

## LAMPIRAN

### Lampiran 1. Formulir Pengajuan Kerja Profesi

	<b>FORMULIR PENGAJUAN KERJA PROFESI</b>	SPT-I/03/SOP-27/F-01
		No. Revisi

**Identitas Mahasiswa**

Nama Mahasiswa : NUR EDDIY DESTIYANI  
NIM : 2019021324 Tahun Akademik : 2019  
Program Studi : MANAJEMEN  
Materi/Judul KP : TINJAUAN PROSEDUR REKRUTMENT DAN EVALUASI KINERJA KARYAWAN DI PULLMAN LOMBOK MERUJANI MANDALIKA BEACH RESORT


**Identitas Instansi/Perusahaan**

Instansi/Perusahaan : PULLMAN LOMBOK MERUJANI MANDALIKA BEACH RESORT  
Nama Pejabat : VINCENT WYBIER  
Jabatan : GENERAL MANAGER  
Alamat KP : ITDC MANDALIKA TOURISM COMPLEX, KUTA, KEC. PUJUH, KAB. LOMBOK TENGAH  
Telepon/email : (0370) 7525100 / HA1K1@accor.com  
Masa Kerja Praktek :  
Mulai dari : 1 FEBRUARI 2023 sampai dengan : 30 APRIL 2023  
Dosen Pembimbing Kerja Praktek : ..... (Diisi oleh Kaprodi)


Tgl: Yang mengajukan, Tgl: Mengetahui, Tgl: Menyetujui,  
Dosen Pembimbing KP, Kepala Program Studi,  
  
(NUR EDDIY DESTIYANI) (DR. DEDE SULEMAN, S.E., M.M., CPA) (DR. YOHANES TOTOK SUYOTO, S.S., M.Si., CPM)

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Lampiran 2 Formulir Penerimaan Kerja Profesi

	<b>LAPORAN HARIAN PELAKSANAAN KERJA PROFESI</b>	SPT-I/03/SOP-27/F-03  No. 2019021324
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Nama Mahasiswa : NUR EMDIN DESTIYANI  
 Program Studi/NIM : MANAJEMEN / 2019021324  
 Nama Instansi/Perusahaan : PULLMAN LOMBOK MERUJAMI MANDALIKA BEACH RESORT  
 Unit/Bagian/Seksi tempat KP : TALENT & CULTURE  
 Tanggal Pelaksanaan KP : 1 FEBRUARI 2023 s.d. 30 APRIL 2023

No.	Tanggal	Materi yang Dikerjakan	Paraf Pembimbing Kerja
10	9 Maret 2023	Memahami persiapan interview online eksternal	
11	13 Maret 2023	Melakukan interview online eksternal	
12	13 Maret 2023	Melakukan konfirmasi pada setiap user	
13	20 Maret 2023	Memahami prosedur resignation	
14	24 Maret 2023	Membantu jalannya prosedur resignation	
15	27 Maret 2023	Melakukan persiapan interview offline dengan kandidat eksternal	
16	29 Maret 2023	Melakukan interview dengan kandidat eksternal.	
17	3 April 2023	Membantu MOD (manager on duty)	
18	10 April 2023	Melakukan persiapan appraisal bagi seluruh departemen	
19	12 April 2023	Melakukan appraisal dengan tim talent & culture	
20	19 April 2023	Melakukan persiapan payroll	

\*\* jika tidak mencukupi, dapat menggunakan lebih dari 1 (satu) lembar

Tanggal: \_\_\_\_\_  
 Pembimbing Kerja,  
  
 ( DOMI AGUSPIANTO )

Lampiran 3 Laporan Harian Pelaksanaan Kerja Profesi

	<b>FORMULIR PENERIMAAN KERJA PROFESI</b>	SPT-I/03/SOP-27/F-02
		No. Rekam

**Nama Instansi** : PULLMAN LOMBOK MERUJAMI MANDALIKA BEACH RESORT  
**Nomor Identitas Instansi \*)** : \_\_\_\_\_  
**Alamat** : ITDC MANDALIKA TOURISM COMPLEX, KUTA, KEC. PUJUT, KAB. LOMBOK TEN

**Bersedia menjadi tempat pelaksanaan kerja profesi untuk**  
**Nama Mahasiswa** : MUR EMDIM DESTIYANI  
**Nomor Induk Mahasiswa** : 2019021324  
**Program Studi** : MAMASSEMEN

