



(manual section is applicable for above companies)

**HUMAN RESOURCES**  
**Chapter 8 - .12 Guest Services**

**Revision 160 : July/20/2019**

**8.12.01 Guest Services Manager**

**Position Description**

Position Title: **Guest Services Manager**

Revised Date: 03/31/2007

**POSITION SUMMARY**

Being a key member of the shipboard management team, the Guest Services Manager possesses a dynamic outgoing demeanor with a passion for ‘Delivering the Wow’ through industry leading service while demonstrating exemplary problem resolution skills. The Guest Services Manager continually strives to exceed hospitality industry standards, while ensuring complete guest and team satisfaction. This role establishes and drives a positive working environment and focuses on operational goals where training, leadership, development, and recognizing overall team performance are paramount. Leading by example and from the front of the house, the Guest Services Manager is the ship's driving advocate for delivering outstanding customer service to our guests that goes above and beyond their expectations each and every time.

**ESSENTIAL DUTIES AND RESPONSIBILITIES**

Royal Caribbean International expects each shipboard management team member to relentlessly exemplify the principles of the *Anchored in Excellence* Credo to all team members. In addition, all duties and responsibilities are to be performed in accordance with Royal Caribbean International’s The Royal Way, SQM standards, USPH guidelines, environmental, and safety policies.

1. In accordance with Royal Caribbean International’s philosophy of *Anchored in Excellence* , each employee conducts oneself in a professional and courteous manner at all times. This applies to physical and verbal interactions with guests or fellow shipboard employees and/or in the presence of guest contact and crew areas.
2. Manages a team that excels in delivering industry leading service to our individual, international and group guests. Responsible for motivating, coaching, training, evaluating and tracking development on an individual and team level. Takes the lead in ‘Owning the Problem’ and ‘Delivering the Wow’ embracing an ambassador’s role in tutoring other divisions on the key drivers of these standards. Takes an active role in attending all hotel division meetings to speak and educate on these standards as a content expert. Encouraged

to maintain and further develop strong rapport with Human Resources Manager and Financial Controller.

3. Responsible for leading a team of empowered individuals who will strive to deliver focused and extraordinary customer service, taking ownership and accountability for reacting to guest feedback and requests effectively and efficiently. Through maintaining a detailed knowledge of all guest ratings and comments establishes a culture throughout the Guest Services team for owning issues and resolving to the full. The Guest Services Manager will ensure that at all times the Guest Services team is empowered to achieve these goals and establishes a reputation for prompt and industry leading service. The Guest Services Manager will also use every guest issue as an opportunity to coach and mentor the Guest Services team, emphasizing empowerment and focusing on a desire to find permanent solutions to guest feedback. Cultivating a trend for eliminating repeat comments the Guest Services Manager will use discretion whenever possible and manage all challenges as they arise only escalating to a higher management level when absolutely necessary.
4. Effectively balances operational needs between the Financial and Guest Services Divisions through synergetic communication of guest issues, in order to optimize positive guest comments and ratings of the overall Guest Services operation. Confers with the Financial Controller to review guest comments (pertaining to financial issues) implementing revisions and improvements to any relevant financial process that impact guest satisfaction.
5. Mentors, develops and provides both classroom-style and on-the-job training to team members to strengthen their current performance and preparation for succession planning. Elevates the fleet-wide retention rate of employees by encouraging the cross training of Guest Services positions within the division. Strong ability to coach and develop team members on effective problem resolution skills and aptitudes is a key requirement of this position.
6. Oversees, plans, and administers the Guest Services schedule in conjunction with the shoreside support group. Actively identifies and monitors the scheduling needs of the Guest Services division. Demonstrates aptitude for the management of headcount within assigned area, as it relates to and supports the business needs of the ship. Ability to identify skill sets in individuals to promote succession planning and increase retention rate within the fleet-wide Guest Services operation.
7. Effectively manages all group business onboard ensuring that the Group Coordinator has all necessary skills, training, tools, information and support to enable delivery of services and products flawlessly on a consistent basis. Maintains an accurate inventory of all function related equipment ensuring that at all times the equipment is in good working order and sufficient to meet the business demands.
8. Develops new ways to enhance and enrich guest interaction and service, either through guests' one on one interaction or over the telephone with Guest Services. Through sustained and regular review of the most repetitive issues, implements tracking measures to establish the root cause and eliminate recurrence. Through sustained progress and by effectively partnering with all other divisions, the Guest Services Manager leads root cause analysis efforts. The position then ensures processes and procedures are changed to eliminate the

