

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: 40%;">Number 10743155</td> <td style="width: 30%;"></td> </tr> <tr> <td>Evaluation Type</td> <td>INTERMEDIATE</td> <td>Evaluation Form ENTERTAINMENT - FOGLIO D</td> </tr> <tr> <td>From Date</td> <td>18/07/2013</td> <td>Status Shared with Employee</td> </tr> <tr> <td>To Date</td> <td>06/09/2013</td> <td>Reason EVALUATOR'S SIGN OFF</td> </tr> </table>	Evaluation Data	Number 10743155		Evaluation Type	INTERMEDIATE	Evaluation Form ENTERTAINMENT - FOGLIO D	From Date	18/07/2013	Status Shared with Employee	To Date	06/09/2013	Reason EVALUATOR'S SIGN OFF
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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 06/09/2013 Approval Date 06/09/2013 Fiscal Year 2013	Contract Contract Start 18/07/2013 Contract End 15/12/2013 Company CSCS											
Evaluator DELUCCHI MARCO HOTEL DIRECTOR 11-13338	Approver DELUCCHI MARCO HOTEL DIRECTOR 11-13338	Embark/Disembark Data VOYAGER - 18/07/13 - AMSTERDAM VOYAGER - 07/11/13 - SAVONA											

Development Behavior Final Evaluation (Hundreths) 74,20	CPS CONTINUITY	
1st Recommended Position 2nd Recommended Position		

Behaviors

DEVELOPMENT OF REVENUES

(Cluster Weight 10%)

Behavior

- is prepared and willing to implement and develop new Company initiatives used as sources of revenue
- motivates her/his staff to constantly promote and publicize the services offered
- publicizes and promotes the Costa product (services, concessionaires, excursions, etc.) constantly and effectively

Evaluation Rating

Above Expectations	4
Above Expectations	4
Meets Expectations	3

Cluster evaluation **3,67**

DEVELOPMENT OF SKILLS

(Cluster Weight 10%)

Behavior

- determines the staff's level of competence and implements the most suitable training measures
- identifies the potential of staff and helps their development by means of on-the-job training and job rotation
- uses positive or negative feedback as a tool for improving performances and skills

Evaluation Rating

Meets Expectations	3
Above Expectations	4
Above Expectations	4

Cluster evaluation **3,67**

EXCELLENCE IN COMMUNICATION

(Cluster Weight 15%)

Behavior

- runs information meetings clearly and accurately, catching the Guests' attention and making the most of the time available
- is a great communicator on stage in several languages, is enthusiastic, charismatic and good at involving the Guests in the shipboard activities
- plays the role of the "perfect host", showing good public relations ability and representing the Costa style

Evaluation Rating

Above Expectations	4
Above Expectations	4
Above Expectations	4

Cluster evaluation **4,00**

HEALTH, SAFETY, ENVIRONMENT

(Cluster Weight 5 %)

Behavior

- always checks that the activities are performed so as to safeguard the welfare of the Guest in conformity with health, safety and environmental requirements
- correctly supports the bodies in charge and takes an active part in safety drills
- offers daily examples of conformity with the rules of behavior and safety on board, verifying that standards are always applied

Evaluation Rating

Above Expectations	4
Meets Expectations	3
Above Expectations	4

Cluster evaluation **3,67**

Crew Member Evaluation

Employee

99-51874
FABRIS EMILIO
CRUISE DIRECTOR

Evaluation Data **Number** 10743155

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Evaluation Form ENTERTAINMENT - FOGGIO D

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Reason EVALUATOR'S SIGN OFF

PASSION FOR THE GUEST
(Cluster Weight 15%)
Behavior

- adapts to the type of Guest and the structure of the ship and is always at her/his ease in any situation
- proposes ideas and ways to improve the activities and the service
- acts and dresses in a professional manner (appearance, uniform, etc) in accordance with the Costa Style, setting an example for the workplace

Evaluation Rating

Meets Expectations	3
Above Expectations	4
Consistently Above Expectations	5

Cluster evaluation	4,00
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PLANNING & CONTROL
(Cluster Weight 15%)
Behavior

- When involved in the pre- and/or post-implementation phase of a G.U.E.S.T. idea, reports the necessary feedback, guaranteeing a correct functioning in his/her department
- constantly monitors the budget variances, identifying areas of efficiency and saving in respect of the defined quality standards
- plans the entertainment activities in conformity with the Product Plan, taking into account the different types of Guests (nationality, etc....)
- plans, coordinates and optimizes the embarkation and disembarkation operations with all the positions involved (Tour Manager, Staff Captain, etc...)
- Continuously monitors the quality of the shipboard entertainment and the related customer satisfaction levels
- provides a complete and comprehensive report at the end of each cruise, detailing the Guests' level of satisfaction with the product

Evaluation Rating

Meets Expectations	3
Meets Expectations	3
Meets Expectations	3
Above Expectations	4
Above Expectations	4
Meets Expectations	3

Cluster evaluation	3,33
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PROBLEM SOLVING
(Cluster Weight 10%)
Behavior

- deals with unexpected problems and emergencies calmly and with a sense of responsibility, trying to guarantee the excellence of the service
- effectively manages crisis communication with the Guests in the event of emergencies (e.g. program changes, breakdowns, etc)
- takes immediate action to solve the Guests' problems and evaluates them correctly

