

Crew Member Evaluation

Employee 99-51874 FABRIS EMILIO CRUISE DIRECTOR	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 33%;">Evaluation Data</td> <td style="width: 33%;">Number 20306144</td> <td style="width: 33%;">Evaluation Form CRUISE DIRECTOR</td> </tr> <tr> <td>Evaluation Type</td> <td>END OF CONTRACT</td> <td>Status Shared with Employee</td> </tr> <tr> <td>From Date</td> <td>26/05/2017</td> <td>Reason END OF ENGAGEMENT</td> </tr> <tr> <td>To Date</td> <td>23/06/2017</td> <td></td> </tr> </table>	Evaluation Data	Number 20306144	Evaluation Form CRUISE DIRECTOR	Evaluation Type	END OF CONTRACT	Status Shared with Employee	From Date	26/05/2017	Reason END OF ENGAGEMENT	To Date	23/06/2017	
Evaluation Data	Number 20306144	Evaluation Form CRUISE DIRECTOR											
Evaluation Type	END OF CONTRACT	Status Shared with Employee											
From Date	26/05/2017	Reason END OF ENGAGEMENT											
To Date	23/06/2017												
Employee Seniority in the Company (years) 14 Seniority in the Position (n° of contracts) 13 Birth: 31/07/1959 at TEOLO	Evaluation Data Evaluation Date 23/06/2017 Approval Date 23/06/2017 Fiscal Year 2017	Contract Contract Start 10/04/2017 Contract End 24/06/2017 Company CSCS											
Evaluator KAINEDER MANFRED HOTEL DIRECTOR 97-112011	Approver HOTEL DIRECTOR	Embark/Disembark Data LUMINOSA - 26/05/17 - DUBROVNIK LUMINOSA - 24/06/17 - VENEZIA											

ITEMS	BEHAVIOURS DESCRIPTION	EVALUATION			
		Not adequate	To be improved	Good	Excellent
CHANGE	<ul style="list-style-type: none"> • Adjusts to changing circumstances, and encourages others to adapt appropriately • Has an optimistic outlook and supports team and individuals to face challenging tasks • Initiates and supports change initiatives in his/her area, motivating the change implementation • Remains objective and focused on work, demonstrating composure, even when under pressure or facing uncertainty 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
COOPERATION	<ul style="list-style-type: none"> • Communicates clearly and effectively while being open to other's point of view • Encourages others to think of themselves as colleagues, promoting cooperation • Facilitates team spirit and supports interaction in diverse teams • Has a personal network and helps others to do the same 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Entrepreneurial spirit	<ul style="list-style-type: none"> • Adopts the Company strategy and translates departmental goals into tasks for the team • Demonstrates and shares knowledge of the business environment in which the organization operates • Prioritizes and assigns resources reasonably, considering the economic impact of decisions and actions • Takes into account cross-functional factors that are not immediately linked to his/her working area 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
ETHICS	<ul style="list-style-type: none"> • Acts in a respectful manner and treats people equally • Adopts an ethical approach in line with Company values • Always complies with Code of Business Conduct & Ethics and Corporation standards • Creates an environment of trust and lives an open feedback culture 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
H.E.S.S.	<ul style="list-style-type: none"> • Creates a transparent culture where people are trusted and listened to in terms of safety reporting • Has a deep knowledge of H.E.S.S. standards and ensures his/her collaborators understand the full impact of their safety behavior on colleagues and guests 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Crew Member Evaluation

Employee
99-51874
FABRIS EMILIO
CRUISE DIRECTOR

Evaluation Data **Number** 20306144
Evaluation Type END OF CONTRACT Evaluation Form CRUISE DIRECTOR
From Date 26/05/2017 Status Shared with Employee
To Date 23/06/2017 Reason END OF ENGAGEMENT

