



EDUCATION



LEARNING



SKILL



PERFORMANCE



INFORMATION



TEAM



QUALIFICATION



MOTIVATION

Learning Guide 2019

Questions?

If you have any further questions please contact your LDO or HRM onboard.



WHITE STAR SERVICE
ACADEMY



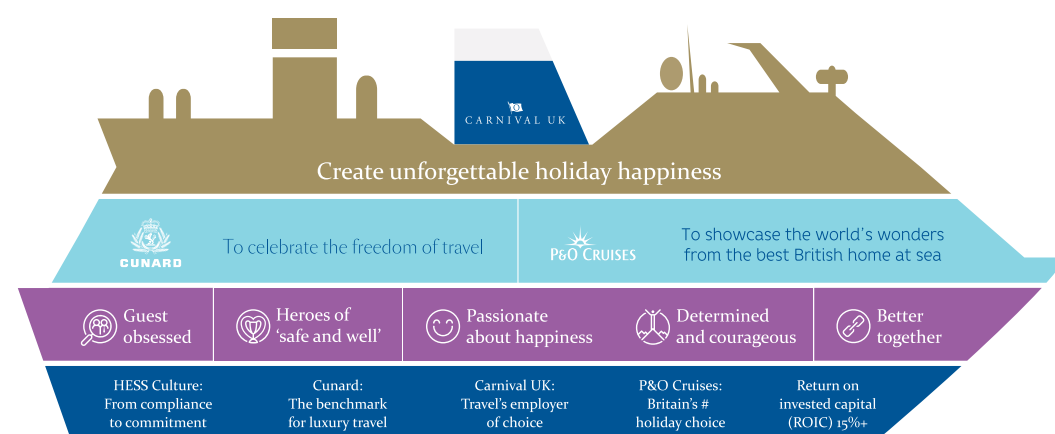
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It All Starts With You

When there's an opportunity to learn more do you seize it? Do you search out new skills?
Do you introduce yourself to people who can help you grow, both professionally and personally?
Do you consistently seek out ways to enhance what you do?

Development opportunities are all around us and it's our responsibility to make the most of them and become the best that we can be. It's our responsibility to keep our skills and knowledge up to date, to take advantage of workshops, gain qualifications, and learn from life lessons that we experience every single day.



Whether you're in engineering or entertainment, marketing or medicine, shipbuilding or sales, bartending or business planning, there are many ways you can develop a rich and rewarding career.

We're committed to supporting you to become the best version of yourself, and one of the ways we're doing this is through the Learning Academy.

Designed to equip you with the tools you need to build a personal development plan, the Learning Academy is for all colleagues at all levels. It helps you identify learning and development opportunities which, with the support of your manager, you can seize!

Get ready to be the best version of yourself – Better Me, Better Us, Better Together.



Josh Weinstein
President, Carnival UK

Purpose of this Guide

Development that's right for you...

Our passion to help people transform and grow, through creative and innovative learning experiences, is central to who we are and what we do.

Our learning guide will give you an understanding of the different opportunities, resources and programmes you can access to develop yourself and build your personal plan.

Here are just some of the exciting things we've put in place:

- ◆ Learning Academy – a structured series of development modules, from induction to senior leadership development
- ◆ Academy Programmes – we offer more than 20 topics and subjects
Personal Plans – suggested activities to complete for each subject to give you an opportunity to Try It, Discuss It, Learn It
- ◆ Good Practice – fun and interactive online resources and materials so that you can complete your learning plan when it is best for you

We can help you build new skills to flourish with learning packages that you can apply in a way that works for you.

Be ready for tomorrow...

Chris Lodge
Director, Learning



Message from Simon Palethorpe, President, Cunard

Cunard is famous around the world for its elegant ships, its luxurious surroundings and most importantly, its renowned White Star Service.

Our commitment to our Guests is that they will feel free, inspired and special when sailing with us. Our commitment to you is to give you the tools and training needed to deliver this amazing onboard Guest experience.

We want to provide you with opportunities to develop both personally and professionally. This guide outlines the exciting options that are available to you. So, please discuss your options and your career aspirations with your line manager who will support you in planning your development.

Our Learning & Development Principles

Whether designing a learning programme, or thinking about how you access what we do, we think the following principles are important:

- ◆ Having a consistent and integrated approach across our programmes and activities
- ◆ Encouraging you to take individual responsibility of your development plan
- ◆ Reflecting our values in all our programmes
- ◆ Having a blended approach to learning, not just workshops and slides
- ◆ Providing a broader range of learning resources and toolkits to you
- ◆ Enabling you to share ideas and learning through 'social learning platforms'
- ◆ Using our learning platform, GLADIS (Global Learning And Development Information System), to promote group working, collaboration, recognition and fun
- ◆ Creating inclusive programmes that respect everyone

