



Partnering with Community Based Organizations

Talent is everywhere. Opportunity is not.

Guide for Lodge Leaders who partner with Community Based Organizations (CBO)

2021-2022

Overview



Purpose

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As Great Wolf Lodge continues to be a place for all people, we are constantly looking for opportunities to become more diverse, inclusive, and equitable. Career Pathways and mutual partnerships with community-based organizations are opportunities to find talent from many different backgrounds and tap into new talent pools.

The purpose of this playbook is to serve as a guide in the search for potential community-based organizations (CBO's), the formation of successful partnerships, and to provide guidance for ensuring lasting partnerships.

Potential Benefits

While the overall goal through these partnerships is to identify, develop, and support opportunity talent, there are benefits beyond staffing. Additionally, benefits to forming partnerships with CBOs include:

- Recruiting
- Creation of talent pipelines
- Building lodge reputation within the community
- Increasing Pack Member diversity
- Connection to external resources

Additional Guidance

The Career Pathways initiative is backed and supported by Great Wolf Lodge leadership and spearheaded by the Inclusion and Diversity Program Manager, Julian Johnson, and the VP of Human Resources, Rachel O'Connell. If you seek additional guidance or have questions beyond this resource, please direct questions to them.

“Great Wolf Lodge takes pride in having a culture that is welcoming and respectful to all people, regardless of background. We believe the uniqueness, individuality, and diversity of our Pack are the pillars of its strength. We dedicate ourselves to ensuring every Pack Member can bring their authentic and whole self to work every day, allowing us to continue our mission of *bringing joy to families.*”

- Bryan Robinson, Chief People Officer, Great Wolf Lodge

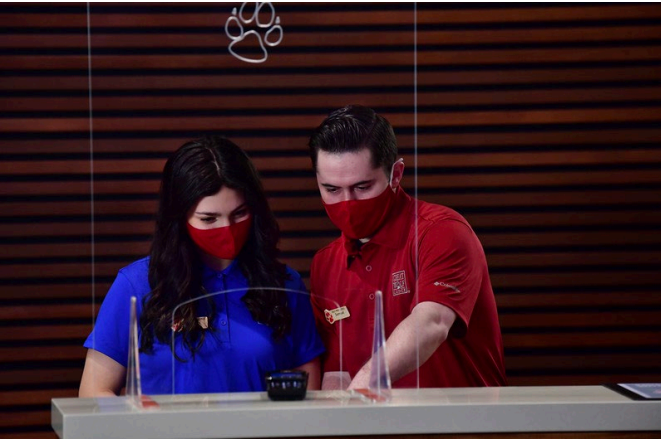
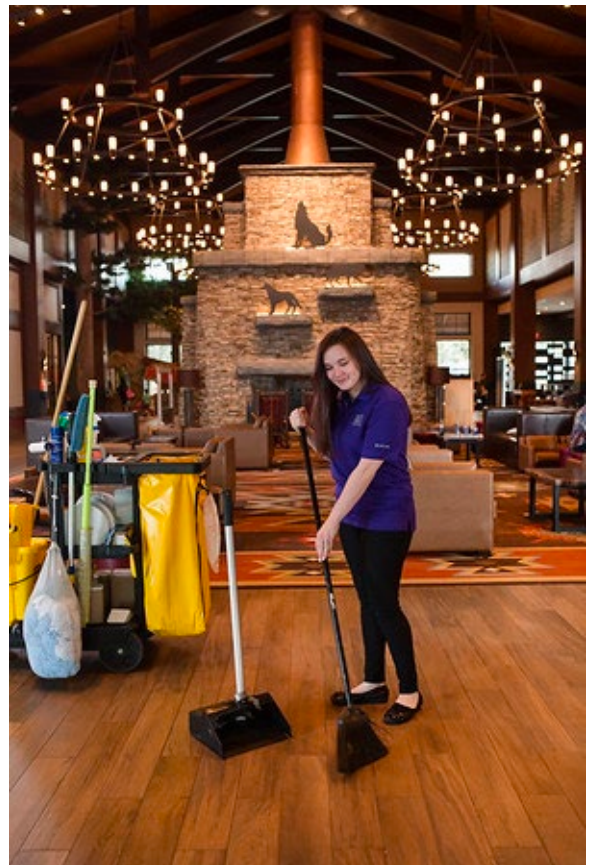


