

Oral History Interview

with

JOY HAYSTEAD

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Portland, Ore.

By Michael R. Adamson

Adamson: Tell me about your background and how you came to be hired by Pankow.

Haystead: My background was secretarial in nature from the time I graduated from high school. I had recently been divorced and decided to change careers or change companies, and went to a head-hunter, employment agency, and interviewed for—at the point I went for my first interview, it was for a receptionist. There was another gal interviewing for subcontract administrator and she wasn't willing to work on Saturdays, and I was willing to work on Saturdays. At that point in the history of the company, the guys worked on Saturdays. They liked to watch football games on Saturdays, too, but they did work. So then I was hired to be the subcontract administrator. That was in 1975, October 6, 1975, that I went to work for the company.

Adamson: Are you from Southern California?

Haystead: No, I was born and raised in Hood River, Oregon, which is sixty miles east of here, on the Columbia River, and graduated in 1961, and moved to Portland after that.

Then lived for a while in Salem, was married in 1965, and in '67, moved to Southern California, while I was married. And then lived almost forty years in Southern California before I retired and moved back to Oregon.

Adamson: You said you had worked for another company before Pankow. Was that a construction company?

Haystead: No, I'd never worked for a construction company before Pankow. In fact, the company I worked for for five years before Pankow was a company called Executone. They did intercom, phone, hospital paging equipment, that kind of thing. So just about every job has been a little bit different, but it's always been in the secretarial field.

Adamson: Before we get into the specifics, I'm going to ask me to give me an overview of your career. You had sent me a paragraph summarizing what you did. So if you can recapitulate that.

Haystead: I started out as the subcontract administrator in the Altadena office. At that point, they had an office in San Francisco and an office in Honolulu. I worked with all the subcontractors on the projects that Altadena managed and ran. I typed all the subcontracts, made sure that all the insurance certificates were in, the bonding was done, and kept that going throughout the project. Then usually typed the owner contracts, too, and this was *typed*, not the computer. These were on the old-fashioned electric

typewriter. I helped when they would put bids together. We didn't bid jobs that much, but when we did, I would help answer phones and take bids and that kind of thing.

I worked with Dean Stephan from day one. He was a project manager when I first went to work for the company. Then when he went into corporate, then I followed him into corporate as his secretary. When Mr. Pankow's secretary retired, then I started working for Mr. Pankow, too, and at a period in there, became what we called the corporate administrative assistant, and worked with Mr. Pankow and Dean Stephan and Tom Verti in the corporate end of the business.

Adamson: By working for Charlie, was he—it's my understanding that he spent a lot of time in San Francisco.

Haystead: He did. He usually was in the office Monday mornings and then would usually fly to San Francisco Monday afternoon. Then he would come back usually Thursday evening, and so he would be in the office on Friday. Before I actually worked directly with him, he was always in the office on Saturdays, too, when they were still working on Saturdays. But then I would do things for him while he was in San Francisco. I would make travel arrangements and hotel arrangements and things like that.

Adamson: You said you moved into corporate with Dean. You just physically—I mean, that's a position, you still physically—

Haystead: That's a position, because Altadena was the home office of the company, as well as being an area office, a regional office. It was the corporate office, and so that's where the corporate people were. There were other people that would be in, say, San Francisco or Honolulu that were the area or region people, but the corporate office was in Altadena.

Adamson: I understand from [son] Steve Pankow that over time they sort of spilled out of one building, and accounting people were across the street, and then they kept running out of space.

Haystead: Yes, and it was really a neat building. It was an old bank building that we were in, and it was really a neat building, but there was only just—in fact, when I first went to work for the company, what we called the third floor was actually, half of it was storage and the other half they leased up. Then as the company started growing, the accounting department took over the third floor, and the project management group moved to what we called the mezzanine, because it was this little catwalk-like around—it was an old bank building, so it was open two floors, two stories. Then it grew some more, so accounting—we leased a building across the street that had been a travel agency and something else. I forget what else it was. Then part of our project management group and corporate went to the third floor. So we really kind of moved all over the place. And then when we really started growing, accounting moved to an office in Pasadena, before the rest of the office moved. Then leased space in another building in Pasadena.

Adamson: So when you finished up, you were in the current Pasadena office?

Haystead: Yes. Right. The one that Rik [Kunnath] is in.

Adamson: At that point, because Dean had left and Charlie was gone, so you were—  
what were you doing at that point?

