

MANAGER'S GUIDE TO END-OF-SEASON PERFORMANCE ASSESSMENTS

WHY ARE END-OF-SEASON ASSESSMENTS IMPORTANT?

A positive employee experience is essential to a positive guest experience, and it's frontline employees who create that guest experience. Frontline employees are core to our mission. As leaders we are focused on hiring top frontline talent, investing in this talent, fostering high employee engagement and performance, and retaining high performers season over season. As we reach the end of the season, you play an important role in inviting back high-performing talent, who are crucial to differentiating the guest experience.

End-of-season (EOS) assessments are an opportunity to identify which employees to invite back. Returners play a critical role in delivering outcomes for our resorts, and we want to focus on bringing back our top performers. It's essential to ensure we bring back the best talent each year to deliver an *Experience of a Lifetime* for our guests.

This guide is designed to support you in effectively navigating end-of-season assessments and conversations. It provides structured guidance on written assessments, performance ratings, and conducting effective end-of-season conversations that leave the employee feeling like a valued member of the company, whether you intend to invite them back for another season or not.



WHAT IS EXPECTED OF LEADERS

1. **REFLECT** on your team member's performance and decide who you want to invite back based on how they performed. It's important that we focus on inviting the highest performing talent back - the organization relies on your assessment of their performance to make these decisions.
2. **DOCUMENT** your assessment of their performance.
3. **LEAD** an EOS conversation that is tailored to each team member and your intention to invite them back or not.
4. **ENTER** their rating into the system when you offboard them.

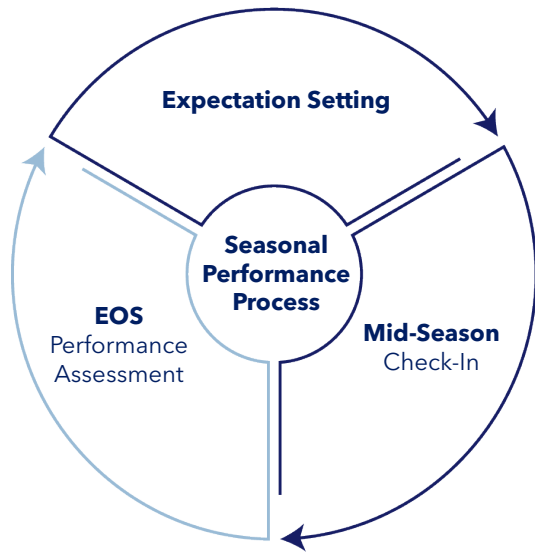
GET IN THE MINDSET



How have high-performers shaped your team culture and guest experience?

How would next year be different if you had an even stronger high-performing team?
What decisions can you make now to begin building this team?

GETTING STARTED



The **Seasonal Performance Process** is designed to develop, recognize, and reward our talent throughout the season. The final step in the Seasonal Performance process is the **end-of-season performance assessment**, this consists of two main components: **the written assessment and rating**, and the **conversation**.

During the written assessment, you will evaluate your employee's performance and determine their performance rating, while the conversation provides an opportunity to offer developmental feedback, clearly communicate their post-season status, and discuss the offboarding process.

HOW TO ASSESS EMPLOYEE PERFORMANCE

The performance assessment is a written evaluation of your employee's performance that should be completed prior to the end-of-season conversation. As part of the assessment, you will also assign each employee a performance rating reflective of the employee's contributions for the entire season. As a manager and Producer of Talent, you are responsible for ensuring your employees receive performance ratings based on an accurate and fair assessment of their performance.

WHAT PERFORMANCE RATINGS MEASURE

Performance ratings are reflective of two aspects of an employee's performance:



50% WHAT WE DO

Job Expectations

How the employee performed against the expectations of their role, including adherence to service standards.



50% HOW WE DO IT

Values and Leadership Competencies

How an employee demonstrates the Company's Values and Leadership Competencies in how they get work done. Grade 25 and below are rated against our Values, and Grade 26 and above are rated against Leadership Competencies.

REFLECT ON PERFORMANCE

- **Establish a Baseline.** Before you select ratings for team members, ground yourself in what core performance looks like for that role as a baseline and then consider if the employee delivered on expectations. If you're "on the line" between two ratings, consider what is standard performance for this grade level and role? Is this employee's performance higher or lower than what you would expect to see? Stay objective in your assessment and don't let bias cloud your judgment.
- **Reflect on their performance:** Compare how they performed relative to the expectations of the role and how they embodied the Values and Leadership competencies with teams and guests.

EXCEEDS

Frequently delivers strong results beyond the expectations of the role with differentiated business outcomes. Demonstrates our [Leadership Competencies](#) and [Values](#) at or above an Exceeds level.

ACHIEVES

Delivers results at or above the expectations of the role and demonstrates our [Leadership Competencies](#) and [Values](#) at or above an Achieves level.

MEETS MOST

Inconsistently delivers results expected of the role and inconsistently demonstrates our [Leadership Competencies](#) and [Values](#).

DOCUMENT THE ASSESSMENT

When writing your assessments, view the performance narrative examples in the [appendix](#) for guidance.

- **For grade 24 and below:** Record your assessments in the [Seasonal Expectation Setting & Performance Assessment Paper Form](#).
- **For grade 25 and above:** Navigate to [SuccessFactors](#) and complete the end-of-season assessment in your manager portal. If you manage employees Grade 26 and above, evaluate their potential using the [Potential Indicator Guide](#) on EpicEmployee.