Career Pathways

Why it's Important

A key focus in Great Wolf's search for talent is the Career Pathways initiative. In partnership with The Blackstone Group, Career Pathways is aimed at increasing employment opportunities and career mobility for those from underserved communities (overlooked groups, veterans seeking opportunities, and opportunity youth). By hiring individuals from these groups into stepping-stone and middle-skill roles, Great Wolf can provide opportunities to those from underserved communities while elevating staffing issues within the lodge.

- **Stepping-stone jobs:** Offer salaries <~\$40,000 and require less than a bachelor's degree; include many of Great Wolf's front-line, hourly roles. Additionally, these roles may or may not have well established career pathways.
- **Middle-skills jobs:** Offer salaries >~\$40,000 and require less than a bachelor's degree. They may have career pathways or be lifetime careers (i.e., RN) and include many of Great Wolf's Supervisor and Manager roles. Middle-skills roles have also been designated by the Federal Reserve as "Opportunity Occupations."

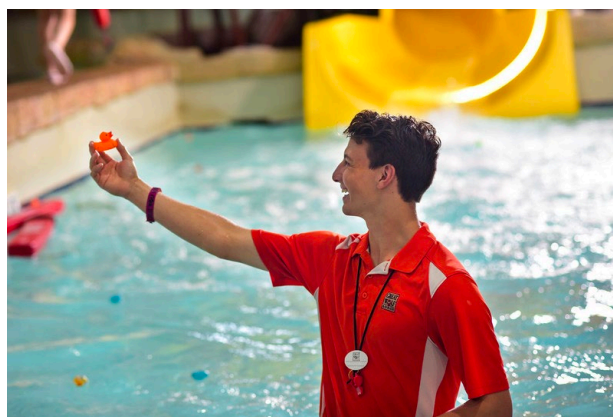


Career Pathways

Emphasizing Importance

Here are some reasons why we feel Career Pathways are so important:

- 2 out of 5 young people in today's workforce are unemployed or are working but living in poverty? Source: ILO.org
- Young people under the age of 25 are less likely to find work than adults. The global youth unemployment rate stands at 13%, which is three times higher than the figure for adults, which is 4.3%. Source: ILO 'World Social and Employment Outlook – Trends 2018' Report 'World Social and Employment Outlook – Trends 2018' prepared by the ILO
- Travel and tourism provide 1 out of 10 jobs globally? Yet people in underserved communities often don't have a path to employment opportunities in this industry. Source: WTTC.org
- *Unemployment rates for both male and female veterans increased by at least 6.5% in 2020. Source: dol.gov*
- Today, the employment-population ratio for people with a disability was 17.9 percent in 2020 compared to 61.8 percent for those without. Source: bls.gov



Our goal is to not only provide opportunities to those who are looking for them, but partner with community-based organizations to identify potentially passive talent through upskilling, developing, and supporting opportunity talent through their journey in finding, securing, and maintaining meaningful employment opportunities, hopefully with Great Wolf Lodge.



Possible Career Paths within Great Wolf

Great Wolf consistently invests in our pack members, aiming to provide growth and advancement opportunities to all those who desire it. The various positions that we have, allow for cross-training and the development of additional skill sets. Here are what some potential career paths could look like*:

Path 1

Room Attendant

- Lift/Push/Pull various items
- Work in a fast-paced environment
- Able to Communicate with other pack members

A-Team Housekeeping

- Able to give construct feedback
- Able to motive team members

Housekeeping Supervisor

- Able to oversee the work of multiple pack members
- Be first point of contact for issues that arise
- Effectively communicate and relay information from Housekeeping Manager to Room Attendants

Path 2

Host/Hostess

- Strong communication skills
- Ability to work with a team in a fast-paced environment
- Able to be welcoming toward guests.