Haystead: At that point, then, I was working for Rik and Tom and doing some work for the CFO, working for the marketing, the safety and operations that were all corporate end of it.

Adamson: So tell me about Charlie Pankow and what it was like to work for him.

Haystead: He was a different type of gentleman, not in a bad way. Very—I was going to say innovative. He liked doing things different than everybody else did them. But he was of the old school, so I had to take dictation, because he didn't like to write out his own letters. The other guys would write out their letters and then I'd type them. So I got to work and read handwriting pretty well. But he dictated, and that was always interesting, because I hadn't really used shorthand that much, so that became very interesting, trying to take shorthand as he's talking fast.

He was very forward-thinking in what he wanted to do with the company, but you felt like you mattered to him, that he cared about you and he cared a lot about the

company. But you felt like he really did care about you as a person and wanted you to be part of his company. I hadn't always felt that way in other jobs, but that's how you felt when you worked for him.

Yes, if you screwed up, you heard about it. As we used to say, he would give you enough rope to hang yourself. So he didn't just follow you all along and look over your shoulder the whole time, but he let people do their thing and what they were good at. I always felt comfortable working for him.

Adamson: Since you worked for Dean Stephan directly, I ask the same question about working for Dean and what it was like working for him.

Haystead: I enjoyed working for Dean. Dean was a good friend. I became friends with—well, I basically became friends with everybody in the company, but Dean wasn't just a boss; he was a good friend. He brought about a lot of changes, or quite a few changes within the structure of the company in how we did things, bringing them more in line with what needed to be done. It wasn't so loosey-goosey. That's not quite—maybe not the right word to use. But the way we did things before, it wasn't, "This is the way you have to do them," because of corporate, government guidelines of how to do things. They weren't always done that way.

So when Dean became president of the company, he brought in those kinds of things, you know, changes that would make things more logical in how they were done and able to follow tracks, you know, not leave things undone. He liked for people to show their talents and to do things. He would give you opportunities to do things that

you maybe didn't think you could do, and maybe you found out later you couldn't, but maybe you found out you could. He was the type of person that would let you do extra things and go different ways in your job that you hadn't thought about doing.

Adamson: That brings up a question. When you joined, did you have a job description?

Haystead: It was probably more of a title than a job description. But in a way, it was a job description because I knew that I would be working with all the subcontractors and material suppliers on the jobs, by phone, by letter, by whatever. But I don't think we had job descriptions like they do now and like we did by the time I left the company. That was brought in more when we actually established a human resources department.

Before, you were hired as such, and you did whatever. I did whatever needed to be done, and that's always been the way I've worked, anyway. So if somebody needed something over here, well, I did it, whether it was my job or not.

Adamson: Do you know what year human resources was established as a department?

Haystead: I cannot remember the year. I'm really bad at years.

Adamson: Was it under Dean or Rik? Because I know Rik and Dean both talked about formalizing accounting systems and estimating systems.

Haystead: I think it might have started to come into being when Dean was still there. I'm trying to remember. I think it was established as a definite "This is" after Rik and Tom took over, because before that, it was pretty much just whatever department that needed people would do the hiring and do the—can't think of the word I was going to use. Looking for people.

Adamson: Were you getting annual reviews before they established a human resources department?

Haystead: No. No, not really. You knew if you didn't get a raise you weren't doing a good job. But no, we really didn't have reviews. After we established a human resources department, that came in then.

Adamson: Well, obviously in your case because you stayed till you retired, but without naming names, were there staff people who got off track and they just ended up leaving the company because they didn't get enough feedback in the sort of human resources sense that they might have?

Haystead: You know, I'm not sure. Probably. There were probably some. The ones that I can really think of that left the company, some of them wanted to start their own companies. Of secretarial-type people, there wasn't a lot of room for advancement because we basically were a small company operating as a large company, and so there wasn't room. There weren't that many positions to move to. So some people left

because of that. I suppose there were people who left because they weren't getting feedback, but I don't think there were that many.

Adamson: Overall, the turnover seems to be low among the engineers and the managers. Secretaries and those staff, how was turnover among them?

Haystead: I would say it was normal. There are some that are still there that were there when I was there. I had been there the longest of female staff, but there were others that have been there almost as long as I had been there. But the engineering staff, yes, they definitely did.

