and not much being put in to their human resources.

I: Now regarding you not seeing upper management taking the step on turnover. "We don't mind the turnover. Let them keep going, we'll get new blood in here", or "We really want to stop the turnover, what do we really need to do?" Have you seen either of these?

R18: I haven't seen any of that.
I: Either way?
R18: Um, I haven't seen them do anything to stop it. There has been such a turnover in the kitchen of really quite talented people that it would seem to me, that if they could come back with a counter offer..... I see nothing wrong with telling an employee that says, "I'm leaving for a better opportunity"... to come back with a better offer. But I don't know if they take offense to it when someone is leaving. As an owner of a company, or a manager, I would come back and say that I would really like to have you stay, what can we do about that? I don't really see that, so I haven't seen them try to stop it. I think finances are the root of the problem, and maybe they just can't afford to do anymore. Perception of the operating employees is they can afford it. If they can afford to do some of the other things, than they can afford to put a fraction of that into raises.

I: Just comment on the turnover, not knowing any details regarding it?
R18: Its all pretty consistent. But I don't know if the WC is any different. I know that in Maine we were.

I: Well that's about it.
I: Your particular job and description is?
R19: I'm the front office manager, but I really supervise not only the front office but also the reservations, concierge, van driver, and bell staff.

I: How long have you worked at the WC?
R19: Five years this last September 4.

I: Its been quite a while, but if you can remember back to when you first got hired, what expectations did you have about the job, the WC, the place itself...your expectations?
R19: When I started first, I started in the housekeeping department, but I had an offer for... (CAN'T UNDERSTAND TAPE). My expectations to what I am right now? Realistic. But obviously always with the ideal of becoming the general manager. Those were my expectations.

I: So to this point, have your expectations been met?
R19: Absolutely.

I: Because you started in a different position, housekeeping, as a housekeeper...
R19: Yeah, they needed help and I needed money, so I worked for them about two weeks to give them a hand, knowing that I would be going to night audit, 11:00 to 7:00.

I: So how long were you in night audit?
R19: About 7 months.

I: For that particular position (night audit), in housekeeping, and the position that you are in now...were you trained for any of these?
R19: Yeah I was trained, although my particular situation was special. I was just from Mexico, so everything was new. Every single thing, the roads, the people, the accents, the language...everything. So the training that I got was on the job training. It was something that I was familiar with because of my background in hotel management, in Mexico. I had the concept of what it was, but the terminology was very stressful.

I: Was there a language difficulty at first?
R19: Difficult, yes...terminology you use, observations, point of view.

I: When you say on the job training, that would be shadowing?
R19: Yes, for two or three sessions, nights.
And you are talking specifically about the night audit job, or housekeeping, or both?

No, housekeeping was really hands on, vacuuming...you do it all. Night audit I did two or three days, and they let me come to the front desk and spend four or five hours at the front desk. I want to say two or three hour sessions, for two or three days, then they had me come down to the night audit.

So it was two to three days before you were considered on your own?

Uh....

Or longer?

Yes, but at the same time they always made sure that I was with an experienced person because questions were going to arise, which they did.

For about how long?

About a week. People would have questions and they would keep coming up, and I was more unleashed.

For this position (front office mgr.) how were you trained?

No training.

Is this a new position?

No. There was a front office manager before me, she was leaving, she told be how to do payroll, and how she was doing...she really didn't pass any information, she was keeping information to herself. It was a nutty situation. I was a little anxious. She was a little reluctant to leave, even though she had given her notice, but reluctantly.

So this person is gone then?

Yes, she was leaving in two weeks, really not much happened other than, "this is how I did payroll", and three other things. Really when I came in I did my own thing, based on the background that I have.

Much opposition to that?

Opposition?

To doing your own thing?

From upper management, no, absolutely no. It was like, "This is your business, you take care of it, and do whatever you want."
I: From present employees?
R19: In the beginning...I had an idea about rotating personnel, and some of them had stable schedules. In other words, people work all the shifts, not just the same one time and time again. That was my idea and what I was accustomed to. Again, you are talking about a year and two months from one culture to another.

PHONE BREAK:

I: You were talking about employee resistance...
R19: I said, “Hey, these people are available, and they know what they are doing. They are accustomed to this. I think that I can benefit from this, so we’ll go ahead and leave that.”

I: So you would characterize the resistance as.....?
R19: The resistance to change was actually more skepticism.

I: So it wasn't too bad then?
R19: No, although it was worse than I thought at the time. It was more skepticism about, “Is this guy really going to get the job done?” But that subsided after awhile.

I: During the time that you were trained in the night audit, was there any specific points, or point of view, within your training that was emphasized?
R19: No, it was really more like, “This is the way that we do it, don't come up with any ideas.”

I: Now in the training that you provide, is there anything that you emphasize to employees continually? An overriding factor or emphasis during the training?
R19: Customer service, and get to know your computer. If you use the right tool to cut pizzas, you will become a master of pizzas...in perfect pieces, you know? So if you get to know your computer it will allow you to provide good customer service. If you need information, it will come up just like this (snaps fingers), just like walking, providing good customer service, this is my theory.

I: What is good customer service?
R19: Efficiency, being courteous, being helpful, volunteering your services. You want to be efficient, helpful, courteous, and polite. And you want to make those available to the customer, not when the customer has to ask you two to three times a day and they get, “Well, I guess I have to help you.”
Of the day-to-day things that you do here, what are the things that you like about your job?

I get to be like a bee, going from flower, to flower, handling different situations throughout the entire day. I'm here with you (the interview), I wasn't planning on being with you until later, but sure, we'll squeeze it in. Then somebody calls and wants a gift certificate. I like that. Going from one thing to another and being able to solve them. That's very satisfying.

Variety?

Variety, right.

Anything else?

The opportunity to learn, learn not so much a new system, because that I'm familiar with. I've grown with the business pretty much. But you get to learn a new culture, a way of thinking, a new everything...everything, a new policy and approach to business. Like here, not so much business but employee relations. It's so much different, out here (U.S.). I like it a lot. Employees are your equal, where I come from (Mexico), its more hierarchy. If you are the front manager you are up there now (motions), and you better talk to me this way. We are all like one here, and we all provide the same service. I emphasize that I park cars, I check people in and out, I room people, and I like it.

This is your first job in America?

Yes. Never worked anywhere else.

Is there anything about the job that you do from day to day that you don't like?

I would like to be able to provide my staff with more...financially, and training. I feel that a lot of times we have several restrictions. We can only do so much. I believe that if we were able to assemble a good team or group of people, the service...right now I struggle all the time with being able to have a good steady crew. It's so hard. I've been able to get a number of people, most of them are in the morning, they are efficient and quick. They have pros and cons like every other group, but they work with each other, they are responsible, etc.
R19: The evening staff I have not been able to, because if I do the same thing financially I may hurt the budgets...I'll be over. I have certain percentages and if I go over that percentage, I will get, "What's going on? Let's look at the productivity." But yes we may be spending more at the time, but look what's going to happen. We are not going to have as high a turnover as before. I've been trying to prove that point for four years, but still have not gone through that wall. I understand financial situations, but one thing that I keep trying to remind myself, "Look, yes, you have to about 45% of the gross revenues in this hotel, yes you are a department that has, not the lowest but close, to percentages. You have to keep the spirit." You have to keep believing that this is the way to go. But its kinda hard when I get stuck, which I do get time and time again, on how to do work and sacrifice private life for the job. I've done it for four years and probably will continue to do it. There are probably better ways to elevate my productivity. Come up with new ideas, better ideas, train myself more, and be able to work on better ways to train my people. I firmly believe that, and that's one of the things that I would like to see change.

I: I'm under the impression that the pay scale is different from the day and night shifts?
R19: I kinda have made it that way. If they (the day shift) are able to get everything set, pretty much set, its going to go down through the shifts and the margin of error will be less because the preparation takes a lot of...it is taken care of in locking rooms, assigning rooms, making sure that they are not duplicates. The bulk comes in the morning.

I: So the responsibilities are a little different?
R19: Yes, I try to treat everyone the same whether you have been working for me two weeks, or two years, or 5 years, or 7 years

(TAPE ENDED.)

R19: I was saying that I don't have a problem because I have some people who like to work in the morning, and they make some money. Their wage put together sometimes comes out to a very good amount. The evening people obviously like it here, because they make more money.

I: Is there anything about, not so much the job, but the WC as a place of employment... what do you like about it? As opposed to doing your job any place else?
R19: I always like to work for, or with, the best and I believe it is the best place in Rochester, the best hotel. I really couldn't imagine myself working in an industrial park or something like that. I like certain things, people, and I think that this is the best place to work overall. We obviously have flaws, but at the same time we.... What I like is that even though we have those problems, things that I have shared with you, we are still looking at doing something about it. Sometimes we are looking at doing things that I don't feel should have as much attention as other things, but still is not something that is like, "Well, here we are and have been doing business for so long, and so we should not change." There's always change and the willingness to accept.

I: Anything else about the WC as a place of employment?

R19: The set up, the location. The fact that I tell people that I work in this place and they say, "Wow" It is very satisfying. I pay attention to that. Every time I say I work at the Lodge at WC, they say that's great. That makes a big deal to me. Maybe not from the financial point of view, but the satisfaction.

I: You mentioned not being able to compensate your employees at times...or train them. Is there anything else about the property that you don't like or that may tie in to this, as a place of employment?

R19: Well...look, from the personal point of view, I see what happens, upper management and the management team, there is a very low turnover. There is a lower turnover in the supervisory positions, but there is a heck of a lot...a high level of turnover in the operational positions. I mean, if you analyze this, any study will find that time and time again, the fact that this group up here (motions towards upper mgmt.) are being remunerated properly, not greatly but properly. Then these (motions towards supervisors) are okay, but then these (motions to line employees) are getting the low wages. I personally, as a part of the team, wouldn't see it the same way. I wouldn't care if my wages weren't increased as much as they have been, if we were able to do something with this part here (motions towards lower end). I know that if I say that in public, they will say, "What the hell is the problem with you?" But honestly, I think like that. I think that if we were able to share more equitably...is that the word...? It would be a much better place to work, you know? I don't think that I'm overpaid, don't get me wrong! I'm not saying that...

I: Are you satisfied with your compensation?
R19: I could earn a little more, it's not that far off. I am patient, especially now with my kid coming. But still I would think that if we did more of that, we would see the excessive turnover that we have here, reduced and therefore everybody else would be more.... Maybe I shouldn't say that, but maybe this is the deal, the nature at the management level. Somehow to get this to stop because this is very frustrating. I think that this is one of the things that is the most restraining. People quitting time and time again. It's not because I'm a bad guy, but it's because of the conditions, they cannot make a living.

I: That's the primary reason that you think the turnover is where it is?
R19: I feel that it is a very important one. There are other factors, lack of training... maybe we can do more. Like, they have been trying, but when you have people that love the place and are drooling to work at this place and you take them around and they go "Wow!" But then they sit down, after I tour them, and I tell them that it is going to be $5.00 per hour you get, "Oh?... Okay."

I: Quickly, I've got two more questions here.

I: Have you ever considered leaving?
R19: Have I? Yeah.

I: For what reason?
R19: A better job at a resort. I came through the ranks at a resort, this is the closest to the resort in the city with good quality. I've always been intrigued about New Zealand, but I won't leave this place (Woodcliff) if I was to stay in Rochester. I would work at this place. My wife is a Rochesterian. But if we decided, or I heard of a good position in a resort, say... Maui, Scottsdale, Brazil or somewhere, I probably would leave because of the situation with the operating line.

I: What would you say is a better job?
R19: Um, room divisions manager, front office manager... more responsibility, more compensation, status.

