



Cunard Job Description Entertainment Director

The contents of this job description must be used in association with the KSB for this role. The job description summarises the key responsibilities for the role (technical, business, and people) and the KSB provides the details for the knowledge, skills & behaviours required to carry out the role competently. This job description gives an overview of the role and as such you will be required to undertake any other duties as requested. You may also need to refer to company regulations which will also form an additional part of your job description.

Shipboard Reporting To: Hotel General Manager Shoreside Reporting To: Senior Manager, Entertainment	Department: Hotel
Leadership Responsibility: Manage the Entertainment Department	Location: Fleet based across all Cunard vessels
Titles of Direct Reports: Assistant Entertainment Manager Youth Manager Musical Director Production Manager	Budget Responsibility: Cost controls, such as overtime and inventory expenditure.
Size of Department: Up to 100	Revenue Responsibility: Maximise onboard revenue by delivering the entertainment product in a consistent manner at appropriate venues.

Standard Role Summary

Lead the department to deliver dynamic and engaging entertainment for our discerning international audience. Oversee the safe and efficient operation of all aspects of Entertainment, maintaining consistently high standards and supporting Entertainment department managers to do the same. Plan and programme all key activities in conjunction with shipboard and shoreside stakeholders to strike the balance between guest satisfaction and strategically supporting revenue partners. Ensure a highly visible presence during prominent guest events throughout each voyage.



Standard Management Summary

Primary Responsibility of the Role

Present a well thought out entertainment programme, ensuring quality and consistency of the product, working closely with shoreside colleagues to maintain standards and recommend improvements and enhancements as required to drive guest satisfaction scores.

Effectively manage onboard entertainment teams, ensuring adequate resourcing and balance of strength. Complete manager appraisals and identify development opportunities, nurturing talent and personal growth throughout the department. Lead by example in supporting managers and supervisors to guide, motivate and direct their respective teams.

Ensure delivery and consistency of all entertainment product including Guest Programmes, Onboard Media, Insights Speaker Programme, Production Services, Music Services, Guest Entertainers, Creative Entertainment and Youth Programme.

Plan and programme all key entertainment elements in conjunction with shipboard and shoreside stakeholders to strike the balance between guest satisfaction and strategically supporting and promoting revenue partners, considering guest flow and optimizing the use of public venues.

Routinely host key shipboard events including the Royal Court Theatre nightly show time and other corporate sponsored events as required.

Oversee the safe running of the onboard entertainment department including compliance with fleet regulations and other internal, external and governmental regulations at all times, ensuring all audit findings are addressed promptly and appropriately and adhering to all Entertainment-related safety and environmental policies at all times (HESS).

Regularly monitor satisfaction and service ratings to ensure we are consistently meeting annual targets. Collaborate with Hotel General Manager and Senior Manager Entertainment Operations, to formulate short and long term service improvement and recovery plans as needed.

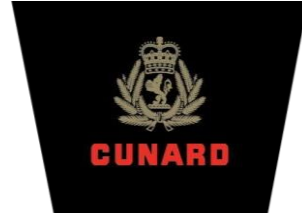
Review and sign off on all entertainment aspects of the Daily Programme on a day to day basis ensuring artiste billing, entertainment event information and scheduling are accurate. Work with the Communications Manager to ensure priority is given to highlighting appropriate principal events and activities to maximize exposure to guests.

Develop and maintain professional relationships with cabaret acts, production cast and guest entertainers, ensuring entertainment requirements are understood and met.

Primary liaison for celebrity speakers, ensuring they are welcomed (either in person or over the phone) on the day they board and remain the primary liaison throughout their engagement.

Attend revenue, budget and itinerary meetings with other Heads of Department to enable effective future planning in helping to achieve onboard revenue and NPS targets.

Efficiently manage and control all department costs and inventory levels in line with established budgets, ensuring checks are carried out for any damaged or missing items and any discrepancies are resolved.