When I went to work for the company, the company was like a little family. It was a very family feeling. You cared about each other. You watched out for each other. You socialized outside of the office. And we tried to get the best people we could get, and then they were trained in the way that Pankow does business, and they tended to stay. They were good to us. So when you get a company that's good to you, unless you get crossways with somebody, you're probably going to stay. And obviously personalities don't always click, but I think that the turnover in the secretarial/accounting staff was probably normal. The thing I used to tell people with the company, especially with our engineers and up, just because we didn't have work, we didn't let them go. They didn't hire, hire, hire, and then when the jobs quit, then go, "Sorry." We kept our people so that we kept the good ones.

Adamson: Fair enough. Back to my list here: How did Pankow Company reflect Charlie's personality, do you think?

Haystead: Innovative. The old school of doing your best, doing what needed to be done, no matter what. Even if it might not be your job to do such and such, you did it to get the job done. I think that was his philosophy through life. And so, in that respect, that's how the company operated.

Adamson: If someone would show up, could you tell if they were going to be a Pankow person or not in the long term?

Haystead: You know, you really could. The way we used to be able to tell that was if they were hired out of college or if they came from another company. If they came from another company, probably they weren't going to last, because they had their own thinking and their own way of doing things, and they didn't always like to do it the Pankow way. But if they came out of college, they were trained in the Pankow way. So in that respect, yes.

Adamson: Can you give me a sense of what people outside the company, owners, architects, engineers and so forth, thought of Mr. Pankow and the company in general, giving an example of somebody who—

Haystead: He was held in very high regard, and the company, too. To me, it would be the repeat clients that we had, the owners that kept coming back. Winmar was one of the companies that we did work for for years. Any project they had, we did it. There were certain architects and engineers that we always used, and they became friends of the company and Mr. Pankow and people within the company, not just as an architect or an engineer; they were friends of the company.

In later years, say the last five years that I worked for the company, and probably nowadays, there's not that same loyalty within—they just go to whoever they think might do whatever. That's not quite the right way to say it, but the loyalty isn't there anymore like it used to be. In the industry, the concrete industry, the construction industry, Mr. Pankow was known as being very innovative and was held in very high regard.

Adamson: In talking to owners, architects, engineers, Art Love, an architect talked about having a meeting in the Altadena office, but was that often the case that they would come through the Altadena office, owners, architects, engineers, or typically you wouldn't see them necessarily?

Haystead: I didn't always see them. They did sometimes. Winmar came because they were based in Seattle, so a lot of times when we were finalizing a contract and a project, they might come into the office. A lot of times our guys went out to other offices.

Architects and engineers, they came in quite frequently when we were first working on a project. You know, they would come in. It probably happened more in Pasadena

because we had the office space, the conference room space, that we didn't always have in Altadena.

Adamson: In your view, from your perspective, what changed the most in the company over your time there?

Haystead: I was thinking about that, and part of it was the family feeling because we always tried to keep that going, that small family feeling, and as we got larger, that became almost next to impossible to do. So that was something that was hard to see let go, because it then became just another company, it felt like sometimes, because everybody was going their own separate ways, even though it was still there with some people, but not a large group of people.

Probably just in trying to streamline things in the office. Say, for instance, bringing in human resources, bringing in more of a business development person—

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Haystead: The human resources department, that was a biggie. The marketing, that was an interesting—when we actually started having a marketing person, because if they came, some of them, when they would come from other companies, it was like they knew better how to market the company.

[recorder turned off]

Adamson: Marketing.

Haystead: They always felt like they knew more or better how to market the company, than, say, Dean or Tom or Mr. Pankow. So some of them didn't last very long. But that was a big change. Then when we brought in [Renate Kofahl], who does PR and marketing, we had a few before that, but she has been the one that really fit into the structure of the company and seemed to know how to work with everyone. Some of the others, I don't know if they felt like they were above some people or what it was. But she's really fit in and really become a part of the company, and people respect her in the company.

Some of accounting, that changed. That was a big change, too, for the company, but a good, positive change. And Kim Petersen has really been a big part of that, a huge part of that. When he came on board and when Tim Murphy came on board, that really made a positive change in the company and in the accounting department. That was a blessing for the company and for the people that worked in accounting, because they worked as a really good team and they built people up. It was positive, very positive. So those were some of the big changes.

Adamson: Do you recall when they actually made a vice president of marketing? The only name I know of in that position is Todd Whitlock, but I don't know when he started. I know he left. But I don't know if he was the first one or not.

