

# Human Capital Development Best practice from Centara

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# Agenda

- Briefly introduction to Centara Hotels & Resorts
- People Development Programmes
- Team Engagement Activities
- Q & A



# Central Group of Companies

CENTRALRETAIL

Department Stores  
Retail Stores



Property Investment



Fashion  
Accessories  
Sportswear  
cosmetics Home  
furnishings



Hotels  
Resorts  
Residence



Food & Restaurants

# Centara Brands



# Centara Mission



We are committed to employee's growth and well-being in order to deliver an exceptional quality products and services to our guests under professional management team as well as achieving profitable performance for our stakeholders.



# Centara Core Values

Exceptional “Thai” Service

Exceptional Products and Experiences

Exceptional Performance and Return to Stakeholders



# People Development at Centara

- 1) Management Development Programme (MDP)
- 2) Centara Career Creation for Children (4Cs)
- 3) Fast Track Career Development Programme
- 4) Succession Planning Programme
- 5) Training Roadmap
- 6) Team Engagement Activities



# Management Development Programme (MDP)



## Objectives

- Support the Company's future expansion
- To develop and retain internal talents
- To provide opportunities to local staff to be in senior management levels



# Management Development Programme (MDP)



## MDP 1 in Year 2003



# Management Development Programme (MDP)

## Revamping in Year 2013

### MDP 9



# Management Development Program (MDP)

**Target Group** = Centara staff who have worked with us at least 1 year

**Target No.** = 10 persons per year

**Cost to Centara** = More than US\$15,000 per person, excluding candidate salary and other benefits during a whole program

After completion, MDP candidates have their commitment to work with Centara for three years



# Management Development Programme (MDP)



**3-month Theoretical Training at Dhurakij Pundit University**



# Management Development Programme (MDP)



**2-month Real-time Management**



# Management Development Programme (MDP)



**7-month Training in Switzerland (Theoretical training and internship)**



# Management Development Programme (MDP)



**Ms. Padcharawan Sunansirikool (Kate)**

**MDP 7, Year 2009**

**Join:** Centara family since 2005

**Before:** Business Centre Officer

**Current:**

**Sales Manager, Centara Grand at CentralWorld**

# Centara Career Creation for Children (4Cs)



## Objectives

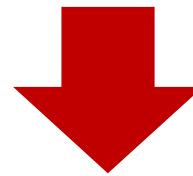
- To give a career opportunity to the underprivileged children through a training programme intended to enhance their knowledge and skills in hospitality services.
- To expand the workforce base covering the group of Thai juvenile who have potential to be an efficient worker in hospitality career



# Centara Career Creation for Children (4Cs)



**Youth Career Development Programme (YCDP)  
Year 2003**



**Centara Career Creation for Children (4Cs)  
Year 2011**



# Centara Career Creation for Children (4Cs)



**In collaboration with**



**Office of the Basic Education  
Commission**



**Department of  
Skill Development**



# Centara Career Creation for Children (4Cs)

## Programme

- Recruiting students from 50 Welfare Schools around Thailand
- 5-month training programme with 2 days in theoretical classes & 4 days practical training (700 hours)



# Centara Career Creation for Children (4Cs)



**Rooms Division**

**Food & Beverage**

**Kitchen Operations**



# Centara Career Creation for Children (4Cs)

## Practical Trainings



# Centara Career Creation for Children (4Cs)

## Practical Trainings



# Centara Career Creation for Children (4Cs)



Year 2011 = 69 Students

Year 2012 = 99 Students

Year 2013 = 144 Students

**TOTAL = 312 students**



# Training Programmes



1. Generic training by level
2. Job Task List (Departmental Training)
3. Compulsory Training  
(Health/Safety/Security)
4. Leadership Development Training



# Training Programmes



## Others

- External training
- Cross training



# Training Roadmap

**Operational Staff - Level 6-8**  
(30 hours + 20 hours of JTL per year)

Core Trainings (by Training Mgr) – 1 day each

Orientation & HR Induction  
Centara Spirit  
Emotional Connections  
Effective Communication  
Guest Experience Management  
Guest Complaint Handling  
Telephone Handling Skills and Etiquette  
English Language  
Working with Thai (For Non-Thai associates)