Banquet Server

- Able to push/pull/lift up to 30 lbs
- Ability to employ a professional demeanor when serving banquet guests

Banquet Captain

- Lead, supervise, and participate alongside banquet team
- Effectively communicate and relay information from Banquet Manager to rest of the banquet team
- Assist Banquet Manager with administrative tasks

Path 3

Entertainment Ambassador

- Willingness to perform child-friendly promotional activities on-site and in the community
- Willingness to represent Great Wolf Lodge, and our mission and core values, in a positive manner on and off site

Gift Shop Attendant

- Ability to communicate warmly with guests
- Able to handle cash and navigate a POS system after training

Retail & Attractions Supervisor

- Able to help Retail and Attractions Manager with tasks such as scheduling and daily standups
- Strong communication skills
- Able to motivate multiple team members from all backgrounds

*These are not standard or exhaustive. They just show potential possibilities for career progression within Great Wolf.



What are Community-Based Organizations

How to Identify Potential CBOs

Overview

Community-Based Organizations (CBOs) are local community groups that provide resources, training, experience, and job opportunities to a specific target demographic. Examples of the different demographics that CBOs serve are:

- *Veterans*
- *Women*
- *Minority groups*
- *Youth groups*
- *Individuals with disabilities*

Depending on the surrounding area of each lodge, the CBOs themselves and the groups they target will vary. Each CBO will differ in their size, how they're organized, and their inflow of potential talent, highlighting the importance of Great Wolf leadership to correctly identify feasible partnerships.

How to Identify Successful Partnership Opportunities

One of the easiest ways to identify potential CBOs in the local area around each lodge is through searching on Circa, Great Wolf's diversity recruitment, and OFCCP resource. This tool allows HR Administrators to search through a database of CBOs using specific keywords or by the distance from each lodge. If you have additional questions on how to use Circa to find CBOs, please direct them to Julian Johnson or Rachel O'Connell. **(See page 6)**

CBOs can also be found through an additional internet search or networking within each community. During this search, it's critical to keep in mind what outlines a potential successful partnership.

*See **Additional Resources** for how to navigate Circa, track CBO interactions, and more*



Goals Through Partnership

Guidelines to Maintain Partnership

Community-Based Organizations (CBO), and the partnerships formed with them, are valued by Great Wolf Lodge. These organizations allow for access to a wider range of potential talent from new populations that we want to more effectively reach. Partnerships formed with CBOs are critical to our goal of finding and hiring opportunity talent through the creation of "talent pipelines" for stepping-stone and middle-skill roles. A talent pipeline is the process where talent looking for jobs can find them at Great Wolf through CBOs.

Guiding Principles For Lodge Leadership:

- Connect with lodge leadership to form a working partnership
- Communicate often with leadership to gain understanding about what each CBO may need to be successful
- Partner with CBOs to create community impact events that provide resources, upskill, interact with, and involve community members in the areas surrounding the CBO and Great Wolf Lodge
- Filter through and hire talent recommended by CBOs

Dedicated Leadership

The Community-Based Organizations that Great Wolf potentially partners with may have a wide range of organizational structures and established operational histories. This means that it's going to take dedicated leadership on our part to maintain partnerships once established. Clear communication and well-established goals are two keys to maintaining this relationship.

Communication

Frequent communication with the CBO will be important to make sure that both the CBO and GWL are doing what they can to best support the partnership. Communicating ideally every 3-4 weeks will prevent any issues that arise from going unnoticed and undiscussed. Honesty and transparency about what is working and what isn't are going to be crucial in maintaining a healthy relationship.

Goal Setting

Great Wolf Lodge has many goals through Career Pathways. Through a partnership with CBOs, each lodge may have its own individual goals. These individual goals should be clearly communicated with the CBO so that there can be a joint effort to accomplish them. The CBO's goals should be understood, and always kept into consideration. Mutual goals should also be created and may overlap with each organization's individual goals.



