

Crew Member Evaluation

Employee
99-51874
FABRIS EMILIO
CRUISE DIRECTOR

Evaluation Data **Number 9948164**
Evaluation Type END OF CONTRACT Evaluation Form CRUISE DIRECTOR
From Date 26/09/2019 Status Shared with Employee
To Date 30/10/2019 Reason END OF ENGAGEMENT

Employee
Seniority in the Company (years) 16
Seniority in the Position (n° of contracts) 14
Birth: 31/07/1959 at TEOLO

Evaluation Data
Evaluation Date 28/10/2019
Approval Date 28/10/2019
Fiscal Year

Contract
Contract Start 26/09/2019
Contract End 30/10/2019
Company CSCS

Evaluator
CINQUE RAFFAELE
HOTEL DIRECTOR
5-5405

Approver

Embark/Disembark Data
NEORIVIERA - 26/09/19 - SAVONA
NEORIVIERA - 30/10/19 - DRY DOCK GENOVA

ITEMS

BEHAVIOURS DESCRIPTION

EVALUATION

Not adequate	To be improved	Good	Excellent
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CHANGE

- 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

		X	
		X	
		X	
			X

COOPERATION

- 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

			X
		X	
			X
		X	

Entrepreneurial spirit

- 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

		X	
		X	
		X	
		X	

ETHICS

- 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

			X
		X	
			X
		X	

H.E.S.S.

- Creates a transparent culture where people are trusted and listened to in terms of HESS reporting
- Has a deep knowledge of HESS standards and ensures his/her collaborators understand the full impact of their HESS behavior on colleagues and guests
- Is able to fulfill his/her HESS duties in their entirety

		X	
		X	
		X	

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H.E.S.S.	<ul style="list-style-type: none"> • Never compromises on HESS both shipboard and shoreside, being a safety leader • Promotes and supports the open HESS culture in his/her team and with other departments 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<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"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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"/>	<input type="checkbox"/>	<input checked="" 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 checked="" type="checkbox"/>	<input type="checkbox"/>
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"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
PERFORMANCE MANAGMENT	<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"/>	<input checked="" 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"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
ROLE SPECIFICS CRUISE DIRECTOR	<ul style="list-style-type: none"> • 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 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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BEHAVIOURS DESCRIPTION

EVALUATION

ROLE SPECIFICS CRUISE DIRECTOR

- 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 make 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

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Approver's Comments

Evaluator's Comments

HOTEL DIRECTOR - Experienced and serious person. During the transition period he has been a very good team player in order to assure the Guest satisfaction. It has been a pleasure to know and work with Mr. Fabris.

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Employee's Comments

HR Director Note

Cm doesn't agree

Evaluation Meeting

___/___/___

Approver Signature

X

Evaluator Signature

Employee Signature