I: You've mentioned that you see a problem in compensating employees and training them. Can you think of a couple quick suggestions for improving that situation?
R19: Well I know that we are looking at the possibility of hiring a human resources person, but at the same time I am afraid that we all will look at (CANNOT MAKE OUT TAPE) but it means the ideal situation now, the solution to all our problems, and I can see that happening if we are not careful. I think that um. . . . I'm sorry could you repeat that?

I: What would be a suggestion to solve the problems compensating your employees correctly, and training them.

R19: Training...if I had the time, I would spend more time on training right now. Based on the circumstances that I have, that is the only solution, putting them out there, shadowing people so many days, and then giving them the job. 5 days...my ideal situation, what I would like to do is hire them today, walk them around today, show them everything about the property. Tomorrow they go and walk around the hotel, visit with this guy, that guy...the kitchen. See how they do what they do maybe 4 to 5 days, and then bring them up here. Then, when I tell them to call the kitchen they will, in their minds, be able to picture the phone that is ringing. That makes a big difference. Or if I say talk to (person) in the kitchen, "Who the hell is (person)...? Oh, (person), the bearded guy, oh sure." It makes a big difference, you feel more comfortable. So training should take...especially in the beginning, its a shock going from one wave to another. If you are able to soften that shock, the chances of getting people to stay here longer are much better.

I: And you can't do that now because of .

R19: Because of . I need somebody, you can't cover the front desk yourself.

I: Any suggestion on how you can help the compensation problem, realistically? Do you think that that can be solved?

R19: I don't have the involvement. I don't know the numbers that count. I don't have the answers to that I would like to. I don't know how much of my gross profits after the departmental expenses...I don't know how much of that goes where. I would like to know, because I would like to come back to the management and say, "Well, see how much I'm giving you, I should be earning so much...no?" This would be satisfying, it makes me think that my company has confidence in me, and will allow me to make wiser decisions. Because its like, as I told you before, that my department provides so much and yes, we use that for other reasons, and that is just fine. But I would like to make it as hard for myself to commit to that.

I: That's it.
I: Your particular job title and description is?
R20: Lifeguard...that may not sound very important but it really is.

I: So what does that entail?
R20: I do all kinds of things. My job is to watch people when they are swimming...of course the main job. I do the chemicals in the pool. I keep the equipment clean. I take care of the membership, things to do with memberships. Take people around the club if they want to see it, give them information on the club. That's basically my job. Towels, I fold towels.

I: When you say take care of stuff about membership...
R20: I give them information on it. Hand them information.

I: Are you responsible for signing people up?
R20: No I'm not. I don't deal with that.

I: How long have you been working here?
R20: I've been working here just a little over a month. I love it here, its a very nice job.

I: How old are you?
R20: 18.

I: When you were first hired what expectations did you have about the WC as a place of employment? What did you think it was going to be like, what were you expecting out of it?
R20: Well, this job has been everything that I wanted it to be. Basically when it came down to it, it was either a supermarket, or WC. I really wanted the job at the WC, you know. When I came here I was very polite. I'm usually very polite anyway. It made a good impression, and I got the job. What I expected out of it was just a good time and relaxed enough, because I have a bad knee and I can't stand on it a long time. I expected the job to be relaxed enough, and at the same time something that I was looking forward to trying out. I always like meeting people and making friends with people, young and old. So I get to meet all the members and stuff. Its a good time.

I: You said that you wanted to work here, why?
R20: Because I've always wanted to be a lifeguard. I got my life guarding certification 3 to 4 years ago, and that's always something that I've wanted to give a try. I didn't envision any kind of "Bay Watch" thing here.
I: No, not around here.
R20: No, it wouldn't work here, no cigarette boats. It's really always was something that I wanted to give a try. I thought it would be a nice job to have.

I: Were you trained for the position?
R20: I was trained, yeah. There was a training period before I went on by myself.

I: How long was it?
R20: It only lasted a couple of days. Learning chemicals, getting down the register. The register we have out there is pretty funky, its not like anything that you'd see in a shopping market. Other than that, they expect you to do the things that a lifeguard would do, and then you are all set.

I: When you say, getting to know the chemicals and the register, how do they do that?
R20: (Person) up there at the front takes new employees, and shows them how to test the chemicals. He does them for the first couple of days and then says, "You do them now." He watches you do it to be sure its done right. He just gets you acquainted with the people that you are working with, and what you are expected to be doing. Its not a tremendously hard job, so the training period on it is not long. But it is a lot of fun.

I: So it was a couple of days before you were considered on your own?
R20: Yeah, it was. A couple of days before they trusted you on the desk fully.

I: What exactly do you need to do at the register? Why do you have a register?
R20: Well because we have the pro shop attached to the main part of the sports and golf club. We sell hats, shirts and merchandise that we are in charge of. The lifeguard, or the desk receptionist, is in charge of taking care of that stuff so we have to learn how to use the register in case you make any sales. That's where we get our drop from, and give money up to the hotel. That counts for their sales for the day, almost anything in the pro shop.

I: So that's the only thing that you use that for? You don't have any pay-as-you-go...
R20: No, we use it for memberships, massages and the pro shop. We take care of golf now up at the gazebo.

I: You mean all memberships?
If a member comes in and says, “I want to take care of so much of my membership, I'm going to write a check.” That goes through the Remanco, the register, and that goes to the account and the hotel.

I imagine that that doesn't happen too often?

No, maybe once a week...maybe.

During those couple of days, or maybe now still, is there something in your training that was continuously emphasized? Something they stressed, that they drilled into your head? Anything at all?

I would say that the whole hotel is taught to work as a team and have respect for other departments. Not only do you have to follow the rules of your department, but respect the rules of other departments. You can't go in to the kitchen and get food out of the kitchen. You should be doing your job. Everyone gets along if they follow there rules.

Anything else that comes to mind?

Don't let anyone die. No, I'm just joking!

Regarding the job that you do day to day, what do you like about your job?

I like

You seem to be here...how often are you here?

I'm here five days a week.

All days?

Yeah, I enjoy working here a lot because I like a lot of the members...some of them less, but that is to be expected. I like talking to the members, I like working with the people. I like (supervisors) a lot, they are fantastic people and a lot of fun to talk with and stuff. I just enjoy the nature of my job itself. I like the hotel.

Anything else about the job that you like?

Tell you what, this sounds crazy, but I really like mopping out the sauna. For some reason that's the job I really enjoy. I like going in that hot sauna. See, I was in the Marine Corps and anything that is torturous, I kinda go for it. The sauna just is it.

At 18 you were in the Marine Corps?
R20: I was in the Marine Corps all the way through basic training. This is a really sad story, so if you want to cry go ahead. I was in basic training until the last five days, I was rated PFC., ahead of everyone else, and in my dress blues already to graduate, and my knee gives out. I go to the Naval hospital off base. Two doctors tell me you have to go home. They sent me home 5 days before graduation. I got an honorable discharge, but still I'm not in the Marine Corps any longer.

I: Do they still call that 4F?
R20: 4F?

I: Al is when you're in perfect condition, and 4F is when you are basically unfit?
R20: I was physically unfit to finish boot camp, yes. If that is what 4F is then I would have to say, yes.

I: I think it is an old army term.
R20: The Marines aren't very smart people, they really don't have many terms.

I: So they couldn't find anything else for you to do?
R20: No, they couldn't.

I: If you blew your knee out, (this is off the subject), after graduation, do they have to discharge you, or could they find you a desk job?
R20: They probably would've been able to find a desk job, but honestly I wouldn't have wanted that. I'm a public affairs person.

I: You probably could've done that too, with a bad knee.
R20: Yes, but it didn't work out at the time.

I: Okay. Anything about the job here that you don't like?
R20: Um, to be honest with you, no. There is nothing that I would change. I like working with the people, and I like it here a lot. It does consume a lot of my time and if you have to go to work you might as well like it. I like it here a lot. I get a long with everyone fine.

I: O.K., now as opposed to just your job, opposed to what you do every day...your day-to-day functions, what do you like about working here at the WC as opposed to working someplace else?
R20: Can you give me an analogy?
I: No, I really can't put ideas in your head.
R20: I want to give you a good answer.

I: Like, what is it about WC lifeguarding, as opposed to going and doing it someplace else? Not the day-to-day things that you do, but this property as a place of employment...what do you like about it?
R20: Like I said, it does give you a chance to interact with a lot of people and meet new people. That is really, like I said before and I can't stress it enough, that is the part that I really enjoy. You get to meet new people, new things are always going on, something funny happening. I get a lot of my good stories here.

I: Is there something that you don't like about WC?
R20: Uh, well I could get knit picky and say little tiny things but . . .

I: Whatever comes to your mind.
R20: The only thing that I don't like about the WC is the kitchen staff during the day. They put out food for us during the day and they kinda slack on that. The food isn't always...it tastes like second battalion, like it came off Paris Island.

I: You have to be more specific, I don't know . . .
R20: It's not very good.

I: It's second rate?
R20: It's lower than second rate. Being really specific, its just bad.

I: Now is there other times of the day when its better, because you said that it seems to happen in the day?
R20: To be honest with you, I've only worked here at night once and they didn't give you anything to eat then. During the day, I don't know...I think that people don't get on the cooks to really improve it. We might just be employees, but we deserve to eat well too. I don't know, its kinda an on-going thing.

I: That would be the food that everyone eats in the hotel?
R20: No, just general employees. Of course, the people who work in the kitchen get to eat anything that they want. That's one of their benefits.

I: Any benefits for you?
R20: Yeah, there are a lot of nice benefits. We can use, if I wanted to... come in an hour and a half early to work and work out. I can do that anytime I want. I'm a member here of the sports club. I can golf for free, get carts for free. I get all sports-related stuff. On merchandise I get 20% off, and only sports club members have that at the pro shop. I have a membership in the gym and the pool. I can use any of the facilities.

I: So those would be some of the things that you like about the WC?
R20: Yes, under the benefits category.

I: That would fit in to that.

I: What... if there is any particular factor, or more than one, keeps you working here as opposed to going somewhere else, what would you say it is?
R20: It's a nice laid back job. You work for your money, but it's not like working in a coal factory. I like the people a lot, and I like both of my bosses. The people who are in charge of me are not, do not, have a superior air about them. I can sit down and talk with them, they are just both real cool people.

I: So you would categorize your communications with your bosses as good?
R20: Yeah, very good, that's one thing that keeps me in my job. I don't like working at places where my boss doesn't like me for no reason. I think that I'm a pretty good guy, I don't try to not get a long with people. So if people don't like me, its nothing that I can fix, but I need to know what's wrong. I get along great with everybody and that's one thing that keeps me here too.

I: How is your communication... maybe you don't have any interaction with other managers in other departments. Do you have any other communication? What are your impressions?
R20: Some of the other managers think that I'm a very polite person. But I don't know any of them personally. I'll say "hi" to them and smile, but I don't really... I'm not that famous yet. Give me a couple more months. (laugh)

I: Have you ever thought about leaving?
R20: No I haven't. No I certainly haven't, no way.

I: Well you really haven't mentioned anything that you don't like about the job. Did you mention anything?
R20: Just the food.
I: Is there anything that you feel that they could change?
R20: I think that they could change, or spend a little more time...I realize that they are busy, but so is everyone in the hotel. They could put out something decent for us to eat every once in a while.

I: How many people do you think they cook for when they do that?
R20: I don't know, since breaks vary. They put out lunch at 11:00 and dinner at 4:00. It varies, it depends who comes out of the service lounge. They could be cooking for as many as 120 people.

