

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 14316148</td> <td style="width: 30%;"></td> </tr> <tr> <td>Evaluation Type</td> <td>INTERMEDIATE</td> <td>Evaluation Form CRUISE DIRECTOR</td> </tr> <tr> <td>From Date</td> <td>22/10/2015</td> <td>Status Shared with Employee</td> </tr> <tr> <td>To Date</td> <td>26/11/2015</td> <td>Reason END OF ENGAGEMENT</td> </tr> </table>	Evaluation Data	Number 14316148		Evaluation Type	INTERMEDIATE	Evaluation Form CRUISE DIRECTOR	From Date	22/10/2015	Status Shared with Employee	To Date	26/11/2015	Reason END OF ENGAGEMENT
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Employee Seniority in the Company (years) 12 Seniority in the Position (n° of contracts) 20 Birth: 31/07/1959 at TEOLO	Evaluation Data Evaluation Date 26/11/2015 Approval Date 26/11/2015 Fiscal Year 2015	Contract Contract Start 22/10/2015 Contract End 27/11/2015 Company CSCS
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Evaluator PUCKL EDUARD HOTEL DIRECTOR 11-19516	Approver HOTEL DIRECTOR	Embark/Disembark Data DELIZIOSA - 22/10/15 - PIRAEUS (ATHENS) DELIZIOSA - 27/11/15 - VENEZIA
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ITEMS	BEHAVIOURS DESCRIPTION	EVALUATION			
		Not adequate	To be improved	Good	Excellent
COMMITTED TO HESS	<ul style="list-style-type: none"> • cooperates in a proactive way with other departments to guarantee full compliance of HESS company and international standards • disseminates HESS culture by setting a daily example and by means of training to colleagues and subordinates • 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 • 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 • re-enforce and consolidate among the staff a culture of HESS through personal example 	<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"/>	X	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
COMMUNICATION	<ul style="list-style-type: none"> • takes care to communicate timely, clearly and honestly any performance feed-back to the reporting crew members using the tools as per company procedures • 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 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
		<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>
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 • 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 • controls every day that all the activities foreseen highlighted in the daily program are performed on time 	<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

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		Not adequate	To be improved	Good	Excellent
JOB SPECIFIC CRUISE DIRECTOR	<ul style="list-style-type: none"> • participates in the On Board Revenue Management Team together with the Cruise Director 				X
LEARNING AND FLEXIBILITY	<ul style="list-style-type: none"> • 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. • constantly reviews the team members to identify training and development opportunities as well as needs • continually strives for personal improvement and professional growth by being an active listener with a flexible mind-set 				X
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. 				X
				X	
				X	
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 			X	
				X	
				X	
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 			X	
				X	
				X	
RESPONSIBLE CITIZEN	<ul style="list-style-type: none"> • manages assigned Costa material with care, reporting technical problems, preventing damages and minimizing costs • is responsible to ensure that service material is properly used and maintained, with continuous monitoring to minimize wastage and consumption • adapts the service to meet the needs of different nationalities 				X
				X	
				X	
REVENUE SENSITIVITY	<ul style="list-style-type: none"> • creates synergies with other departments to generate revenues • constantly monitors and analyzes the trend of revenues and costs, identifying corrective actions/improvements in order to reach the Company targets 			X	
			X		
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. 		X		
				X	

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BEHAVIOURS DESCRIPTION

EVALUATION

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SERVICE DELIVERY NEW

- is consistently present in the areas of responsibility and continually demonstrates a positive energy, a ready smile with a relaxed and purposeful body language

		X	
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TEAMWORK NEW

- 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
- creates an environment of responsibility and accountability applied equally to all team members to ultimately promote optimal guest satisfaction

		X	
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		X	
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		X	
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Development Section

Repositioning

X Stability

Growth

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Approver's Comments

Manually added as comments disappeared from system.


Evaluator's Comments

Mr. Fabris is well experienced in aspect of his duties, we works accurate and reliable.
 Approvers comment:
 Emilio did not reach the entertainment or revenue targets as set by the company during his first two cruises (his third cruise was not complete at the time of this evaluation).
 This is an expectation that must be addressed and improved by Emilio.
 Evaluator's Comments
 Employee's Comments

Employee's Comments

Both, revenue and financial targets were heavily impacted by adverse weather conditions, cancellations of excursions and even port of call. Nevertheless, I tried my best but the scores and revenue of both cruises were suffering due to unavoidable circumstances. The unattractive itinerary of the ship itself did not help either.

Cm doesn't agree

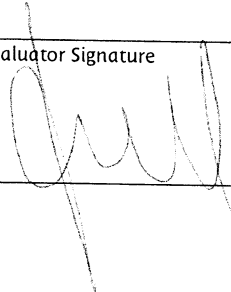
Evaluation Meeting

26/11/2015

Approver Signature

X

Evaluator Signature



Employee Signature

