

# LEADERSHIP IMMERSION FOR EXCELLENCE

## Security Immersion Guide



## 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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# 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.

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# Food & Beverage OJT Checklist

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

- Observed the workflow between front-of-house (hosts, servers, bartenders, bussers, runners) and back-of-house (line cooks, prep, dish, expo) during an active meal service, including how orders are taken, entered into the POS, queued in the kitchen, plated, and delivered to the guest.
- Explained how tickets are prioritized and managed on the line (timing and coursing of appetizers, entrées, desserts; handling modifications and allergies) and how expo or kitchen leadership communicates with front-of-house during service.
- Supported service delivery during a peak meal period by assisting with seating, running food, clearing and resetting tables, restocking stations, or delivering beverages, and identified at least one opportunity where guest engagement (greetings, check-backs, suggestive selling) enhanced the experience.
- Discussed how guest feedback is collected in F&B environments (manager table visits, comment cards, post-stay surveys, social media and online reviews, direct guest comments) and how this feedback is documented and shared with the team.
- Explained how F&B teams use guest feedback and operational results (e.g., ticket times, check averages, guest satisfaction scores, complaint types) to improve menus, service standards, training, and staffing decisions.

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# 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 Food & Beverage (F&B) team at our resort?

How does an F&B leader translate those goals into clear priorities, accountability, and daily execution across FOH and BOH (service standards, prep readiness, pacing, labor alignment, guest recovery)?

## Impact on Guest Experience

How does Food & Beverage directly and indirectly impact the guest experience from arrival through departure (first impressions, convenience, resort satisfaction, return intent)?

How does an F&B leader influence service consistency (hospitality behaviors, speed, accuracy, cleanliness) and coach the team during both routine and high-stress moments?

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## Peak Times & Challenges

What are the busiest times of day, week, or season for Food & Beverage, and what common challenges show up during those periods (volume spikes, staffing gaps, ticket delays, supply issues, reservation waits)?

What does a strong leader do differently during peak periods (pacing, staffing moves, floor/line communication, waitlist management, recovery decisions) to reduce bottlenecks and protect guest satisfaction?

## Measures of Success

What metrics or measures (e.g., ticket times, check averages, guest satisfaction scores, labor and food cost targets, waste, comp trends, table turns) define success for the F&B team, and why do they matter?

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

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## **Cross-Department Collaboration**

Which departments does Food & Beverage interact with most frequently (Front Desk, Activities, Sales, Banquets/Catering, Housekeeping, Security), and how does effective collaboration improve the guest experience?

How does an F&B leader set shared expectations with other leaders (communication, timing, guest messaging, service recovery) to ensure a consistent resort experience?

## **Example of Great Collaboration or Service**

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

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

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## Handling Guest Issues

How does Food & Beverage typically handle guest issues or complaints related to service, food quality, allergies, or wait times, and what did you notice about how they communicate during escalated situations?

When escalation is needed, how does a leader decide what to authorize (comp/void/replace), 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 Food & Beverage, what would it be and why?

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

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## **Skills for Success**

Based on your immersion, what skills or qualities make someone especially successful working in Food & Beverage (hospitality mindset, communication, teamwork, urgency, accuracy, guest recovery, attention to detail)?

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

## **Service Standards & Consistency**

What service standards and behaviors seem most important for F&B team members to deliver consistently (greeting, check-backs, allergen handling, timing, cleanliness, professionalism)?

How does an F&B leader reinforce these standards day-to-day (line checks, floor presence, coaching, recognition, corrective action) to maintain consistency across shifts?

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## **Safety, Security, & Risk Awareness**

What safety and sanitation responsibilities are most critical in F&B (handwashing, temperature logs, cross-contamination, allergen protocols, chemical handling, slip/trip prevention)?

How does a leader ensure the team stays compliant and confident in these procedures during peak business?

## **Incident Response & Escalation**

If a safety concern or urgent situation occurs (e.g., suspected foodborne illness complaint, allergic reaction, guest injury, disruptive behavior), what is the typical escalation path and expected communication flow?

How does an F&B leader coordinate with Security and resort leadership 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, F&B Supervisor).