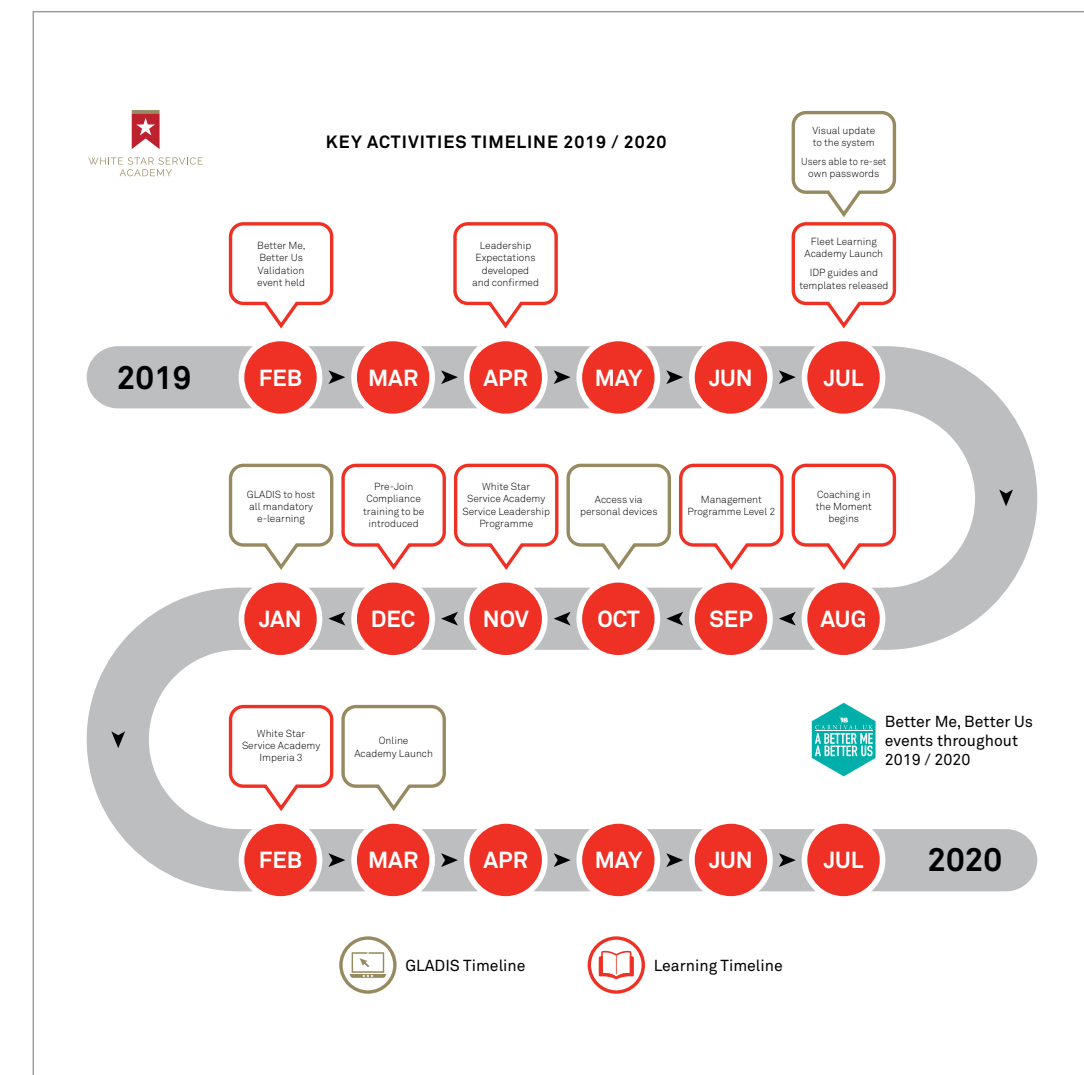


Accessing Your Learning Online

You'll use GLADIS (Global Learning And Development Information System) to access your online learning for H.E.S.S. and for other compliance related learning. Throughout 2019 we will be expanding the online library to support our Academy modules and provide resources you can access whenever you need them.

GLADIS is used across all the Carnival brands. You might know this as Marine LMS; we'll be rebranding when we update the system shortly, so there's a standard look and feel on all vessels across the corporation.

Below is a timeline for some key activities:



Our Academy – Structured Programmes

Our Learning Academy has clear, structured development opportunities. This means that you can select development options that suit your own individual development plan. We recognise that people learn in different ways and have preferences as to how they access development opportunities. At each level we offer development in various forms including self-directed learning activities, formal workshops and online resources and tools. Our leadership development modules underpin our leadership expectations which support the three key pillars of 'Self Mastery', being 'People Centric' and 'Results Focussed'.

Details about development are included later in this guide, see pages 17-35. Remember that although the development opportunities are a fantastic resource, what you choose to do has to be both relevant to your role and agreed with your manager, through sign-off of your individual learning plan.

If in doubt, or should you want to discuss this please contact your HR Manager (HRM) or Learning & Development Officer (LDO).



Learning Academy Structure

CORE	ADVANCE	ASPIRE
Individual	Managers Internally Facilitated	SMT & Ops Team Internally Facilitated
<ul style="list-style-type: none"> White Star Service Academy Maritime Technical & Safety Fleet Induction Diversity & Inclusion Ethics & Conduct 	<ul style="list-style-type: none"> Introduction to Your Role as a Manager Communications Matters Conduct Matters Capability Performance Matters Feedback Matters Appraisals & Objective Matters Etiquette Matters Coaching Matters Influencing Matters Inclusion Matters Style Matters Leading Matters Coaching in the Moment 	<ul style="list-style-type: none"> Leading with Emotional Intelligence Developing Others – Coaching & Mentoring The Art of Delegation Commerciality – Building Business Relationships Performance Management What Are You Really Thinking?
		Externally Facilitated
		<ul style="list-style-type: none"> CSMART Leadership Programme
	Pathway 1 Management Programme	Pathway 2 Senior Management Programme
		Better me, Better us

Development Plans

Planning Your Development – Step One

Creating a development plan is an important step in organising your approach to learning. It also enables you to review and discuss this with your manager.



Developing Skills & Knowledge

Planning Your Development – Step Two and Beyond

An effective development plan is the route map to becoming your best. It's a way for you to broaden your skills and prepare for your next career move. It helps you thrive in your current role too by creating a structured plan focussed on your goals.



Try It, Discuss It, Learn It – 70:20:10

The best way to develop is often unique to you and your particular experiences and preferences. Development needs can flex and change over time, due to changing personal or work circumstances.

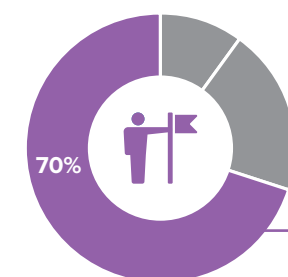
70:20:10 describes an ideal balance between different ways of learning and developing.

The 70:20:10 approach tells us that effective learning can take place any time, anywhere and under anyone's guidance, and that we need a mix of methods to be able to learn.

'Try It' through day-to-day tasks, challenges and practice. 'Discuss It' through collaboration and sharing, in person or online. 'Learn It' through more formal learning such as a course.