Haystead: I'm trying to remember if he was the first VP of marketing. I do remember another VP of business development, I think. I think. I can see the man, and I can't think of his name. [It was Joe Wilford.]

Adamson: That's one of those things you can add to the transcript when you remember.

Haystead: *If* I remember. Yes, Todd was the first VP of marketing and business development and he did some good. I had a hard time working with him. We'll leave it at that.

Adamson: Were they already experimenting with a computer when you showed up? When did they acquire their first computer?

Haystead: Oh my, the first computer. It was after I came to work for the company. When was it? I think it was after Kim [who started in 1983]. No, it wasn't after Kim. It was when the accounting department moved to the third floor, they got the computer, so that was probably—I always try and think of it, what was it, five years after I started with the company? Or ten, or, you know. Because Gaylin Roeters was the first person that we hired. She started with the computer, if I remember right. And it was a huge, big computer. I think she's been with the company about twenty years, approximately, maybe a little bit more than twenty. Yes, so we weren't on computer when I went to work for the company.

Adamson: How long did they keep the typewriters around?

Haystead: Well, actually, I had a typewriter until I left, because there were some things, some forms that you just couldn't do on the computer. You had to do them on the typewriter. So I still had a typewriter. I had probably been with the company maybe five years of so before we got the first computers and started doing our pay requests on computer, on Lotus. That was interesting. About five years or so after I went to work for the company. That was interesting. Now when you think about it, you know, it's like, man, how did we—you know, I typed all of my letters, with carbons. All of the contracts were typewritten.

Adamson: I know it's only been within the last five years that a lot of the forms that you would have to type are actually online, that you can fill out online. So that's a twenty-first-century invention.

Haystead: Right. Yes, I used to fix it, or try and fix it on the computer and line it up so that I could then feed the form in and do it on the computer. I used to do that once in a while. But that was hard. Sometimes that was harder, or longer to do than just to type it.

Adamson: You mentioned Charlie dictating, and it brought to mind, there wasn't a 1920s Dictaphone lying around that he could just talk into and then give you the rough draft?

Haystead: It was interesting because I did that with some things, but with him, for some reason, I didn't. But what I would do was as soon as he finished dictation, I'd go out and type it before I'd forget what I'd—you know. Then when I'd have holes, I'd leave blanks, and then he would fill them in. Double-spaced, so that he could—and then he'd fill in. One of the gals that would take over for me when I was on vacation, she used a Dictaphone, a little Dictaphone, and I had a big Dictaphone. He didn't like doing Dictaphone. Some of the other guys would use it, but he didn't like to. So I didn't do that.

Adamson: You talk about working in the corporate office. You also talked about arranging offsite events such as the annual meeting. Were you not only an event planner, but did you go to the offsite meetings or events and have to—

Haystead: No, I didn't. Not until I became a unit holder, and then I went to some of them, at the end. No, I planned them from the office by phone and fax or whatever. I did all of the planning that way. Then the guys who would be in charge of the annual meeting, they would then be on site for the meeting. When they were in L.A., in the L.A. area, I would obviously plan the meeting with the hotel directly. And then usually, when they were in San Francisco area or in Honolulu, that office staff would do the majority of the planning, with my input. We usually did what we called the annual meeting book, in Altadena, so I would usually take care of doing that. But when it was in their office, their area, they would do the majority of the planning. Except for Honolulu. Honolulu usually

booked their own hotel, but when it was on the mainland, I would work with the hotel, still, and book it.

Adamson: You mentioned the family atmosphere and socializing when you started. Was this informal, after-work kind of stuff, or were there planned events that were not so elaborate as the annual meeting or Christmas parties or those sorts of things?

Haystead: When I first went to work for the company, it was just more maybe three or four of us would go out after work or something like that. But then there was always the Christmas party. Probably after about ten years, we started having a picnic in the summer that I would help put together. But it was mainly the Christmas lunch. We did a Christmas lunch that was just for the office staff, and then we did a Christmas dinner that was all the local employees and their spouses or dates, whatever. I would work with Mrs. Pankow on the Christmas dinner, because for a long time it was in their home, until we got too big to have it in their home. Then we did it like at a hotel or a country club or something like that. And the Christmas lunch, I would contact the restaurant or whatever and set it up and work with them on that.

