

# PERFORMANCE MANAGEMENT EVALUATION FORM



## I. Evaluation Data

Evaluation type	Time Frame		Fiscal Year	Ship	Evaluation date
	From	To			
End of contract	10 Dec 2007	05 Feb 2008	2007-2008	CALL	02 Feb 2008

### EMPLOYEE

<b>Enumber</b> 99-51874	<b>Surname 1</b> Fabris	<b>Surname 2</b> 	<b>Position</b> Cruise Director
<b>Date of birth</b> 31 Jul 1959	<b>First name 1</b> Emilio	<b>First name 2</b> 	<b>Seniority in the Company</b> over 20 years
<b>Duration of the contract</b> 10/12/07 - 05/02/08			<b>Seniority in the position</b> from 5 to 10 contracts

### EVALUATOR

<b>Surname 1</b> Percivale	<b>Surname 2</b> 	<b>Position</b> Hotel Director
<b>First name 1</b> Paolo	<b>First name 2</b> 	

### APPROVER

<b>Surname 1</b> Percivale	<b>Surname 2</b> 	<b>Position</b> Hotel Director + Entertainment Mnger
<b>First name 1</b> Paolp	<b>First name 2</b> 	

## II. Behaviours - Cruise Director

### BEHAVIOURS EVALUATION RATING DESCRIPTION (see Rating Description Sheet)

1 Consistently Below Expectations  
2 Below Expectations

3 Meets Expectations

4 Above Expectations  
5 Consistently Above Expectations

CLUSTER	CLUSTER WEIGHT	DESCRIPTION OF BEHAVIOURS	EVALUATION Rating
PROBLEM SOLVING	10%	deals with unexpected problems and emergencies calmly and with a sense of responsibility, trying to guarantee the excellence of the service	3
		effectively manages crisis communication with the Guests in the event of emergencies (e.g. program changes, breakdowns, etc)	4
		takes immediate action to solve the Guests' problems and evaluates them correctly	3
		<b>PROBLEM SOLVING</b>	<b>3.33</b>
Evaluator's comments:			
RESOURCES MANAGEMENT	10%	communicates effectively with staff and colleagues	4
		defines clear and challenging objectives for staff and evaluates them objectively	3
		successfully communicates the vision, spirit and objectives of the Company to staff and transmits enthusiasm and passion for the job	3
<b>RESOURCES MANAGEMENT</b>			<b>3.33</b>
Evaluator's comments:			
TEAMWORK	10%	builds a harmonious environment within the team, shows sensitivity and optimizes cultural differences	4
		disseminates and proactively uses the corporate culture, guidelines and management system (GUEST, Best 4, etc)	4
		reports any problems to key (shoreside and shipboard) positions and takes action personally to solve them	4
		<b>TEAMWORK</b>	<b>4.00</b>
Evaluator's comments:			
PASSION FOR THE GUEST	15%	acts and dresses in a professional manner (appearance, uniform, etc) in accordance with the Costa Style, setting an example for the workplace	4
		adapts to the type of Guest and the structure of the ship and is always at her/his ease in any situation	2
		proposes ideas and ways to improve the activities and the service	3
<b>PASSION FOR THE GUEST</b>			<b>3.00</b>
Evaluator's comments:			
PLANNING & CONTROL	15%	constantly monitors the budget variances, identifying areas of efficiency and saving in respect of the defined quality standards	3
		continuously monitors the quality of the shipboard entertainment and the related customer satisfaction levels	3
		plans the entertainment activities in conformity with the Product Plan, taking into account the different types of Guests (nationality, etc....)	3
		plans, coordinates and optimizes the embarkation and disembarkation operations with all the positions involved (Tour Manager, Staff Captain, etc...)	3
		provides a complete and comprehensive report at the end of each cruise, detailing the Guests' level of satisfaction with the product	3
<b>PLANNING &amp; CONTROL</b>			<b>3.00</b>
Evaluator's comments:			
HEALTH, SAFETY, ENVIRONMENT	5%	always checks that the activities are performed so as to safeguard the welfare of the Guest in conformity with health, safety and environmental requirements	3
		correctly supports the bodies in charge and takes an active part in safety drills	4
		offers daily examples of conformity with the rules of behavior and safety on board, verifying that standards are always applied	3
<b>HEALTH, SAFETY, ENVIRONMENT</b>			<b>3.33</b>
Evaluator's comments:			
DEVELOPMENT OF REVENUES	10%	is prepared and willing to implement and develop new Company initiatives used as sources of revenue	3
		motivates her/his staff to constantly promote and publicize the services offered	3
		publicizes and promotes the Costa product (services, concessionaires, excursions, etc.) constantly and effectively	3
<b>DEVELOPMENT OF REVENUES</b>			<b>3.00</b>
Evaluator's comments:			
DEVELOPMENT OF SKILLS	10%	determines the staff's level of competence and implements the most suitable training measures	3
		identifies the potential of staff and helps their development by means of on-the-job training and job rotation	3