I: How do they put it out, buffet-style?
R20: Yeah, burners. We have three trays on a counter with burners under them. They always have squash, that's something that starts to wear on you. I'm getting plenty of squash. They always have some kind of rice...but its okay, its just a minor thing. You can eat when you go home.

I: I'm just curious about how it goes, that's all. Does the same shift put out the same food?
R20: I'm not sure, I couldn't answer that honestly.

I: That's it...that's all I've got for you.
I: You're particular title and job description is?
R21: Front desk clerk.

I: And what would that entail?
R21: Reservations, checking people in and out, answering questions.

I: How long have you been working here?
R21: 6 months.

I: How old are you?

I: When you were first hired, what expectations did you have of the job, or WC, as a place of employment? What you were going to get out of it?
R21: I was first hired as a co-op and I got everything that I expected about it, as far as knowledge of the hotel, working in the banquet department. I got an idea of what happens in the catering end of it, as well as the restaurant. I basically achieved what I needed to achieve, just to gain a base understanding. Get my foot in the door, so I can get out of here and go somewhere else.

I: What made you stay past the co-op? Are you still on the co-op?
R21: No...because it looks good on my resume and because I like the people I worked with. I'm now considering quitting because I'm having a tough time balancing school and work, juggling 25 hours here.

I: When you say that it looks good on your resume? What looks good?
R21: It looks good...I feel that it would look good if I was here six months rather than 3. The ability of staying on. I also live in the area so, I stayed on.

I: Do you live in the area or not?
R21: I do live in the area.

I: So when you say that it looks good on the resume you mean the length of time, not necessarily the place?
R21: No both. I think because this is really my first experience with a business, and this is my starting place. Now I want to move on to something that is larger, a chain, where I would have more recognition.

I: So your initial expectations were met?
R21: Yeah.

I: Were you trained for your position?
R21: Uh huh.

I: And how did that go?
R21: That was very easy.

I: Can you detail the process, how long was it?
R21: About 1 1/2-2 weeks. I think that I picked it up quicker than a lot of other people, because I've trained people since I've been hired and it has taken them forever. I'm very quick to pick things up as far as the computer and the phones go. The questions, the knowledge...I picked it up quickly.

I: How do they go about training you?
R21: I was asked before they started to train me what I wanted, one-on-one with the front desk manager, or did I just want to be thrown out and learn it right then. I said, “There's no way that I will work one-on-one, there's no way. So you will have to just throw me out.” I find that generally you learn by making your mistakes.

I: When you say thrown out...that means?
R21: Like...go right out and do it, ask questions along the way. But none of this, “let's take 8 hours and sit down together.” Just do it.

I: How long was that training?
R21: Two weeks at the most. I don't remember.

I: About two weeks before you were considered on your own?
R21: Yeah.

I: Does everyone get that option?
R21: I believe so, as far as I'm aware. I don't know what (person) has said to everyone else, but he found out very quickly after the first day that I wasn't so slow, and I picked up things very quickly. So that is why he said, “Do you just want to do it this way?”

I: During that period, and on-going, is there any particular point, or something that was emphasized over and over again during the training?
R21: The one and only thing that I see as a main thing at the WC is to act professionally and carry yourself. They don't bring in 15 and 16 year olds, because they don't have the ability to carry themselves professionally.

I: In your position there is a 15 year old?
R21: I believe so, a girl, who is very good and not in that category. Just to ask questions...I don't know.

I: So you feel that the professional bearing is important and was emphasized?
R21: Right, WC is not your (another property). Not that you can't act professional there. It's just that big business people come in here.

I: So you feel that this was emphasized during the training period?
R21: I think that you were told that this was expected.

I: Regarding your day-to-day duties here, what do you like about your job?
R21: No two days are the same. The same checklists have to be done each day, but you never have the same terrible woman that just yelled at you. It's different, and I like the people that I work with.

I: Why do you think that it is different from day to day?
R21: Because you get different people from day to day, different phone calls, different customers.

I: Anything else about the job that you like?
R21: No.

I: Anything about the job that you do from day to day that you don't like?
R21: Uh, it gets boring when there is a lull. You can basically sit around with nothing to do for hours.

I: Is there a pattern to that, is there a day or part of the week?
R21: Generally Sundays and Thursdays are dead.

I: Anything else about the job?
R21: I think that as far as the management goes...I think that there needs to be a little more communication between the managers and the employees. I don't like the lack of communication. I don't have a specific example, but I know that it is there.

I: Not a specific example, but do you mean your direct supervisors or upper management?
R21: Both. I really see that there is a major lack of communication there.

I: Within your department, or do you see it in other departments?
R21: I see it in other departments, as well as mine.

I: Between the employees and various supervisors...how about between whole departments?
R21: Departments also, its really bigger than employees and supervisors.

I: Bigger problem?
R21: Yeah, the lack of communication. We don't know what is going on. We know what the banquet department has for the day, but if there is something, I've worked in both, that is specific...we don't communicate those.

I: Is there any cross-training?
R21: Department to department, no.

I: Regarding the WC, not so much the job that you do from day to day, but what you do here as opposed to doing it someplace else, what do you like about working at the WC?
R21: I liked when I first started working here that this was private, because it got me a chance to get my foot in the door. Open up with management and get in, and as far as I know, I'm not a bad employee. I feel that I have gotten that recognition, and that I am a good employee.

I: That's changed?
R21: What?

I: You said, "When I first got hired."
R21: No, now...now I don't like the fact that it is private, I need more. It was good for me to get started.

I: Why was it good to start off in a private place as opposed to a
R21: I don't know, I haven't worked in a chain. This is close to home. This is a good location for me now.

I: So what you mentioned about it being a private hotel, you can't really say for sure?
R21: No, but from what I understand that .

I: Is there anything that you don't like about working at the WC?
R21: No.

I: Have you ever thought about leaving?
R21: Yeah, school...and home.

I: Regarding school and home?
R21: Its hard to juggle, and it's not understood when I need time off. I would like to have time off during finals, but it is something that is not understood by my manager. There doesn’t seem to be any compassion, and I really don't like that. I feel like I bend over backwards and would take a Saturday night to do that, and I have done that, but then I get nothing in return. If I ask...its not okay. That's the main reason why I consider leaving.

I: You would say that it is the primary reason?
R21: Yeah.

I: So flexibility is . . .

I: O.K. Would you say that that is specific to you, or throughout the whole front desk department...can you say?
R21: See I really can't say, but I'm in a different situation. There is another girl from college, she has to work...I don't have to. My parents don't want me to work, so this is my choice to stay on. For someone that doesn't have to work, I have the option. The other girl doesn't have that option. She has to...so.

I: So you don't see any other examples of inflexibility?
R21: As far as . . .

I: As far as your department?
R21: No. I know that the manager is inflexible at times, and that is just the way that he is.

I: Scheduling or...?
R21: Scheduling.

I: Do you know anything else about the hotel in general?
R21: No, when I was in banquets there was no problem as far as scheduling. If I needed something off, it was no problem.

I: The present banquet manager is the same as when you worked there?
R21: Yeah.

I: Of the reasons that you said you liked your job, what keeps you here? You have mentioned that you don't have to work here.

R21: Because I don't want to quit. At this point, I like working here, I like the people I work with. At times I don't like this job...but I do like working here.

I: How would you characterize your communication with your coworkers?

R21: Good...and I'm not saying that communications are bad with my manager, they aren't. But it is not as good as it should be and...I don't know.

I: So what keeps you working here?

R21: The people I work with. I like the WC, but at this point it is becoming too much.

I: I understand the outside pressures, believe me. Of the things that you said that you don't like about the WC, is there any of that that you think that they could change?

R21: Yes, as far as the lack of communications between the departments, that's just something that I think, a weekly or biweekly...I don't know what the lack of communication is, but I know it is there. I only work a few days a week now, but I was full time. I'm kinda not in that now .

I: Would you say that you noticed it during your full time?

R21: Yeah, I saw it. I think every couple of weeks they hold an employee meeting, but I don't think that that is often enough.

I: Do people take advantage of that?

R21: I don't know, because it has never been on a day that I could go.

I: Does anyone talk about it?

R21: No.

I: Is that advertised...a sign?

R21: It was...but I haven't seen one.

I: So it is not on the bulletin board or something?

R21: No.

I: Do you have any suggestions on how to solve that communications problem?
R21: I think that it should be reinforced during the employee meeting, getting everyone together, and that the meeting should be posted. I know that once it was, but I haven't seen anything lately.

I: How about within your department, how would you solve the communication problem?
R21: We do have a meeting now, weekly.

I: Anything good come out of that?
R21: I've only been twice because it alternates on my schedule.

I: When you did, how did you feel?
R21: I thought it was a waste of time. We didn't discuss anything relevant about what was happening that week, what groups were coming in, what to expect. It was just, "Do you have any questions?"

I: Do you feel that your manager is approachable?
R21: Personally, not as approachable as I would like. I know I have to talk to him today because I can't work next week, I don't want to go in to talk to him.

I: So you don't feel comfortable talking to him about the situation?
R21: No, I don't.

I: Do other employees in your department feel comfortable talking with him?
R21: I think that a lot of people are hesitant to speak with him about the schedule. As far as any other problems...if I have a question, that's okay. What happens to you personally or as an individual, no.

I: Is he helpful regarding the job?
R21: Yes.

I: Do you feel that the employee meetings are solving the communication problem in your department?
R21: No, I don't.

I: Do you have any suggestions?
R21: No, my only thing with the weekly meeting is that maybe those should be biweekly, maybe not every week, because there is nothing to discuss. An overview of the next few weeks. It did not seem well thought out.

I: Overall how do you feel the front desk runs?
R21: I think it runs well because we have well trained people. Generally everyone knows what is going on.

I: So you wouldn't characterize it as having a lot of problems?
R21: No.

I: That's it.
I: What is your particular title and job description?
R22: Bell man

I: What would that entail here?
R22: Basically we greet customers at the entrance and take their luggage. We take people back and forth to the airport.

I: Is that what the van thing is here?
R22: Yes. Other than that we just keep the front lobby in good order. We pick up and usually, when we are not busy, we kinda act like security guards.

I: There is a security department here too, right?
R22: Yes.

I: Now do you guys go, if needed, to other places like convention centers to you know, pick up people?
R22: Well technically we are not supposed to go anywhere but the airport or the train station, but if someone wants to go to the mall, we do that. Or someplace else, but we ask permission from the manager.

I: That's not a regular thing?
R22: No.

I: How often do you go to the airport?
R22: Usually two to three times a day.

I: How long have you worked here?
R22: (CAN'T HEAR TAPE)

I: How old are you?
R22: 22.

I: When you first got hired here, what did you expect out of the WC, and the job here?
R22: Well, financially I thought that it was going to be more than it has been. People say that it picks up more in the winter and you make more. I kinda figure that that will happen, but financially it has not been what I thought. In terms of the place, I'm really happy. Its a nice place. The clientele here is really top of the line.
I: So when you mean money, you mean tips?
R22: Yeah. They only pay $3.35.

I: So financially it has not met your expectations, but image wise yes?
R22: Yes.

I: Were you trained for the position?
R22: Well, I did this before at (another property), and I knew what to expect.

I: Was there any set training thing from the WC?
R22: Well (person), he kinda told me about the job. A tour of the hotel, and basically the person that I worked with that day showed me the ropes.

I: One day?
R22: Well, its a two day training technically. There's really no specific way to do it, but to work that day. I'm sure they schedule you your first day with someone who has been here a while.

I: How would you detail how people are trained here? Is it you are explained, or shown...?
R22: For me it wasn't. There are things that I still don't know, that I think I should know but I have to ask.

