

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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Human Resources OJT Checklist

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

- Observed how Human Resources partners with leaders on Team Member relations scenarios (e.g., attendance, performance concerns, conflict between Team Members), including how HR provides guidance/coaching and ensures documentation aligns with company policy.
- Reviewed how Human Resources supports onboarding and orientation for new Team Members after they are hired (e.g., new hire paperwork, I-9 and compliance requirements, benefits enrollment support, orientation schedules, and ensuring accurate data flow to HRIS, payroll, and learning systems).
- Discussed HR's role in supporting performance management, including performance evaluations, corrective actions, merit cycles, and how HR advises leaders on applying standards fairly and consistently.
- Observed how HR responds to questions about policies, benefits, leaves of absence, and accommodations, including how they research answers, communicate clearly with Team Members and leaders, and escalate sensitive or complex situations when needed.
- Explained how HR uses systems, data, and metrics (e.g., headcount, turnover, internal mobility, engagement/pulse results, corrective action trends) to support decision-making, identify patterns, and partner with operations to improve the Team Member experience and, ultimately, guest satisfaction.

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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 Human Resources (HR) team at our company?

How does an HR leader (HRBP/HR Manager) translate those goals into clear priorities, service standards, and consistent execution across the resort/business?

Impact on Guest Experience

How does Human Resources directly and indirectly impact Team Member engagement, resort operations, and the overall guest experience?

What are 2–3 ways HR decisions and leader coaching influence retention, service culture, and frontline performance?

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Peak Times & Challenges

What are the busiest times of year or typical “crunch periods” for HR (e.g., merit cycles, open enrollment, policy/system changes, large initiatives), and what common challenges show up during those periods?

What does a strong HR leader do differently during peak periods (planning, communication, stakeholder alignment, prioritization) to maintain responsiveness and quality?

Measures of Success

What metrics or measures (e.g., turnover, internal promotions, engagement scores, corrective action trends, completion of compliance activities, time-to-fill if applicable) define success for HR, and why do they matter?

How does HR use these measures to identify patterns and influence leader behavior and operational decisions (not just reporting)?

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Cross-Department Collaboration

Which departments does HR interact with most frequently (e.g., Operations, Finance, Learning & Development, Talent Acquisition, resort leadership), and how does effective collaboration improve the guest and Team Member experience?

How does an HR leader set expectations with leaders to ensure alignment, timely follow-through, and consistent application of standards?

Example of Great Collaboration or Service

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

What leadership behaviors contributed (clarity, empathy, documentation discipline, follow-up), and how could those behaviors be replicated consistently?

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Handling Team Member Issues

How does HR typically handle Team Member issues such as conflict, performance concerns, or policy questions, and what did you notice about how they communicate during sensitive or escalated situations?

How does HR balance empathy and support with policy adherence, confidentiality, and fairness?

Opportunities to Improve

If you could recommend one process or practice to improve efficiency, clarity, or support within HR, what would it be and why?

What role should HR play in implementing the improvement so it sticks (training, leader communications, reinforcement, measurement)?

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Skills for Success

Based on your immersion, what skills or qualities make someone especially successful working in HR (judgment, discretion, empathy, influence, policy knowledge, data literacy, communication)?

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

Service Standards & Consistency

What service standards and behaviors seem most important for HR team members to deliver consistently?

How does an HR leader reinforce these standards day-to-day?

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Safety, Security, & Risk Awareness

What safety and sanitation responsibilities are most critical in HR?

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 what is the typical escalation path and expected communication flow?

How does an HR 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).