issue to ensure the issue does not affect any future guests.

9. Assigns duties and responsibilities to team members. Observes and evaluates team members through open and honest feedback to ensure high quality standards are met. This should be done constantly both in formal evaluations and also informally while on the job throughout each team member's contract to further each team member's personal development. Ensures all guest and group services are presented according to the company brand standards.
10. Responds to escalated guest concerns in a considerate, professional and positive manner by showing empathy and listening actively. Takes ownership with follow up of guest concerns, by managing the Guest Satisfaction Log and effectively liaising with all division heads to ensure all outstanding issues are appropriately resolved to the guest satisfaction and in a timely manner.
11. The Guest Services Manager is a visible front of house position and uses effective planning and time management skills to properly balance front of house and essential administrative duties, ensuring all operational needs are met. Initiates meetings to address and resolve quality concerns and to drive.
12. Ensures the security and proper management of cash floats issued by the Financial Controller. Effectively manages the guest complimentary and satisfaction accounts. Must perform daily review of all billing adjustments pertaining to guest folio accounts and takes appropriate action to identify coaching and training needs aimed at reducing company liability and guest dissatisfaction.
13. Actively prepares and reviews yearly budgets for Guest Services and prepares financial operational business plan to enhance the overall business needs of the division. Through strategic planning strives to identify business efficiencies within the division's cost center supporting the company targets and goals.
14. Empathetically deals with sensitive guest issues, for matters related to serious injury, illness, death and burial at sea. Maintains guests' confidence and protects organization reputation by keeping guest and company information confidential. Practices sound business sense and high professional ethics at all times. Enforces and assists the shipboard senior management team in facilitating the 'Guest Conduct Policy' at all times.
15. Leads division in achieving and exceeding quantitative and qualitative goals and targets set for Guest Services, guest satisfaction ratings, GOLD Anchor Quality Reviews and employee satisfaction. Responsible for achieving objectives as defined by the balanced scorecard metrics ensuring that all company initiatives and other priorities as communicated by senior management are positively supported.
16. Oversees the management of the Print shop operation ensuring that all equipment is maintained in good working order and advance planning is put into place to ensure that long-term equipment needs are met. Follows up to ensure that all relevant collateral is printed in a timely manner and to the company brand standards. Effectively manages the scheduling and work to sustain and improve all operational functions and efficiencies.
17. Oversees the management of the Concierge and the International Ambassador onboard,

providing support and leadership where needed to establish and maintain consistent service and superior guest satisfaction. The Guest Services Manager will meet regularly with both positions to allow opportunity for knowledge sharing and comprehensive awareness of ever-changing guest demographic trends.