**Pelaksanaan Kerja Profesi dijadwalkan sebagai berikut:**  
**Tanggal Mulai** : 1 FEBRUARI 2023  
**Tanggal Selesai** : 30 APRIL 2023  
**Total Jam Kerja \*\*)** : \_\_\_\_\_  
**Bagian/Divisi** : TALENT AND CULTURE  
**Uraian Pekerjaan \*\*\*)** : MENGENAL STRUKTUR ORGANISASI, MEMAHAMI STANDAR SDP, MELAKUKAN INTERVIEW D-LINE & OFFLINE, MEMAHAMI PROSEDUR PEMBUATAN LOI & PKWT, MELAKUKAN PERFORMANCE REVIEW

**Nama Pembimbing Kerja** : DDMI AGUSDIANTO  
**Kontak Pembimbing Kerja** : HP : 0813 8209 9903  
Email : doni.agusdianto@accor.com

Demikian informasi ini diberikan sesuai perihal di atas untuk digunakan sebaik-baiknya.

Tgl:  
 Mengetahui,  
 Pembimbing Kerja




(DDMI AGUSDIANTO.....)

Tgl:  
 Menyetujui,  
 Bagian SDM/Human Resources/  
 Personalia




(MAHARANI ALIKE NOVITA SARI.....)

\*) Instansi KP wajib berbadan hukum, dibuktikan dengan dokumen resmi antara lain tetapi tidak terbatas pada Akta Perusahaan, SIUP dan NPWP; dan bukan milik keluarga inti dari mahasiswa yang melakukan KP  
 \*\*) Jumlah jam kerja KP minimal 400 jam kerja  
 \*\*\*) Bisa dituliskan dalam lembar terpisah apabila tempat tidak mencukupi

a

	<b>LAPORAN HARIAN PELAKSANAAN KERJA PROFESI</b>	SPT-I/03/SOP-27/F-03
		No. Revisi

Nama Mahasiswa : NUR EMDIR DESTIYANI  
Program Studi/NIM : MANAJEMEN / 2019021324  
Nama Instansi/Perusahaan : PULLMAN LOMBOK MERUJAMI MANDALIKA BEACH RESORT  
Unit/Bagian/Seksi tempat KP : TALENT & CULTURE  
Tanggal Pelaksanaan KP : 1 FEBRUARI 2023 s.d. 30 APRIL 2023

No.	Tanggal	Materi yang Dikerjakan	Paraf Pembimbing Kerja
1.	1 Februari 2023	Mengenal struktur organisasi perusahaan dan Job desc	
2.	2 Februari 2023	Memahami standar SOP, proses personal administration, alur dalam membantu proses persiapan recruitment	
3.	3 Februari 2023	Memahami dalam pembuatan LOI & PKWT	
4.	8 Februari 2023	Melakukan penertiban aturan perusahaan (pengecekan fasilitas & grooming karyawan)	
5.	10 Februari 2023	Melakukan briefing dengan tim Talent & Culture	
6.	18 Februari 2023	Mengawasi & melakukan follow up job/task anggota tim	
7.	1 Maret 2023	Melakukan persiapan interview offline dengan kandidat internal	
8.	6 Maret 2023	Melakukan interview offline dengan kandidat internal	
9.	6 Maret 2023	Melakukan follow up dengan user tiap departemen	

\*\* jika tidak mencukupi, dapat menggunakan lebih dari 1 (satu) lembar

Tanggal:

Pembimbing Kerja,

( DEMI AGUSRIANTO )

Lampiran 4 Formulir Bimbingan Kerja Profesi

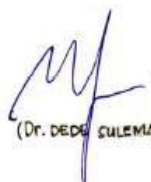
	<b>FORMULIR BIMBINGAN KERJA PROFESI</b>	SPT-I/03/SOP-27/F-04
		No. Revisi

Nama Mahasiswa : MUR ENDDIM DESTIYANI  
 Program Studi/NIM : MANAJEMEN 2019021324  
 Nama Instansi/Perusahaan : PULLMAN LOMBOK MERUJANI MANDALIKA BEACH RESORT  
 Unit/Bagian/Seksi tempat KP : TALENT & CULTURE  
 Tanggal Pelaksanaan KP : 1 FEBRUARI 2023 s.d. 30 APRIL 2023  
 Nama Dosen Pembimbing KP : Dr. DEDE SULEMAN, S.E., M.M., CMA