I: So what are the things that you feel you should know that you don't?
R22: Like one thing that they didn't explain well, I know it now, but it should've been explained. When we take someone to the airport there is a van charge and there is a certain way that we go by. On my second day, there was some confusion about what happened, and I basically wasn't sure. I assumed what I had to do, but there was some confusion.

I: So the system for the van wasn't explained properly?
R22: Right. You have to do this, but not why. And what if this arises, what do you do?

I: Do you have any exposure to other departments in the hotel and what they do?
R22: Pretty much the kitchen, we go back and forth...

I: Formally?
R22: No.

I: Is there any cross-training?
R22: No.

I: Watching other departments to see how they operate?
R22: No.
R22: Once in a while, they might pull a bellman off and have him set up in the kitchen.

I: In an emergency situation?
R22: Right.

I: Not policy?
R22: No.

I: During those two days of training, was anything emphasized to you by management?
R22: Well my first day, (person) came to the door and I said my name. He said make sure that you look them (guests) in the eyes...and courtesy.

I: Regarding what you do in your day-to-day job, not the WC...what do you like?
R22: Well, comparing it to the (another property), there is not as much to do...I like coming to work dressed up.

I: Why, how did you dress...a uniform?
R22: Yes, it was a pretty uncomfortable bellman suit.

I: Hats?
R22: No, vests and another jacket over it.
R22: They pretty much let you do your job here. There is no interaction between us and the front desk. They know what they have to do, and we do too.

I: Pretty much on your own?
R22: Yeah, where as the (another property), they had so many little rules to keep things really tight. I guess that's the difference between a commercial and non-commercial hotel. We pretty much know what we have to do.

I: Do they let you take care of any kind of...encounters with a guest in a situation that they are not satisfied, and it is brought it to your attention? Are you able to handle it, or is that something . .
R22: You mean to see if their needs get met?

I: Yes, has it happened to you?
R22: No. From what I've seen at the door, a sales person or department manager will meet with the person who is having the problem up front, and explain to them.

I: Say someone comes down from the 2nd floor and they are upset about their room, or the hallway or something...a detail, and they come to you. Is there anything that you can do? Or do you have to refer them to someone else?

R22: Well, really I haven't had that situation arise here. If I think in my head that I can help, then I will. But if its not in my control, like air conditioning, I'll tell the front desk to contact the right person.

I: Do they let you think, in your head, and do that? Do they specifically tell you to do that, or do they say to refer the guest to a manager?

R22: No.

I: Either way?

R22: No.

I: So you say that if there is something that you can do to immediately solve the problem, you take it upon yourself.

R22: Yes, because I try to give them more than just service.

I: But management has not actually said anything like that?

R22: No.

I: Is there anything about the job that you don't like?

R22: Sometimes he has too many people on. Our job...there really isn't too much to do and he usually has 3 people on because we are supposed to be getting busy. But with that extra person on it just makes you even more lazy, nothing to do.

I: So would you say that two people on a night like this is too much?

R22: Yeah, on this night. I just checked the van book and there is no reservations, so no runs. I really haven't looked at the function sheet though, usually there is not much on Tuesday night. One person on to 10:00 and one on to 11:00 would work. I think that there should be a shift, like 3 to 11.

I: Regarding the WC itself, is there anything in particular about the WC that you like?

R22: Yeah, I like the building, the place. Everyone here is pretty friendly.

I: The place...what about the place?
R22: Ummm...I'm proud to work here. Some of the managers here...mine are nicer. Maybe (another property) had more pressure. (Person) is a total business guy, no nonsense, but he'll say "hi" and make you feel important.

I: Can you give me an example?
R22: Not off hand, but he has done it.

I: Is there anything about the WC as a place of employment that you don't like? You mentioned the money before.
R22: That's pretty much it. It's not that I don't like it, its that it is not what I expected.

I: Have you ever thought about leaving?
R22: No, I'm pretty much going to do it at least up until summer.

I: Of the things that you said that you like, what would you say keeps you working here as opposed to going someplace else?
R22: Pretty much the image. I like working here because its one of the most upper class hotels.

I: Overall, you are pretty satisfied?
R22: Basically. I really wasn't looking for a job for the money. I just wanted to find a job that wasn't too demanding because I have to go to school 3-4 times a week. I wanted a job that wouldn't be totally hard and then I'd come home beat.

I: Of the things that you mentioned that weren't that good, or you had problems with...you didn't really mention much at all, maybe the training, or the pay. Is there anything that the WC could do to improve those things?
R22: In terms of pay?

I: Whatever you think is a problem.
R22: Well if this was a few weeks ago I'd say hold a few more meetings, but now they are starting to do that.

I: Do you take advantage of them?
R22: I've only been to one, due to my schedule, but there has been three. I went to the last one. Basically I didn't have too much to say.

I: Do you think it is a good idea?
R22: Yeah.
I: You mentioned the scheduling, can that be changed?
R22: I think that maybe a third guy should be an on-call guy, if we need them or not that day.

I: You mentioned employee meetings, is there any other employee forum that you know about?
R22: Yes, other than my department meeting, they hold...all the department heads get together for a focus meeting. Then, every once in a while, a hotel meeting with all the employees and hotel managers.

I: You say the department heads of...does that include employees, or department heads only?
R22: Yeah, just department heads. Then the departments by themselves have their own meeting.

I: So you don't know anything about an all-employee meeting?
R22: No. They post things that are happening.

I: Throughout the hotel, would you see it, or a cook or anybody...?
R22: Yeah its on the coat room bulletin board. Everything...function sheet, special groups coming in, new employees getting hired, to let you know what is going on. Within the department, knowing like, other departments...like I don’t know a lot about bartending and...

I: Do you have any interaction with other managers or employees at all?
R22: Not much...just in passing. Everyone else is pretty much busy. Room service guy is busy, manager is busy, kitchen people are always busy. Basically we have interaction with people behind the desk.

I: How would you characterize your communication with your supervisor?
R22: Um. Well, in terms of...he always does a good job with his job, but actually me and a few employees were talking about the fact that he doesn't seem to have a great communication skill with his employees. If you try to question him about something, he thinks its because we don't like him. He thinks we are trying to get on his case. Other employees think that too. Basically I try to avoid it, really.

I: Do you consider him approachable about work-related problems?
R22: Yeah, with a work-related problem. But with a customer, or something that happened that day...a confusion with a van run, and you try to tell him what happened...no matter what, he is right. Doesn't really try to listen and think about what you are saying. He has the answer before we can tell him. He doesn't seem a great people-type person. I'm sure he is with the clientele, but with the employees it doesn't seem too good.

I: How about when you do have interaction with other managers. Can you characterize communications with other managers? Like...would you feel that your communication with other managers is good, or can't you really say.

R22: I don't have the opportunity, so I can't say. I know (person)...but only by “hi”

I: That's it that's all I have.
I: Your particular title and job description is?
R23: Server.

I: What does that entail, beside waiting tables?
R23: We come in thirty minutes to one hour early, to make sure the stations are set up. My station is a direct reflection of myself. If it is not set up, or the tables are not aligned properly, I can be perceived as an unorganized person.

I: By customers or management?
R23: Both. If in my shift there is not enough to do, there is always assigned work per station. We try to jump in as a team to make sure that everything gets done though.

I: When you stay your station, I noticed that...is this station set up when you get there?
R23: Its is supposed to be set up.

I: By the day shift?
R23: The day shift or the night shift. Except for dinner we set for them for breakfast. Everything is supposed to be set properly, but human error...things can be missing and that slows you down.

I: Now in the serving process here...would that be taking orders, running food, serving food?
R23: Yes.

I: All that you do by yourself?
R23: Yes. Drinks, opening wine, delegating responsibility to the assistant servers.

I: So assistant servers have a specific responsibility that you don't have?
R23: No. The way that I work is that I feel that I'm responsible for everything, and if there is anything that the assistant server can get to...that's great, it helps me. But I generally don't ask them for anything. They get to what they can get to.

I: So as servers you enjoy that latitude of responsibility with them?
R23: Right.

I: There's no specific things that they need to do?
R23: Right. They are told that they are responsible for bread and water, clearing between the courses, coffee serving. But if there is any question in their mind, I just jump in and take over.

I: How long have you been here?
R23: 39 months.

I: How old are you?
R23: 30 in February.

I: When you first got hired here, was it as a server, or assistant server?
R23: Assistant server.

I: So you've worked in the dining room continually then?
R23: Yes.

I: When you first got hired here, what were your expectations about the WC...the job...what did you expect?
R23: This had been my first restaurant job, the only experience that I have had, so I didn't have an idea as to what the job would entail, how stressful it can be at times. However, financially I was unaware of the potential of how much money could be made. But I have no plans to stay here though.

I: You "had" no plans or you "have" no plans?
R23: Both.

I: You had not anticipated the job lasting as long as it has?
R23: This job is getting me through college, I'll graduate in May. As it approaches I don't see myself staying here unless I actually have to.

I: So has this job met your expectations, financially?
R23: Definitely. I had no idea that I could make the money that I'm making for what it is that I do. I don't think it is hard...it can be stressful, but anything can. But its easy work, I feel that I do a fairly good job.

I: Other than financial expectations, were there any other expectations about the job?
R23: I just needed to make more money, and it was suggested that I pursue a suggestion like that.
I: Probably this would apply to assistant server, or when you were promoted to server... were you trained for the position?

R23: As an assistant I was given 3 days of training and then shown the ropes. As a server, the only training I had was watching other servers...

I: While you were an assistant server?

R23: Right. Watching them, asking questions, and then as it turned out one Sunday evening, a server called in absent, and I was asked to take a table.

I: So to start with the assistant server position...3 days, then on your own? Was there any kind of orientation, or can you detail how the training was done?

R23: Things are done differently now, but basically fill the water glasses...and we would work at assigned stations. When guests would sit at a table we'd bring them their water, go to the pantry for bread and butter, and then basically watch.

I: Specifically were you led by the hand and told, or did it on your own? What was the process?

R23: Told what to do and then corrected if errors were made.

I: That was 3 days before you were considered on your own?

R23: Right.

I: Now for the server, I'm assuming from your descriptions, that you weren't actually formerly trained as a server as like, “You are going to be made a server”, there's a week of training and then...You were pretty much taking it upon yourself. Like, you were given a chance and you took it? Is that correct?

R23: Yes, the opportunity was there one evening, and I took it.

I: So it wasn't a formal process to make you a server?

R23: No. We were short-staffed and I was an extra body. I don't think it was the intent at that time.

I: Did you voice that you would like to be a server, was there anything like that?

R23: Yes. I really wasn't making enough money, and the previous dining room manager had led me to believe that I would be a server in the next couple of months. Of course I had to prove myself working on the job. When I thought I was capable and voiced my opinion, that I would like to be a server, I was basically told I would never be a server.

I: Really. So there definitely was no formal move to make you a server?
R23: No. At the time I was at school full time and working full time. My manager wanted me to cut back to part-time at school and work 50-60 hours for him, and I told him I wouldn't do it.

I: So there wasn't any formal training as a server?
R23: No.

I: Whatever training that you did have, was there anything that was emphasized during the training about policy? Anything?
R23: Pretty much always be polite, customer first. It was always stressed to not talk to the guests anymore than necessary. If they ask a question, answer it. Be brief. It is supposed to be a very formal experience. That's pretty much....leave the guests to themselves.

I: Is there anything about...not so much the WC as a place of employment, but your day-to-day job activities that you like?
R23: Uh, I really don't care for the job, or the hours. The people I work with is pretty much it. Its just a stepping stone in my life now.

I: So when you get ready to come to work, you look forward to the people?
R23: Yeah, more than anything else...my co-workers, not the guests.