Adamson: You just mentioned being a unit holder. I assume that was with the reorganization in '86, or is that something that in your case predated—

Haystead: No, it didn't predate. That was one of those things, the old school. In fact, when did I become a unit holder? Mine dated back to—I didn't become a unit holder

when they first reorganized to the partnerships; it was later. It was kind of like, what do we do with somebody who's been with the company so long now? It benefited other women, but—

Adamson: That was your profit sharing? Or the profit sharing was something else?

Haystead: Profit sharing was something else. That was different, yes. Profit sharing was from the beginning.

Adamson: Your CV, your description that you sent me listed things that you did, but if you take just a project, any project as an illustration, if you bundled all of these things up that are project-specific and working with a project manager, can you kind of just give me a case of what all you would do for a particular project manager on a particular project?

Haystead: That was when I first went to work for the company. So basically, Dean Stephan was the one that I worked with the most in that regard. And so it was typing up all of the subcontracts that went—and when I first went to work for the company, there was probably a drawer, one drawer, file drawer, maybe not even a full file drawer per job. But when I left, there were probably four or five or six drawers for projects.

So I would type the subcontracts and send them out for signature, making sure they came back signed. Then we signed them and sent them back out. Getting all of the insurance certificates from the suppliers, from the subcontractors and suppliers, the

vendors. A certain dollar amount and over, they were required to have a performance and payment bond, which I would type up and send out to them, making sure they came back. Keeping the filing up for those projects. Following up for anything that needed to be in the file on the job. Correspondence with them, change orders to the subcontract, typing of all that. That was it, I think.

Adamson: How many office assistants were there when you joined?

Haystead: When I came to work for the company, there was a receptionist and Mr. Pankow's secretary and myself and four women in accounting. One was the secretary of the accounting department and three bookkeepers. That was it when I went to work for the company. When I left, there was a receptionist and myself and two people that did subcontracts, that type of work, and then there was two or three in the Special Projects office, which was part of the Pasadena office. Then there were probably eight to ten in accounting, or more. I'm trying to remember. I was seeing it in my head and counting. Sometimes that would go less, sometimes they might increase. That was about what it was like.

Adamson: When did they hire a woman who was an engineer or a professional staff person?

Haystead: Before I left, Emily was the first one.

Adamson: Emily?

Haystead: Emily O'Connor? No, that's not her right last name. I can't think of her last name all of a sudden. Here again, I can see her. I can see her in front of my face.<sup>1</sup>

Adamson: What year, approximately, would she have been hired?

Haystead: Let's see. I'm thinking that maybe she'd gotten her ten-year award by the time—so I left in 2006. She might have even gotten her fifteen. I would say the mid-nineties.

Adamson: Were women recruited who didn't take the job?

Haystead: For a long time, no, but then women started becoming the top in their class, and we always recruited from the top of the class. When they started being up there, then we started to recruit. I'm trying to remember if we tried to get some that didn't come to work for the company. Because we recruited at Purdue, and people knew Pankow at Purdue, and a lot of the professors we were friends with and knew us, like, for instance, Bob Tener when he was there. That's where Mr. Pankow had gone. And then Stanford, we recruited from there, and they knew us. I can't remember, even though I did all the offer letters. Brain overload. I'm not real good at remembering some of the things.

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<sup>1</sup> Emily Nochez, at this time a project sponsor in the Pasadena office.

Adamson: I'll give you an example. I worked for Arthur Andersen right out of business school. Well, this was race, not gender. I asked a partner why we were all white, basically. His answer which, you can take or leave, was, "The really good African Americans would never work for us because we don't pay them well enough. They can always do better somewhere else." So I guess the thing in the back of my mind is, I guess the question is, did they recruit women or they weren't able to attract them even if they recruited them?

Haystead: I don't think we recruited.

Adamson: Okay. Fair enough. You mentioned that you took minutes for the Development Committee, and I know development was Charlie and Russ [Osterman], Charlie and George [Hutton], their projects. But as I understand it, corporate still had to do things for them, even though they were not technically the construction company.