No.	Tanggal	Materi	Paraf Mahasiswa	Paraf Dosen Pembimbing KP
1	6 Maret 2023	Interview offline dengan kandidat internal	<i>Mur</i>	<i>d</i>
2	9 Maret 2023	Interview online dengan kandidat eksternal	<i>Mur</i>	<i>d</i>
3	29 Maret 2023	Interview offline dengan kandidat eksternal	<i>Mur</i>	<i>A</i>
4	12 April 2023	Appraisal personal maupun tim talent & culture	<i>Mur</i>	<i>d</i>

\*\* jika tidak mencukupi, dapat menggunakan lebih dari 1 (satu) lembar

Tgl:  
 Dosen Pembimbing KP,

  
 (Dr. DEDE SULEMAN, S.E., M.M., CMA)

Lampiran 5. Formulir Rencana Tindak Lanjut Pemantauan Kerja Profesi

	<b>FORMULIR RENCANA TINDAK LANJUT PEMANTAUAN KERJA PROFESI</b>	SPT-1/03/SOP-27/F-05
		No. Revisi

Nama Mahasiswa : NUR ENDDIN DESTIYANI  
 Nomor Induk Mahasiswa : 2019021324  
 Instansi : PULLMAN LOMBOK MERUJANI MANDALIKA BEACH RESORT  
 Program Studi : MANAJEMEN  
 Bagian/Divisi : TALENT & CULTURE  
 Uraian Pekerjaan : \_\_\_\_\_

Hasil Pemantauan Capaian Pembelajaran Mata Kuliah (CPMK) Kerja Profesi :	
1 CPMK 1	: Mahasiswa mampu melakukan prosedur interview baik onLine maupun offLine
2 CPMK 2	: Mahasiswa mampu melakukan prosedur appraisal, performance review
3 CPMK 3	: Mahasiswa mampu membantu dan mengetahui prosedur payroll.
4 CPMK 4	: Mahasiswa mampu melakukan kegiatan administrasi, seperti personal document, SOP
5 Dst	: Mahasiswa mampu ...
Catatan Tambahan	: Sikap kerja ...

Tgl:  
Dosen Pembimbing Kerja,

  
 (DONI AGUEDIANANTO)

Tgl:  
Dosen Pembimbing KP,

  
 (DR. DEDE SULEMAN, S.E., T.M. CPA)

Tgl:  
Mengetahui,  
Kepala Program Studi,

  
 (DR. YONANES TOTIK SUTOTO, S.S., M.Si., CPM)

Lampiran 6. Surat Pengantar Magang



**SURAT PENGANTAR MAGANG**  
No: MNJ/KPBLD/08-03/23

Tanggal : 05 April 2023  
Hal : Permohonan Kerja Profesi (KP)

**Kepada yang Terhormat,**  
**Bapak Agus Doni Dianto**  
**Pullman Lombok Merujani Mandalika**  
**Beach Resort**  
**KEK , Kuta - Mandalika Lombok NTB**

Dengan hormat,

Berkenaan dengan adanya program Kerja Profesi (KP) – Magang/Praktik Industri bagi mahasiswa program sarjana Universitas Pembangunan Jaya, dengan ini kami mengajukan permohonan penempatan KP pada **Pullman Lombok Merujani Mandalika Beach Resort**, untuk mahasiswa kami sebagai berikut:

No.	Nama	NIM	Semester	Program Studi
1	NUR ENDDIN DESTIYANI	2019021342	7	Manajemen

KP dilaksanakan minimal 400 (empat ratus) jam atau setara dengan 3 (tiga) bulan, dengan harapan mahasiswa kami dapat dibimbing untuk melakukan kerja sesuai dengan kerangka acuan terlampir.

Demikianlah yang dapat kami sampaikan.

Atas perhatian dan bantuan Bapak/Ibu, kami sampaikan terima kasih.