Evaluation Rating

Above Expectations	4
Above Expectations	4
Meets Expectations	3

Cluster evaluation	3,67
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RESOURCES MANAGEMENT
(Cluster Weight 10%)
Behavior

- communicates effectively with staff and colleagues
- successfully communicates the vision, spirit and objectives of the Company to staff and transmits enthusiasm and passion for the job
- actively supports and promotes the G.U.E.S.T. Program through organizing 100% of the activities, involving her/his staff during their routine daily activities and leading by model, showing a G.U.E.S.T. spirit
- defines clear and challenging objectives for staff and evaluates them objectively

Evaluation Rating

Above Expectations	4
Above Expectations	4
Meets Expectations	3
Meets Expectations	3

Cluster evaluation	3,50
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TEAMWORK
(Cluster Weight 10%)
Behavior

- builds a harmonious environment within the team, shows sensitivity and optimizes cultural differences
- disseminates and proactively uses the corporate culture, guidelines and management system (GUEST, Best 4, etc)
- reports any problems to key (shoreside and shipboard) positions and takes action personally to solve them

Evaluation Rating

Above Expectations	4
Meets Expectations	3
Above Expectations	4

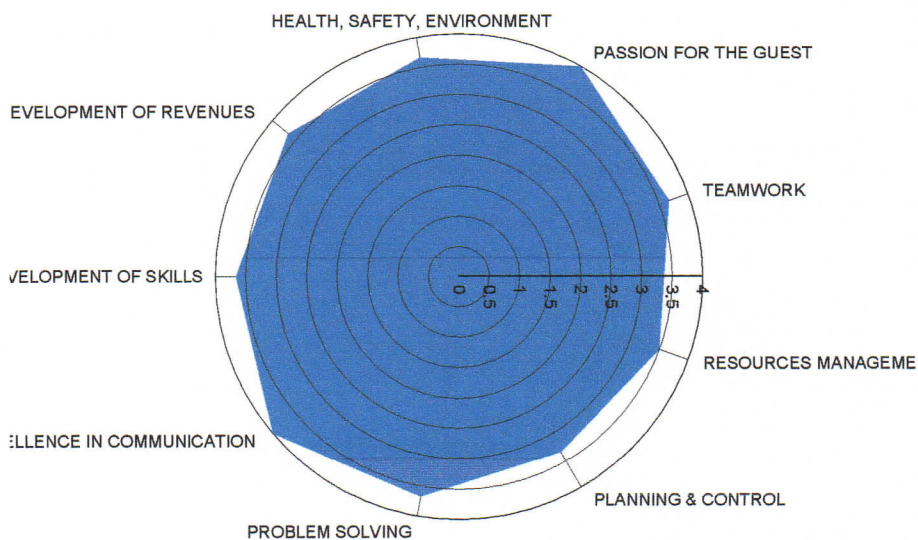
Cluster evaluation	3,67
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CRUISE DIRECTOR

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Behavior Evaluation Chart



Language

Language	Evaluation Rating
CHINESE	A1 - KNOWLEDGE OF EVERYDAY EXPRESSIONS AND VERY BASIC PHRASES
ENGLISH	C1 - VERY GOOD KNOWLEDGE
FRENCH	C1 - VERY GOOD KNOWLEDGE
GERMAN	C1 - VERY GOOD KNOWLEDGE
ITALIAN	C2 - EXCELLENT KNOWLEDGE/MOTHER TONGUE
PORTUGUESE	B2 - GOOD KNOWLEDGE
SPANISH	C1 - VERY GOOD KNOWLEDGE

Application

Application	Evaluation rating
CRUNCH TIME	0 - NO KNOWLEDGE OF APPLICATION
INFOSHIP SQL	0 - NO KNOWLEDGE OF APPLICATION
Mistral	1 - BASIC KNOWLEDGE OF FUNCTIONALITIES OF APPLICATION
SA&PI	0 - NO KNOWLEDGE OF APPLICATION
OTHER	3 - EXCELLENT KNOWLEDGE OF FUNCTIONALITIES OF APPLICATION
MS Office	2 - EXPERT KNOWLEDGE OF FUNCTIONALITIES OF APPLICATION
TQS	0 - NO KNOWLEDGE OF APPLICATION

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Approver's Comments

Mr. Emilio Fabris is a well seasoned employee of Costa Cruises. Over the past year however, shoreside management has noticed a not-so-favourable results performance (in most areas of entertainment) from our guests with regards to Mr. Fabris latest assignments as well as a lack of enthusiasm, commitment and communication on his part accepting some of the direction and ideas of the shoreside entertainment department.

Keith Cox - Entertainment & Floor shows Director

Evaluator's Comments

Emilio is a great team player and manages his staff smoothly and effectively.

Employee's Comments

I do not agree about the above concerning my enthusiasm, because I have always put passion on what I have been doing, and my behaviour did not change of a comma from when I've started with Costa. If in this last year results in general have not been as expected by the target, this does not depend from any lack of enthusiasm and passion from my side. There has been a clash of opinions with the management ashore but this is due to different experiences of work.

Approver Signature



Evaluator Signature



Employee Signature

