



Working With Community Based Organizations

Introductory Letter

In the travel and tourism industry, we are fortunate to support 1 out of every 10 jobs worldwide. Yet often, people in underserved communities lack the paths they need to find these opportunities.

Around the globe, more than 40% of young people are either unemployed or living in poverty. Often referred to as *[Opportunity Youth]*, these young people are disconnected from the economy. This is where RiseHY comes in. At Hyatt, we're in a unique position to be part of the solution because hospitality is an industry where people can truly rise from entry-level roles to create meaningful, life-long careers.

Consistent with our purpose – to care for people so they can be their best – many of our hotels have been working with community-based organizations around the world for decades to help young people rise to their full potential. Now, we're taking a bigger step: With RiseHY, Hyatt and its hotels are making a commitment to hire 10,000 Opportunity Youth by 2025.

With each hire, we add to our collective impact on this societal challenge. And by enabling more Opportunity Youth to rise, we will ensure Hyatt and its hotels have a diverse, inclusive pipeline of colleagues for years to come.

Malaika Myers
Chief Human Resources Officer

RiseHY Overview

Vision Statement

We will bring Hyatt's purpose of 'caring for people so they can be their best' to life in our communities through a global signature program that helps build a diverse workforce by upskilling and hiring Opportunity Youth and supporting their personal and professional development to build a career at Hyatt.

RiseHY Goals

- Build a more broadly diverse pipeline of talent by attracting more Opportunity Youth to hospitality careers
- Train Opportunity Youth for hospitality careers through different methods addressing life, soft, and technical skills (e.g., job shadows, digital tools, CBO upskilling partnerships, etc.)
- Hire 10,000 Opportunity Youth into Hyatt roles by 2025
- Improve the quality of potential candidates by using assessments, work-based learning experiences (WBEs) and simulations to increase candidate fit.
- Improve retention of Opportunity Youth by encouraging managers to adopt best practices for supporting new hires and young adults colleagues
- Share Hyatt's global successes broadly with key constituents, including customers, current and prospective colleagues, shareholders, etc.
- Put Opportunity Youth on a development pathway to a long term career within Hyatt



Playbook Overview

Playbook Purpose

The purpose of this playbook is to provide Hyatt's General Managers and Human Resources colleagues with a guide to engaging with Community-Based Organizations (CBOs) which are a key element of RiseHY. It includes information on best practices for effective partnerships, a guide to the stages of partnership formation, factors to consider when selecting a CBO partner (and an accompanying tool) and potential forms of engagement.

Your Role

Whether you are the General Manager, a HR Coordinator, a Recruiting Manager or a Director of Human Resources, your participation is vital to the success of RiseHY. Our commitment to our people is at the heart of the Hyatt employee experience and you are at the forefront of making that aspiration a reality. While each Hyatt property may take a slightly different approach, we envision that the following activities will be required for program participation and have listed the roles we think are most likely to take on each set of responsibilities. [Regional Liaison/RiseHY Team Member] can help you determine the best approach for your property.

If your function is...	You might/encouraged to...
General Manager	<ul style="list-style-type: none"> Act as a champion for property partnership with CBO to other property colleagues, larger Hyatt organization and press Act as a mentor to other General Managers who are new to RiseHY Advise in identifying and building a relationship with a partner CBO
HR Leader (e.g., Director of Human Resources)	<ul style="list-style-type: none"> Act as a champion for property partnership with CBO to other property colleagues, larger Hyatt organization and press Act as the liaison between property and CSR team responsible for RiseHY (including regional representative) Oversee data metrics captured Report on successes & challenges Be responsible for tracking project budget Participate in 30 day, 90 day, 6 month and end-of-year check in with CBO
Recruiting (e.g., Recruiting Manager, Assistant Manager—HR)	<ul style="list-style-type: none"> Act as the liaison between CBO and hiring manager Understand broad property hiring needs and consider alternative roles for OY who are not hired for original position of interest Coordinate with CBO during the application process (e.g. scheduling interviews, completing paperwork, etc.) Include CBO partner as potential source of candidates for all newly-opened/vacant entry level positions
Training (e.g., Training Manager, Learning Manager)	<ul style="list-style-type: none"> Manage the ongoing relationship with CBO, maintaining regular communication Onboard the CBO to ensure understanding of hotel's culture, hiring needs, etc. Support OY who have been hired through onboarding and training, making sure they are set up for success Connect hired OY to existing Hyatt resources specific to your property (e.g. Employee Assistance Program, monthly stipend, uniform, duty meals, evening transportation, etc.)