Potential Opportunities Through Partnership

Community Impact Initiatives

Benefits for Community-Based Organizations

There are many potential benefits through partnerships with Great Wolf Lodge, the largest being the ability to place opportunity talent into jobs. The partnership can also be leveraged to directly benefit the CBO.

Benefits for CBOs and the people they help include:

- *Joint Upskill Programs*
- *Featured Speakers*
- *Great Wolf Lodge Site Visits*
- *Mentoring from Great Wolf Leadership*
- *Joint Celebration/Recognition Events*
- *Candidate Referrals*
- *And More!*

These partnerships also bring the ability to conduct community impact initiatives. These initiatives can be a joint venture that supports local areas including the groups that CBOs target.

Potential Community Impact Initiatives

- *Clothes Drives*
- *Book Donations for Schools*
- *Food Drives*
- *Community Clean-ups*
- *And More!*



Lodge Leadership

Roles and Responsibilities in a Successful Partnership

HR Director

- Researches and identifies potential CBO partners
- Should serve as the first and main point of contact with CBO (unless another leader in the organization makes sense or desires to take the lead with a particular CBO)
- Should initiate the meeting with the CBO, give an overview of GWL as a company, and establish mutual goals
- Help plan additional programming with CBO
- Facilitate ongoing communication and regular touch-points with CBO leadership to advance partnership and measure impact

HR Manager

- Track and assess the progress of mutually established goals.
- Outline challenges/successes and communicate to lodge leaders, HRD, GM
- Assist in CBO Programming

GM/AGM

- Should oversee mentoring for newly hired opportunity talent; acts as a high-level guide for this talent if/when hired
- Should attend CBO outreach/upskilling events when possible
- Join CBO boards or serve in advisory capacities where possible and applicable to strengthen partnerships

Department Leaders

- Attend CBO outreach/upskilling events to serve as a guest speaker, mentor, GWL representative.
- Consistently check-in and provide extra support when needed to talent hired through CBO partnership



Additional Resources

Navigating Circa

Searching for CBOs

1) Login to Circa and navigate to the OFCCP Tab. Select Outreach Management.

The screenshot shows the Circa web application interface. The user is logged in as Julian Johnson at Great Wolf Lodge. The left sidebar contains navigation options: Home, Account Settings, Job Management, OFCCP Compliance, Outreach Management (circled in red), Linkage Agents, Outreach Dashboard, ESDS Account Management, Resume Search, Applicant Tracking, Reports, and Resources. The main content area displays a search filter for 'Colorado Springs' and a table of outreach organizations.

Outreach Organization	Outreach Organization Type	Contact (click to suggest edit)	Location	Activity
<input type="checkbox"/> Benedict College (803) 253-5000	Universities and Colleges Minorities HBCUs	Leon Geter Leon.Geter@benedict.edu All Contacts	1600 Harden Street Columbia, SC 29204	Send Message Record Note Add Referral Give Feedback 12/20/2021
<input type="checkbox"/> Cowitz Indian Tribe Vocational Rehabilitation Program (360) 397-8228	Diversity Organizations Minorities Indigenous Peoples	Kris Rister KRister@cowitz.org All Contacts	1055 9th Avenue Vancouver, WA 98665	Send Message Record Note Add Referral Give Feedback
<input type="checkbox"/> Employer Support of Guard and Reserve (502) 607-1594	Veterans	Teresa Lona teresa.lona.ctr@mail.mil 502-607-1594 All Contacts	100 Minuteman Parkway Frankfort, KY 40601	Send Message Record Note Add Referral Give Feedback
<input type="checkbox"/> Hispanic Chamber of Sonoma County (707) 575-3648	Diversity Organizations Minorities	Jenny Chamberlain hccadmin@hcc-sc.org All Contacts	3033 Cleveland Avenue #306 Santa Rosa, CA 95403	Send Message Record Note Add Referral Give Feedback
<input type="checkbox"/> Illinois Department of Employment Security (618) 277-6471	State Workforce Agencies Veterans	Ebony Washington ebony.washington@illinois.gov All Contacts	4519 West Main Street Belleville, IL 62226	Send Message Record Note Add Referral

2) Use the text boxes and the drop-down filter to tailor your search to a specific location and organization type

The screenshot shows the Circa web application interface with search filters. The search filter for 'Colorado Springs' is circled in red. The dropdown menu for organization type is set to 'GC - Women' and is also circled in red. The main content area displays a table of outreach organizations.