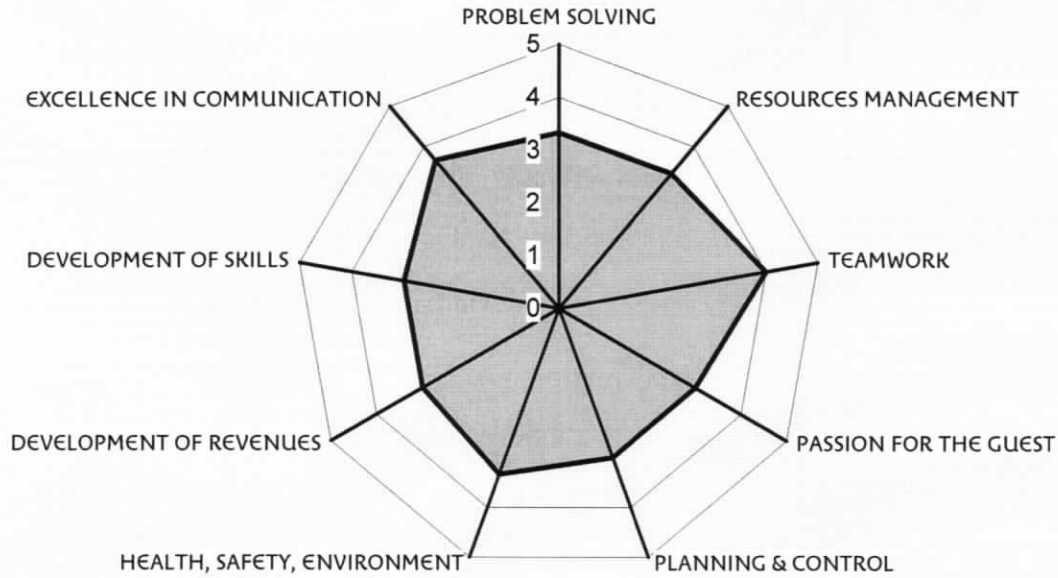
	uses positive or negative feedback as a tool for improving performances and skills	3
	<b>DEVELOPMENT OF SKILLS</b>	<b>3.00</b>
<b>Evaluator's comments:</b>		

<b>EXCELLENCE IN COMMUNICATION</b>	15%	is a great communicator on stage in several languages, is enthusiastic, charismatic and good at involving the Guests in the shipboard activities	3
		plays the role of the "perfect host", showing good public relations ability and representing the Costa style	4
		runs information meetings clearly and accurately, catching the Guests' attention and making the most of the time available	4
<b>EXCELLENCE IN COMMUNICATION</b>			<b>3.67</b>

Evaluator's comments:

<b>BEHAVIOURS FINAL EVALUATION</b>		<b>3.28</b>
<b>BEHAVIOURS FINAL EVALUATION (Hundreth)</b>		<b>66</b>

**Behaviours Evaluation Chart**



**Comments to Behaviours Evaluation**

### III. Skills

LANGUAGE EVALUATION RATING DESCRIPTION		COMPUTER SKILLS EVALUATION RATING DESCRIPTION	
0	No knowledge	0	No knowledge of the application
A1	Basic user 1 (knowledge of everyday expressions and very basic phrases)	1	Basic knowledge of the functionalities of the application
A2	Basic user 2 (knowledge of familiar and routine matters expressions)	2	Expert knowledge of the functionalities of the application
B1	Independent User 1 (fairly good knowledge)	3	Excellent knowledge of the whole application
B2	Independent User 2 (good knowledge)		
C1	Proficient user 1 (very good knowledge)		
C2	Proficiente user 2 (excellent knowledge / mother tongue)		
Please specify in the sections "Other" any language which is not considered in the list			
Languages		Computer	
English	C1	MS Office	0
Italian	C2	SA&PI	0
Spanish	C1	CRUNCH TIME	0
German	C1	INFOSHIP	0
French	C1	TQS	0
Portuguese	B2	Other	0
Chinese	0	Other	0
Russo	C1		

### IV. Development

#### Costa Positioning System ( C.P.S. )

<b>AREA OF MOBILITY</b> PERFORMANCE * 75 TO 100 Short term promotion (within 12 months)	<b>AREA OF CONTINUITY</b> PERFORMANCE * 60 TO 100 Foreseen stability in the next 24 months
<b>AREA OF REPOSITIONING</b> PERFORMANCE * 0 TO 59 Decision on repositioning	<b>AREA OF DEVELOPMENT</b> PERFORMANCE * 75 TO 100 Medium term promotion (within 24 months)

BEHAVIOURS FINAL EVALUATION (Hundreth)

1st RECOMMENDED POSITION

2nd RECOMMENDED POSITION

#### Comments to Development

### V. Comments to Evaluation

#### Approver's Comments

#### Evaluator's Comments

Always present and on time at the different appointments, cocktails, T/T etc.....Very well prepared in the linguistic field. Trustable.

#### Employee's Comments

### VI. Signature

Employee Signature

Evaluator Signature

Approver Signature

Date of Evaluation

Date of Approval