I: You had mentioned earlier that it is easy work for the money? Would you characterize that as something that you like, or don't like?
R23: I don't care for the job, but I do well at it. I make the best of it. I see people who have been in the service industry for years, and I don't think I could do it.

I: What don't you like about the job? Now you've said, "not the guests". What is it about serving people that gets to you?
R23: The whole aspect of serving. I don't like it. I get the sense, and maybe its the clientele here or this may be true everywhere, but the guests try to be in control of the entire evening. Its a constant struggle, its hard. A lot of the times the guests will try to make...I feel...that they are better than I am. I'm nothing more than a "servant"... run, run, run. I just don't care for that.

I: You don't have much experience in other restaurants, but do you feel that this is the clientele here, maybe?
R23: I don't know. I think in any service position you are going to run in to that, whether it be retail or restaurant. There is always going to be someone like that...and the customer is always right. Right?
I: You mentioned hours? You don't like them?
   No. I much rather work days. We work holidays, 5 or 6 nights a week, every weekend. That's when the best money is to be made. But it would be nice to sometimes have a weekend off. Holidays, we are open. I went home to my parents on Thanksgiving weekend, which isn't really a big deal, but year after year.

I: Anything else about the job itself that you don't like?
R23: No.

I: Regarding the WC as a place of employment, is there anything particular that you like?
R23: As far as the WC is concerned, the manager, (person). (Person) is great, if I need time off for an exam, I've got it. When I need to make up my course outline, I can pretty much take the classes I need, and she will work around it to schedule. I've never had a problem with anyone here. Co-workers are great.

I: So you wouldn't characterize that situation, with earlier supervisors?
R23: (Former mgr.), well he wasn't as flexible as (person) is. I could have said I needed Tuesday nights off, and he would make sure that he would schedule me for Tuesday. (Person) is more than accommodating for the schedule.

I: So there is a certain amount of flexibility there?
R23: Yes, in fact I met with her the other day, and I said I need Sundays off for the next couple of weeks for group projects at school, and she said no problem.

I: Anything else about the WC in particular that you like?
R23: I like the persona about the WC...the smell of the wealth coming in the door.

I: The clientele or the image of the place?
R23: Both.

I: So you like that?
R23: I'd like to live like that.

I: How would you characterize your communications with your supervisors?
R23: I would say above average, never a problem.

I: Exceptional?
R23: I think it is, compared to jobs I've had in the past.
I: Everything with co-workers is fine?
R23: Definitely.

I: Anything about the WC as a place of employment that you don't like?
R23: I can't think of anything.

I: Have you ever thought about leaving?
R23: Yeah, but I have insurance here, vacation, and its a fairly stable position.

I: So there are benefits then. What are they?
R23: Medical insurance, vacation time, and I don't know if at this point in my life that I could make the money I'm making and only work 30 hours a week, and go to school.

I: So the overriding factors that this is not your aspiration in life, and a desire to move on, are your reasons for wanting to leave? Anything else?
R23: Yeah, we all get stressful nights at work.

I: Any other reason why you thought about leaving?
R23: No.

I: Other reasons that you mentioned that you don't like...is there anything specific that you think the WC could change, or that is in their power to make better for you as a server here?
R23: I don't know about myself specifically, but I see a lot of talent come and go in the kitchen. We've always been told it is because we can't afford to keep these people. The turnover in the kitchen is extremely high, not that it isn't in the dining room, but I think it is a more professional person in the kitchen and these people are hired to be what they are, the dining room staff isn't. Its probably typical but

I: Transitory?
R23: Yes, it serves its purpose, but then people are on to other things.

I: Well that's basically it, as far as...you've mentioned the hours, that you don't like...and basically the job itself, you wouldn't say that there is anything that the WC could do to change those things for you?
R23: No. It's inherent to the position. I mean, I could easily work days and make a fair amount of money. But as much as I dislike the hours, I think the benefits outweigh the complaints that I have.
I: Could you explain or detail the kitchen situation, from your point of view further?
Yeah. It seems that we have excellent people in the kitchen, they are here for 3-4 months, and they can't afford to stay. It seems like a perpetual problem that we can't afford to pay them what they need to stay...I think that's it. We pride ourselves on being a 4/5 star hotel, and if we can't afford to pay our staff what they rightfully deserve, it's an unfortunate thing. The consistency in the food is a hard thing to handle if you have a constant turnover in the kitchen.

I: Would you say that that affects your job?
R23: Well yeah! You have your regulars in the dining room, and the hotel, because the food is not duplicable. It seems to make the difference. If you have regulars they ask, "Why isn't this person working here anymore?" I know that there is going to be some difference in the food, but the difference would be less.

I: Well that's all I have, thank you.
I: Your position and job title is?
R24: Bellman and valet parker...and taking care of guests needs. Helping them up to their rooms and generally helping the guests out any way that I can.

I: What do you mean by valet parker?
R24: I park the cars for the guests when they come up to the door. It usually happens during lunch and dinner time.

I: That would be for hotel guests too?
R24: Yes, hotel...dinner.

I: How long have you worked here?
R24: Two months now.

I: How old are you?
R24: 19.

I: When you mentioned helping the guests out in any way, can you give me an example of how you would do that?
R24: Like, if the guest needs to go to the mall, like, “Take me down to the mall.” If I have time and someone else is on and the van is not being used, I would definitely take them down to the mall. If they need laundry done, which we may have sent out, we go and get that done for them and bring it up the next day.

I: When you first got hired here what were your expectations of the WC, or the job?
R24: I knew it was a very good place to work, the reputation. I knew someone, another bellman coming in, and he said it is a good place to work. Its not too bad, so I just expected a good place to work.

I: Would you say that your expectations have been met?
R24: Yes.

I: Were you trained for your position?
R24: Uh, yes for about two days.

I: Two days...how would you describe that?
R24: It was basically a follow-the-leader type of thing. We'd sit around with the other bellman and he'd do things, then explain to you later, and give you some hints on how to help the guests out better. Just stuff like that.
I: So it was two days before you were considered on your own?
R24: Uh huh.

I: Did you have an orientation with (person)?
R24: Uh, yes and no. It was really like when he first hired me, he took me around the place and showed me some main spots. But mostly that was covered when I was training. I was actually taken around a lot more then.

I: The walk around with (person)...as far as you know, is that a standard thing?
R24: From what I've seen it is. Every time I see him interview someone he takes them around and shows them a few guests rooms if possible.

I: So he did that when you were interviewing, not actually hired?
R24: When he interviewed me he did it, and when I was hired someone else did it.

I: When you were being trained was there any kind of things, or points, that were emphasized over and over again by the WC?
R24: Yes, basically just help the guests out as much as you can. Be polite, the main thing especially at this position, and that is about it.

I: Now when you mentioned before, “to help the guests out in any way”, were you actually empowered? Did they actually tell you to do whatever you can for the guests...go ahead and do?
R24: No, no one actually said that. Usually I use my own judgment a lot of times. If it is something outrageous, I will ask someone, a manager. But if it is something that I see that can be done, and I don't see any problems with it, I take care of it, or ask the opinion of the concierge or the other bellman, because I'm still fairly new here.

I: So that's your own initiative, not someone instructing you to take care of things on your own?
R24: Right. Cause I know from my schooling that it is important to take care of the guests.

I: The older guy out there, is he a bellman too?
R24: He is basically a van driver, he takes people to and from the airport.

I: Is he a retiree, or is this a second job, just out of curiosity?
R24: He is retired from (company), laid off as it was, and now he is just trying...he has another side job.
I: Now if you keep the WC itself separate, what is it that you like about your job in particular?
R24: I really like helping out the guest. It's something that I like, making them feel happy. Cause when sometimes I work a Friday night and Sunday morning, I see the same guests check in and check out. I see them Sunday morning, and they say how nice the place was, and how the bellman were nice in getting this for me. There's a....pride...

I: A pride?
R24: Yeah.

I: Anything else about the job and the day to day functions that you do here that you like?
R24: No.

I: Anything about the job that you don't like?
R24: Not really. From the time I've been here, I'm really happy with everything.

I: As far as the WC goes as a place of employment now, maybe compared to another place that you could be bellman, what do you like about the WC?
R24: The way (person) tries to work around my schedule. He knows that I go to school. He knows that I have to have time to work on my school work. If I have a big project coming up, I let him know that and he gives me more days off.

I: So flexibility?
R24: Yeah.

I: Anything else about the WC that makes it a good place of employment?
R24: No.

I: Anything about the WC that you don't like as a place of employment?
R24: Not really.

I: Have you ever thought about leaving?
R24: No.

I: Pretty satisfied?
R24: Yeah.
I: Of the things that you mentioned that you liked, either about the WC or the job itself, or maybe something that you have not mentioned yet, is there anything in particular that keeps you here as opposed to looking somewhere else...for a job?

R24: Not really. Well, I like the job and I'm doing my internship. I have to fulfill this for an internship for school, but that's not initially why I got this job. I got this job because I really wanted to get into the field. It's the first hotel job I've had, and I really like it.

I: Are there other interns working here in other departments that you know of?

R24: Yeah. I know a couple.

I: So they do that for schools too?

R24: Yeah. I'm not even sure they...like I said, I haven't really told anybody or asked about doing it for an internship. I just do it as a job, and its one I enjoy, and sometime next semester I will talk to someone about it.

I: So it's not a formal process then (internship)?

R24: No. But it is for other people.

I: Of anything, if anything at the WC....would you change anything to make your job better or to make the place better to work for...anything?

R24: I would change the location of the bell stand.

I: Where is it?

R24: By the coatroom area. Sometimes its trouble when we actually have to get keys for the guests, and go out to the cars. By the time we have to run in and back out again, it wastes a little time. From what I understand, it used to be where (person's) office is, do you know where that is?

I: Yeah I do.

R24: Well it was right outside there, the bell stand, which I think would be a much better place for it. So do all the other bellman, who are here now, and were here then when it was over there.

I: Why did they move it?

R24: I don't know. Honestly, I don't know why.

I: Anything else?

R24: Not really.
I: That's it.
I: What is your particular title and job description?
R25: I'm the sales coordinator. I book functions, banquets, etc.

I: As far as the sales force goes here, everyone is a manager?
R25: We do not have a manager. We all report directly to (person). But I think for 3 women who have been doing this for almost 3 years now...

I: Was it different before?
R25: Yes, there was a sales director and I took her place, but when I took her place, we just didn't have a director. We are all equal.

I: So you are responsible for your own work basically?
R25: No, we cover each other. We handle our own issues, and then we help each other out if we need to.

I: So the number of the sales force is 3?
R25: Yes.

I: How long have you worked here?
R25: Since April 1988, in various positions...the hotel started in May 1988.

I: Some of your other positions?
R25: Concierge, the secretary, mostly on a part-time basis, and then when I went into sales. It became on a full time basis.

I: How old are you?
R25: 46, (laugh) you are not supposed to ask women their age!

I: O.K., tell me whatever (laugh).

I: When you first got hired what were your expectations about the workplace, the WC...the job itself?
R25: Really nothing. I had been involved in the corporate end of sales planning and wanted to work in the hotel industry. I wasn't really expecting anything from WC, other than being in the area that I could use my knowledge, from the other end. I was a client, I used to be my client...and worked with, and planned, meetings on a corporate level with sales. So I always wanted to work for the hotel in some kind of capacity like that. So I was really only looking to get into a hotel.

I: So in looking back, and shortly after you were hired...?
R25: I was very happy, it was exactly what I was looking for. I'm a little bit of a job snob, I need to have a nice office around me. I like to be able to dress up and not be in a back office someplace. A lot of exposure and contact with people.