TIPS FOR WRITING THE ASSESSMENT

- **Be objective** and use specific examples.
- **Consider the entire season**, not just recent moments.
- **Describe the impact** you observed them making.

TIPS FOR NAVIGATING DIFFICULT CONVERSATIONS

Frontline employees play an important role in shaping the guest experience and influencing the perception of our company within the broader community. If an employee's performance did not meet expectations, use these tips to have an honest conversation about where they fell short. Your words and the way you communicate can create a lasting impact, shaping their desire to remain an ambassador for our resorts and open to future opportunities.

Follow these best practices when navigating difficult conversations:

- **Focus on facts:** Use objective data and examples to support your points, focusing on performance rather than personal traits.
- **Stay professional:** Maintain a calm and respectful tone throughout the discussion, regardless of the employee's reaction.
- **Listen actively:** Allow the employee to share their perspective and insight into their experience throughout the season.

LEAD END-OF-SEASON CONVERSATIONS

End-of-season conversations are a way to close out the season with each employee. It's an opportunity to make them feel valued for their contributions and to discuss future opportunities within the company. Approaching these conversations with intentionality allows you to recognize each individual and provide the support needed to ensure your top performers feel excited about returning for another season, along with the resources to help them succeed.

LEAD THE CONVERSATION	Prepare	<ul style="list-style-type: none"> Complete your assessment and come to the conversation prepared to share feedback on their performance with specific examples. Returner Toolkit: If you plan to invite the employee back, review the toolkit and share during the meeting. Determine if you will put them on Seasonal Inactive Status (SIS) or not.
	Opening Remarks	<ul style="list-style-type: none"> Begin by explaining what the conversation will be about.
	Performance Recap	<ul style="list-style-type: none"> Ask how they felt the season went. What were their highs and lows? Share feedback on their performance including the expectations of their role, with specific examples of how they demonstrated the Values and Competencies. Share your employee's performance rating for the year and discuss key themes of the performance feedback underpinning the rating. As needed, use the tips for navigating difficult conversations.
	Development Opportunities	<ul style="list-style-type: none"> Ask your employee to share their key areas for growth and development based on their experience this season. Together, identify the opportunities to focus on and share how they'll be supported next season.
CLOSE THE CONVERSATION	Inviting Them to Return	<ul style="list-style-type: none"> Let them know you would like to invite them back and why. Confirm their post-offboarding status. Review the SIS and separation articles on EpicEmployee. Discuss how you'll support their development in the upcoming season. Share the Returner Toolkit with them and allow time for questions. Encourage them to ask questions and stay in touch. Explain what they can expect in the offboarding process.
	Not Inviting Them to Return	<ul style="list-style-type: none"> Thank them for their work this season. Explain what they can expect in the offboarding process.

ENTER THEIR RATING INTO THE SYSTEM

While submitting an End of Season Separation Form in the [Manager Action Center](#), the system will prompt you to enter a performance rating. For more information, visit "[How to enter a performance rating in an end of season separation](#)" on EpicEmployee.

APPENDIX: EXAMPLES OF A PERFORMANCE NARRATIVE

In the assessment form, you should describe your employee's performance and share illustrative examples connected to the rating. This will assist you in the end-of-season conversation. The following examples illustrate how you might describe their performance the expectations set.

PERFORMANCE RATING	EXAMPLE NARRATIVE
Exceeds	<p>You had a great season and exceeded all of your expectations related to safety, service, leadership, and operational excellence. Because of your strong performance, we have had an X-point increase in the Guest Experience scores at our hotel as well as an X% decrease in safety incidents. This season, you had the opportunity to work outside the scope of your role on the Y project where you led a team of peers to identify opportunities to improve guest touchpoints. This project had successful outcomes that had immediate impact. Your outstanding leadership on the project led to new best practices throughout the hotel.</p> <p>In addition to the business impact, you visibly led others in such an exceptionally thoughtful way that I often state that you are a role model for our values, Be Inclusive, Do Right and Have Fun. I am giving you an Exceeds Expectations because you frequently delivered strong results, had a differentiated impact on your department and the hotel, and showed exceptional leadership behaviors while accomplishing the work.</p>
Achieves	<p>This year your resort faced weather related challenges that added complexity to your role. You demonstrated agility, leadership and awareness of business priorities, which was important to your team's ability to consistently achieve performance expectations. You achieved your goals of decreasing parking lot incidents by X% and increasing on-time transportation arrivals by X. I was impressed with the way you showed up for your team especially when demonstrating the Be Inclusive and Do Right values by providing an inclusive environment to team members and guests and always acting with integrity. Your consistency and willingness to go above and beyond when required has led to your department reaching their overall business goals and metrics. You've earned an Achieves rating this year based on your ability to consistently accomplish expectations and sometimes work outside of scope to get things done.</p>
Meets Most	<p>Although our team was able to achieve the majority of our department goals, you personally struggled to meet the expectations of your role at times and I often had to re-do your work. I provided you with feedback on a weekly basis to help you improve your skillset and saw you implement some of the feedback and strengthen your impact but also felt that you disregarded other elements. In terms of Values, I saw you demonstrate Serve Others in how you collaborated with team members and served our guests. Your biggest opportunity area is Drive Value and in particular how you manage your time, the quality with which you complete tasks, and your willingness to take feedback to improve your performance.</p>