

WESTGATE RESORTS



**CERTIFIED
FIELD
TRAINER
PROGRAM
OVERVIEW**



WESTGATE RESORTS

CFT PROGRAM

VISION FOR PROGRAM

The intent of Westgate's Certified Field Trainer program is to provide line level team members the support to grow into emerging leaders. This peer training and mentorship program is unique in the hospitality industry, giving Westgate a foundation as a true leader in people development.

MORE THAN JUST TRAINING

As a CFT, you will complete specific coursework on how to coach, mentor, and train effectively to become a true partner in the personal and professional growth of each team member. Not only will the new team member benefit from this relationship, you will also develop skills necessary to progress in your career.

PROGRAM GOALS

1. Provide a Clear Path for Career Progression

- Designed to retain and engage top talent.
- Created to set Westgate apart as an industry leader in people development.
- Intended to introduce team members to the concept of professional development.

2. Develop Effective Trainers

- Fashioned to elevate the New Hire experience.
- Established with the intent to show a significant reduction in voluntary turnover.
- Planned so managers will see well-prepared new hires, who can deliver on the Westgate resort experience.
- Developed so managers will be better able to focus on big picture department and resort operations.

3. Build Future Westgate Leaders

- Made to enhance leadership skills at the front line to fuel internal leadership promotion.
- Envisioned so leaders will be stronger having already honed their skills in coaching and mentoring.



QUALIFICATIONS

To qualify to become a Certified Field Trainer you must:

- Be employed in a current position as a Westgate Team Member for at least 6 months or have outside experience permitted along with General Manager/Operations Trainer approval.
- Must pass the 90-day probationary period.
- No disciplinary action with the past 6 months.

RESPONSIBILITIES

As a CFT, your role encompasses being a Coach, Mentor, and Trainer to new team members, similar to what a sports coach is to an all-star player.

COACH

- Conduct new hire check-in.
- Conduct department pre-shift meetings.
- Set performance goals with new hires.
- Model positive behaviors.



MENTOR

- Serve as a role model for all team members.
- Motivate team members toward future growth.
- Serve as an advocate for personal and career growth.
- Build confidence and self-esteem of all team members.



TRAIN

- Lead on the job position training.
- Train all new program and procedure roll-outs.
- Serve as liaison between department, resort management, and the L&D team.
- Conduct property orientation.



TRAINER PARTNERSHIPS

As a CFT, you will be directly responsible for the training and onboarding of new team members as well as serve as a coach and mentor for team members. You won't be working in a silo. You have the support of resort management along with the Learning and Development Team to help you succeed. Each role has a part to play and are interdependent.

CERTIFIED FIELD TRAINER

- Conduct/lead role specific OJT.
- Communicate results of initial training period to management via new hire progress reports.
- Oversee post OJT weekly follow-up with each new hire until day 30.
- Conduct 30, 60, and 90-day check-in.
- Daily: Lead daily pre-shift meetings.
- Monthly: Attend L&D Team meetings.
- Attend continuing education courses.
- Provide property orientation.

PARTNERSHIP WITH MANAGEMENT

- Provide CFT dedicated time each week to perform required duties (minimum 2.5 hours per week).
- Daily: Allow CFT daily access to email.
- Weekly: Touch base with the CFT and new hire during onboarding period.
- Weekly: Plan and schedule training time in weekly schedules.
- Quarterly: Observe OJT.
- Annually: Participate in the CFT training certification class.
- Touchbase with CFT and new hire during training period.
- Communicate to the local Learning and Development team any anticipated CFT openings.
- Give CFTs and L&D partner required Welcome Letters for new hires.

PARTNERSHIP WITH YOUR LOCAL LEARNING & DEVELOPMENT TEAM

- Oversee the CFT application process.
- Deliver CFT Starting Line Certification.
- Deliver, track, report, and encourage CFT course completion.
- Monthly: Lead CFT development meeting.
- Quarterly: Audit CFT performance.
- Annually: Conduct annual CFT review.
- Coach and mentor CFT as an emerging leader.
- Partner with managers to develop bench talent.

PROCESS TO BECOMING A CFT

Once you meet the 3 qualifications to become a Certified Field Trainer, you will want to start the process with your application in ADP.

1. OPEN APPLICATION

Team Members who meet CFT qualifications will be encouraged to apply for the role through the ADP application portal.

3. LEARNING & DEVELOPMENT TEAM INTERVIEW

Learning and Development Team will interview remaining team members after the initial review to gauge leadership ability.

5. SELECTION APPROVAL

Learning and Development Team will send the selection to the General Manager for final approval.