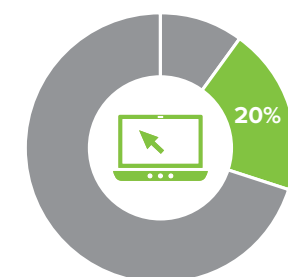


Here's some things to think about when planning your development:



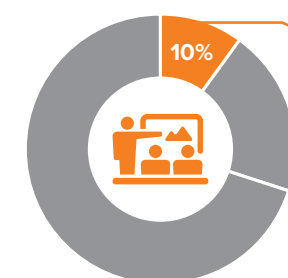
70% TRY IT

- > Get involved in a project
- > Set a challenging goal
- > Take on a new responsibility
- > Use feedback to try a new approach
- > Practice and reflect on how it went
- > Observe or participate in events
- > Offer to help others just for the experience
- > Apply new techniques to real situations
- > Work with an expert in the task
- > Represent your line manager in a meeting
- > Take an opportunity to experience a new role and discover what you can learn
- > Ignite your passion, gain some new ideas and broaden your perspective
- > Spend some time with a colleague learning about their job and ways of working



20% DISCUSS IT

- > Discuss your development with your line manager
- > Seek feedback and be open to it
- > Ask questions
- > Ask for advice, opinions and ideas
- > Talk to someone who will support and also challenge you
- > Ask a team member to coach you
- > Talk to your HRM or LDO
- > Talk to an expert in the subject
- > Discuss what you've learned in 1:1's
- > Share knowledge with your work colleagues
- > Participate in group discussions



10% LEARN IT

- > Access videos, articles and tools that can support you
- > Research topics and techniques
- > Read books
- > Listen to audio books, podcasts and webinars
- > Attend a workshop
- > Read internal communications bulletins and updates
- > Attend our Academy workshops
- > Think about a professional accreditation or qualification

Leadership at All Levels – Leadership Expectations for Everyone

It's important that we all take responsibility for our own development. To support you we've developed a framework to help you understand what's expected as you progress your career with us. This framework sets out standards of behaviour and indicates what this looks like at each level.

We encourage you to develop for your personal success – it's key to 'Delivering Unforgettable Holiday Happiness'. This starts with understanding ourselves and how our emotions and experience affect what we do.

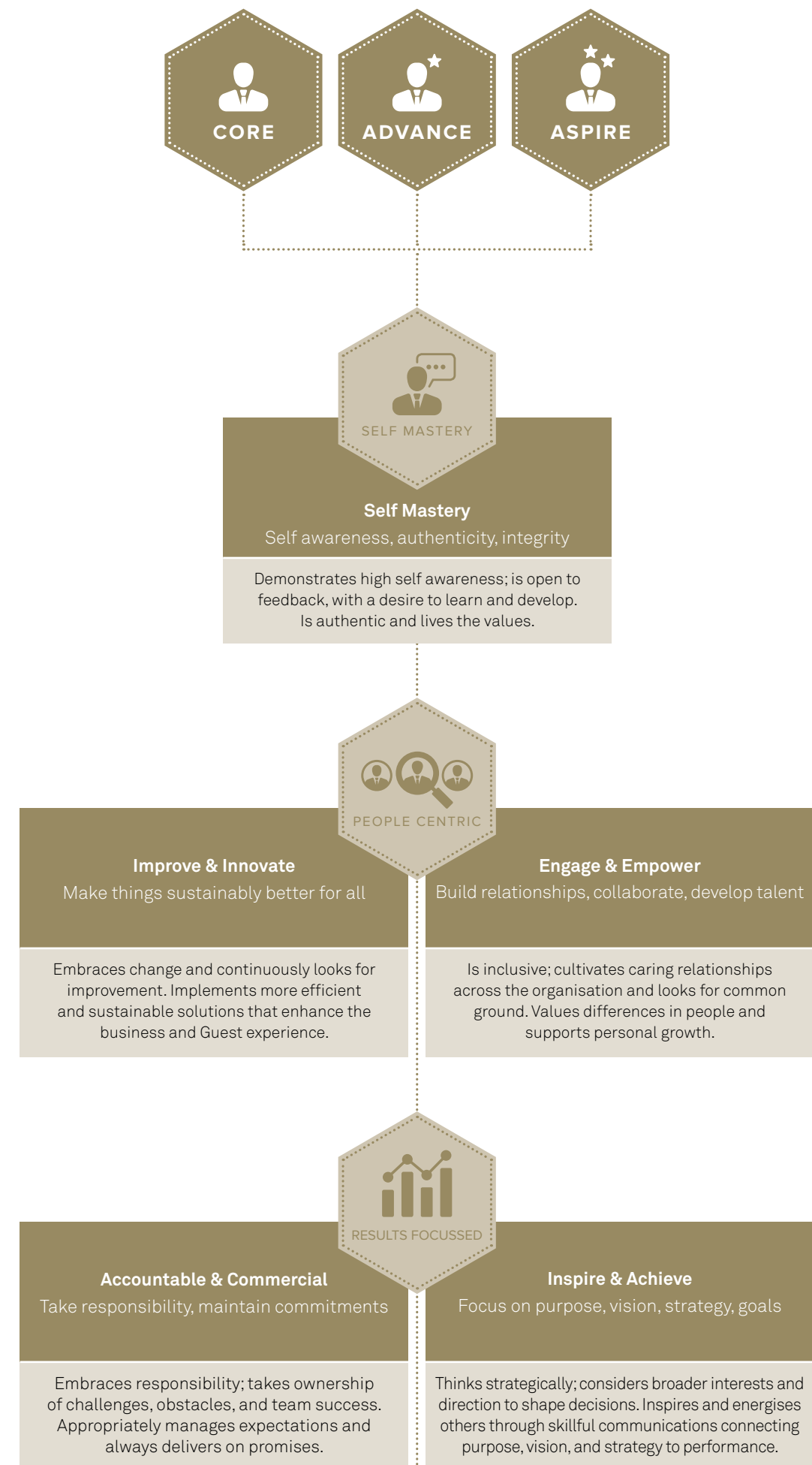
The first pillar in our framework is called Self Mastery.

Self Mastery is about understanding how our behaviours are interpreted and experienced by others and being open to feedback, both positive and constructive, so we can continuously improve. It's also about being authentic and acting with integrity.

Being more self-aware increases our understanding of how we impact others. This links us to our next pillar which is **People Centric**. This is about improving and innovating what we do to make things better for all – you, our Guests and the communities we touch. Building great relationships through caring about others, appreciating everyone is an individual and finding common ground.