ITEMS	BEHAVIOURS DESCRIPTION	EVALUATION			
		Not adequate	To be improved	Good	Excellent
H.E.S.S.	<ul style="list-style-type: none"> • Is able to fulfill his/her safety duty in its entirety • Never compromises on safety, both shipboard and shoreside, being a safety leader • Promotes and supports the open H.E.S.S. culture in his/her team and with other departments 	<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"/>
INNOVATION 2015	<ul style="list-style-type: none"> • Assures that the team has time to work on innovations and enhancements • Initiates and contributes to innovation and concepts, linking them to measurable business results • Promotes and facilitates continuous innovation and transfers ideas to the management • Shares information and encourages others to do so to support innovation 	<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"/>	<input type="checkbox"/>	X
LEADING & DEVELOPING PEOPLE	<ul style="list-style-type: none"> • Delegates to and empowers people, creating commitment, whilst maintaining responsibility • Identifies talents and works on individuals and teams strengths and potentials • Is engaged, lives the brand and is coherent and adaptable when leading the team • Shares targets and provides direction, keeping the team focused on tasks 	<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"/>
RESULT ORIENTATION	<ul style="list-style-type: none"> • Challenges him/herself and others to exceed targets by guiding the team with a solution oriented approach • Organizes and controls the area of responsibility anticipating potential changes and risks • Organizes his/her and others time effectively and ensures that realistic timescales are respected • Takes responsibility for his/her decisions and actions, as well as those of the team, encouraging team members to do so 	<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
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
SERVICE & QUALITY	<ul style="list-style-type: none"> • Consistently acts as a role model of service culture with colleagues and externally • Controls and adjusts the relevant standards of service in his/her department, applying appropriate measures • Ensures that individuals and the team are always ambassadors of the brand reputation in everything they do • Exceeds service quality in his/her department, assuring the achievement of high service 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"/>	<input type="checkbox"/>	X
		<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
PERFORMANCE MANAGEMENT	<ul style="list-style-type: none"> • Defines clear objectives, gives regular feedback and sets the evaluation interview underlining strong points and areas of improvement, while showing the path to follow for the future development 	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CONTINUOUS IMPROVEMENT	<ul style="list-style-type: none"> • Regularly follows the Company training & development activities and shows commitment to grow, being aware of the importance to be a role model for the collaborators 	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Crew Member Evaluation

Employee
99-51874
FABRIS EMILIO
CRUISE DIRECTOR

Evaluation Data	Number 20306144	Evaluation Form	CRUISE DIRECTOR
Evaluation Type	END OF CONTRACT	Status	Shared with Employee
From Date	26/05/2017	Reason	END OF ENGAGEMENT
To Date	23/06/2017		

ITEMS

BEHAVIOURS DESCRIPTION

EVALUATION

ROLE SPECIFICS CRUISE DIRECTOR

- Carries out public relations with Guests of various nationalities in order to constantly monitor their level of satisfaction and solve possible complaints respecting Company standards
- Gives promotional support to the Excursion Department, in collaboration with the Tour Manager, in order to maximize revenue opportunities
- Is responsible for the onboard communication and the creation of the cruise program in order to makes sure basic information are conveyed to the Guests in an efficient and adequate way, in accordance with Company standards
- Organizes events such as conferences, meetings and special requests from groups, coordinating the technical/entertainment personnel, in order to provide an excellent product in compliance with Company standards
- Plans the entertainment activities and various official events and personally presents some of these activities in accordance with the Product Plan
- Supervises and modifies entertainment activities in order to achieve the expected results and verify the level of appreciation of the Guest making the necessary adjustments in compliance with Company standards and the relevant shore-side Office
- Supervises first embarkation, final disembarkation of Guests and excursions dispatch in collaboration with the Tour Manager, in order to make sure that Guests are welcomed, followed and supported according to Company standards
- Supervises the use, consumption and cost of entertainment materials and supplies in order to respect the seasonal budget, in accordance with Company instructions

Not adequate	To be improved	Good	Excellent
		X	
			X
		X	
		X	
	X		
		X	
		X	

Development Section

Repositioning	X Stability	Growth
----------------------	--------------------	---------------

Current Next Planning Data

Embark : SERENA - 19/08/2017 - KAGOSHIMA

Disembark : SERENA - 06/11/2017 - KAGOSHIMA

Crew Member Evaluation

Employee

99-51874
FABRIS EMILIO
CRUISE DIRECTOR

Evaluation Data

Number	20306144	Evaluation Form	CRUISE DIRECTOR
Evaluation Type	END OF CONTRACT	Status	Shared with Employee
From Date	26/05/2017	Reason	END OF ENGAGEMENT
To Date	23/06/2017		

Approver's Comments**Evaluator's Comments**

HOTEL DIRECTOR - Mr Fabris is for sure a great asset to Costa Crociere as well as the team here on board the Costa Luminosa. Always available to support all needs of the team with a smile to ensure to reach the common goal of the operation, making guest happy & want to come back to cruise again with us. This also showed in NPS reached during the first part of the season with highs up to 56!

HOTEL DIRECTOR - Mr Fabris is for sure a great asset to Costa Crociere as well as the team here on board the Costa Luminosa. Always available to support all needs of the team with a smile to ensure to reach the common goal of the operation, making guest happy & want to come back to cruise again with us. This also showed in NPS reached during the first part of the season with highs up to 56!

Employee's Comments

Approved by Clementina Palumbo

Cm doesn't agree

Evaluation Meeting

23.06.2017

Approver Signature

X

Evaluator Signature

Employee Signature