I: So the feeling has remained the same through the years?
R25: Oh yes.

I: For some of the other positions that you have held, were you trained?
R25: No.

I: Not at all?
R25: No. When I started as secretary, I had some general word processing background. The secretary worked with me for about 3 days, teaching me the different programs on the word processor, but basically I just used my own experience.

I: Was that the first position, or the concierge?
R25: No, the secretary was the first position.

I: As far as the policy of the hotel, or what the hotel was looking for...anything like that?
R25: No, I never even saw a suite until I was working here for about a year and a half. I always hear the concierge's job is basically that of an executive secretary except working for the hotel versus a boss, making sure that everything is arranged, checking on flights, anything like that. So I felt that was a natural thing for me when that vacancy occurred.

I: Now was there formal training?
R25: I had previous training.

I: So by that time you were more familiar with the facilities of the hotel, I would assume? ----was that knowledge gained on your own?
R25: Pretty much.
I: Would you say that...
R25: We trained each other on a lateral level. When I was concierge, I worked with the current concierge for a couple of days and shadowed her.

I: That was the training?
R25: Yeah, but it was minimal.

I: Could you guess at the number of weeks?
R25: Two days. Again I had been in the hotel a couple of years, and I was familiar with things. Also, doing function sheets and sales you see a lot of different departments.

I: Would you say that the training process was changed for those positions, or is it still a minimal thing when people come on?
R25: Are you talking about a management level?

I: Yes.
R25: Yeah, its pretty minimal.

I: So there hasn't been a concerted effort to change things from when you've been hired?
R25: You know, from a manager to staff level I think that there has been a lot of different things. The development of the employee manual, which has been refined, the development of orientation programs, which were non-existent when I started. Having a person like (person) handling orientation from the lower staff level has changed things drastically. But for management training, you are just kinda following people around who are in your positions. Like from the sales end of it, it is just (co-workers). Asking questions and communicating things that are happening with other sales people.

I: They are newer?
R25: Yeah. It's kinda the discussion process that we use to get through things and situations. Like, for customer #20, "What would you do in my situation?" Then they'll put it together on how we are going to do it. You know, on the job training. The only place for us to go and ask questions is (person).

I: How would you characterize your communications with the...
R25: Not a problem.

I: So your position would be considered a management position even though...
R25: Yes.

I: And the other sales people?
R25: Yes.

I: (Person) orienting people, this is a new to me. I haven't heard this at all. Could you elaborate on that?
R25: He is responsible for accepting all applications with the exception of the front office, screening, taking care of food inventory, beverage inventories, hiring, delegating, and referring applications to various departments that he knows of.

I: Does he have personal contact with the interviewees?
R25: Yeah...with exception of maybe the chef. If somebody is strictly a cook he may just funnel that directly to the chef. But he would definitely do a pre-screening on all the applications. Maybe I better not talk too much, maybe he does just send them to the appropriate department.

I: O.K., you're really not sure?
R25: No, I'm not positive. But he does a monthly or semi-monthly orientation for all employees. He gets input from the departments, what specific information is on their departments and sent to the people. He gives them the tour, the conference center, introduces them to whatever they are going to do, and does a full tour.

I: How long would you say that he has been doing that?
R25: On a formal basis, probably about six months now.

I: So he does the food & beverage purchasing? So (person) doesn't do that?
R25: (Person) does the food, but (other person) does inventories. As food & beverage administrator, I guess maybe he helps everybody out.

I: So on top of that he has a certain orientation function for all staff? For a new hire in housekeeping for example?
R25: That person will be in (person's) orientation class, yes...the chef's department, any department.

I: So he's been doing that for about 6 months?
R25: Yeah, maybe a little bit longer.

I: Not less though?
R25: No, not less.
I: Keep WC separate now. In your day-to-day functions, what do you like about your job?
R25: The best part of my job, everything I do is fun. I'm dealing with people who are arranging for weddings, parties, and joyous occasions. It is very upbeat. Just fun.

I: Is there anything about the job itself that you don't like?
R25: Nothing, not a thing.

I: Nothing?
R25: Except that maybe they could pay more.

I: Would you say that you consider yourself satisfied with your compensation?
R25: Relative to the market place and the hotel...yes. But I couldn't afford to do it if I didn't get alimony.

I: Do you feel that you are being compensated for the work that you are doing? Not relative...
R25: I don't know how to really answer that. I'd rather make more, but we would all like that. I would say probably yes, there are no demands placed on me. We have goals, but they are minimal and are easily attainable goals, so we don't have a lot of pressure on us from management. So probably yes.

I: Probably yes, you are satisfied?
R25: Yes.

I: Now regarding the WC as a place of employment, what do you like about working here as opposed to doing this sales job elsewhere?
R25: I like the freedom from management. I like the interpersonal relationships, because we all do get along very well. There is very little difficulty, not among managers. Its a pleasant place to work, downright beautiful. And they have the best reputation in Rochester.

I: So...
R25: There's really no place to go in Rochester from here, as far as I'm concerned. If I were to go to another property in this position, it would have to be out of town.

I: Would you consider, if a corporate operation in town approached you?
R25: It would have to pay an awful lot of money.
I: I mean as far as reputation and image?
R25: Really not...not and have the flexibility that I have here.

I: Is there anything about the WC as a place of employment that you don't like?
R25: Benefits. Benefits are...normal. It would be nice if they had some type of retirement or 401K plan, or something. The only thing that they pay for is a portion of health care. No long term disability, I have to pay for all that myself.

I: So that's the only benefit. Does that include dental?
R25: It can.

I: But you'd have to pay more?
R25: Yeah, that's the only real drawback, the benefits.

I: Is that for the individual or do they cover families?
R25: They pay up to $59 per month for the benefit program, health care, whether you are single or family. Whatever contract you take, they apply $59 towards it. But retirement is something...or access to a retirement...or even ourselves depositing funds would be.

I: Have you ever thought about leaving?
R25: Yeah, but not because of the company, personal reasons, like a divorce.

I: Not anything due to the Lodge?
R25: No.

I: Of the things that you mentioned that you like about the job, if you had to mention the things that keep you working here, what would you say?
R25: Just that I'm overall happy. It works well for my personal schedule. I have a daughter at home, and 9 to 5 works well for me. I don't have any reason to seek anything else. I'm financially secure, because of other sources of income. I've worked in corporate situations, doing outside sales. These people have absolutely no idea what pressure is. I was the secretary to the managing department of (company) for 8 years.

I: I'm not familiar with that?
R25: They are one of the six great accounting firms in the nation.

I: Are they based here?
R25: No, when I was in Syracuse. That's pressure.
I: Just from your comments and the way that you talk about the place, its sounds like you are planning on staying.

R25: Yeah.

I: You have no intentions of leaving?

R25: No.

I: Of the things that you said that you don't like, like the benefits, is there anything that the WC could change for you, or for the operation in general? What would they be? Could they feasibly change?

R25: Well, there are certainly always areas that you could improve or change. The only . . . what would I change. . . I don't know, everything works so well right now. It used to be that we would be afraid to come in on Monday after trying to find out what happened to our wedding on the weekend, but everybody now is doing a good job overall. Everything is working. I would probably do a better computer system to get more integration with the front desk. That sometimes...having to get up and walk to the front desk to determine availability, as well as the time consumed, and leaving customers on hold for a while.

I: Is that feasible or just something that . . . ?

R25: No, it would probably be something, with an expansion, that would be feasible. To tie the sales and the front desk computers together to some degree...leaving some things pass-coded out.

I: You mentioned the benefits package, is that something that could be changed feasibly?

R25: I don't think that it is really a consideration. (Person) has talked about getting involved in a credit union, which would give us a vehicle to do some of these things, that may be a possibility.

I: So that is something that could be changed?

R25: Yeah.

I: While I'm interviewing you, I might as well get this down...the ownership structure here. How is it?

R25: It's a partnership, equal partnership. It's a business group, and to tell you the truth...

I: So its a business group, not one or two?
R25: No its not. (People) are the managing partners, but there is a group of local business people, but I don't know if I'm at liberty to tell you their names.

I: That's fine, but the primary owners would be (people).
R25: I think that they probably have majority.

I: No other primary ones that you could think of?
R25: No. This is totally locally owned, no chains or hidden bodies.

I: Are they around at all?
R25: Yeah, they are very hands on. (Person) is in and out daily. Certainly daily until yesterday, and this is new.

I: Anything else that you want to add?
R25: I just love it here. Its a great job and place to be. Its great in my department. We are doing fun things with people.
I: Your title and job description is?
R26: What do you mean...what do I do? Housekeeping.

I: Anything else?
R26: Well, laundry...help out the other ones.

I: Helping out?
R26: Yeah.

I: You work days or nights?
R26: I go by when the schedule goes. 9 to 5, whatever they ask me I work.

I: Mornings usually?
R26: Usually.

I: How long have you worked here?
R26: 4 years, next week.

I: 4 Years.
R26: Yeah.

I: How old are you?
R26: 58 this month.

I: Four years ago, when you first got hired, what did you expect from the WC or the job?
R26: Well I didn't have a choice, I used to work at the factory but it went bankrupt and a friend of mine got me the job here. I'm still here.

I: Were you trained?
R26: Yeah.

I: How long?
R26: A week. The other girl trained me...maybe two weeks.

I: Then you were on your own?
R26: Yep.

I: How was that done?
R26: It was kinda a little hard, but after I got used to it.

I: The training...did you follow somebody around?
R26: Yes, then afterwards I on my own.

I: Two weeks?
R26: Right.

I: You've done housekeeping somewhere else then?
R26: Over at (another property), and I was there for quite a while after the factory went bankrupt.

I: Oh, O.K. so you didn't come here after the factory went bankrupt?
R26: No, because the place was up for sale, and I had a feeling that that was no place for me. So then my friend got me this job here.

I: So when the factory went bankrupt, you went there first?
R26: Yeah. See when I worked at the factory, I worked weekends and holidays, and then when it went bankrupt I went back to full time.

I: When you were trained here, was there something that they emphasized over and over again?
R26: Yeah, go back...if you do something wrong, go back. Which I didn't know because it was so much different than the other one. When they trained me they didn't say “do this, do that.” I thought this has to be done.

I: They didn't show you everything?
R26: Not everything. I knew the TV had to be dusted. So you have to...that's what you are here for.

I: What do you like about the job?
R26: I like to go back to the factory, I was there for 23 years. But right now its kinda hard to get a job with factory problems. I don't got a choice.

I: Is there anything that you like in particular about the job?
R26: I'm used to it, the factory job was 4 to 9 and nights...book work, nights,

I: Is there anything about the job that you don't like?
R26: Sports center and the lobby, I don't mind helping in the laundry work.
I: Why don't you like the sports center?
R26: Its all right, I just got to get it. I just don't like it.

I: And the lobby, why?
R26: Its a lot of work.

I: What do you like about the WC? Instead of (two other properties)? What do you like about here? Anything?
R26: Its a job. I can't get anywhere else.

I: Is it different from (two other properties)?
R26: Oh yeah, its different. Now down there I do laundry and over there I was in charge of the girls in the lobby work. They have to do it in housekeeping right. And over here you have to do it right.

I: Have you ever thought about leaving?
R26: Me, not that I know of, no. My husband, he wants to go back home, he hasn't been home in 13 years.

I: No...I mean leave the job.
R26: No, its a job here for me. Its hard to explain...when you leave, you leave.

I: What's the one thing that keeps you working here as opposed to going someplace else?
R26: Uh-huh. Don't like transferring.

I: Now you've told me what you like about here, but what is the thing that keeps you here as opposed to going and working all the time at the (another property), or somewhere else?
R26: No, oh no...I want to stay here, its closer to home.