The third pillar is about being **Results Focussed**, stepping up and taking responsibility to get things done, working through challenging situations and knowing how your work helps drive the business performance.

Where you want to pitch your learning very much depends on where you are and the breadth of your role. Your development conversations with your line manager is the best place to start.



Better Me Better Us

How we interpret, adopt and demonstrate our Leadership Expectations determines our ability to deliver on our People Promise.

So, throughout 2019, we'll be hosting a number of leadership events entitled 'Better Me Better Us'. The two-day programmes have been designed to provide a wide range of our fleet and shore leaders with an opportunity to come together and explore how their personal approach and contribution, i.e. Self Mastery will best accelerate growth for us, our teams and our business. Ultimately to allow us to bring the best version of ourselves to everything we do.

We know that affecting this development, and sustaining it, is multifaceted and complex and so the events will guide and coach leaders to find their own answers as to how we grow and lead our business to higher levels of performance.

Outcomes:

- ◆ Be aware of our unique strengths and how to use them authentically when leading people
- ◆ Exercise curiosity to understand and challenge our own and others limiting beliefs
- ◆ Recognise our accountability for driving change and improving communication to meet our goals
- ◆ Understand and collaborate as leaders to meet our 'People Promise'
- ◆ Commit to apply our learning for the benefit of us and our teams

Programme Flow:



Our Programmes



White Star Service



What is White Star Service?

Our iconic brand is successful because of the passion and expertise of our people who serve our thousands of discerning Guests from all over the world, everyday.

White Star Service is the name of our service programme that looks to consistently deliver the highest standards of personal service. It's a programme that covers everything from recruiting the right talent to training the skills required and providing the ongoing development and recognition to our people.

White Star Service has been re-energised and refreshed to respond to our future growth opportunities and a changing luxury marketplace. Your role in delivering excellent service is key to Cunard's future success. You'll be supported along the way by your Learning and Development Officer.

The White Star Service programme is more than just a Guest service programme – it is also a reward and recognition programme for all the ship's company. It enables Cunard to recognise those members of the ship's company who have exceeded expectations and gone the extra mile, over and above their job role.

What is the White Star Service Academy?

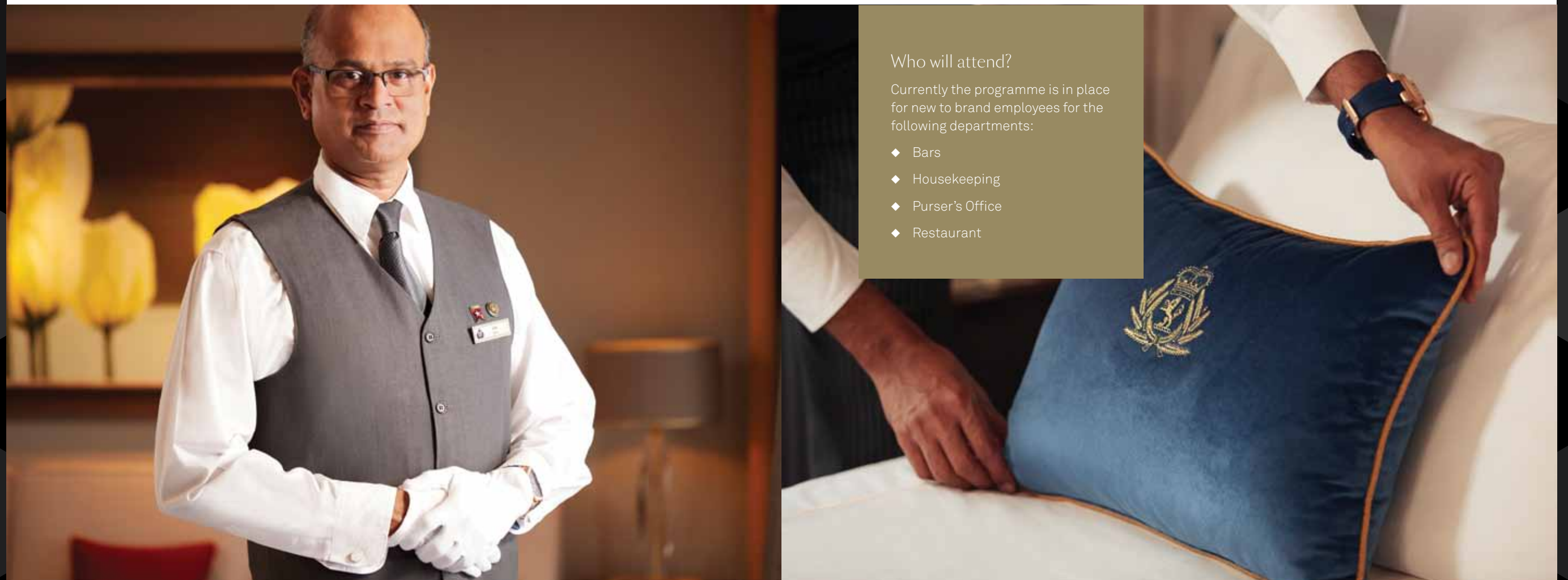
Our commitment to ensuring each Guest is treated with personal service begins at the White Star Service Academy where new crew members are trained to provide impeccable service.

Your commitment is to participate fully in both the practical and classroom training. Once you have successfully completed the first part of the programme (your two-week induction) you will receive a White Star Service Academy certificate and four weeks later, at the end of your probationary period, you will be given an appraisal. After a successful appraisal you will graduate with the rest of the new crew members in a ceremony with the Captain and you will be ready to deliver Cunard's White Star Service.

The Learning and Development Officer will help you to settle into life at sea and will provide you with the skills to be confident in your new department. The modules include safety training, all you need to know about the ship, Cunard and its values.

The Guest Service Programme is accredited by the Institute of Customer Service, which prepares you for meeting and interacting with our Guests and knowing how to confidently deal with any challenging situations should they arise. Your trainer or line manager will sign off your modules as you complete them.

During the White Star Service Academy you will be spending time with your Buddy in your own department who will show you everything you need to know in your role.



Who will attend?

