Staffing for Success: Your Post Recession Workforce

Claye Atcheson, Vice President, Marriott Golf
Kevin Neal, CGCS, Director of Operations Improvement and Southwest Area Director, ValleyCrest Golf Maintenance
Chuck Simikian, Director of Human Resources, Nickelodeon Suites Resort
Lyne Tumlinson, Team Leadership Coach, Lift Team Coaching

Presenting Sponsors:
Success through associate engagement

- Company Culture
- Engagement Practices
  - Goal setting, action plans, survey
- Service
Company Culture

- What is important / how do you act / what do you stand for

Marriott’s Core Values

- Put People First
- Pursue Excellence
- Embrace Change
- Act with Integrity
- Serve our World
Engagement of associates

Collaboration creates focused commitment to a common goal

Goals:

- Breakthrough Leadership Training
  - 4 Disciplines of Execution – Franklin Covey

- Wildly Important Goal (WIG)
  - Customer Service / Rounds / Profitability

- Daily Lead Measures
  - Activities continue until they become habits

- Managers have weekly commitments

- WIG boards
  - Winning or losing
  - Gauge the level of commitment

What gets measured gets done!
Engagement of associates

Embracing change / developing action plan

- Form of brain storming – brain mapping
- Participation very inclusive – all generations & areas of the club
- Membership programs, rounds of golf, promotions, value ads, technology
- Vote on the ideas
- Develop action plan with responsibilities
Engagement of associates

Engagement Survey

Opportunity to speak freely

Anonymous

Leader’s ratings and compensation
Service

Everyone has a customer they need to serve

If you are not directly serving the customer you need to be serving someone who is

“If you take care of your associates, they will take care of the guests, and the guests will come back.” – J.W. Marriott, Sr.
Success through associate engagement

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Staffing for Success

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Golf Course Maintenance
New Profile: Specialist
Why Specialists?
Best Jobs?
Specific Tasks
Why Part Time?
How do you hire specialists?
List of shifts

**TASK LIST**

- **GREENS MOW**: 1 person, 5AM-9AM, Monday - Sunday
- **BUNKER RAKING**: 1 person, 5AM-9:30AM, Tues, Thurs, Sat, Sun
- **Tee Mowing**: 2 ppl, 5AM - 8:30AM, Mon, Wed, Fri
- **Fwy Mowing**: 2 ppl, 5AM - 10AM, Mon, Wed, Fri
- **STTP**:
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Activity List

Exact Job Tasks

• Check machine fluids
• Check safety items
• Machine operation
• Routing of task
• Cleanup, Etc.
Compensation
Create Large Applicant Pool
Running a Help Wanted Ad
PART TIME Responsible people needed to fill AM/PM shifts at local golf course. Training available. Call xxx-xxx-xxxx.
Screening the Applicants
The Call Back
Basic Training  Specialized Training
Basic Training
Specialized Training

B. RIDING

1. Fuel compatible before beginning operation
   Llene el combustible compatible antes de comenzar la operación
2. Use clean fuel and funnel for filling gas tanks
   Utilice combustible limpio y embúsculo para llenar en tanques de gasolina
3. Understands correct fuel type – regular gasoline
   Entiende y utiliza el tipo de combustible correcto – gasolina regular
4. Does not refill over planted surfaclce
   No reabastece de combustible sobre las superficies plantadas
5. Does not abuse while handling fuel
   No abuse cuando maneje el combustible
6. Does not refuel a hot or running engine
   No reabastece un motor caliente o en ejecución
7. Always stores fuel in approved containers
   Mantiene el combustible con precaución, evitando derrames. Siempre guarde en recipientes aprobados

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[ValleymCrest Golf Course Maintenance]

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EQUIPMENT CERTIFICATION: RIDING MOWER (Less than 73" capacity)

Certificación del equipo: Cortacésped de montar

Date: September 2020

Page 2 of 4
The Eight Supervisory Behaviors

• Make Assignments
• Give Direction
• Give Help
• Follow-up
• Problem Solving
• Positive Feedback
• Corrective Feedback
• Reporting
THE END
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