7. ATTEND 2-DAY STARTING LINE CLASS

Team member will attend the next scheduled CFT Starting Line class conducted by the Learning and Development Team.

1. OPEN APPLICATION

2. APPLICATION APPROVAL

3. LEARNING & DEVELOPMENT TEAM INTERVIEW

4. CANDIDATE SELECTION

5. SELECTION APPROVAL

6. SELECTION NOTIFICATION

7. ATTEND 2-DAY STARTING LINE CLASS

8. PASS OJT ASSESSMENT

2. APPLICATION APPROVAL

Local Learning & Development Team and Departments Heads will review all candidates together and narrow down the selection pool based on performance.

4. CANDIDATE SELECTION

After interviews are completed, Learning & Development will make a recommendation to the Department Head on the team member that is the best fit for the CFT role. Department Head will make a decision based on feedback from your local Learning & Development team.

6. SELECTION NOTIFICATION

An official offer will be sent to the team member selected to fill the CFT role. They will be scheduled for their initial training class. Any Team Member not selected to move forward will be notified by their direct supervisor.

8. PASS OJT ASSESSMENT

Team member will be graded on the OJT portion of the CFT Starting Line Class, the team member must achieve a 1.75 or higher on the CFT OJT exercise rubric in order to become a CFT.

CONTINUED GROWTH

The CFT training consists of multiple modules taught throughout your career.

These modules are sorted across three core competencies (and roles), which CFT's need to be successful: Coach, Mentor, and Trainer.

COACH

- Give feedback while maintaining trust.
- Communicate as a coach.
- Utilize the coaching tools available to you.
- Conduct scheduled training check-ins.
- Relay feedback to leadership.



MENTOR

- Understand the difference between coaching and mentoring.
- Know how to model desired behavior.
- Learn to build motivation, trust, and rapport.
- Understand the importance of influence.
- Learn how to build influence.

TRAINER

- Embrace what it means to be a trainer.
- Distinguish difference between effective and ineffective training.
- Represent CFT performance expectations.
- Understand principles of adult learning.
- Learn basics of communication in training.
- Discover how to evaluate trainee performance.

CFT 2-DAY STARTING LINE CLASS

DAY 1

PART 1: CLASSROOM TRAINING (4 HOURS)

- Learn what it means to be a trainer.
- Recognize the difference between effective and ineffective training.
- Examine CFT performance expectations.
- Understand principles of adult learning.
- Learn how to give feedback while maintaining trust.
- Be familiar with how to communicate as a coach.
- Learn to properly use coaching tools.
- Understand the difference between coaching and mentoring.
- Learn how to model desired behavior.

PART 2: INDIVIDUAL ACTIVITY (4 HOURS)

- Create an individual on-the-job training.

DAY 2

PART 1: ON-THE-JOB TRAINING PRACTICE (4 HOURS)

- Conduct individual on-the-job training.

PART 2: FEEDBACK, ADMIN FILES & POLICY (4 HOURS)

- Learning and Development team will provide feedback.
- Learn how to conduct Pre-Shift.
- Understand all program policies.
- Understand all admin work required for the program.



ON-GOING DEVELOPMENT

The Learning and Development Team is committed to each CFT's success and offer opportunities for continued development.

After completing the CFT 2-Day Starting Line Class, all new CFTs are required during their first six months to complete continuing education classes.

CONTINUING EDUCATION CLASSES

CFTs are offered a variety of continuing education classes by the L&D Team. Each class is approximately one hour in total and is a mix of classroom, e-Learning, and guided practice.

- Coaching for Success
- Mentoring 101
- Peer-to-Peer Feedback
- Basics of Communication
- Building Motivation, Rapport, and Trust
- Building Influence
- Providing Feedback to Leadership
- CFT Deep Dive & Mentor Program

The Learning and Development Team will monitor and review progress with Resort Managers and each CFT regularly to evaluate the CFTs progress at the end of the six months. Should a CFT fail to complete these classes, they may be removed from the CFT program.



ADDITIONAL DETAILS

SMALLER PROPERTIES

The CFT Program is built to be flexible to meet the needs of each resort.

- Flexible CFT to Team Member ratios.
- Seasonal temporary trainers.
- The ability for supervisors to be certified to train.
- Virtual training sessions for CFTs.



QUESTIONS?

If you have any questions, please reach out to the Learning and Development Team at: learn@wgresorts.com or connect with your Local Learning and Development team!



**WESTGATE RESORTS
LEARNING & DEVELOPMENT**