Currently the programme is in place for new to brand employees for the following departments:

- ◆ Bars
- ◆ Housekeeping
- ◆ Purser's Office
- ◆ Restaurant

White Star Service



Welcome to the Island of Imperia

Our 'White Star Service Performer', set on the fictional island of Imperia, focussed on how the Cunard values can be applied to all roles, everyday. The training was specifically commissioned for Cunard.

The first Imperia film launched in March 2018 for all ship's company onboard our Cunard ships; focussed on how to achieve exceptional levels of services with every Guest.

The second Imperia film launched in February 2019; focussed on recovering service brilliantly and recognising those moments before they escalate.

Coaching in the Moment; launching soon will support supervisors and managers to have 'coaching conversations' to enable their teams to deliver excellent service.

The modules form part of the broader White Star Service Performer Training.



White Star Service



White Star Service Academy Modules

- ◆ Welcome to Cunard
- ◆ Imperia 1
- ◆ Imperia 2
- ◆ Ship Organisation and Stripes
- ◆ Pride in our appearance
- ◆ Public Health and Hygiene
- ◆ Ship Tour
- ◆ Food Safety Level 2
- ◆ Telephone Etiquette
- ◆ Induction 1 – ECP Emergency
- ◆ Induction 2 – Introduction from SMT
- ◆ Induction 3 – Fire safety
- ◆ Building excellent Guest Relations
- ◆ Recovering Service Brilliantly
- ◆ Diversity and Inclusion
- ◆ Disability Awareness

The ICS Accreditation for Customer Service Modules

The Institute of Customer Service has accredited the customer service modules created by our Learning Department. This means that employees who complete all 6 modules will receive a certificate recognised by the Institute for Customer Service and also entitles to become individual members of the Institute at Foundation level.

The Institute of Customer Service is the professional body for customer service and its main purpose is to lead customer service performance and professionalism in the UK.



Modules to be completed to achieve the ICS Certificate

- ◆ Building excellent Guest Relations
- ◆ Recovering Service Brilliantly
- ◆ Diversity and Inclusion
- ◆ Imperia 1
- ◆ Imperia 2
- ◆ Disability Awareness
- ◆ Action Plan

How do I earn my White Star Service Pin?

Proudly wearing our White Star Service Pin shows we are dedicated to delivering White Star Service. We wear our pin with pride. Once you have completed the White Star Service Modules below, you will be presented with a pin by one of the Senior Management Team.

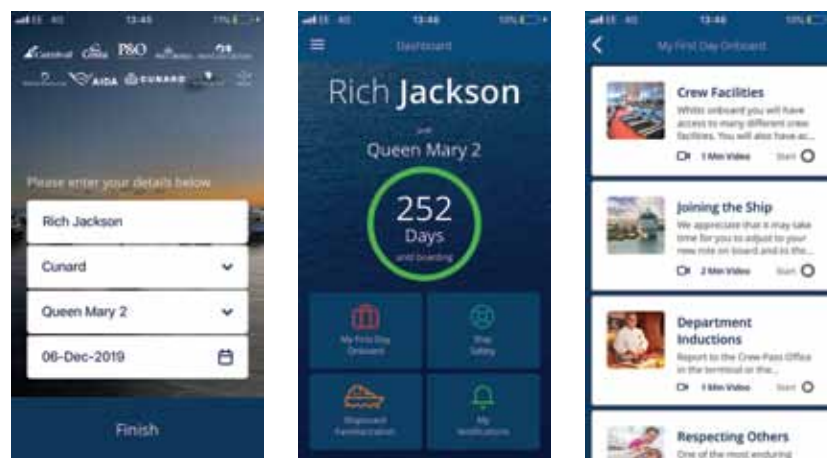
- ◆ Welcome to Cunard
- ◆ Building Excellent Guest Relations
- ◆ Recovering Service Brilliantly
- ◆ Imperia 1



Pre-Join Programmes & Induction

Crew Tube

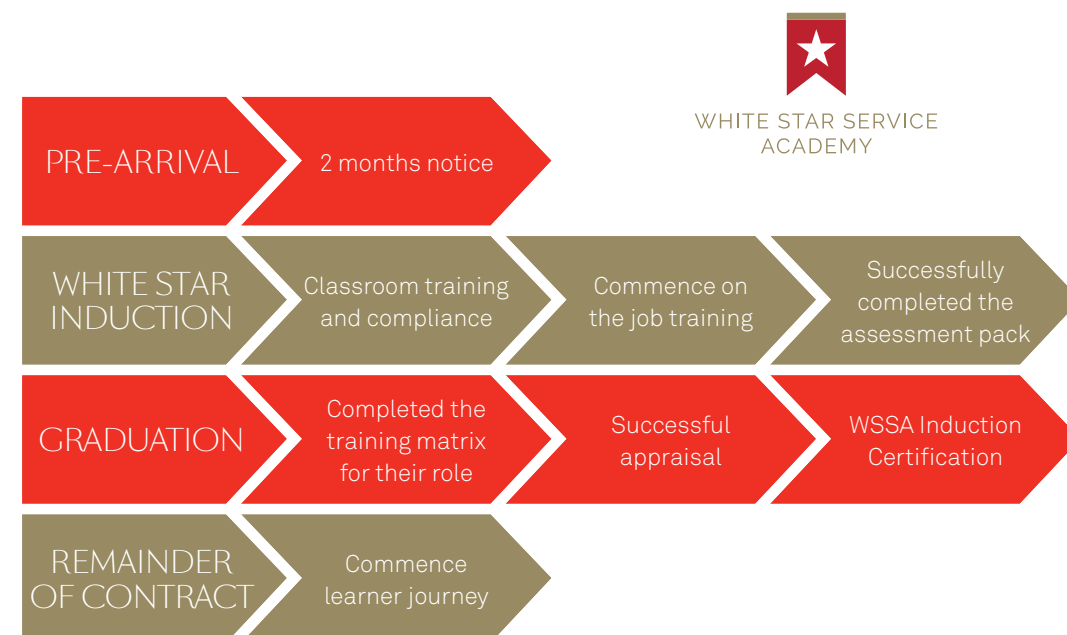
We want new colleagues to feel welcome before they even set foot on our ships. Starting any new role can be both exciting and daunting, so all new starters have access to Crew Tube. It's an app which tells you about our ships, staying safe and your first day. From knowing where to make a coffee, to finding a lifejacket, it's a helpful app! You will be sent information about Crew Tube and how to download it. It's our way of helping you to feel at home from day one.