Departmental Trainings (by Dept Trainer)

Job Task List

Compulsory Trainings (by External Trainer)

Fire Drills  
First Aid & CPR  
AIDS Awareness  
Lifeguard Training (for Pool Life Guard & Fitness)  
Food Hygiene (for F&B)

Leadership Development (by Training Mgr)

- 1 day each

Successful Transition to Supervisors  
Train the Trainer 2.5 days

**Supervisors - Level 4-5**  
(30 hours + 20 hours of JTL per year)

Core Trainings (by Training Mgr) – 1 day each

Orientation & HR Induction  
Centara Spirit  
Emotional Connections  
Effective Communication  
Guest Experience Management  
Guest Complaint Handling  
Telephone Handling Skills and Etiquette  
English Language  
Working with Thai

+ Professional Presentation Skills 2 day

Departmental Trainings (by Dept Trainer)

Job Task List

Compulsory Trainings (by External Trainer)

Fire Drills  
First Aid & CPR  
AIDS Awareness  
Lifeguard Training  
Food Hygiene

Leadership Development (by Training Mgr)

Train the Trainer 2.5 days

+ Effective Leadership 1 day

+ Successful Transition to Supv/Mgr 1 day

**Managers - Level 2-3**  
(30 hours per year)

Core Trainings (by Training Mgr) – 1 day each

Orientation & HR Induction  
Centara Spirit  
Emotional Connections  
Effective Communication  
Guest Experience Management  
Guest Complaint Handling  
Working with Thai  
+ Finance for non-finance  
+ HR for non-HR

Compulsory Trainings (by External Trainer)

Fire Drills  
First Aid & CPR  
Food Hygiene

Leadership Development (by Training Mgr)

Train the Trainer 2.5 days  
Effective Leadership 1 day  
Successful Transition to Supv/Mgr 1 day  
+ Behavioural-based Interview 1 day  
+ Performance Management 1 day  
+ Coaching 1 day

**EXCOMs - Level 1**  
(30 hours per year)

Core Trainings (by Training Mgr) – 1 day each

Orientation & HR Induction (Overview)  
Centara Spirit (Overview)  
Emotional Connections  
Effective Communication  
Working with Thai  
+ EXCOMs/GM Training

Leadership Development (by Training Mgr)

Effective Leadership 1 day  
Performance Management 1 day  
Coaching 1 day  
+ Succession Planning 1 day  
+ Mentoring Program 1 day

# Team Engagement Activities

## Sample Activities

- (1) Centara Grand & Bangkok Convention Centre at CentralWorld = **Monthly Themed Meal at Ruentara**
- (2) Corporate Office = **Garage Sale**
- (3) Centara Grand at Central Plaza Ladprao Bangkok = **Bicycling & Picnic at Chatuchak Park**
- (4) Centara Grand Beach Resort & Villas Hua Hin = **Coffee Break with GM**
- (5) Centara Duangtawan Hotel Chiang Mai = **Micro-organism Project**
- (6) Centara Hotel Hat Yai = **“DO It Ourselves” Activity**
- (7) Centara Chaan Talay Resort & Villas Trat = **Movie Night**
- (8) Centara Grand Island Resort & Spa Maldives = **Fishing Trip**
- (9) Centara Grand Beach Resort Phuket = **“Bridge Generation Gap” Gathering**
- (10) Centara Grand Beach Resort & Villas Krabi = **Beach Volleyball Competition**
- (11) Centara Karon Resort Phuket = **Mushroom Mania Cooking Competition**
- (12) Centara Villas Samui = **Staff Picnic Day**
- (13) Centra Ashlee Hotel Patong = **Dinner with GM**
- (14) Centara Villas Phuket = **Canteen Cleaning Day**
- (15) Khum Phaya Resort & Spa, Centara Boutique Collection = **Merit-making**
- (16) Centara Grand Beach Resort Samui = **Monthly Buffet Lunch at Canteen**
- (17) Chen Sea Resort & Spa Phu Quoc, Centara Boutique Collection = **“Be grateful to One’s Benefactor” Charity**



# Activities – Sports Day