Hormat Kami,

**Dr. Yohanes Totok Suyoto, SS., M.Si., CPMA**  
Kepala Program Studi Manajemen

Tembusan:  
1. Koordinator Kerja Profesi

Lampiran 7 Surat Penilaian Pembimbingan Kerja Profesi

	<b>FORMULIR PENILAIAN PEMBIMBINGAN KP</b>	SPT-I/04/SOP-07/F-02
		No. Tindak Lanjut

Menyatakan bahwa dari hasil pelaksanaan Kerja Profesi atas nama :

Nama Mahasiswa : NUR EYDIA DESTYANI

Prodi/NIM : MANAJEMEN / 2019021342

Nama Instansi/Perusahaan : PULMAN LOMBOK MERUSANI MANDALIKA BEACH RESORT

Unit/Bagian Tempat KP : TALENT & CULTURE DEPARTEMEN

Periode KP : 1 FEBRUARI 2023 s/d 30 APRIL 2023

Diberikan penilaian sebagai berikut :

	Indikator Penilaian	Nilai (N)	Bobot (B)	N x B
S	Etika	96	5%	4,8
	Kedisiplinan	95	5%	4,75
	Tanggung jawab	97	5%	4,85
	Kerjasama	97	5%	4,85
P	Pengembangan diri / <i>Lifelong learning</i>	97	10%	9,7
KU	Komunikasi	98	10%	9,8
KU	Daya Analisa	98	10%	9,8
KU	Kualitas hasil kerja	98	10%	9,8
KK	Kompetensi berdasarkan bidang ilmu	96	20%	19,2
KK	Pemecahan masalah	97	20%	19,4
Total NxB				<b>96,95</b>

Kuta Mandalika, 30 APRIL 2023

Menyatakan,

  
 Doni Agasdiyanto



Lampiran 8 Surat Penilaian Pembimbingan Kerja Profesi

	<b>FORMULIR PENILAIAN PEMBIMBINGAN KP</b>	SPT-I/04/SOP-07/F-02
		No. Revisi

Menyatakan bahwa dari hasil pelaksanaan Sidang KP atas nama :

Nama Mahasiswa : NUR EMPIN DESTIANI  
 NIM : ..... / .....  
 Tanggal : .....  
 Nama Dosen : .....

Diberikan penilaian sebagai berikut :

Indikator Penilaian	Bobot (B)	Nilai (N) 0 - 100
Etika	5%	
Kedisiplinan	5%	
Tanggung jawab	5%	
Kerjasama	5%	
Pengembangan diri / <i>Lifelong learning</i>	10%	
Komunikasi	10%	
Daya Analisa	10%	
Kualitas hasil kerja	10%	
Kompetensi berdasarkan bidang ilmu	20%	
Pemecahan masalah	20%	

Tangerang Selatan, .....  
 Menyatakan,

Dosen Pembimbing Kerja Profesi

Lampiran 9 Job Flash



*Do what you love,  
care for the world,  
dare to challenge the  
status quo!*

PULLMAN LOMBOK MERUJANI MANDALIKA BEACH RESORT

## CAREER OPPORTUNITIES

YOUR EXPERIENCE AND SKILLS INCLUDE:	POSITIONS WE ARE HIRING:	WHAT IS IN IT FOR YOU:
<ul style="list-style-type: none"> <li>• Strong leadership, interpersonal and training skills</li> <li>• Minimum of 2 Years experiences in 5-star International Chain Hotels with the similar capacity (1,2,3,4,5,6,7)</li> <li>• Minimum of 1 Years experiences in 5-star International Chain Hotels with the similar capacity (8,9)</li> <li>• Good communication and customer contact skills</li> <li>• Results and service oriented with an eye for details.</li> <li>• A team player &amp; builder</li> <li>• A motivator &amp; self-starter</li> <li>• Fun personality</li> <li>• Open-minded characteristics</li> <li>• Excellent reading, writing and oral proficiency in English language</li> </ul>	<ol style="list-style-type: none"> <li>1. Director of Sales &amp; Distribution</li> <li>2. Director of Marketing Communication</li> <li>3. Asst. Director of Marketing Communication</li> <li>4. Room Division Manager</li> <li>5. Food &amp; Beverage Manager</li> <li>6. Chef de Cuisine</li> <li>7. Duty Manager</li> <li>8. Front Office Supervisor</li> <li>9. Security Supervisor</li> </ol>	<ul style="list-style-type: none"> <li>• Employee benefit card offering discounted rates in Accor worldwide</li> <li>• Learning programs through our Academies and the opportunity to earn qualifications while you work</li> <li>• Opportunity to develop your talent and grow within your property and across the world</li> <li>• Ability to make a difference in the local community through our Corporate Social Responsibility activities, like Planet 21</li> </ul>