Here, you can type in your name, ship and when you start work. It will then personalise the app.

Here, you can see a countdown to your first day at work and click on each section to find out more.

Here, you'll be given information on the facilities onboard for staff and how to adjust to your new role.



Manning Agents

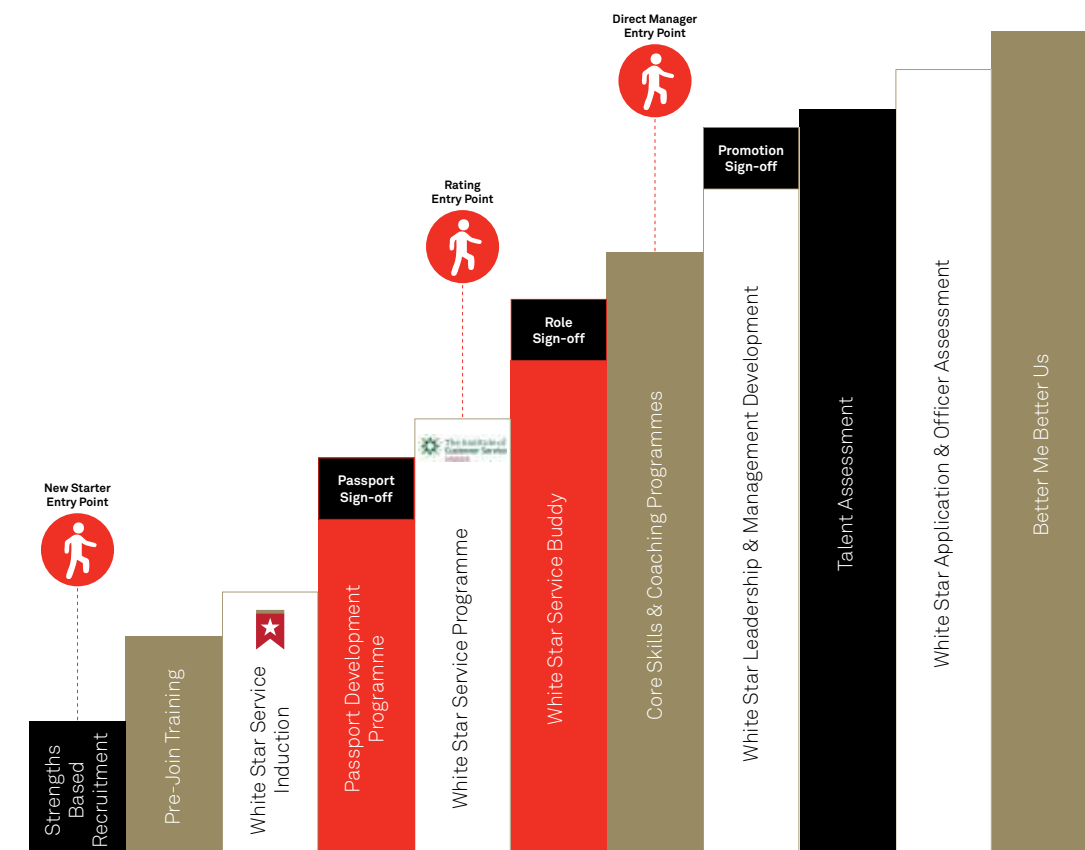
Our Manning Agents play a key role in the activities of recruiting, training and managing resource on our behalf. Our teams are responsible for both training and induction of new recruits, as well as maintenance of skills and capabilities of existing staff.

White Star Service Induction Modules Manning Agents

Modules	Guest Service 1 Day
<ul style="list-style-type: none"> We are Cunard Ships Organisation & Stripes Pride in our Appearance Public Health & Hygiene Food Safety Level 2 	<ul style="list-style-type: none"> Building Excellent Guest Relations Diversity & Inclusion Service Recovery Disability Awareness

Other Manning Agent Programmes

General Company Induction
<ul style="list-style-type: none"> Food Safety Level 2 & 3 HKAS / FBAS Welcome & Training Pastry / Bakery Courses Hot Galley Courses



Compliance Courses & Mandatory Training

Compliance matters and we all have a responsibility to ensure we complete the appropriate training relevant to our roles onboard.

The table below shows the main compliance training that is corporately required and some examples of specific mandatory training that you may have to complete in relation to your role. You will be contacted if you are required to complete this type of training.

Compliance Training	Mandatory Training
<ul style="list-style-type: none"> Code of Conduct & Business Ethics Anti-Bribery & Corruption Environmental Awareness (Environmental Compliance Plan) Global Data Protection Regulations Data Privacy Health, Environment, Safety, Security (HESS) 	<ul style="list-style-type: none"> Safeguarding Disability Awareness Safer Interviewing Skills Medical E Int NSPCC Designated Safeguarding Person Course Paediatric First Aid Public Health Food Safety Royal Life Saving Society Emergency Response Aqua Fit Training Lighting / Rigging / Suspension / Lighting Boards (Entertainment Team) Sound Board Training Security Ships Cook Media & Crisis Vessel Sanitation Programme United States Public Health

In addition to the above, certain roles will be required to undertake professional development to progress in rank and gain experience.

These include the Cadet Programme, technical and leadership development at cSMART and structured development for Deck and Technical roles (PDR Framework)

HESS Leadership

We are on a journey from compliance to commitment. As leaders, we have a critical role in driving the right attitudes, values and behaviours that will help us achieve our commitment goal.

Every business decision and action you take can have a significant impact on health, environment, safety and security (HESS). You have an important role in ensuring our people do the right thing because they want to, not because they have to. This means that we have to be courageous and visualise how a leader in a committed business conducts themselves to energise, engage with our people and improve HESS performance.



We all have a moral and legal obligation to consider HESS in everything we do and every decision we make. Failure to do so can have damaging consequences, including loss of revenue, disruption to our business, damage to our reputation and, more importantly, injury or even loss of life.