I: Would you change anything about your job?
R26: Change?

I: Yeah.
R26: Would I change it, if I could?

I: How would you make it better?
R26: I like my work.

I: So you wouldn't change anything?
R26: No.

I: That's it.

R26: Okay.
I: Your particular title and job description is?
R27: Housekeeper.

I: What does that entail here?
R27: We clean the rooms and...we just clean the rooms in housekeeping.

I: Do you clean anywhere else?
R27: They do have certain housekeepers, that they call housekeepers too, and they clean like, the sports center...but I'm just the rooms.

I: How long have you worked here?
R27: 3 and one half years, almost 4.

I: How old are you?
R27: I'm going to be 63. (laugh)

I: Almost at retirement age!
R27: I am. So I have to take off two months, because I'm collecting social security.

I: Just out of curiosity, how long will they let you work here?
R27: I guess its until you want to.

I: Great!
R27: I mean as long as you can work.

I: I didn't know if they had a set policy as far as age.
R27: As far as I know, no.

I: When you first got hired here what did you expect from the WC, or anticipate about working here?
R27: I used to work at the (another property), so housekeeping is almost the same kinda thing for every hotel. There may be a little changes, like they put the towels a certain way...odds and ends, on how to pick up.

I: So you just expected the same thing?
R27: Cleaning a room, no matter what hotel you go to, is cleaning a room. Make beds, dust, clean the bathrooms, tubs...no matter what hotel you go to. Its just that any hotel has its different ways on how to put this on.
I: How long were you at the (another property)?
R27: 11 months, because I moved to Mendon.

I: Were you trained for this position here at Woodcliff?
R27: Just a couple of days, with a housekeeper. Just to show me how things are done here. Just like in any hotel, its pretty much the same. The only difference about it is the soaps, the powders, the shape to fold the towels...like a "V" or very plain. That's it. Just about a week.

I: When they did the training, they'd show you?
R27: Yeah, another housekeeper was there with me about a week. But the housekeeper that was with me had worked at the (another property), so she knows me and so she just had to show me the towels.

I: So officially it was about a week before you were on your own?
R27: They usually do that week with about everybody.

I: So with everybody, the more experienced person usually shows the new person how it is done, and they do it?
R27: Yeah, they usually do it with the housekeeper who has more patience to teach, and now I'm the one who gets stuck mostly with the teaching now.

I: So you are a good person to talk with.
R27: Uh huh.

I: So how would you go about training someone who did not have experience?
R27: I would have to start them from the beginning, showing them from bed making. The first day I usually put them to do beds and dust the room for two days until they get the knack of it. Then I show them a little bit more. Some people pick up fast and some don't. The next day I bring them back to what I taught them the first day, and then when they know how to do that, I show them how to do the bathrooms, the sinks, taking the used soap and towels out. Then you wipe the shower curtain, scrub the tub with a small mop, put the liquid in the bathroom, and when everything is all out, you wipe the floor and put the new things in. I keep them like that for a couple of days. Then on the third or fourth day, I have them do rooms by themselves. They do it pretty good.

I: So then what?
R27: I got go and check, to make sure they haven't forgotten something. If they have, I have to explain what they forgot. Because after we clean the supervisor checks.
I: So in your case, when you are training people, how long does it take for them to be on their own?
R27: It all depends, I've just trained two Cubans that just came here, got here in June. One of the guys picked up fast. I showed him one room and he just picked it up. The other guy took a little longer. It all depends.

I: Usually how long would you say?
R27: About a week, it all depends on the person. Very few times do they get two weeks.

I: When you said, "this is how I do the training"...management doesn't tell you how to train the people a set way?
R27: Everyone trains differently. I have my way to do it. The person who trained me had me do the room, and then it was up to me to do that. When you teach a person, you have to use your common sense. "Is it better for me to do the bathrooms, or the rooms?" You have to do the room the way I showed you, but you do it your own way.

I: Not the WC itself now, but what you do here day to day. What do you like about your job here, if anything?
R27: They are very friendly here. I have friends and I know my supervisor very well. There are times that they have to tell you things, but they tell you in a nice way. I get along with everybody.

I: You like the people here?
R27: Oh, yeah. I get along with everybody. There are very few times that I don't.

I: Is there anything about the job that you don't like?
R27: Well, there is always some things that you don't like, little odds and ends, but they are stupid, not really anything.

I: Anything continual?
R27: No.

I: What do you like about working here at the WC as a place of employment?
R27: I like the supervisors, they are very friendly with me. If you tell them something right away, they try to... For instance, last week, one of the customers was in the room for a while, and broke the one of the tables in there, so right away I reported it. I went right down and called up, and they went right up.
I: How many supervisors do you have?
R27: We have two. We have to have two, we have a 120 something rooms here. One of them is out today, it is her day off.

I: Have you ever thought about leaving?
R27: No, I don't think so. I have no reason to leave, unless I get a little older and it gets hard. But I am collecting social security.

I: So there isn't anything happening that would cause you to leave?
R27: No. I have no problems with nobody. I usually get along in my job.

I: If there is anything that you can think of that keeps you working here as opposed to working someplace else, what would you say that it is?
R27: Probably because it is friendly here to work, very friendly. If they have to say something to you, they come in a nice way, which in other places sometimes...as I said, I don't have problems in this place.

I: O.K., so its the way they tell you how to do things here too?
R27: Uh huh.

I: If you had to change anything about the WC, or your job, if you had the opportunity to change, you would do...what? Anything?
R27: I don't know. I really don't see anything that they need to change, from my opinion anyhow.

I: So you are pretty satisfied?
R27: Oh yeah, if I wasn't I would've left long ago.

I: So you are happy with the way things go with your job?
R27: For me, I'm O.K.. I can't say anything about other people. With me, I have no problem (knocked on wood) up to now.

I: So there is nothing that you would change?
R27: No.

I: Good. That's it.
I: Your particular job title and description is?
R28: Food & beverage administrator is the title. The job description is a little bit tougher than that.
R28: ---I kinda do anything that needs to be done in the food & beverage end of the business, of the managing end, purchasing end, or as far as systems design. Directly, I hire and supervise all the bartenders and supervisors for the main and banquet bars. I purchase wine and liquor and beer. I do all the computer work and numbers tracking for food and beverage for Horizons, banquets, kitchen payroll numbers...different things like that. It is kinda a newly designed position. Its not something that you find in a lot of hotels. Its kind of a food & beverage director with a slightly different job description.
I: So you control purchasing in banquets also?
R28: Purchasing as far as all the equipment, all the product. Now the chef buys the food, the chef and the purchasing manager, because he knows what he is doing there. I buy all the beverage items. And I do buy all the equipment that we use in the hotel, whether it may be china, glass or silver.
I: So when you say purchasing that's what you mean more the supplies?
R28: Right.
I: You're in charge of hiring just lounge positions?.
R28: I directly hire lounge. I do interviews for just about anybody in food & beverage that wants to go in. I do many of the initial interviews. When people arrive, they fill out an application. A lot of people don't have a specific job in mind, they will be anything from waiter, to banquet waiter, or a number of different options. I interview them. I know through the other managers what they are looking for, so I can interview them to see if they are the kind of person that we want her, and try to get their application to the right person.
I: Strictly F&B?
R28: Yes, strictly F&B...generally yes. I have interviewed people who have gone to housekeeping or the front desk. I do have front desk background. I've done night audit for the hotel industry for 12 years, so I'm familiar with every department. I've also done orientation programs with all the departments.
I: So you also do orientation?
R28: Yeah right, orientation programs. Right now we are changing it, I was doing programs for everyone myself, but we found it difficult to schedule it so that I could get to people their first day, or first couple of days, because of the people we are hiring...in desperation. Without having a human resources department it was hard. So now I'm trying to come up with a program that each department could do when somebody comes in.

I: So the orientation process is in limbo?
R28: Right, but I think it is in limbo for a good cause. We are trying to move it forward. The system has worked well for some people, but for others we found that they had been here for months before orientation. They may already have ideas in their head that may be off in the wrong direction, and its hard to turn somebody around when they are going in the wrong direction.

I: How long have you worked here?
R28: Slightly over 5 years.

I: How old are you?
R28: 30.

I: In those 5 years what other positions did you have?
R28: I held accounts receivable, night audit, front office supervisor...now I'm food & beverage administrator, so I've had 4 positions.

I: Front office supervisor, is that different from front desk?
R28: Yeah, before (person) was front desk manager there was a slightly different set up. There wasn't the managerial set up...they had a front office manager and a supervisor.

I: The front desk would've come under your jurisdiction then?
R28: Yeah. I'm familiar with everything. Every department...probably the least with housekeeping, but I've been in the hotel industry long enough to know. It comes together.

I: If you can remember back to when you first got hired here, what were your expectations from the WC when you started?
R28: I wasn't familiar with the property. I came in to work nights, it was kinda a second job. My lifestyle needed some more money, so I didn't know what to expect from this type of place. But I was very impressed with the quality and level of professionalism that is generally portrayed by everyone here. So I was impressed, but working nights I did not see a whole lot of people.

I: Now since you've held so many positions... In any of the past positions, or the one you are in now, were you trained? In general what was the extent of the training?

R28: I was trained more in the night auditor, when I was first hired, which was probably the lowest position that I've held since I've been here. I think I was trained more in the lower positions, and less as I moved up the ladder, which I think is understandable. However, I did feel that sometimes I was left out dangling a little bit.

I: Upon moving up?

R28: Yeah, and probably the most was on the last position. The present position that I have I've trained myself, for a combination of reasons. One is the more you move up, the less people there are to train you. The last time I moved up, there were a couple of people that wanted this position and the only person who could really train you was the person leaving the position or that person's boss, that now being my boss the general manager. He doesn't really do a lot of hands on training, that's not his thing, and once you are in that position it really isn't. You kinda train yourself for this position.

I: So there wasn't an out-going manager?

R28: No, he left before anything was ever decided upon.

I: Is that normally the situation? The outgoing would train the person taking over the position?

R28: No, not in the senior manager positions, not always in a lower hourly position either. Its not always a good solution because it may not be the thing on the person's mind, even if they are leaving for a good reason, to better their career somewhere. The last thing that they are concerned about is training that person. Most people... some do a fairly good job about it, but I think a co-worker or a direct supervisor has a lot more at stake for training that person, because you have to work with them from now on.

I: For the upper positions, is the position reformatted so that it is a little bit different?
R28: Sometimes it is reformatted...it was reformatted for me. F&B used to have a director who was in charge of the chef, and the restaurant manager. That was generally a person who had been in the F&B industry for a number of years and was making a very high salary, probably just under the GM. I'm sure that there was a lot of friction between that position and the GM position. He chose me probably because I have good people skills and I could train myself...he knew I could. He knew my hotel background, even though I had not done F&B, but I knew the industry forwards and backwards. I wouldn't want to recommend this position to most people. They would have a difficult time with it.

I: So its not the rule then, that upon somebody leaving there is a change in job descriptions necessarily.

R28: No, its not the rule but it is a good idea, especially if it is a senior manager, to get together and...(person) might get together the management team and say, “Do we want to go in a different direction than we have?” Or sometimes he will make a decision on his own, if he feels that it is not that important to consult others.

I: Could you detail the training for that first position (night audit)?

R28: First position...I worked directly with another night auditor, actually two night auditors were on that team. I was the third person on for a period of two weeks. There was a couple of different areas in that particular job, so I worked one week with one, and with the other in the other area. Then I was put on with the second person, a strong night auditor.

I: So it was about two weeks before you were considered on your own?

