LEADERSHIP IMMERSION FOR EXCELLENCE

TA Support 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.

CONTENTS

IMMERSION PROCEDURE

TA ON-JOB-TRAINING (OJT)

LEADERSHIP REFLECTION QUESTIONS

TRAINING VERIFICATION

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.

Talent Acquisition OJT Checklist

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

☐ Observed the intake process for a staffing need (e.g., new position, backfill, seasonal roles), including how Talent Acquisition partners with hiring leaders to clarify the role, required qualifications, key competencies, and recruiting strategy.

☐ Reviewed how roles are posted and candidates are sourced, including the use of applicant tracking systems (ATS), job boards, referrals, internal candidates, and any targeted outreach strategies used for hard-to-fill roles or locations.

☐ Observed key steps in the selection process, such as application screening, phone or video interviews, coordination of on-site interviews, and how structured interview guides or competency-based questions are used to support fair and consistent hiring decisions.

☐ Discussed how Talent Acquisition partners with Human Resources and hiring leaders to extend offers, manage pre-employment contingencies, and hand off new hires to HR and operations for onboarding and orientation.

☐ Explained how Talent Acquisition uses data and metrics (e.g., time-to-fill, offer acceptance rate, candidate source effectiveness, diversity of candidate pools, candidate experience feedback) to evaluate recruiting efforts and make improvements that support operational needs and the company's brand.

☐ Supported a live Talent Acquisition activity (as appropriate) by assisting with at least one of the following: intake/requisition clarification, candidate screening review, interview scheduling coordination, structured interview guide review, offer/contingency checklist review, or sourcing approach discussion—and identified at least one quality checkpoint that prevents delays, compliance risk, or poor candidate experience.

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 Talent Acquisition team at our company?

How does a Talent Acquisition leader translate those goals into clear priorities and daily execution across requisitions (service standards, stakeholder alignment, and pipeline health)?

Impact on Guest Experience

How does Talent Acquisition directly and indirectly impact Team Member experience, resort operations, and the overall guest experience?

How does a Talent Acquisition leader influence operational readiness and retention through timely hiring, quality-of-hire focus, and a strong candidate experience (especially for guest-facing roles)?

Peak Times & Challenges

What are the busiest times of year or typical "crunch periods" for Talent Acquisition (e.g., seasonal hiring, openings, large class hires), and what common challenges show up during those periods?

What does a strong TA leader do differently during peak periods to maintain speed and quality (capacity planning, requisition prioritization, sourcing focus, stakeholder updates, interview throughput)?

Measures of Success

What metrics or measures (e.g., time-to-fill, offer acceptance rate, candidate experience scores, quality of hire, diversity of candidate pools) are used to define success for the Talent Acquisition team, and why do they matter?

How does a leader use these measures to coach performance and improve outcomes (pipeline reviews, conversion rate analysis, root-cause problem solving) rather than treating metrics as reporting only?

Cross-Department Collaboration

Which departments does Talent Acquisition interact with most frequently (e.g., Operations, Human Resources, Finance, Learning & Development, Contact Center, resort leadership), and how does effective collaboration help deliver a better guest and Team Member experience?

How does a TA leader set shared expectations with hiring leaders (role clarity, interview timelines, decision turnaround, offer ranges, start-date needs, onboarding handoffs) to keep hiring moving?

Example of Great Collaboration or Service

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

What leadership behaviors contributed to the success (intake clarity, alignment on must-haves, fast decision-making, proactive communication), and how could those behaviors be replicated consistently?

Handling Needs & Issues

How does Talent Acquisition typically handle urgent or hard-to-fill roles, candidate withdrawals, or concerns raised by hiring leaders, and what did you notice about how they communicate during these situations?

When escalation is needed, how does a leader decide what to prioritize (business criticality, guest impact, compliance risk), how to adjust the recruiting strategy, and how to keep leaders aligned with realistic timelines and options?

Opportunities to Improve

If you could recommend one process or practice to improve efficiency, quality, or stakeholder experience within Talent Acquisition, what would it be and why?

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

Skills for Success

Based on your immersion, what skills or qualities make someone especially successful working in Talent Acquisition?

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

Service Standards & Consistency

What actions or "moments that matter" most influence candidate experience (communication speed, transparency, interview professionalism, follow-through, rejection handling)?

How does a TA leader reinforce a consistent employer brand across recruiters and hiring leaders (standards, templates, interview training, quality checks, feedback loops)?

Continued on next page.

Fairness, Consistency, & Selection Quality

What practices help ensure a fair and consistent selection process (structured interviews, consistent criteria, documentation, bias mitigation)?

How does leadership ensure these practices are used consistently—especially when leaders are busy or roles are urgent (calibration, coaching, accountability, audit readiness)?

Risk Controls, Compliance, & Contingencies

What controls or contingencies are most critical during the offer and pre-employment stage (background checks, drug screening where applicable, eligibility to work, wage/hour alignment, documentation)?

How does a TA leader reduce risk while still keeping the process moving quickly (checklists, clear escalation triggers, coordination with HR/Legal, candidate communication)?

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, TA Senior Recruiter).