Haystead: Yes. More of when I did develop these minutes was more after Mr. Pankow was out of the day-to-day-to-day-to-day, because we didn't use to have committees like that. Then they started having a committee for recruiting where they would talk about recruiting and what needs did they have. I was trying to remember the Development Committee. It was more toward the last few years that we did the Development Committee. That was—I can't remember now. I remember getting more involved in the recruiting part. That was a more active committee. We got where we did them by video conference. There was somebody from Mid-State, from the Bay Area, from Honolulu,

from Altadena, from Special Projects in the construction company. So they were more concerned with the job fairs. What job fairs are we going to go to? Who's going to go? How many does each office need? How many people do we need to recruit to get what we need? And what schools are we going to go to? So that committee was probably the most active committee that I took minutes for.

Adamson: Talk about Charlie's becoming less and less involved in the day-to-day activities, when that was, what did he stop doing, and sort of the process of his stepping back.

Haystead: It was probably after Dean became president of the company, and not necessarily right away. Everything still went through him. He still basically had final say, and I think he still did up until he passed away. But it wasn't like—how do I explain? He wasn't there every day. He didn't go into the office every day in San Francisco. So he allowed the guys to do as they saw fit, but he still had input. I think it was kind of a gradual thing, him pulling back, and I think it was as he got—after he finished up his stint as president of the American Concrete Institute, they have like, I think it's a three-year commitment as a past president on the board. As he got older, he began to let the guys do more and be more responsible for. I think it was more gradual than anything, than just an okay, boom.

Adamson: "I'm retiring," or, "I'm quitting."

Haystead: Right. Because he didn't ever really quit.

Adamson: Right.

Haystead: Even though he wasn't as involved in all of the day-to-day, he would come in the office when he was in town. He would be there for a few hours or maybe all day, if he happened to be in town. So I think it was more gradual. I think as he began to realize that the guys knew what they were doing, he could trust them to carry on his philosophy for the company. Because it carried his name. So it wasn't a big, you know, "Okay, here we are." He was always there, even though he was in the background. Does that kind of answer?

Adamson: Yes. I was just trying to get a sense of the timing of that, and you mentioned Dean becoming president. That's a good point. Did you ever have anything to do with Charlie Pankow and his art collecting?

Haystead: No, not really, other than booking his travel for when he went places. The only time that anything ever came into the Altadena office was if it was for his home in Southern California, because someone wasn't always home to accept the shipments, so they would come into the Altadena office, then we'd get them up to the house or whatever. So that's basically the only way we got involved in his artwork. That was more in the Bay Area. Once Judy [Vawter] started working for him, she took care of

most of the artwork. When he would do traveling, he'd have things shipped to the office, but that was basically it.

Adamson: Over time, was there a period of increased time traveling for artwork and then it peaked and then he'd collected all that he was collecting or traveled all that he—I mean, was there a time when he stopped traveling so much, or did you get a sense of when he was doing that?

Haystead: Well, I think he loved to travel. I think he'd rather travel than stay home. And he was always—anytime he traveled, he was always buying. That didn't ever quit, but when his health began to go down, he didn't travel as much. And I think that that's probably when the amount of buying probably diminished, too, because he pretty much had just about everything you could buy.

Adamson: I was going to say, the house was filled up.

Haystead: Yes.

Adamson: And according to Judy, he didn't really sell much before he—

Haystead: No, he didn't.

Adamson: Or if anything.

Haystead: No.

Adamson: If I understand what you said earlier, you did start attending the annual meetings at some point.

Haystead: Yes.

Adamson: Is there anything that stands out from those annual meetings, their significance or what they did or what they impressed upon you?

Haystead: No, I think that mainly what the annual meeting did was it got people together. We always had a theme for it, and we would usually have speakers come. But, say, for the luncheons, we'd always have a motivational speaker on Saturday when it was the three days. On Friday would be someone who was in some part in the industry that would speak to the attendees. It was trying to—they would obviously—obviously isn't probably the right word to use. But they would talk about the projects that were ongoing or in the middle of. They would talk about what they could do better, things that they could do differently on a project.

The big ones, in the beginning, on Friday night, we had a big cocktail party that all the owners and architects, bankers, engineers, subcontractors were invited to. And that was always a biggie to get together with them. And that was kind of a PR thing, too.

When we quit doing it for a period of time, people really missed it, because even though it cost a lot of money to put them on, it was the one time when everybody was together as a group, and that was really important because we worked all over the United States. So we could have projects going in Hawaii, but nobody really knew them unless they happened to work in Altadena and they got transferred to Hawaii. You didn't know those people. So that was the one time when everybody could get together and have fun. I think people have missed that some, even though it's been a good thing not to have the big huge things more often than every five years. I think they're still doing that.