R28: Yeah, and I think it was kinda flexible in that position because of the fact that I had done night audit in other hotels, so in actually a week and a half I was on my own. If somebody came in and didn't have the kinda background, we would have the flexibility to train them longer.

I: So if you characterize that training, it would be showing you how to do it and you did it?

R28: Showing it, why its done like that, the results...hands on training. No book training.

I: A lot of shadowing?

R28: A lot of shadowing.

I: You said that from the lower positions up to the higher level, the training got less and less?
R28: I think that it did decrease, and that you are going to find that in most companies.

I: The job that you have now, not so much the WC itself but your day to day functions, what do you like about your particular job?
R28: I like meeting a lot of people. It seems that I have good relationships with most people, my employees, and the rest of the employees in the hotel. I enjoy work generally once I get here. The next hour I don't know what I'll be doing. Its not monotonous, I don't know what I'll be doing tomorrow or the next hour.

I: Is there anything else about the job in particular that you like?
R28: Sure, I get a lot of fringe benefits here. I get to eat for free. I do have a certain amount of authority, which is nice...but I don't know if that is enjoyable.

I: What about your job don't you like, separate of the WC as a place of employment?
R28: Day to day? What do you mean by keeping it separate from the WC?
----What don't I like about my specific job, be it here or someplace else?

I: Yes.
R28: The hours, a lot of hours goes along with this. Maybe that could be something that is here or there.

I: What would the hours be?
R28: I work...it depends how busy you are. I work anywhere from 55 to 65 hours per week. I have one day off a week and that's it. I haven't had two days off in a row, without taking vacation, in three years.

I: How long have you been in your position?
R28: Almost two years.

I: Wow, that's incredible!
R28: The hours are tough...guests...dealing with some of them, some are great. Some days though its just like one after the other are impossible to deal with. I feel like I'm a very good judge of people, and that I make the correct decisions as far as dealing with problems, but anytime that you are dealing with the public you will have difficult days. Seems like the bad ones start out that way and get worse from there.

I: Anything else about the job description itself?
It can be a high level of stress at times when you are into the weekends and its Saturday night and you are always thinking about say...not Saturday night...when I'm not at work...I'm at home, and I'm thinking, "Did I get this done, is everything going to go all right this week?" Sometimes I would like a job where, when its time to go home, I get in the car and forget about it until the next day when I go back in. That's not the case in this position, and it is never going to be the case. I realize that.

I: Now as far as the WC as a place of employment, what do you like about it?
R28: I like about this place? I like generally the people. There's some people that I don't, as you would find anywhere. I like...its kinda hard to put between a like and a dislike.

I: How do you characterize your communication level with your coworkers, the other managers?
R28: Its hit and miss. Certain days its very good and others it isn't. Everybody has their own agenda, their own certain job that they have to get done in their department. Unfortunately, or fortunately, my job description skirts a lot of departments and overlays a lot of different manager positions. I have to deal with the chef, the banquet manager, plus I have my own department to worry about. I find it difficult to get everyone on the same wavelength. You always have two people that want to go this way, and two that want to go that way - - -

(Respondent goes on to explain that he feels that the general manager sometimes doesn't provide enough direction for the management staff, particularly during disagreements between managers. In his opinion, direction is often given only after someone has made a mistake.)

I: How would you characterize your communications level with the general manager.
R28: Pretty good. I think that I have a better communication level with him than any of the other managers. The relationship has grown a little bit - - -

(Respondent goes on to explain that he feels that the general manager should let go of centralized control a little bit more.)

R28: - - - I think that this business has grown so much, and he's been involved with it from the beginning and he's had control over every area. As its growing, its becoming more and more difficult to run it in that almost..."family-owned" style and image. I can see a lot of difficulties in the future.

I: I guess I'm confused, at one point you say it seems like he doesn't give you direction on how to run things and then...
R28: Sometimes I have a hard time figuring out why we do things the way we do. The communication gap sometimes starts at the top. I'm sure it continues with me and other managers, in some ways. If you have a communication problem it starts at the top and multiplies on the way down.

I: So you've mentioned some of the things that you don't like about the WC as a place of employment, communication difficulties...anything else about the WC as a place of employment that you don't like?

R28: I don't believe that...I believe that some of the pay scales are off. My position, I get a decent yearly salary, till I start figuring out by the hour and how many hours they expect out of it. If I go and pick up a bartending job 4 nights of the week, working 30 hours a week, I'd probably make more money. There are many days I walk out the door saying that's what I'm going to do. Then you go home, and I do enjoy the job and title...there's things that go along with that. So fortunately I go home, sleep on it, and I come back to work. Sometimes we get good people and we lose them to other places, especially in the kitchen, because there is a set pay range to work with here. Somebody on the line makes $6-$7 an hour, they won't go any higher than that, while they will pay that person $8 down the road. We should pay them, the good ones, $8 and hour and have two good ones, instead of the four shaky ones we've got now. You could probably figure it out, the numbers work out better that way. And training problems too. I think that's why turnover is so high. This is a high turnover industry, but I think that we could trim it down by being more flexible with our pay scales. I'm not saying that all people need to make more, but certain people should make more. There is an inflexibility with the rates. I can't give my bartenders a pay raise. I've got ones that have been here 6 years and make the same hourly rate as when they first started. My hands are tied, I have not been able to give them a raise. Even if it is a token raise, 5%...a nickel an hour. The entire department, to get that, would cost us $25.00 a week, but in morale, it would boost it up tremendously. (Person’s) answer to that is he'd like to save the money to give to the housekeepers, people who are there making an hourly wage a raise. Great, but I don't see that happening a lot. You give me the one side, that I can't pay a bartender and they do a great job...I can't give them a raise on a review. On the other side though, I don't see anybody in the kitchen making any more money. Different managers make different dollar amounts and everybody knows it. You're not supposed to know, but eventually everyone knows it, or close to it. Some people work 40 hours a week and make "x" dollars, and some work 60 and make the same amount of money and yet the answer is just that's the way it is, tough.
I: Would you say that you are satisfied with your compensation?
R28: Um... for now. But see... for my last review, I got a minimum raise. That just covers costs of living. With the amount of hours I put in, I feel that I’ve learned a lot in the last year and... I’m not doing this to stay level.

I: Do you feel that your employees, in general, are compensated fairly?
R28: No. My employees are compensated mostly through gratuities and they make a good dollar amount. My main bartenders make more money than I do. That's because I give them the good shifts... they are the best that I have. So they make a decent buck, but I wish that there was something that I could do. Certain ones are better than others. Why should someone who can only handle a bar with ten people make the same amount as someone who can handle 100 and knows ten times more then the other one? They are both making the same amount per hour, and one person has been here 6 years! They should make more per hour even if it is a token amount. If you get a review and do a great job, it's my personal opinion... doing a review without being able to give them a raise... I've done two and they say, “I don't even want this review.” That's what people do.

I: How would you characterize your communication level with your staff?
R28: My staff... I think I have a very high level. I've earned their respects by coming in to the F&B area, not having a lot of prior pre-conceived ideas on how it should be run, I came into it and they knew that I was in a new element. They didn't know what to expect and neither did I, so both sides were a little bit tentative. So as I learned it, I valued their opinions. And they value mine.

I: Anything else about the WC that you don't like as a place of employment?
R28: No... I didn't say too many things about what I like here. I do like working here. I enjoy working here and if I was to leave I would miss it dearly, otherwise I wouldn't have stayed here 6 years. But trying to pin-point what it is exactly that I like, its kinda tough. Its kinda a challenge that I like. Kinda like playing a video game that you can never quite get right, but you keep playing it though.

I: Have you ever thought about leaving?
R28: Probably once a week for the last 200 weeks, but I haven't gone through with it. If something came up with more money, maybe I would leave. I haven't had the energy or enough of a desire to leave.

I: Would you say that that would be the only factor for turning your head?
R28: It would be money since this is going to be my career, the hotel industry. I'm still learning here, but I don't foresee a whole lot of movement here. Hopefully we will be expanding and something will happen then. If it doesn't pan out the way I'm hoping it does, maybe that will push me to start looking.

I: Of the things that you said that you liked, what would you say would be the things that keep you here?

R28: Job security and comfort. I'm comfortable here, I fit well with the establishment and the workers.

I: That's not a bad reason.

R28: Yeah, you get comfortable...that's sometimes why you also want to leave. Your comfortable, then all of a sudden you're too comfortable.

I: Of the things that you've mentioned that you don't like about your job or about the WC and how it affects your employees, what would you change?

R28: What would I change here?

I: Yes. Do you feel that they are readily available to change?

R28: Certain things aren't changeable, you've got to deal with people. People are people and there's no way in the world to change that. You've got to either enjoy it or don't. Certain days you have to grin and bear it. Some employees say this on a daily basis and I say, “Maybe this isn't the place for you, try something else.” I think that we've discussed trying to improve our communication here in the hotel.

I: Between management?

R28: Between managers, departments, everywhere.

I: Is there any cross-training say...from the sports club to the kitchen to see what they do, for example?

R28: No, and a lot of that has to do with the money and time. We are so bogged down, especially during the summer, or certain months. We are busy trying to get things done. So many people and parties at the hotel, its booked 5 nights a week.

I: I don't want to get you off track, you were talking about communication? Trying to improve it?
R28: Yeah, that would be one way, a lot of interdepartmental working or cross-training. We do that on occasion, but we should do it more. Also we need to have a little more option with payroll. It costs money (cross-training), you're paying people to be over there (other depts.). If you've got 10 people in your staff, and 2 are in another dept. that means you have 12 on payroll now. Our budgets are set in stone and they don't have cross-training taken in to account. If my allowance payroll goes over, certain people who work here ask why are you over. The brownie points as managers are earned by keeping your payroll, this and that in line. Some of it adversely affects what your goal is. Having regular meetings costs money. They can have me in here as much as they want, but anyone in my dept. I bring in, I've got to pay them for it. Just coming in for these interviews (the study), we are paying the people for these. Each person doesn't sound like much, but if you interview 30 people here, 1 hr each, it does add up.

I: Do you think that the payroll situation, or the compensation problems in the kitchen or elsewhere, are solvable?

R28: Yes. I think it will take biting the bullet and paying extra payroll right off the bat, but in the long run the numbers will go down. If we start paying people...identify who we want and are worth the money, give them that money and get rid of the ones that aren't worth it. We could say, take our 35 people in the kitchen at $6/hr...the problem is that 25 of them are people that you would rather not have, just a warm body. We could do the work we're doing now with those 35 people, with 25 good people total, pay them all better, and keep them. But in the beginning the payroll has to go up to give some people raises. Then you wean as you go.

I: What do you think the origin of that attitude is from? The transience, the payroll thing?

R28: I think that some of it is our accounting, the heavy influence that the controller may have in the hotel. That basically comes from a chain hotel system, "This is your set guidelines, people make this amount in this area, and that amount in that area. That's it, don't go over that." It may also come from the owners, the owner looks through the budgets every year, if we are not in that budget he wants to know why. There is not a lot of variance for each department. They look at it that way. They may not realize how many difficulties that we have here on the line, because they only look at bottom line numbers. Not much I can figure out to change that though, because they have the money and they got it by looking through the numbers.

I: You feel it could be changed though?
R28: It could be moved in a better direction. I don't think it is moving in the right direction now, its moving away from where we want to go. Nothing can change overnight or be perfect...but.

I: To finish up...anything else that you would change? Or could change?
R28: In the hotel in general? I've got a whole list of things, but they are little.

I: Anything that you have contact with, and can speak of first hand?
R28: I guess no. Just increasing the communication level would be the first thing. Giving people more freedom, management more freedom, and the general manager even more freedom to pay people what you think they need and what they are worth.