Outreach Organization	Outreach Organization Type	Contact (click to suggest edit)	Location	Activity
<input type="checkbox"/> 100 Black Women - Omaha Metropolitan Chapter (402) 819-7810	Women Minorities	Idalene Williams ncbwomaha@gmail.com All Contacts	Po Box 641984 Omaha, NE 68164-7984	Send Message Record Note Add Referral Give Feedback



Navigating Circa

How to Track CBO Interactions

Tracking

Circa also has a function that allows for tracking CBO interactions. This can be done in the following ways:

Outreach through Circa

1) When reaching out through Circa, track interactions by using the **Record Note** selection under Activity.

Outreach Organization	Outreach Organization Type	Contact (click to suggest edit)	Location	Activity
<input type="checkbox"/> NAPW - National Association of Professional Women (866) 540-6279	Women Minorities	Victoria Gheorghe v.gheorghe@comcast.net All Contacts	2017 Main Street Colorado Springs, CO 80907	Send Message Record Note Add Referral Give Feedback 1/4/2022

2) Use text boxes to provide a description of the interaction and select **Save Note**. *Note: Messaging directly through Circa will automatically create a note that doesn't need an additional record. However, other outreach methods should be recorded here.*

Outreach Organization	Contact Name/Email	City	St
NAPW - National Association of Professional Women	Victoria Gheorghe v.gheorghe@comcast.net	Colorado Springs	CO

Note Information

User Name: Julian Johnson

*Note Type:

*Subject:

Attachment: No file chosen

*Note/Body:

Email through Outlook

1) Outreach directly through outlook can be automatically recorded by using 'om@circaworks.com' in the BCC of your address box. This removes the need to add an additional note in Circa.

Contacting Organizations Not in the Circa Database

1) To record interactions of organizations outside of Circa, track by using the provided excel sheet.

Excel Sheet: <https://greatwolf-my.sharepoint.com/:x/p/juljohnson/EXYtRSFBR-VApqHaK6qMEesBDjBdVGV0ynWJiO0qWMFsQg?e=TTaVId>



The People We're Looking For

Examples of Stepping-stone/Middle-skill Roles

We are looking for great people who are hard-working, looking for fun, and that have a passion for serving and helping others! Great Wolf is open to all people from any background and with all levels of experience.

People We Hire

- Those from all backgrounds and experiences
- Those with any level of education, ages 16 and older
- Those with disabilities, veterans, and an unrestricted work authorization in the US