The Saturday, you still had your technical sessions, but when it was, say in L.A., all the office personnel got to come for the Saturday lunch and be with people that they talked to on the phone, or whatever, and see people. Then on Sundays, when I first went to work for the company, they would do a job tour of one or two jobs in the area where the annual meeting was. So that was a way for them to see what was actually happening on somebody else's project. I think that the biggie meetings are really a thing of the past, because you need to spend your money elsewhere. But I think that was the main thing, was getting people together as a company.

Adamson: I wrote this question down, and it strikes me that I haven't asked anyone about this, but when a Pankow building opened, was there anything akin to a movie premiere? Was there usually some sort of event associated with it, or was it just more of a low-key, "Here's the keys," or whatever?

Haystead: It was really pretty low-key. I didn't go to that many. I did go to the one at Paseo Colorado in Pasadena, when that opened, and that was a little bit more of a—it wasn't a premiere, but it was pretty high up there. It partly depended on the owner and what they did and what they wanted done. For the company as such, it was just, it's done. When they topped out, they would usually have a barbeque or something like that.

Adamson: I'm thinking of the MTA and MWD buildings, where they were public agencies. I'm sure those agencies would have tooted their own horn kind of thing.

Haystead: Yes.

Adamson: So would Pankow have been involved in that?

Haystead: Yes. They would have acknowledged us. We would have been there. We would have helped put it together. But, yes, you're right, there would be MTA, MWD, even Paseo Colorado. The owners, they're the ones; they would get the bulk of the PR.

Adamson: Do you have a favorite Pankow building?

Haystead: When I saw that question, I was thinking, do I really?

Adamson: I always think of the Pankow City.

Haystead: Pankow City. That is cool. That's a really cool thing. The one that comes to mind was Waikiki Landmark, and that's because it's so distinctive and so different. I think of that one.

Adamson: Did you ever go to Hawaii on business for Pankow?

Haystead: I went one time when my son was in the Navy.

[recorder turned off]

Adamson: You've already mentioned that Mr. Pankow never really retired and that you started working for Dean when he was president. But were you still doing things for Mr. Pankow?

Haystead: Yes, yes. When Mr. Pankow's secretary retired, I started working for Mr. Pankow, and basically, I worked for him until the day he passed away. Though there wasn't that much company, I still did most of his travel, except Judy did some toward the end when they would do their big trips. But I always took care of his travel between here and the Bay Area, and Hawaii and things like that. So I basically worked for him until he passed away. While I was working for Dean, I was working also for the marketing department and things like that. Then when Tom became president, I worked for Tom, and then worked with Rik and the safety director and the operations. I didn't ever work just for one person when I was working for the company.

Adamson: As the company got larger, were there more than one of you? Were there two people with the same position?

Haystead: Not really. The Hawaii office and the San Francisco office had an administrative assistant that was kind of like the area office manager in those areas, and so that they were kind of like a counterpart of me. But when I became the corporate administrative assistant, I was the only one who had that title and that did that type of work. Since I've left, they've kind of dispersed it around.

Adamson: You said you were working for Dean. There wasn't the equivalent person working for Brad [Inman] and George [Hutton]?

Haystead: Yes, there was. They worked as like the area office manager as well as their secretary. In other words, they had people under them that were doing the subcontracts and kind of oversaw the offices in those two places.

Adamson: Now Rik has Kathleen. Rik Kunnath. I don't know how long she's been there.

Haystead: That name doesn't—I don't know. I think whoever took my place in Pasadena, when he's at Pasadena, she works for him, too, I think, unless they've changed that. They could have changed that.

Adamson: I think since Charlie passed, a lot of things have changed. The company has gotten bigger, but just in how to manage a partnership. There's more systems in place as well. But I think that started in the '90s.

Haystead: Rik didn't really have anyone in the Bay Area that worked for him directly when I was still with the company. I did almost all of his work, even when he was in the Bay Area. Then there was a gal—they had one or two that they didn't work out.

Adamson: What comes to your mind if you think about the significance of Pankow as a company?

Haystead: When I looked at that question, my first word was innovation, innovation in trying to find new ways to do things, better ways, faster ways. I think that's the biggie, was doing it bigger and better. Innovation.

Adamson: I don't know if you can make this comparison, since you didn't come from another construction company, but did you get a sense of how Pankow stood apart as a construction company from other construction companies, or was that something that you wouldn't really be exposed to?