Best Practices For An Effective Partnership

All effective partnerships share some basic principles:

Consistent, Open Communication

Consistent, ongoing communication underlies any good partnership. Develop a communications cadence and determine how to share feedback with key partners. This will ensure that the appropriate information is communicated to the relevant individuals (such as the General Manager or HR Leader at Hyatt and Program Manager at the CBO) at regular intervals. This could be as simple as scheduling regular check-ins with your liaison at the CBO to make sure that you are sharing information back and forth in a timely manner.

Shared Goals

Every organization will have different objectives and motivations for entering into a partnership. Understanding those objectives is key to making sure that both members of the partnership are satisfied with the relationship. Developing common goals that encompass the needs of both partners and making those goals and needs explicit will ensure that you are driving towards a shared definition of success.

Clear Expectations

Both partners need to have a clear understanding of their own roles and responsibilities and what the other partner will be responsible for. It can be helpful to outline these things in writing and share them with all involved in the partnership to make sure that there is clarity from the beginning. This also helps ensure accountability and gives you a place to start a discussion should difficulties arise in the partnership.

Mutual Trust and Respect

As in any relationship, having trust and respect for the credibility and capacity of your partner establishes a strong foundation. It can take time to build a strong relationship and putting that time in up front by working together to develop shared goals and taking the time to understand your partner's work and their needs can help you weather the challenges inherent in any collaboration.

Leadership Support

Regardless of whether a partnership begins at the top or bottom, it is important to ensure that leadership is bought into the collaboration before work begins. Having the support of those with authority and resources, including your hiring and department managers, is key to helping you overcome roadblocks and being aligned with leadership's overall strategy will provide greater impetus for success.

Dedicated Staff Commitment

Partnerships require ongoing management and attention. It is important that there are staff members whose job responsibilities explicitly include tasks related to collaboration with a CBO. Given the time and energy required, these duties should be accounted for when an individual's overall job performance is being assessed.

How To Form A Partnership

Step 1: Identify Business Need

Determine the business need at your property that the partnership is designed to address such as recruitment efficiency, retention, diversity or community social impact.



Step 2: Identify High Quality Partners

Choose partners that have a demonstrated record of working effectively with Opportunity Youth and employers. For detailed information on what to look for in a partner, please refer to the next section on CBO Selection and the accompanying partner selection tool. Once you have identified one or more partners who you would like to work with, share that information with the RiseHY team [Jessica Schultz at Jessica.schultz@hyatt.com] who will review your selection.

Step 3: Create Shared Goals

Develop explicit goals, roles, timelines and indicators of success of the partnership, including specific metrics. Be sure to take a look at the Engagement Tracking Form [<https://apply.yourcausegrants.com/apply/programs/dbb3d3da-9d6a-45c2-8564-d53a7325f6b6>] and Hiring Tracking Form [<https://apply.yourcausegrants.com/apply/programs/e46f1cde-e54a-4c98-baec-5a85849ffe78>] so you know what metrics you will be expected to report. Record an agreement in a memorandum of understanding (MOU) so both you and the CBO have a written record to refer to and share with other stakeholders.

Here are some questions to help you set your goals and develop a MOU:

- What is driving you to seek out a partner (e.g. diversify your talent pool, deepen ties to the local community, reduce turnover)?
- What does success look like for your hotel? For you?
- What do you hope to get from a partner that you cannot accomplish independently?
- What resources do you have (e.g. dedicated staff, budget, in-kind donations) to help make this partnership successful?
- What will be your process for maintaining the partnership?

Step 4: Involve Property Leadership & Staff

Gain support of property leaders and staff for the partnership. The more everyone at the property understands the purpose of the partnership and engages with the CBO, the more ownership they will feel over the success of RiseHY. Reference the section above on “Your Role” to determine which tasks you will be responsible for carrying out. The partnership with a CBO will look different at each property, but some examples of how you might engage include...

