



Marriott Hotels and Resorts – Australia



Marriott International, Inc. is a leading hospitality company with 19 hotel brands and associates at more than 3,800 managed and franchised properties around the world. The organisation prides itself on its enduring values, spirit to serve, and commitment to creating better places to live and work.

Marriott Hotels and Resorts – Australia was named Aon Hewitt Best of the Best in 2013.



What you can learn from Marriott Hotels and Resorts – Australia

- Engagement and brand are inextricably linked
- Refine and perfect your talent management frameworks
- Use the great success stories of your organisation

Engagement and brand are inextricably linked

Being in a service industry, Marriott understands that high employee engagement has a ripple effect on business results and brand reputation. The organisation follows the belief that if ‘leaders look after the associates, they will look after the customers and business will take care of itself’.

This ‘people first’ philosophy is reflected in the day-to-day interactions between leaders, managers and associates at all levels. To ensure that it translates into guest experiences, the HR and operations functions partner closely. This alignment means that the right talent are hired, trained and engaged to deliver a consistent service experience to guests every time they visit a Marriott hotel. The staff service metric on the guest satisfaction survey is a shared goal between HR and operations, to ensure that there is joint accountability for the delivery of exceptional service to customers through its people.

Succession planning also takes into account the ability of an engaged employee to embody brand identity and instil the Marriott culture in hotels. Potential General Managers for hotels are identified several years out and nurtured over time to prepare for the role.

One guest comments: “The way in which they treat the staff, and the way in which the staff treat the guests make it an experience that you want to come back to.”



“Success is never final and we never stop searching for inventive ways to serve our customers, provide opportunities to our associates and grow our business... Engagement is not a one time event.”

Neeraj Chadha
Multi Property Vice President Australia,
Marriott International





Refine and perfect your talent management frameworks

Marriott as a global organisation has many frameworks in place to ensure a consistently positive experience for associates. These are tailored to align with the specific requirements of different regions but on the whole, map out a journey for all associates on a global level.

At the recruitment stage, the organisation hires on attitude. The process can include up to three interactions and assesses at a group and individual level. Throughout the associate's tenure, Marriott provides comprehensive support frameworks to ensure that associates can articulate their career and life goals, and that they are supported to achieve them. To enable development, managers are offered 40 hours of training on an annual basis and non-management associates are offered 25 hours. These opportunities include skills, leadership and customer service training as well as mentorship and accountability on the part of managers, to help their direct reports drive the achievement of goals.

Marriott also has a strong focus on the Human Capital Review process, which helps the organisation to ensure it has the leadership talent pipeline to staff its hotels and accommodate for its ambitious growth targets.

Even beyond employment, Marriott maintains relationships with its former associates, celebrating their successes and using their feedback to continuously improve.



57%

of **management positions** are filled internally

High engagement has coincided with:



Use the great success stories of your organisation

Marriott is strongly focussed on providing long term career opportunities for its associates. It is particularly good at exemplifying the opportunities available to associates through the promotion of real-life success stories. For example, the Area Director of Human Resources in Australia started out as a banquet attendant, then joined a graduate program where she became a HR officer, and today is the Area Director of Human Resources for Australia, Indonesia, Malaysia and Singapore.

Stories like this are invaluable in attracting, engaging and retaining great talent, and Marriott captures the essence of these when designing and promoting development programs. The organisation's graduate program 'Voyage' fast tracks graduates into entry management positions through a highly structured and robust 18 month program. Marriott is currently reaching out to Australian universities in an effort to help students to better understand the hospitality industry and see it as a long term career option.