**HOW TO APPLY**  
Visit the link down below:  
<https://careers.accor.com/global/en>  
Or send your CVs to:  
HAIK2-hr1@accor.com



Lampiran 10 Application Form



**APPLICATION FORM**  
FORMULIR APLIKASI

Form No. : TB/C/PL/02  
Effective : 1 Sept 2021

**PERSONAL DATA/DATA PRIBADI**

Name>Nama	:	
Home Address/Alamat	:	
		Email Address:
Gender/Jenis Kelamin	:	Religion/Agama***
Tel.No. (office/kantor)	:	(Mobile/HP)
Date of Birth/Tanggal Lahir *	:	Place of Birth/Tempat Lahir
Marital Status/Status**	:	Nationality/Kebangsaan
Driving License/SIM	:	Expired/Berlaku sampai

**EDUCATION & PROFESSIONAL QUALIFICATION/KUALIFIKASI PENDIDIKAN & PROFESI**

FROM - TO DARI-SAMPAI	NAME OF SCHOOL/COLLEGE NAMA SEKOLAH/ PERGURUAN TINGGI	STATE LEVEL ATTAINED MAJOR COURSE/SUBJECT BIDANG & LEVEL PENDIDIKAN

**MEMBERSHIP OF PROFESSIONAL & OTHER SOCIETIES (state dates and position held)**

KEANGGOTAAN DALAM ORGANISASI (Detail tanggal dan posisi)


Computer proficient/Pengetahuan Komputer	:	Yes/Yu	No/Tidak	Type/Jenis :
Program/Languages (Program/Bahasa)	:			
Position applied for/Posisi yang diantar	:			
Are you interested in any other position? Apakah Anda tertarik dengan posisi yang lain?	:			
Current Salary/Gaji sekarang	:		Salary expected/Gaji yang diharapkan	:
Details of current remuneration package/Keterangan paket remunerasi saat ini:				

When are you available to work? Kapan Anda bersedia mulai bekerja?	:	Notice period/ Periode Pemberitahuan	:
* For insurance registration purpose (Untuk keperluan pendaftaran asuransi)		*** For religion day attendance purpose (Untuk menghadiri acara keagamaan)	
** For Tax calculation purpose (Untuk perhitungan pajak)			

**EMPLOYMENT HISTORY/PENGALAMAN KERJA**

(Commence with current or last employment/ Dimulai dari pekerjaan yang sekarang atau sebelumnya)

Date of employment/Tanggal mulai bekerja :	Date Employment Ended/Tanggal berhenti bekerja :
Company/Perusahaan :	
Company's Address/Alamat Perusahaan :	
State nature of the business/Bidang Bisnis :	
Position Held/Jabatan :	
Name & designation of immediate supervisor/ Nama dan posisi atasan langsung :	
Total number of employees in the company/ Jumlah karyawan perusahaan :	Number of staff supervise by you/ Jumlah karyawan yang bekerja dibawah Anda :
Detailed description of duties/responsibilities/Detail Pekerjaan	
How did you get employed in this company (Through Advertisement, Recommendation, etc.) Bagaimana Anda mengetahui pekerjaan ini? (Melalui iklan, rekomendasi, lain-lain)	
Reason for leaving/Alasan berhenti :	
Last Salary/Gaji Terakhir :	

Date of employment/Tanggal mulai bekerja :	Date Employment Ended/Tanggal berhenti bekerja :
Company/Perusahaan :	
Company's Address/Alamat Perusahaan :	
State nature of the business/Bidang Bisnis :	
Position Held/Jabatan :	
Name & designation of immediate supervisor/ Nama dan posisi atasan langsung :	
Total number of employees in the company/ Jumlah karyawan perusahaan :	Number of staff supervise by you/ Jumlah karyawan yang bekerja dibawah Anda :
Detailed description of duties/responsibilities/Detail Pekerjaan	
How did you get employed in this company (Through Advertisement, Recommendation, etc.) Bagaimana Anda mengetahui pekerjaan ini? (Melalui iklan, rekomendasi, lain-lain)	
Reason for leaving/Alasan berhenti :	
Last Salary/Gaji Terakhir :	

