



Employer Telework Case Study

Employer

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About Marriott International, Inc.

Marriott International, Inc., is a leading lodging company. Its heritage can be traced to a root beer stand opened in Washington, D.C., in 1927 by J. Willard and Alice S. Marriott. Today, Marriott International has more than 3,200 lodging properties located in the United States and 66 other countries and territories.

People first—the foundation of Marriott's corporate culture and success for over 80 years! Marriott's belief is that our associates are our greatest assets. Marriott Culture is

the experience we create for our customers, which is demonstrated by the behavior of our associates. It is people serving people.

"Green Marriott" is our company's commitment to sustainable environmental practices.

Telework History at Marriott

Marriott implemented their initial formal telework program in the late 1990's. In 2009, Marriott undertook the effort to increase the utilization of telework as a strategic talent management strategy across functional areas through additional tools and training.

Initial Implementation

Marriott currently has an Alternative Work Arrangements (AWA) Guideline that provides guidance to managers and associates on workplace flexibility in general as well as providing direction for associates in presenting a proposal and direction for managers in approving and formulating an arrangement. Marriott's Statement of Philosophy on Workplace Flexibility is as follows: ***It is Marriott's intention to consider and where feasible, permit flexible work arrangements in situations***

where the needs of the business and the needs of the associate can both be met.

The AWA Guideline sets to assist managers and associates in finding a way to work together in managing these arrangements.

In addition to the AWA which is the most common tool used to manage individual workplace flexibility, we have some tools and resources for managers and associates that can be used specifically for telework.

These include the following:

- **Telework Policies** – Standard Operating Procedures for Managers to follow providing direction on the definition of telework, eligibility criteria, approval process, reimbursable expenses and other related policies
- **Telecommuting Agreement Form**
An agreement letter between associate and manager that outlines details of the arrangement between the employee and manager
- **AWA On-Line Application Process**
An on-line equitable process that allows headquartered based associates to apply for a flexible work arrangement. The process is automated via a customized system that involves the associate's immediate supervisor and HR generalist.
- **Additional Resources** - Available through Work/Life Resource and Referral service that include life articles, podcasts, booklets, CDs and web resources on telework, flexible work, managing remote workers, managing overwork, effective remote work strategies, etc.

Training is available to work teams on a fee for service basis and is typically arranged via the HR representative or department manager for the entire work team. We have seen the most success when teams are moving to remote work and training is incorporated as part of the change management process. The following training programs have been delivered:

Managing Remote Workers Participants in the workshop are shown the benefits and challenges of managing remote workers as well as strategies for staying connected with virtual teams. Focus is placed on effective ways to manage performance through a results-oriented approach. Ultimately, the goal is to help teams increase visibility and job satisfaction for increased engagement of the entire work team.

Success Strategies for Teleworkers Similar to the above class, this workshop also identifies the benefits and challenges of working remotely but from the end user perspective. Participants are given strategies to enhance their productivity and build relationships within the organization. They are taught the value of increasing their visibility and how to manage their careers in a remote capacity. Again, the ultimate goal is to increase engagement over the entire work team.

Training is one of the challenges we have and we do not have a comprehensive training curriculum for all remote or flexible workers. We have recently made more resources available to flexible workers including the following:

Telework (CD)

A 60 minute CD offering tips and strategies for staying connected to co-workers and customers including how to stay focused, setting boundaries and keeping your career on track.

Your Telework Day (Article)

This article provides tips and ideas for making your telework day more efficient and enjoyable including creating a better balance, the importance of organization, effective communication, and setting and meeting expectations.

Managing from a Distance (Article)

Managing associates from a distance can quickly become a normal part of a manager's role. You may have associates who work from home, travel as part of their jobs, or work at other locations. You may work from home yourself, from the road, or in an office distant from your associates. This article provides strategies to stay connected, manage from a distance and build your team.

10 Ways to Overcome Overload (Booklet)

Studies show that more and more people are feeling the effects of overload. Our personal and work lives have gotten busier and more hectic, and we all feel pressed for time. In this booklet, you'll find strategies and advice to help you overcome overload and feel more in control of your life.

The Telework Experience

Currently the telework program is part of the overall AWA offerings. Telework is a strategy that our associates (employees) are able to employ to help them manage the work and personal life responsibilities.

Telework differs from other flexible work options in that it tends to span across all four generations and both genders more broadly than other flexible work options. In a sense, telework is a gender neutral, generation neutral, family status neutral program. It works for all associates, no matter what stage of life, what stage of career. The true threshold for entering into a telework arrangement is about the nature of the individual and the position requirements.

Overview of Marriott's Headquarter's On-line Application Process

The purpose of the on-line application process is to provide an on-line, equitable, automated system for tracking and measurement. Associates are encouraged to initiate the process via our on-line system, [Request Center](#). Managers are able to approve or decline the request on-line and HR has the ability to provide oversight throughout the process. Key considerations to ensure success of the process follow:

1. It is critical for the manager and associate to meet (preferably in person) to review the request and the implications to the individual, the manager, the work team and the business.
2. Any associate is eligible to apply for an AWA without prior approval; the associate

is not required to check with their manager or HR prior to initiating the process. Once the associate applies within the system, ample time is provided to meet and review the request and develop a formal proposal and response.

3. It is the intent of the on-line system to create an equitable process in which *all* associates have access, there is HR oversight and every request is given due consideration from management.