- Donate space for a CBO to host a meeting or event
- Sit on the board of the CBO
- Offer a property tour to CBO staff so they understand the work environment they are preparing young adults for
- Act as a mentor for CBO program participants
- Invite a representative of the CBO to speak at a managers’ staff meeting or all-hotel general meeting

Step 5: Dedicate Team

Dedicate staff to manage the partnership and maintain consistent communication. Refer to the suggested roles and responsibilities for various HR staff members on pg. 2. Remember to coordinate with your RiseHY Regional Liaison [<https://www.hyattconnect.com/vgn-ext-templating/v/index.jsp?vgnnextoid=81b51010cc53a610VgnVCM1000006e2ea00aRCRD&vgnextfmt=default&vgnextchannle=ddd84e8be44bc310VgnVCM10000092628e0aRCRD&visibleFranchise=true>] as well.



Step 6: Get Started!

Now that you have identified your business need, determined which organization you will be partnering with and have involved the leadership team and staff, it is time to get started! Working with your CBO partner, determine how you are going to collaborate and design an implementation plan. Some of the activities you might partner around include:

- Outreach & Assessment: Provide information to the CBO on the core competencies needed for the roles to be filled so they can consider those needs when recruiting for their program.
- Skill Development: Share relevant training materials with the CBO and help them understand the hospitality industry if it is not their area of expertise.
- Work-Based Experience: Provide a structured on-site work-based learning opportunity for OY such as a job shadow day, property tour or internship.
- Hiring: Coordinate with CBO to determine which program participants might be a good fit for open roles and review their applications, offering feedback to the CBOs at the conclusion of the process.
- Retention: Articulate the potential career paths at Hyatt and provide learning and development opportunities for OY. Continue to stay in touch with your CBO partner and refer OY back to them for wrap-around support as needed.

Step 7: Celebrate Success and Revise Strategy as Needed

At an appropriate point (e.g., at the end of a training cycle or at the 90-day retention mark), bring the participating Hyatt and CBO staff members and OY together for a celebration such as a graduation ceremony, lunch, etc. Make sure to share stories of success [<https://about.hyatt.com/en/risehy/spotlight-stories.html>] by reaching out to [Jessica Schultz at Jessica.schultz@hyatt.com or your Regional Liaisons].

Set aside time as needed to bring all of the stakeholders together to revisit your strategy and determine what changes need to be made. Remember to identify what worked as well as what did not and brainstorm together about how to continue to iterate and improve.

Selecting a CBO Partner

Choosing the right organization to be your partner is a key component of making sure your initiative is successful. Community-based organizations can bring value to the table in many ways, including:

- Connection to a target youth population
- Ability to select and support youth for the program
- Vibrant community network and existing relationships
- Experience with the challenges and best practices related to Opportunity Youth
- Committed leadership and infrastructure
- A successful track record of corporate partnerships

When evaluating potential partners, consider:

Employer Orientation

CBOs are community development organizations, but it is important that they recognize the value that corporate partners bring to the table and see the employer as a stakeholder in their work. You want to work with a CBO that values employer engagement and sees Hyatt as a key partner in helping their young adults achieve successful outcomes.



Training

Understanding the specific skills that young adults will be learning as part of their training will help you to think about how best to onboard your new hires and identify and proactively address any gaps in preparation. If a CBO does not have previous experience working in hospitality, you might consider inviting their staff to spend a day on-site at your property so they can observe the environment first-hand. The more familiar the CBO is with Hyatt, the better they will be able to prepare young adults for our caring culture.

Wraparound Services

Opportunity Youth often face a number of barriers that can impact their ability to perform to the best of their abilities. A CBO partner that helps young adults find access to services such as post-hire coaching, transportation assistance, childcare assistance, housing and other resources will increase a young adult's chances for professional success.

Performance and Evaluation

Tracking data is an important way to understand the value that the partnership is bringing to both sides. Take the time to understand what metrics the CBO currently tracks for their graduates and how you will work together to collect accurate data on the program so that you can measure its value to Hyatt and to the young adults.

Organizational Capacity

Having a reliable partner with sustainable finances and a stable leadership structure will ensure that the partnership is not one-sided. Change is inevitable, but it is good to look for partners that have a history and will be able to bring that experience to the table.

Use the CBO Partner Evaluation Template [<https://www.hyattconnect.com/vgn-ext-templating/v/index.jsp?vgnextoid=81b51010cc53a610VgnVCM1000006e2ea00aRCRD&vgnextfmt=default&vgnextchanel=ddd84e8be44bc310VgnVCM10000092628e0aRCRD&visibleFranchise=true>] to evaluate potential training provider partners.