

Crew Member Evaluation

Employee 99-51874 FABRIS EMILIO CRUISE DIRECTOR	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30%;">Evaluation Data</td> <td style="width: 30%;">Number 10880155</td> <td style="width: 30%;"></td> </tr> <tr> <td>Evaluation Type</td> <td>END OF CONTRACT</td> <td>Evaluation Form</td> </tr> <tr> <td>From Date</td> <td>09/09/2013</td> <td>Status</td> </tr> <tr> <td>To Date</td> <td>06/11/2013</td> <td>Reason</td> </tr> <tr> <td></td> <td></td> <td>CRUISE DIRECTOR</td> </tr> <tr> <td></td> <td></td> <td>Shared with Employee</td> </tr> <tr> <td></td> <td></td> <td>END OF ENGAGEMENT</td> </tr> </table>	Evaluation Data	Number 10880155		Evaluation Type	END OF CONTRACT	Evaluation Form	From Date	09/09/2013	Status	To Date	06/11/2013	Reason			CRUISE DIRECTOR			Shared with Employee			END OF ENGAGEMENT
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Employee Seniority in the Company (years) 10 Seniority in the Position (n° of contracts) 11 Birth: 31/07/1959 at TEOLO	Evaluation Data Evaluation Date 06/11/2013 Approval Date 06/11/2013 Fiscal Year 2013	Contract Contract Start 18/07/2013 Contract End 15/12/2013 Company CSCS																				
Evaluator IMARISIO ANDREA HOTEL DIRECTOR 32-3043	Approver IMARISIO ANDREA HOTEL DIRECTOR 32-3043	Embark/Disembark Data VOYAGER - 18/07/13 - AMSTERDAM VOYAGER - 07/11/13 - GENOVA																				

ITEMS	BEHAVIOURS DESCRIPTION	EVALUATION			
		Not adequate	To be improved	Good	Excellent
COMMITTED TO HESS	<ul style="list-style-type: none"> • disseminates HESS culture by setting a daily example and by means of training to colleagues and subordinates • verifies that Company standards and legal requirements for accident prevention, safety, hygiene, security and environmental compliance are always applied providing to alert and notify possible miscompliances and enhancement opportunities • cooperates in a proactive way with other departments to guarantee full compliance of HESS company and international standards • re-enforce and consolidate among the staff a culture of HESS through personal example • always acts in conformity with safety on the job regulations to minimize the risk of accidents • complies in full with health, safety, security and environmental requirements • takes ownership of HESS rules, for his welfare and for other 	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
		<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
COMMUNICATION	<ul style="list-style-type: none"> • Has the ability to be assertive, while showing respect and always using a positive body language in interactions with employees, colleagues and guests alike. • is charismatic and able to gain and maintain attention, demonstrating open mindedness while actively listening to feed-back even in difficult circumstances • takes care to communicate timely, clearly and honestly any performance feed-back to the reporting crew members using the tools as per company procedures 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
		<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
INNOVATION & CREATIVITY	<ul style="list-style-type: none"> • makes proposals, favors the identification and implementation of innovative ideas and solutions that will improve organization and processes • Actively pursues and creates an environment where ideas are taken positively and received with an open mind-set. • The Manager shows leadership by finding creative solutions to difficult operational challenges or to improve guest satisfaction. 	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
JOB SPECIFIC CRUISE DIRECTOR	<ul style="list-style-type: none"> • ensures that pre-defined Company Standards, procedures, policies and Product Plan are followed at all times 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X

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FABRIS EMILIO
CRUISE DIRECTOR