Key Responsibilities & Duties

	Summary of Requirements
Experience/Qualifications	<p>Previous experience in a senior entertainment leadership role onboard a cruise ship.</p> <p>Previous experience of managing a large international team</p> <p>Proven experience of working within a live theatre environment on a variety of shows.</p> <p>Experience of managing budget and revenue targets.</p> <p>Experience of managing a variety of entertainment programmes i.e. Concert, Theatre, individual acts</p> <p>Excellent communication skills in both written and spoken English</p>
Certificates	<p>Valid ENG1 medical certificate for the duration of each Voyage</p> <p>Full STCW Course endorsed by the MCA</p>

HESS (Health, Environment, Safety & Security)

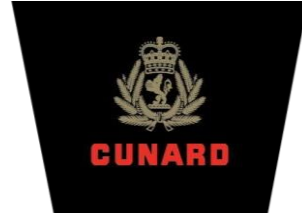
Knowledge / Skill	Summary of Responsibilities
Health & Safety	<p>Follow all safety rules and procedures.</p> <p>Lead by example, taking care of health and safety of self and others</p> <p>Report all accidents, near miss incidents and work related ill health conditions to the relevant Officers.</p> <p>Ensure all work equipment, personal protective equipment, substances and safety devices are correctly used.</p> <p>Take part in safety training and risk assessments and suggest ways of reducing risks and actively promote safe working within teams.</p> <p>Undertake safety “walkrounds” within the Entertainment department identifying areas of improvement.</p>
Public Health	<p>Follow all company public health policies and procedures appropriate to the role.</p> <p>Complete all necessary public health paperwork accurately</p> <p>Complete appropriate public health precautions relevant to the role.</p>
Environment	<p>Ensure the team are aware of their environmental responsibilities as defined by ISO14001 and as stipulated by Cunard.</p> <p>Apply company procedures regarding environmental management consistently across the department.</p> <p>Monitor compliance to environmental legislation and effectively deal with all areas of concern.</p> <p>Carefully manage the environmental impacts of all tasks under own responsibility.</p>
Emergency Duties	<p>Understand the emergency duties of self and those within own area.</p>

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<p>(Shipboard Incident Response Organisation SIRO)</p>	<p>Direct and instruct others in the use of life saving & fire fighting appliances in an emergency situation.</p> <p>Direct a team in carrying out their emergency duties.</p> <p>Co-ordinate emergency response with others across the ship, responding to orders and feeding back reports.</p> <p>Lead and coordinate actions to be taken in a range of shipboard incidences as defined in the company's emergency procedures.</p> <p>Co-ordinate the movement and management of a large group of Ships Company and Guests over a specified area, such as a muster station, through the correct deployment and briefing of Ships Company.</p> <p>Make decisions and adapt plans as situations develop, providing feedback to the senior responsible officer.</p> <p>Manage and react to the behaviours and needs of Ships Company and Guests to maintain safety.</p> <p>2nd In Charge of the Muster Control Party, assist in co-ordinating the mustering of Guests to ensure it is undertaken in an effective and controlled manner.</p> <p>Undertake mustering of own department and ensure all Ships Company are accounted for.</p> <p>Ensure supervisors receive adequate training to undertake their duties and make sound decisions.</p> <p>Undertake other emergency duties / routines within the SRIO as directed.</p> <p>Undertake any other emergency duties required that are specific to vessel.</p>
<p>Safeguarding</p>	<p>In-depth knowledge of Cunard safeguarding children policies and procedures.</p> <p>Ensure all Youth Staff are appropriately trained and follow Cunard safeguarding children policies and procedures.</p> <p>Take action if there is a concern about a child or the behaviour of someone towards a child, and follow the correct procedure.</p> <p>Challenge and deal with any inappropriate behaviour by Ships Company or other adults towards children.</p> <p>Report safeguarding concerns to Designated Safeguarding Person (DSP)</p>
<p>Security</p>	<p>Apply the correct security measures for own department / area.</p> <p>Lead and direct the team in applying security measures and actively promote understanding of security issues.</p> <p>Encourage security awareness within the team.</p>