We need you to help us build a strong culture where HESS is always a central part of our decision making, and our decisions have a positive impact on Guests and crew, while creating an environment that delivers the best business results.

HESS Leadership training is now taking place across the fleet for managers. You will attend an interactive session using virtual reality to tell an emotional case study and work through examples using the Golden Rules. It will provide practical skills, including HESS conversations, and using Just and Fair principals. You can use these tools with your teams and also with our colleagues onboard to drive our compliance to commitment goal.

Core Programme



Our Core programme and development resources are available to all employees through either e-learning or face-to-face workshops held onboard.



Self Mastery

- White Star Service Academy
- Maritime Technical & Safety
- Diversity & Inclusion
- Ethics & Conduct
- Questioning
- Listening
- Feedback (basics)
- Muster Skills



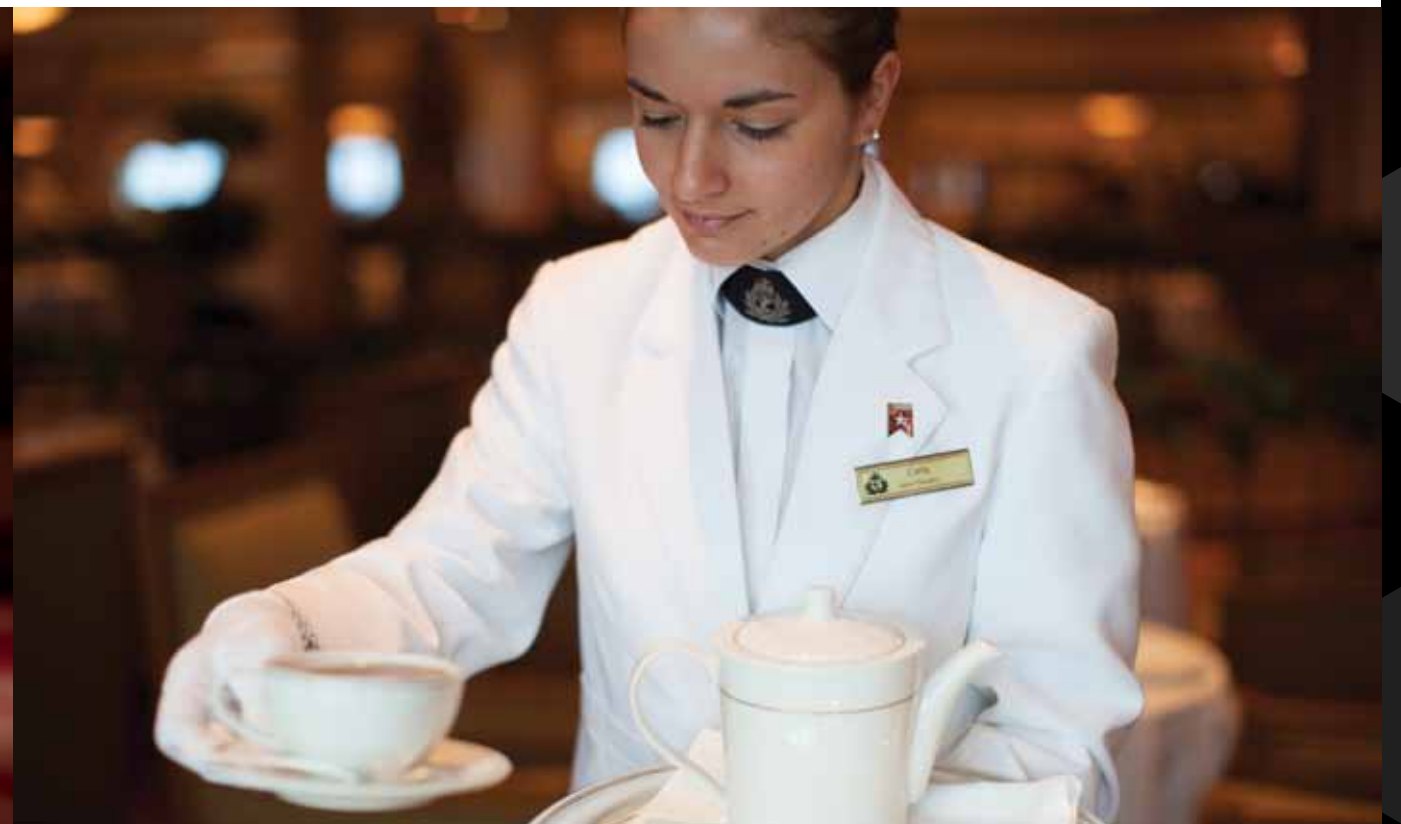
People Centric

- White Star Service Academy
- Imperia 1 & 2
- Diversity & Inclusion
- Ethics & Conduct



