LEADERSHIP IMMERSION FOR EXCELLENCE

Engineering Immersion Guide

LIFE
LEADERSHIP FOUNDATIONS
Your Leadership Journey Starts Here

WELCOME

This document is the step-by-step procedure and worksheet for completing a LIFE department immersion from start to finish: planning, approvals, execution, reflection, and completion credit.

Participants use it to schedule and complete an on-the-clock immersion, follow the on-the-job training checklist to observe/practice key tasks, and confirm competency.

It also guides a leadership-focused reflection conversation with the department leader and provides the final verification fields needed to submit the completed form to Learning & Development.

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WESTGATE RESORTS
LEARNING & DEVELOPMENT

LIFE Immersion Procedure

Planning & Approvals

- **LIFE Participant:** Select **five (5)** departments to complete immersions.
- **Learning & Development Manager:** Coordinate with departments and provide the **Immersion Training Point of Contact (POC)** for each immersion.
- **LIFE Participant**: Email the **Immersion Training POC** to request an immersion date/time and **tentatively schedule** the session(s).
  - Immersions are typically **½ day to full day**, and time may be **split across multiple sessions/days** as needed.
- **Immersion Training POC:** Align the participant with an appropriate trainer/leader and confirm logistics for the session(s).
- **LIFE Participant:** Obtain **manager written approval via email** before finalizing/attending (include department, date/time, estimated duration, and note it is **on the clock**).
- **Manager:** Reply with written approval (required).

Immersion Execution

- **LIFE Participant:** Complete the immersion **on the clock** (paid working time).
- **Trainer/Leader (CFT, Supervisor, Manager, or Department Head):** Train/shadow the participant using the **on-the-job training checklist** and learning objectives.
- **LIFE Participant:** Follow the checklist and demonstrate understanding.

Reflection & Completion

- **LIFE Participant:** Schedule a reflection discussion with the **Department Head** or **Department Manager** (during the immersion, immediately after, or on a separate day).
- **Department Head / Manager:** Review the reflection questions with the participant and discuss key takeaways.
- **LIFE Participant:** Complete the immersion form and submit it to the **Learning & Development Manager** to receive completion credit.

Engineering OJT Checklist

All checklist items should be trained on, observed, and practiced (where appropriate and as time allows).

☐ Participated in communicating the daily plan, expectations, and adjusting the plan based upon new prioritizations. Observed how work orders/service tickets are received (e.g., HotSOS) and described how they are prioritized in real time (life safety, guest-impacting issues, revenue-impacting issues, routine requests).

☐ Followed at least one service ticket from start to finish, including initial troubleshooting, communication with the guest or reporting department, completing the repair, and closing out the ticket with accurate notes and status in the system.

☐ Identified common preventive maintenance processes and tasks in guest rooms and public areas (e.g., filters, lighting, plumbing checks, fire/life safety equipment, pools/spas) and explained how these tasks support guest satisfaction, safety, and asset protection.

☐ Observed how Engineering collaborates with departments such as Front Desk, Housekeeping, Security, Sales, F&B and Activities to resolve facility issues (e.g., out-of-order rooms, noise or temperature complaints, safety concerns) and described how updates are communicated back. Explained how a property handles non-HOA/Developer support.

☐ Explained how timely completion of service tickets, accurate room status updates, and consistent preventive maintenance contribute to operational efficiency, reduce repeat calls, and support positive guest/Owner feedback. Interacted on a negative guest call or role-play scenario.

Leadership Reflection Questions

Please answer the questions below based on your OJT and meeting with the department head or manager.

Department Role & Goals

In your own words, what are the main goals and day-to-day responsibilities of the Engineering team at our resort?

How does an Engineering leader translate those goals into clear priorities, accountability, and daily execution (shift planning, ticket ownership, PM completion, safety readiness)?

Impact on Guest Experience

How does Engineering directly and indirectly impact the guest experience from arrival through departure (comfort, uptime, room readiness, safety, service recovery)?

How does an Engineering leader influence service consistency (response expectations, professionalism in-room, communication quality) and coach the team during both routine and high-stress moments?

Peak Times & Challenges

What are the busiest times of day, week, or season for Engineering, and what common challenges show up during those periods (turnover pressure, weather events, high occupancy, staffing gaps)?

What does a strong leader do differently during peak periods (triage rules, dispatch decisions, communication to departments, escalation thresholds) to reduce bottlenecks and protect the guest experience?

Measures of Success

What metrics or measures (e.g., response time, completion rate, reopen/repeat calls, room downtime/out-of-order days, PM completion, safety incidents) define success for Engineering, and why do they matter?

How does a leader use these metrics to coach performance, recognize wins, and make operational adjustments (rather than treating metrics as "reporting only")?

Cross-Department Collaboration

Which departments does Engineering interact with most frequently, and how does effective collaboration improve room readiness, service recovery speed, and overall guest outcomes?

How does an Engineering leader build relationships and set shared expectations with other department leaders to improve communication, response time, and closure quality?

Example of Great Collaboration or Service

Describe an example you observed or heard about where cross-department collaboration or Engineering service went especially well. What made it successful?

What leadership behaviors contributed to the success (pre-briefing, clear ownership, empowerment, follow-up), and how could those behaviors be replicated consistently?

Handling Guest Issues

How does Engineering typically handle guest issues or complaints related to maintenance or facilities, and what did you notice about how they communicate during escalated situations?

When escalation is needed, how does a leader decide what to authorize, how to support the team member, and how to ensure the guest receives a consistent and professional resolution?

Opportunities to Improve

If you could recommend one process or practice to improve efficiency or guest satisfaction in Engineering, what would it be and why?

What role should the Engineering leader play in evaluating the idea, removing barriers, and implementing it in a way that sticks (training, reinforcement, measurement)?

Continued on next page.

Skills for Success

Based on your immersion, what skills or qualities make someone especially successful working in Engineering (diagnostics, craftsmanship, communication, urgency, safety mindset, documentation)?

Which of those skills are most influenced by leadership (hiring, training, coaching, culture), and how does a leader develop them in the team?

Service Standards & Consistency

What service standards, behaviors, or expectations seem most important for Engineering team members to deliver consistently (arrival time expectations, in-room etiquette, cleanliness, documentation, follow-up)?

How does an Engineering leader reinforce these standards day-to-day (coaching, modeling, recognition, corrective action) to maintain consistency across shifts and technicians?

Safety, Security, & Risk Awareness

What safety or security responsibilities does Engineering support (life safety systems, lockout/tagout where applicable, chemical handling for pools/spas, ladder safety, incident reporting)?

How does a leader ensure the team stays compliant and confident in these procedures, especially during peak times or unusual situations?

Incident Response & Escalation

If a safety concern or urgent situation occurs (e.g., fire alarm, flooding, power outage, elevator issue, guest injury risk), what is the typical escalation path and expected communication flow?

How does an Engineering leader coordinate with Security and other department leaders to make timely decisions, document appropriately, and protect guests and team members?

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Training Verification

Please fill out the information below and submit the entire document back to your Learning & Development Program Manager.

Training Confirmation:

Please submit the name(s) of the trainers that facilitated your immersion along with their job title. (i.e. John Reinaldo, Engineering Supervisor).