Jobs We Have

Position	Description
Housekeeping	
Room Attendant	The Room Attendant is responsible for maintaining the cleanliness of guest rooms. Previous cleaning experience and good communication skills are preferred along with the ability to lift to 30 lbs. and push/pull up to 100 lbs.
Floor Care Attendant	The Floor Care Attendant is critical to ensuring the overall atmosphere of the Lodge meets or exceeds Great Wolf and guest standards. The Attendant is responsible for the cleaning and maintenance of flooring/carpet throughout the resort.
Laundry Attendant	The Laundry Attendant ensures guest satisfaction by maintaining the supply of fresh linens. The Attendant is responsible for washing, drying, and folding linens, terry, and other laundry, for the resort and restaurants.
Public Area Attendant	The Public Area Attendant is critical to ensuring the overall atmosphere of the Lodge meets or exceeds Great Wolf and guest standards. The Attendant is responsible for cleaning and maintaining common areas of the resort.
Food and Beverage	
Server	Servers are responsible for presenting menu options to guests and taking food orders. Servers engage in friendly conversation with guests as well as help maintain a clean environment.
Host/Hostess	The Host/Hostess is the first impression for guests in their dining experience and is critical to ensuring all feel welcomed. The Host/Hostess is responsible for greeting guests, escorting them to tables, and monitoring their needs throughout service.
F&B Attendant	The Food and Beverage Attendant is responsible for positive guest interactions while taking orders, serving, and handling transactions in a friendly and efficient manner at various food outlets, including the Pizza Shop, Coffee Shop, Grab 'N Go outlet, and more.
Banquet Server	The Banquet Server exemplifies high dining standards of presentation, set up, and service. The Banquet Server interacts in a friendly and efficient manner with all guests while serving food and beverages.
Bartender	The Bartender provides friendly and responsive service to all guests, ensuring a fun and safe environment. The Bartender prepares cocktails and non-alcoholic beverages, has a knowledge of common drinks, and provides proper suggestions to guests.
Dishwasher	The Dishwasher aids in maintaining the restaurant and dining experience by ensuring back of house items are cleaned, stocked, and organized for the rest of the culinary team.
Busser	The Restaurant Busser is key to overall restaurant operations and helps ensure guests have an unforgettable dining experience. The Busser helps maintain the overall cleanliness and atmosphere of our restaurant

* All background checks and applications are reviewed on a case-by-case basis, more discussion may be required or had for certain candidates.



Jobs We Have

Cont.

Position	Description
Retail and Attractions	
Retail Attendant	The Retail Attendant provides customers with lasting memories by assisting in the sale of memorabilia and other products. The Attendant guides customers while maintaining the cash register, ringing sales, processing returns, and closing out the register.
Attractions Attendant	The Attractions Attendant may work in any number of Attractions at Great Wolf Lodge, including but not limited to the Arcade, Ropes Course, MagiQuest, Moonstone Mine sluice, Bowling, Rock Wall other attractions within the Family Entertainment Center.
Aquatics	
Waterpark Attendant	Waterpark Attendant is critical to ensuring the overall atmosphere of the waterpark meets or exceeds Great Wolf and guest standards. The Attendant is responsible for maintaining the cleanliness of the pool areas by collecting and disposing of garbage, removing dirty towels from the pool area, and stocking the pool area with clean towels.
Lifeguard	The Lifeguard is one of the most important positions in the lodge, as they are vital to ensuring the safety of our guests, their families, and anyone that visits our waterpark attractions.
Guest Services	
Front Desk Agent	The Front Desk Agent ensures an efficient, informative, and professional check-in/out process so our guests can focus on enjoying all the amenities the lodge has to offer. Many times, as the first point of contact the Front Desk Agent helps create a positive first impression of our resort.
Night Auditor	Night Auditor is responsible for providing nightly Front Desk support and ensures the front office accounting records are accurate daily.
PBX operator	PBX Operator is the heartbeat of the hotel and is responsible for processing all incoming and outgoing communications in a friendly, professional manner.
Bell Staff	Bell Staff are critical to creating a positive first and last impression for guests at our lodge as they welcome and assist them with the transport of their luggage to and from their rooms.
Other Jobs	
Entertainment Ambassador	The Entertainment Ambassador creates an exciting atmosphere for kids with hands-on, unforgettable experiences. This role leads Great Wolf Lodge kids' activities and is also responsible for general retail work, including stocking merchandise and ringing sales.
Security Attendant	The Security Attendant is one of the most important positions in the lodge, as they are vital to ensuring the safety of our guests, their families, and anyone that visits our lodge. No matter the situation, Great Wolf security is trained to respond and ensure all guests enjoy a safe and fun environment.
Maintenance Technician	The Maintenance Technician oversees the day-to-day engineering operations in the lodge. This includes but is not limited to project management, general life safety, ordering, working with vendors. Responsible for completing preventative maintenance and repairs throughout the hotel guestrooms, public spaces, equipment, buildings & grounds.

