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**Randy Goldberg**  
Vice President  
Recruiting  
Hyatt Hotels and Resorts



### **Hyatt Embraces Emerging Technologies to Attract Top Candidates**

Hyatt is one of the world’s top operators of full-service luxury hotels and resorts with more than 365 hotels and resorts in more than 45 countries. The core Hyatt Regency brand offers hospitality services targeted primarily to business travelers and upscale vacationers. The firm also operates properties under the names Grand Hyatt, Park Hyatt, Hyatt Place, Hyatt Summerfield Suites, Hyatt Resorts, and Andaz. Hyatt resort destinations offer golf, spas, and other up-market rest and relaxation activities.

Established in 1957, Hyatt has grown to more than 75,000 employees. Hyatt believes their people make the Hyatt experience an exceptional one. Guided by their corporate values, Hyatt strives to equip and empower associates to develop careers, not jobs. Innovation and an entrepreneurial spirit are foundational values for conducting business at Hyatt. The goal is to attract and retain a workforce that’s motivated to provide a high level of service excellence—which is innovative and customer-focused—and reflects the local cultures where Hyatt does business.

### **Using Talent for Competitive Advantage**

Hyatt differentiates itself from the competition by employing the best associates and giving their customers more than they expect. “We are a hospitality company. It is our talented workforce that is taking care of our customers that ultimately makes the biggest difference for Hyatt,” says Randy Goldberg, Vice President of Recruiting at Hyatt. In order to attract and retain a workforce that is able to provide this level of service, Hyatt needed to embrace emerging technology.

### **Using Technology to Attract and Engage Top Talent**

Hyatt has embraced emerging technology to find future leaders through its college campus recruiting program. It’s these recruits that are Hyatt’s main source of talent for the Corporate Management Trainee (CMT) program.

Hyatt’s CMT program is designed for college graduates with the great potential to become a part of Hyatt’s top management team and to progress rapidly within the company. Hyatt uses the training program to provide employees the knowledge, to understand Hyatt’s operations, and management skills to ensure superior customer service. Trainees spend two months rotating through each department in the hotel, before landing in their chosen area of concentration.

### **Streamlining Interviews with Prescreening and Assessments**

Hyatt consistently visits dozens of colleges and averages about 300 new CMT hires annually. Prior to Hyatt's use of Taleo, there were many instances where college students would not return paper applications and found the application process cumbersome. Hyatt is able to post job requisitions on its Taleo hosted career portal to invite student to fill out applications before the college recruiters visit the campus. With the prescreening tools and assessments offered through Taleo, Hyatt evaluates all candidates through behavioral assessment that gauge cultural fit, customer service values and work ethic. As a result, Hyatt staffing managers can identify the best student candidates and arrange personal meetings during the campus visit. Staffing managers focus on a targeted list of higher quality candidates quickly and spend time only with candidates that are best suited for the positions.

### **Embracing Emerging Technologies on Campus**

Once Hyatt has identified these top candidates, it uses online resources like Facebook and Ning to start building relationships with the candidates applying for the CMT program before they even accept positions. The online groups are used to answer questions such as where to live and how to find roommates. Once a candidate accepts a position, these online groups are used to welcome the new employee to the Hyatt family.

In addition to these online communities, campus recruiters at Hyatt have embraced other technologies such as text messaging to communicate with college students. The ultimate goal is to reach the college audience in a way they are most comfortable communicating. It also eliminates some of the paper waste previously dropped on campus.

College recruiters are also able to access the Taleo system via Blackberry while on campus to see which positions have been filled and which positions are still open. This allows them to make job offers immediately to qualified candidates.

In a further example of smart social media leverage, the company recently launched CMT YouTube video challenges to recent college graduates participating in the CMT program. One challenge encouraged the trainees to create videos talking about their CMT experience and their experience working at Hyatt. Selected videos are posted on [explorehyatt.jobs](http://explorehyatt.jobs) that describe the CMT program and explain the hotel's sustainability and environmental efforts. Since launching this program, they've seen about 50,000 hits on these videos. The YouTube video program not only allows the college recruits to begin building relationships with other CMTs, it also provides a great stage to reach to a large audience of potential candidates.

### **Filling the Pipeline While Targeting the Right Candidates**

When Hyatt looked at all their different recruiting efforts, it was clear that the pipeline was increasing year over year due to great branding and word of mouth but that wasn't enough to match their growth needs. The only way to

sustain application flow and global growth was to fully utilize Taleo. “Taleo is the backbone of what we do in recruiting,” says Goldberg.

Prescreening and assessments tools from Taleo help Hyatt get through nearly two million applicants globally to choose the best candidate. “The more applications we get, the better choices we can make as to who the best candidate is. This goes back to its primary goal of providing excellent service and really taking care of our guests,” says Goldberg.

Hyatt is using emerging technology to source, attract, and retain the workforce necessary to differentiate itself from its competitors. Hyatt is able to hire 350 trainees for the CMT program in the US each year. The employees entering this program play a huge role in the success of Hyatt. Beyond filling entry level management positions, these recruits directly affect customer satisfaction. Entry level managers are key to making sure customers are satisfied.

### **Increasing Retention and Grooming Future Leaders**

The CMT program also has a long-term effect on the Hyatt. By embracing a variety of emerging technologies, Hyatt helps new hires build relationships that are important to keeping them engaged. Hyatt retains over 90 percent of employees who go through the CMT program. Part of what makes Hyatt unique is that while it is a very big company, the culture makes it seem like a more intimate family run business. “Our culture is extraordinary and I think that’s part of the reason why we have such extraordinary retention,” says Pete Sears, SVP Field Operations at Hyatt.

The CMT program feeds the pipeline for future leaders at Hyatt. “Employees going through the program have such a great experience and are so well-rounded with what we are able to teach them that they become the future management of the company,” explains Goldberg. In fact, many of the current leaders at Hyatt went through the corporate management training program including the current COO for North America, the SVP of HR, and the VP of Recruiting.

In addition to grooming leaders of the future, Hyatt’s future strategies include enhanced global talent management capabilities, performance management, and even better articulated career paths. With a continued focus on global rollout, mobile applications, and voice response, their partnership with Taleo continues to grow and unified talent management vision sets the stage for a bright talent future even in uncertain times.

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## ABOUT TALEO

Leading organizations worldwide use Taleo on demand talent management solutions to assess, acquire, develop, and align their workforce for improved business performance.

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