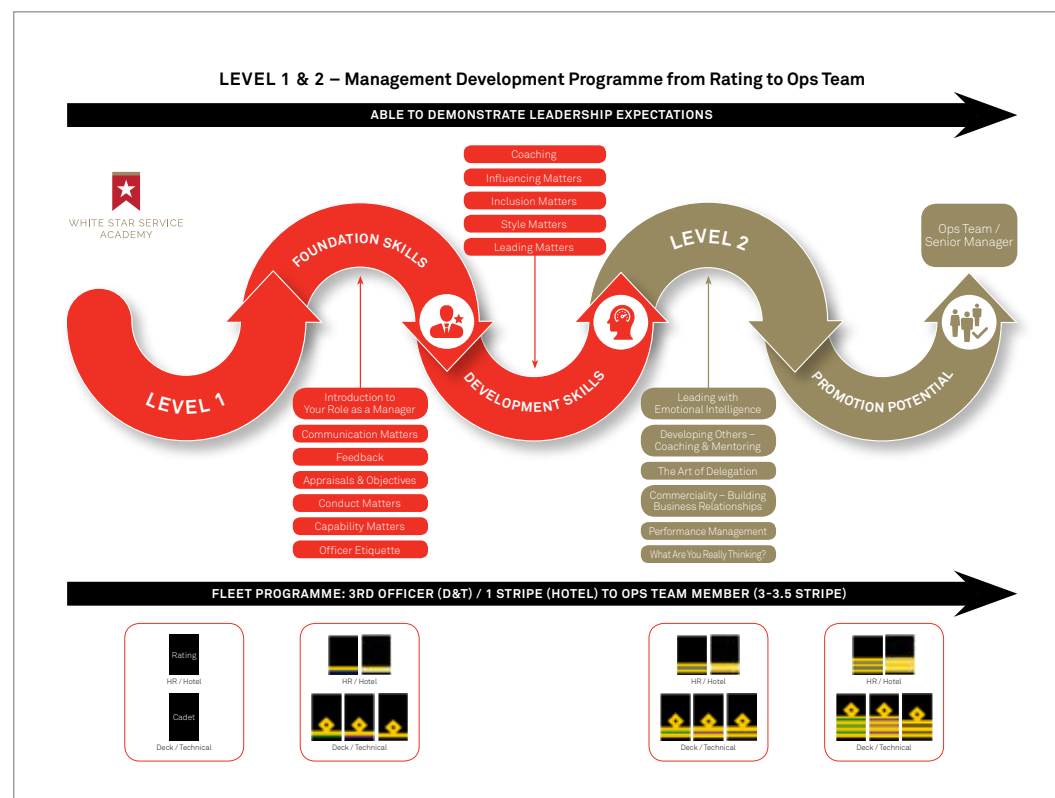
Results Focussed

- White Star Service Academy
- Maritime Technical & Safety
- Ethics & Conduct



Advance Programme

Management is a continuous journey and developing new skills is essential when stepping into a new line management position. That's why we have created a series of modules and support materials to develop you onboard in your first management role and beyond.



The programme is aimed at individuals waiting for promotion and all one stripe Officers, it provides a structured journey developing core skills such as feedback and being able to manage conduct and capability issues – essential for a frontline management role.

Development will be tracked with the use of a module record capturing the learning and application in the workplace. This will enable both the individual going through the training and their line manager to track progress.



Management and Leadership Development and PDRs

Behavioural competencies are now included in the training and development of our First, Second and Third Deck and Technical Officers through the management and leadership programme. It also links with the Leadership training that is now being delivered at CSMART.

The current implementation plan for the inclusion of Management and Leadership Development into the PDR framework will continue:

2019

All Third and Second Deck and Technical Officers are strongly encouraged to undertake the relevant Management and Leadership Development Programme. Officers participating in promotion processes will be asked during their interviews questions about their progress towards completing the programme.

2020

Completion of the relevant Management and Leadership Development Programme will become an advancement eligibility criteria for all Third and Second Deck and Technical Officers applying to advance from Grade B to Grade A in the PDR Framework. To that effect, completion of the programme will become mandatory in order for an Officer to be promotion eligible.

Advance Programme



Our Advance programme is aligned to our leadership expectations, as you read about earlier in this guide.

The Advance level programme is recommended for first line managers who manage individuals or teams.

All content at the Advance level is delivered onboard by your LDO or HRM.



Self Mastery

Communication Matters

- Understand the different types of information available
- Understand how to communicate information
- What to consider when communicating information

Feedback Matters

- Understand the benefits of giving feedback
- Know how to recognise what to give feedback on
- Able to use the EESC feedback model to give feedback on behaviours and tasks

Etiquette Matters

- Understand the standards and behaviours expected of Officers
- Be a role model for your teams

Influencing Matters

- What is Influencing and why does it matter?
- What helps (and doesn't)
- Influencing styles

Style Matters (Coming Soon)

- Be able to describe different styles of leadership
- Consider the impact of your own leadership style
- Have the ability to adapt your style according to your team and situation



People Centric

Introduction to Your Role as a Manager

- Explain what is expected of you in your role as a manager
- Explain how we learn (70:20:10)

Appraisals & Objectives (not live for P&O Cruises)

- To understand how to set your teams up for success and praise good performance
- Write SMART objectives for yourself and understand the link with business objectives

Coaching Matters

- Identifying day to day situations where a coaching style would be effective
- Exploring how to use the coaching model GROW
- Applying the core skills of questioning and listening to develop a coaching style

Inclusion Matters

- To explore the meaning of Diversity and Inclusion and why it matters
- Cultural stereotypes and how to avoid them
- An understanding of how culture impacts the workplace

Leading Matters (Coming Soon)

- What does a leader look like?
- Transactional analysis
- Safety leadership
- Leadership Expectations

Coaching in the Moment (Coming Soon)



Results Focussed

Conduct Matters

- To know what Conduct is and why it matters
- To understand your responsibilities
- Understand the implications of not following the policies
- Ensure consistency of decision making
- Just and fair culture

Capability Matters

- To know what Capability (Performance) is and why it matters
- To understand your responsibilities
- Ensure consistency of decision making
- Just and fair culture

Aspire Programme



Launching 2019 – all development content at the Aspire level will be delivered onboard.

We will support you as you grow in your role and develop you as an Operations Team member. We encourage you to shadow a member of the SMT to further develop your skills during this time and complete an individual development plan to set yourself some goals and keep on track with your learning.

The Aspire programme is recommended for more senior level leaders who manage through other managers.



Self Mastery

Leading with Emotional Intelligence

- Understand the importance of Emotional Intelligence (EQ)
- Understand the 5 dimensions of EQ
- Demonstrate how EQ plays a key part in your role as a leader
- Provide an opportunity to assess your EQ

Performance Management

- How do you approach poor performance?
- Improve your approach to those difficult conversations
- Just and fair culture

What Are You Really Thinking?

- We don't see things as they are – we see things as we are...
- Understanding the diversity in your teams, and getting the most from it



People Centric

The Art of Delegation

- Definition of delegation – you can delegate authority, but you cannot delegate responsibility!
- Benefits of effective delegation – free up your time and build trust in others
- How do you identify what and who to delegate?

Performance Management

- How do you approach poor performance?
- Improve your approach to those difficult conversations
- Just and fair culture



Results Focussed

Developing Others – Coaching & Mentoring

- Managing vs Coaching vs Mentoring vs Counselling
- The difference between development planning and managing performance
- The skills for holding a quality development planning session

Commerciality – Building Business Relationships

- Understand the organisation, the business and your key role
- Improve your decision making, strengthen your reputation