18. Maintains current knowledge of all ship's regular events and special functions by reviewing all available data in order to provide guests with accurate information. Ensures all collateral, including core languages, is kept updated and complies with all company brand standards.
19. Comprehensive knowledge of Customs and Immigration policies and procedures. The Guest Services Manager is the driving force to ensure maximum compliance with all internal requirements and external authorities as it relates to guest immigration and clearance. As required takes the lead role in ensuring a seamless process, providing organizational structure to all clearance procedures ahead of time to ensure our guests experience minimal delay. Outlines clear direction to all division heads involved in this process.
20. The Guest Services Manager provides support from the Guest Services team to Guest Port Services on turnaround day for both departure and boarding. Ensures the guests' first impression of service delivery is optimized and that our guests receive a welcoming and efficient boarding experience reflective at all times of our company brand standards. The Guest Services Manager plans and provides support for all local agencies, ensuring the smooth transition to new itineraries and seasonal repositioning.
21. Attends department and division heads meetings. In addition, facilitates divisional meeting with the Guest Services team, training activities, courses and all other work-related activities. Continually updates job knowledge by investigating new trends in customer service, reviewing professional publications, establishing personal networks, and sharing of best practices, lessons learned and new benchmarks with shipboard management and shore-side support groups.
22. Ensures frequent and consistent updates of clear and concise handover notes to eliminate any possible miscommunication that compromises the efficiency of set processes. Works to ensure that their divisions' manager and supervisor placements maximize individual strengths to support the organizational needs. Through managing individual strengths this will allow for a seamless management handover allowing for minimum disruption to the team and operation.
23. Maintains safe, secure, and healthy environment by enforcing organizational standards, procedures, and legal regulations. Effectively monitors, oversees and makes improvements to workplace safety within the division and throughout the ship. Attends mandatory crew and guest safety drills as required, including meetings, training activities, courses and all other work-related activities.
24. Performs related duties as required. This position description in no way states or implies that these are the only duties to be performed by the shipboard employee occupying this position. Shipboard employees will be required to perform any other job-related duties assigned by their supervisor or management.

## QUALIFICATIONS

*Minimum hiring, language and physical requirements to perform the job.*

### **Hiring Requirements:**

- Minimum two years front of house managerial/operational experience in a hotel, cruise line or hospitality industry related field preferred.
- Ability to effectively deal with internal and external guests, some of whom will require high levels of discretion, patience, tact and diplomacy.
- Knowledge of principles and processes for providing exemplary customer and personal service including needs assessment, problem resolution and achievement of quality service standards.
- Ability to communicate diplomatically with managers, shipboard and shore-side employees to resolve problems and negotiate amicable resolution to challenging issues.
- Flexibility to manage, focus, direct and encourage a positive, dynamic, diverse guest services operation by navigating through a changing work environment. Should be able to utilize and administer the progressive disciplinary action process through coaching and counseling to improve performance where possible.
- Ability to work positively and cooperatively in a diverse team environment to meet overall established timeframes for the Guest Services division operation.
- Should harbor a flexible outlook towards placement throughout the fleet, considering changing fleet-wide operational business needs.
- Working knowledge of computers, internet access, and the ability to navigate within a variety of software packages such as Microsoft Office.
- Demonstrates a working knowledge to operate all office equipment.
- Completion of high school, basic or vocational education equivalency preferred.
- Working knowledge of US cash handling procedures and foreign exchange required.

### **Internal Candidate Requirements:**

*In addition to the stated hiring requirements, internal candidates are required to fulfill the following:*

In addition to all of the above, a minimum of one contract completed within the shipboard operation.

### **Language Requirements:**

Required to speak English clearly and distinctly. Aptitude to read and write English in order to understand and interpret written procedures. This includes the ability to give and receive

instructions in written and verbal forms and to effectively present information and respond to questions from guests, supervisors and co-workers. Ability to speak additional languages such as Spanish, French, German, Italian or Portuguese preferred but not essential.

### **Physical Requirements:**

While performing the duties of this job, the shipboard employee is regularly required to stand, walk, use hands to touch, handle, or feel, reach with hands and arms, talk or hear, and taste or smell. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception and ability to adjust focus.

All shipboard employees must be physically able to participate in emergency life saving procedures and drills. Full use and range of arms and legs as well as full visual, verbal and hearing abilities are required to receive and give instructions in the event of an emergency including the lowering of lifeboats.

Ability to lift and/or move up to 50 pounds.

**Related Entries:**

**Related Chapters:**

**END OF SECTION**