Haystead: I probably wasn't really exposed to it except in conversations when we were all sitting around shooting the breeze. I think that Pankow was unique in the way they

did business. For one thing, we did design/build, and some companies will say they do design/build, but they don't really. In that respect we were different. And the fact that we retained our employees was different than a lot of construction companies. A lot of construction companies would, like I said before, would hire and then let go, hire and let go. We tended to keep our people. Between projects, we'd bring them in the offices to work on new business. So that we didn't just let people go; we retained them. I remember head-hunters talking about the fact that that was so different from other construction companies.

Adamson: One of the things—well, it's a recent thing, but with Mid-State, for instance, they're now the ones—the concrete yard—and I forget who told me, maybe Joe Sanders, said that Pankow therefore doesn't do as much self-performed work as they may have done in the seventies and eighties. Did you get that sense over time?

Haystead: Yes. I think once Mid-State really—yes, because we used to do all of our own concrete. So when somebody would ask me about it, I would say we would subcontract out, say, 90 percent. The concrete work we always did ourselves, and we would usually set up a yard somewhere nearby where we could do all of our own pre-casts and everything. So that has changed with Mid-State.

Adamson: This is a question that I didn't put on your list, but I've asked it of people. Is there a particular anecdote about Charlie Pankow that you can recall that sort of illustrates the sort of person he was?

Haystead: You should have put it on my list so I could have thought about it. [laughs]

Adamson: Something he did or something that stands out as illustrative of some aspect of him that—we can come back to that.

Haystead: I can't think of anything off the top.

Adamson: Fair enough. I have one more on my list, so you'll have to think of it. So, if you just generalize, what are your fondest memories of working for Pankow? What would they be?

Haystead: I think the people, the family feeling that was there. When I was hired, it was at a difficult time in my life, and I felt like they cared. And I felt like that till the day I retired, that they cared about me, that I was important to them. I would think everybody who works for the company, or has for any length of time, feels the same way, that it's not just a job, that you liked going to work, you liked working with the people you worked with. The people that were in management, you respected them, and they were respected in the industry.

Adamson: This sparks one more question. Before you were hired, did you take over tasks that the engineers or professional people had been doing?

Haystead: No.

Adamson: Was your hiring part of a sort of division of labor?

Haystead: No. There had been another gal who did what I did, who left the company. So I was being hired to take someone else's place. There was no division of labor.

Adamson: If you went back to the actual start of the company, I guess—

Haystead: Sixty-three.

Adamson: I guess Doris [Pankow] was the only secretarial staff.

Haystead: In the very, very beginning. In the very, very beginning, yes.

Adamson: Is there any other aspect of your job that we haven't spoken to that you did or that adds to your contribution, or that you want to talk about?

Haystead: I think the fact of people having longevity of the company. I kind of grew up with the company. So you knew things, you knew people that if you just came and went, you wouldn't know. I always felt that I had a lot to offer in the fact that I remembered things and knew things from the past. As we grew, it didn't get lost; it was there. I think it's been a little bit hard for them. They haven't found somebody who has that

knowledge. But that's the thing with working for someone for thirty-one years; you know the company. The company wasn't that old when I went to work for them. All the changes and things that I went through with everybody else, and the growth, it was neat. It was a very good time in my life.

Adamson: The flip side of recruiting, when people left did you keep track of them? Do you have this Pankow alumni network?

Haystead: Not really. Some, I did. And a lot of the guys would keep in touch with other guys. There was two or three of the accounting, secretarial staff, that we would get together once in a while, yes, not a lot, but once in a while.

Adamson: There wasn't a formal task of the Recruiting Committee, on the other side of—I guess not that many people did leave. I'm just thinking of the accounting analogy where so many people leave that even if you leave, you're sort of an ambassador, possibly, because a lot of people leave and go to clients and they want to make sure you stay on good terms with the alumni. But I guess the company wasn't large enough and there weren't that many people leaving.

For instance, would there be events where people who had worked for the company would actually show up?

Haystead: Not really. I'm trying to think if—well, like when Dean Stephan retired, there were probably people who had left the company that we invited back for something like that, but other than that, no.

Adamson: Well, that's all I have. I thank you for your time and making the trip.

Haystead: Thank you.

Adamson: And your contribution to the project.

Haystead: I hope it's worth it.

[End of Interview]