Technical

Knowledge / Skill	Summary of Responsibilities
Working with an audience	<p>Actively participate in stage performances, introducing major acts, comparing and hosting sports and leisure activities when required.</p> <p>Oversee the daily onboard radio / TV Show, interviewing members of the Ships Company in an informative manner to generate Guests interest revenue generating events onboard.</p> <p>Produce scripts for onboard events and review content and running orders for events.</p>
Marketing and Promotions	<p>Identify opportunities to positively influence revenue generation.</p> <p>Identify opportunities for relevant targeted marketing to Guests such as upcoming promotions at specific venues onboard through the daily radio / TV show or entertainment programme.</p> <p>Analyse Guest trends to make longer term strategic decisions.</p>
Guest Service	<p>Respond immediately, positively and calmly to changing Guest requirements and needs, and ensure that team members also respond appropriately.</p> <p>Regularly find and develop opportunities to enhance the Guest experience and increase satisfaction.</p> <p>Engage Guests in appropriate conversation to understand Guests needs in depth, show high levels of respect for their individual needs and ensure their interests are catered for</p> <p>Plan the activities and services the team provides in response to an in-depth analysis of the Guest profile for each Voyage.</p>

Business

Knowledge / Skill	Summary of Responsibilities
IT Skills	Competent in the use of MS Office Software
Commercial Decision Making	<p>Promote innovative ideas for enhancing the commercial performance.</p> <p>Make reasoned commercial decisions and recommendations to assist in revenue generation.</p> <p>Ensure that Guest needs are at the forefront of decision making and exercise judgement to make balanced decisions around the Guests, revenue and costs.</p>
Designing Improvements	Continually review the entertainment operation identifying and implementing improvements, providing feedback on the effectiveness of processes and procedures to both ship and shore teams

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Revenue Generation	<p>Develop and implement appropriate revenue strategies for each Voyage.</p> <p>Provide advice and support to Managers to understand, improve and drive revenue.</p> <p>Drive performance of the balance business scorecard.</p> <p>Work with Managers to analyse revenue campaigns, understanding what works well and adjusting strategies for future campaigns</p> <p>Oversee revenue generation for whole department, ensuring any shortfalls are quickly identified and rectified and effective action plans implemented</p>
Stock Control	<p>Ensure accurate and complete stock takes are undertaken as required and data is input into relevant system.</p> <p>Oversee the calculating of restocking requirements based on existing stock levels and expected future sales.</p> <p>Review and monitor all inventory orders for the Entertainment Department and challenge where unusual or incorrect.</p>
Financial Management	<p>Manage department costs within budget and ensure delivery of overall budget performance.</p> <p>Define and analyse financial and non-financial data, explaining any variances.</p> <p>Ensure Entertainment team are aware of financial targets to be achieved and support staff to understand and contribute to financial management processes e.g. stock control, Time and attendance, and other financial data and budgets.</p> <p>Assimilate and analyse relevant financial data and ensure reporting standards are adhered to.</p> <p>Understand causes of budget variances and identify corrective actions to improve onboard revenue.</p> <p>Seek to identify product improvements to enhance commercial performance following agreed procedure.</p>
Audit and Compliance	<p>Ensure the entertainment department's compliance with relevant statutory, legal and policy requirements.</p> <p>Use recorded data to respond to requests from shore side and onboard auditors providing evidence of compliance</p> <p>Act on any audit findings, implementing agreed action plans</p>



People / Management

Knowledge / Skill	Summary of Responsibilities
Dealing with challenging people	<p>Deal with challenging situations in a confident and professional manner.</p> <p>Coach, train, and support others in dealing with such situations</p> <p>Effectively resolve Guest complaints and comments relating to the entertainment onboard ship ensuring they receive prompt follow ups</p> <p>Promote the goal of resolving Guest problems or concerns immediately or before Voyage end.</p>
Advising and Influencing	<p>Provide advice to support relevant situations and decisions.</p> <p>Present information to non-specialists in the most appropriate format to enable decisions to be made</p> <p>Liaise directly with Heads of Department onboard on issues relating to entertainment on the ship</p> <p>Cultivate and foster a positive team spirit to ensure successful implementation of the onboard entertainment product.</p>
Quality Assurance	<p>Observe, review and assess all aspects of the quality of entertainment being provided within the team against the agreed quality standards.</p> <p>Support managers to take action when any element of the service or work being carried out is not up to standard.</p> <p>Ensure the Entertainment team understands the vision and brand strategy and it is translated into onboard priorities and objectives.</p>
Planning and prioritising	<p>Plan and prioritise across the department and teams.</p> <p>Plan and develop a consistent seasonal programme for the ship's entertainment operation.</p> <p>Undertake the effective planning of day and evening entertainment activities to maximise the use of venues and resources.</p> <p>In conjunction with shore side make longer term strategic decisions for the Entertainment Department, taking into account varying schedules and service requirements.</p>
Resource management and delegation	<p>Manage resources across and resolve conflicts between teams</p> <p>Make decisions regarding allocation of resources onboard and support and encourage managers to make effective delegation decisions</p> <p>Effectively delegate tasks to ensure the continued smooth and efficient operation of the department</p> <p>Run meetings effectively, including agendas and timing and ensuring views are heard so Ships Company are provided with accurate and up to date information.</p>