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JOB SPECIFIC CRUISE DIRECTOR	<ul style="list-style-type: none"> • controls every day that all the activities foreseen highlighted in the daily program are performed on time • exercises direct operational control over the Entertainment staff onboard a vessel and ensures the smooth and safe running of the daily activities • supervises of the Entertainment personnel • participates in the On Board Revenue Management Team together with the Cruise Director 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 25%;"></td><td style="width: 25%;"></td><td style="width: 25%; text-align: center;">X</td><td style="width: 25%;"></td></tr> <tr><td></td><td></td><td style="text-align: center;">X</td><td></td></tr> <tr><td></td><td></td><td></td><td style="text-align: center;">X</td></tr> <tr><td></td><td></td><td style="text-align: center;">X</td><td></td></tr> </table>			X				X					X			X	
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LEARNING AND FLEXIBILITY	<ul style="list-style-type: none"> • constantly reviews the team members to identify training and development opportunities as well as needs • applies all available company training material and opportunities on board to guide the team to continual growth both in regards to professional performance and guest satisfaction. • continually strives for personal improvement and professional growth by being an active listener with a flexible mind-set 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td></td><td></td><td></td><td style="text-align: center;">X</td></tr> <tr><td></td><td></td><td style="text-align: center;">X</td><td></td></tr> <tr><td></td><td></td><td style="text-align: center;">X</td><td></td></tr> </table>				X			X				X					
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PEOPLE MANAGEMENT NEW	<ul style="list-style-type: none"> • acts as a Role Model representing Company Values, also in conflict situations, applies rules and standards equally and fairly in all situations following the highest ethical standards • manages the assignment of tasks effectively, communicates them clearly and timely in preparation of execution and organizes the work with optimum use of the available resources • demonstrates an excellent ability to make and communicate changes and adjustments during operations as needed. 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td></td><td></td><td style="text-align: center;">X</td><td></td></tr> <tr><td></td><td></td><td></td><td style="text-align: center;">X</td></tr> <tr><td></td><td></td><td></td><td style="text-align: center;">X</td></tr> </table>			X					X				X				
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PLANNING & CONTROL NEW	<ul style="list-style-type: none"> • manages any emergencies effectively, reorganizing the activities and redistributing the tasks within the team • focuses on efficiency and effective time management in respect of the defined quality standards • has a clear vision of critical activities , understands priorities and performs activities accordingly 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td></td><td></td><td></td><td style="text-align: center;">X</td></tr> <tr><td></td><td></td><td style="text-align: center;">X</td><td></td></tr> <tr><td></td><td></td><td></td><td style="text-align: center;">X</td></tr> </table>				X			X					X				
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PROBLEM SOLVING NEW	<ul style="list-style-type: none"> • identifies quick and effective solutions for operational emergencies and assigns the team tasks accordingly • deeply analyses the causes of the problem definitively and finds long term solutions • adequately evaluates cost and benefits also in emergency situations 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td></td><td></td><td style="text-align: center;">X</td><td></td></tr> <tr><td></td><td></td><td></td><td style="text-align: center;">X</td></tr> <tr><td></td><td></td><td style="text-align: center;">X</td><td></td></tr> </table>			X					X			X					
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RESPONSIBLE CITIZEN	<ul style="list-style-type: none"> • is responsible to ensure that service material is properly used and maintained, with continuous monitoring to minimize wastage and consumption • manages assigned Costa material with care, reporting technical problems, preventing damages and minimizing costs • adapts the service to meet the needs of different nationalities 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td></td><td></td><td style="text-align: center;">X</td><td></td></tr> <tr><td></td><td></td><td></td><td style="text-align: center;">X</td></tr> <tr><td></td><td></td><td style="text-align: center;">X</td><td></td></tr> </table>			X					X			X					
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REVENUE SENSITIVITY	<ul style="list-style-type: none"> • constantly monitors and analyzes the trend of revenues and costs, identifying corrective actions/improvements in order to reach the Company targets • creates synergies with other departments to generate revenues 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td></td><td></td><td></td><td style="text-align: center;">X</td></tr> <tr><td></td><td></td><td style="text-align: center;">X</td><td></td></tr> </table>				X			X									
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SERVICE DELIVERY NEW	<ul style="list-style-type: none"> • excels in delivering guest service with exceptional guest satisfaction as measured against historical data • creates an environment of friendliness and kindness in the guest service areas and holds all reporting Managers and Supervisors accountable for doing the same. • is consistently present in the areas of responsibility and continually demonstrates a positive energy, a ready smile with a relaxed and purposeful body language 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 25%;"></td><td style="width: 25%;"></td><td style="width: 25%; text-align: center;">X</td><td style="width: 25%;"></td></tr> <tr><td></td><td></td><td style="text-align: center;">X</td><td></td></tr> <tr><td></td><td></td><td style="text-align: center;">X</td><td></td></tr> </table>			X				X				X	
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TEAMWORK NEW	<ul style="list-style-type: none"> • Leads by example, showing sensitivity and empathy in all aspects while respecting cultural differences and avoids creating conflicts with the goal to build an harmonious environment within and for the team • takes the overall responsibility of the department activities creating synergetic teamwork with the other departments on board 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 25%;"></td><td style="width: 25%;"></td><td style="width: 25%;"></td><td style="width: 25%; text-align: center;">X</td></tr> <tr><td></td><td></td><td></td><td style="text-align: center;">X</td></tr> </table>				X				X				
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Development Section

Repositioning	X Stability	Growth
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Approver's Comments

Employee's Comments

Approver Signature 	Evaluator Signature	Employee Signature
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