

LEADERSHIP IMMERSION FOR EXCELLENCE

Front Office 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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**FRONT OFFICE
ON-JOB-TRAINING (OJT)**



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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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Front Office OJT Checklist

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

- Observed end-to-end guest **check-in process** using the Front Desk Console (FDC), including ID verification, payment collection, room assignment, key encoding, and documenting special requests (early check-in, late check-out, room moves, upgrades).
- Observed or practiced a full guest **check-out**, including reviewing folios with the guest, posting final charges, resolving billing questions, and updating room status accurately in FDC.
- Explained how the Front Desk **prioritizes Owners and guests** during peak times (check-in/check-out rush, peak arrival days, holidays) and how workflow is adjusted to maintain service standards.
- Observed at least one **escalated or complex Owner/guest interaction** and described the communication techniques used (empathy, active listening, clear expectations, follow-through) and the steps taken for effective service recovery.
- Reviewed how the Front Desk **prepares for shift change** using logs, pass-down notes, or FDC reports, and summarized the key information to include (VIP arrivals, unresolved maintenance issues, guest follow-ups, overbooking situations, special events, safety/security notes) and how this is communicated to other departments (Housekeeping, Engineering, Security, Sales/Marketing, Activities).

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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 Front Office team at our resort?

How does a Front Office leader (manager/department head) translate those goals into clear priorities, accountability, and daily execution for the team?

Impact on Guest Experience

How does the Front Desk directly and indirectly impact the guest experience from arrival through departure?

How does a Front Desk leader influence service consistency (tone, standards, recovery) and coach the team to protect the guest experience 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 the Front Desk, and what common challenges show up during those periods?

What does a strong leader do differently during peak periods (staffing, communication, escalation decisions) to reduce bottlenecks and keep service levels high?

Measures of Success

What metrics or measures (e.g., scores, times, volumes) are used to define success for the Front Desk team, 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”)?

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Cross-Department Collaboration

Which departments does the Front Desk interact with most frequently, and how does effective collaboration with those teams help deliver a better guest experience?

How does a Front Desk leader build relationships and set shared expectations with other department leaders to improve communication, response time, and guest outcomes?

Example of Great Collaboration or Service

Describe an example you observed or heard about where cross-department collaboration or Front Desk 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?

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Handling Guest Issues

How does the Front Desk typically handle guest issues or complaints, 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 at the Front Desk, what would it be and why?

What role should the department 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 at the Front Desk?

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 Front Desk team members to deliver consistently?

How does a Front Desk leader reinforce these standards day-to-day (coaching, modeling, recognition, corrective action) to maintain consistency across shifts?

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Safety, Security, & Risk Awareness

What safety or security responsibilities does the Front Desk support (e.g., guest identity verification, key control, incident reporting, emergency communication)?

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, what is the typical escalation path and expected communication flow?

How does a Front Desk 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, Front Desk Manager).