Coaching and Mentoring	<p>Provide prompt and effective feedback to ensure that the advise is accepted and understood.</p> <p>Ensure objectives and key performance indicators are effectively communicated to the Entertainment team</p> <p>Coach and support others to provide performance feedback ensuring it is both positive and constructive.</p> <p>Develop appropriate objectives for the Entertainment team and hold effective developmental discussions in order to improve delivery of the entertainment product</p> <p>Act as a coach or mentor for team members, wider line management and subject specialist situations</p> <p>Identify and undertake team training and development</p>
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CUK Behavioural Expectations

Speak Up	<p>Identifies and addresses barriers to team speaking up</p> <p>Speaks out about concerns and encourages team to do the same</p> <p>Is comfortable in challenging and raising concerns to all levels</p> <p>Speaks honestly and contributes ideas and views openly</p> <p>Knows and uses the correct channels to report concerns</p>
Respect & Protect	<p>Treats everyone with respect and ensures team does the same; builds trusting relationships</p> <p>Ensures that all team members are included</p> <p>Safeguards the health, wellbeing and safety of colleagues and guests</p> <p>Looks for more efficient and sustainable solutions that protect the environment</p> <p>Is compliant when it comes to safety and environmental policy</p>
Improve	<p>Promotes team work and collaboration with other areas</p> <p>Learns from experience & others, takes action to continuously develop</p> <p>Keeps up to date with the rules & protocols</p> <p>Consistently monitors to ensure team's compliance with legal and policy requirements</p>
Communicate	<p>Adjusts style to suit audience</p> <p>Sets the tone by role modelling sound work ethics</p> <p>Talks about and demonstrates the Culture Essentials</p> <p>Regularly shares information, plans & priorities and invites open discussion</p> <p>Is widely trusted, transparent and free from hidden agendas</p>
Listen & Learn	<p>Seeks and is open to feedback: learns for others observations</p> <p>Reviews data from audits, surveys and reports to ensure</p>

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	<p>continuous improvement Consults with others to improve knowledge & judgment Takes ownership of challenges & obstacles even if outside</p>
Empower	<p>Understand the needs of others Coaches others & creates an environment where people do their best work Invites input from team, encourages diversity of thought, shares ownership and visibility Communicates with energy and engages the team in getting results Invests time and energy in supporting and upskilling team</p>