Telework Expansion

In early 2009, Marriott undertook an effort to expand their telework program through a pilot conducted with three company divisions. These efforts included reviewing the telework policy, defining the metrics and outcomes of the program, an extensive on-line survey, manager training and the use of the Work Suitability Assessment, (WSA).

The telework policy was reviewed and modified to ensure that employees fully understood the guidelines of the program, all liability concerns were addressed and managers were provided flexibility in effectively running their workgroups.

Metrics and outcomes for Marriott's telework program were formalized. The outcomes include:

1. Talent Management

- a. Employee Retention. Improved employee workplace satisfaction has a direct correlation in terms of employee retention.

- b. Employee Recruitment Costs and Reach. Telework reduces the "Time to Hire" metric and increases the "employment circumference" a company can recruit from.

2. Human Capital

- a. Employee Satisfaction/Commitment. Directly tied to employee retention, telework increases metrics such as employees' overall satisfaction with their company and commitment to stay.
- b. Employee Engagement. Employees participating in telework programs focus on results oriented tasks. Supported by the manager training the result is employees more engaged in their jobs and workgroup outcomes.

3. Business Outcomes

- a. Productivity Gains. In addition to increased employee retention and reduced recruiting costs employees in telework programs realize increased productivity due to working in a less disruptive environment and moving to a result oriented environment.
- b. Business Continuity. A formal telework program is a natural component of a thorough business continuity program. Allowing minimal disruption during severe weather conditions, electricity outages and other unplanned disruptions allows time critical tasks and customer service efforts to continue seamlessly.
- a. "Green" Marketing. Marriott will be able to track the number of automobile trips reduced as well as the resulting air pollution and particulate reductions.

An on-line survey was conducted with the employees of the three pilot groups. The

survey provided information about employee and managers' perceptions of telework, desire to participate in the program, commute methods used and attitudes towards Marriott. Feedback from the survey was utilized to determine expectations from the pilot and customize the managers' training.

The top-tier managers from the pilot groups were provided two training sessions that reviewed the goals of Marriott's telework program, the outcomes and metrics of the program and effective ways to manage and collaborate with teleworkers.

The Work Suitability Assessment is an on-line, interactive tool that allows employees and managers to investigate how well their job tasks and collaboration needs fit a telework program. The WSA is used in collaboration between an employee and their manager in the design of their telework program.

Challenges and Investment

Marriott's AWA program has been in place since the late 1990's. Tools and resources have been added over time and the AWA guideline is periodically revised to include updated vernacular, legislative changes such as updates to FSLA guidelines and revised programmatic changes due to changes demographics of working families. The initial investment involved resources to pull together the policies and programmatic effort but these were all done through internal manpower.

The implementation of the on-line application system was a significant investment of software development (approximately \$27,500) and additional

manpower resources to design, develop and test the software, links and system requirements. The next phase of expanding access to the on-line system, however, will be cost effective as it will be a minimum investment to expand the population and require minor adjustments to ready the system for specific business and functional area requirements.

The greatest challenges we have encountered have been with the on-line system and adjusting a process to different business and operating unit process requirements. It has been difficult to create a system that presents a consistent process when stakeholders currently have different approval processes in place. Prior to migrating to the on-line system, we have had to create consistency in the approval process, eligibility criteria and access to flexibility.

Program Outlook

Throughout its history, Marriott has distinguished itself as an employer that cares about and responds to associates' needs. Today, those needs are varied, reflecting the increasing diversity and changing demographics of the American workforce. Changes in the family and lifestyles make it increasingly difficult for associates to manage work and personal life responsibilities. Marriott is proud to have established workplace flexibility programs including Alternative Work Arrangements to meet these needs. Instituting workplace flexibility requires more than simply redefining work schedules. Creating a flexible work environment for associates at Marriott requires changing processes as well as changing behaviors and putting the

focus on results, versus the number of hours worked.

We have recently seen success in programs that help our hotel teams apply flexibility more broadly, across entire work teams. We have experimented with two such programs: BOLD Flexibility and Teamwork Innovations. Both seek to apply flexibility across entire work teams with a focus on improving results and productivity while improving workforce effectiveness. We will continue to look at broad based flexibility programs that apply flexible work solutions across entire work teams instead of individual accommodations. Our AWA program will always have a place in the workplace but we do not see continued growth in this particular program. We see more growth in programs that apply flexibility across entire departments and work teams, creating more access to all. AWA will be a program that helps individuals with their specific work/life challenge and will help managers and individuals work together to overcome those challenges.

Marriott's telework program will continue to be expanded throughout their headquarters in Bethesda, MD, after the pilot is completed in the summer of 2009.

Most Helpful Resources

The Workforce Effectiveness and Diversity Department provides consultative support to department managers and hotel leaders who are interested in implementing creative workplace flexibility solutions. In addition, flexibility is driven through work/life committees on our Regional Diversity Councils who represent work/life and diversity issues in the market.

Resources are available on our intranet site, Marriott Global Source, as well as a wealth of resources available through our resource and referral, ***myARL or My Assistance and Resources for Life***. This service provides articles, tips, web resources, booklets and cds with strategies and tips for managing flexibility, work/load, remote work, telework strategies and much more to help our associates with flexibility and balance of work and life.

Success Tips

We regularly benchmark 100 best companies to see what other flexible work practices are available for us to test in our own workplace. In addition, we participate in webinars and conferences to learn of best practices and hear what other companies are doing in the area of flexibility and telework.

In the last couple of years, we have participated in a number of focus groups with our hourly, non-exempt associates to better understand what is important within that population from a flexibility standpoint and to learn how we can impact engagement.

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