Cunard White Star Service Values

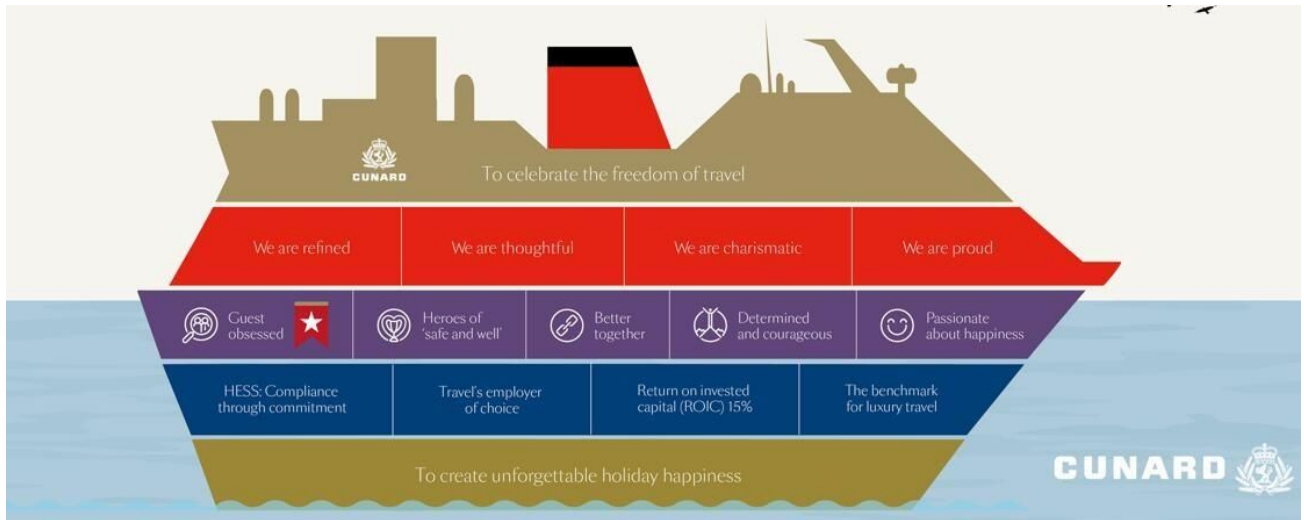
Refined	<p>Today's guest is looking for an experience that feels sophisticated and of the highest standard. The words 'quality', 'style' and 'attention to detail' are used a lot when people talk about luxury brands. The word Refined sums up all of this. Cunard is a brand that has a sense of style, sophistication, and elegance – with high quality standards and a precise attention to detail across everything we do. We are REFINED. We serve with style and attention to detail.</p>
Thoughtful	<p>Today's luxury consumer wants the experience to be on their own terms. They want to be served as individuals. They want choice, flexibility, to feel cared for and to be understood. We use the word Thoughtful to capture this – Cunard is a brand that understands, cares for and respects the needs of our guests from all over the world. We are THOUGHTFUL. We think and deliver with care and imagination.</p>
Charismatic	<p>People want personality. They love to feel genuine connections with brands and treasure moments that feel unscripted. They have a thirst for new knowledge and a real desire to hear interesting stories. Cunard always has been full of charm, from the marketing advertising to the service we deliver. We are using the word Charismatic to describe how we need to continue to show through our warmth and captivating personality in everything we do. We are CHARASMATIC. We speak and act with charm and confidence.</p>



Proud

Cunard is recognised and respected for our long heritage. Today's guests desire well established distinct brands with an experience relevant for today. **Proud** perfectly sums up the feelings we all have towards this powerful brand of ours and describes how we will make sure it continues.

We are **PROUD**. We represent Cunard with Passion and Pride.



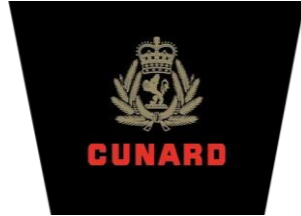
- Cunard purpose
- Cunard brand values
- Cunard core values
- Cunard goals
- Our purpose

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Personal Specification

	Shows a genuine enthusiasm and passion for working within an entertainment environment
	Demonstrates up to date knowledge of entertainment trends
	Ability to plan and deliver a complex daily entertainment schedule within a structured and controlled environment
	Demonstrates excellent hosting skills and ability to actively engage with Guests
	Able to build and lead strong and effective teams
	Motivates others to deliver a great customer service
	Ability to effectively influence others
	Organised, structured and focused on the detail in their approach to work
	Sound knowledge of Health & Safety procedures and experience of working with risk assessments
	Ability to build and maintain credible and long lasting relationships with both internal and external stakeholders
	Extremely confident in formal social situations and comfortable making conversation with Guests
	Calm under pressure, taking a logical approach to problem solving and involving and communicating to relevant stakeholders throughout
	Decisive and responsive to emerging situations
	Understanding of professional boundaries
	Models high standards of ethics and appropriate behaviour
	Communicates effectively and honestly at all times
	Demonstrates cultural and interpersonal sensitivity in dealings with others
	High levels of stamina and resilience due to working hours and demands of the role
	Loyal to the Cunard brand and compliant with company policies and procedures

Version	Issued By	Date of Issue
V1.3	David Webster	October 2020