**EMPLOYMENT REFERENCES/ REFERENSI KARYAWAN**

<b>From past &amp; present employment</b> <b>Dari pekerjaan yang sebelumnya dan sekarang</b> Name/Nama : Position/Posisi : Company Name>Nama Perusahaan: Company Address/Alamat Perusahaan : Tel. (Office/kantor )	<b>From past &amp; present employment</b> <b>Dari pekerjaan yang sebelumnya dan sekarang</b> Name/Nama : Position/Posisi : Company Name>Nama Perusahaan: Company Address/Alamat Perusahaan : Tel. (Office/kantor )
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**PERSONAL REFERENCES/REFERENSI PRIBADI**

Give names of person of responsibility who have known you for at least 3 years

Berikan nama orang yang mengenal Anda minimal selama 3 tahun.

Name/Nama : Position/Posisi : Company Name>Nama Perusahaan: Company Address/Alamat Perusahaan : Tel. (Office/kantor ) Years of Acquintance/Lama Kenal :	Name/Nama : Position/Posisi : Company Name>Nama Perusahaan: Company Address/Alamat Perusahaan : Tel. (Office/kantor ) Years of Acquintance/Lama Kenal :
--	--

Name of companies with which you have pending applications for employment

Sebutkan nama perusahaan lain yang Anda lamar

(Give dates of applicant/Tanggal melamar )

- 1.
- 2.
- 3.

Have you applied with this office before? (State date)

Yes/Ya      No/Tidak

Apakah Anda sebelumnya pernah melamar ke kantor ini? (Tanggal Melamar)

I HEREBY CONFIRM ALL THE ABOVE DETAILS TO BE TRUE AND CORRECT. I AUTHORISE ACCOR INDONESIA TO CARRY OUT REFERENCE CHECK WITH PAST EMPLOYER AND REFEREE IN CONNECTION WITH THIS APPLICATION.

I UNDERSTAND THAT ANY MISREPRESENTATION OR OMISSION OF INFORMATION WILL BE SUFFICIENT REASONS FOR WITHDRAWAL OF AN OFFER OR SUBSEQUENT DISMISSAL, IF EMPLOYED.

SAYA MENYATAKAN BAHWA SEMUA INFORMASI YANG ADA ADALAH BENAR DAN TEPAT. SAYA MENGUWANKAN ACCOR INDONESIA UNTUK MEMERIKSA REFERENSI SAYA DENGAN PERUSAHAAN YANG MENPEKERJAKAN SAYA SEBELUMNYA SAYA MENCERTI JIKA INFORMASI YANG DISALAKAN ADALAH TIDAK BENAR MAKA AKAN BERAKIBAT DIBATALKANNYA

PENAWARAN ATAU PEMUTUSAN HUBUNGAN KERJA APABILA SAYA SUDAH DIPEKERJAKAN.

Date/Tanggal:

Signature/Tanda tangan:

## Lampiran 11. Curriculum

### Doni Agusdianto

Nationality: Indonesia  
Date of Birth: 01<sup>st</sup> of October 1981  
Marital status: Married  
Villa Purwodadi Permai Block E No. 03  
Mobile No + 62 813 820 9 9901  
E-Mail Add: [doni.agusdianto@gmail.com](mailto:doni.agusdianto@gmail.com)



#### Objective

Able to share my knowledge and experience for benefits of the company and gain more experience in a new environment for benefits of myself and able to prove myself as a professional hotelier.

#### Personal Specification

- over 19 years' experience in food and beverage
- Able to take responsibility and ownership
- Able to work unsupervised
- Able to multi task and perform under pressure.

#### Achievements

- Revenue Increase 27 % from the budget compare 2017 to 2018 (The Royal Beach Seminyak Bali)
- Guest satisfaction 90 %, above budget 84% compare 2017 to 2018 (The Royal Beach Seminyak Bali)
- Employees satisfaction 96% (Royal Beach Seminyak Bali)
- Top 1<sup>st</sup> the best breakfast in Indonesia by upscale and luxury Accor Hotels (Royal Beach Seminyak Bali)
- Top 2<sup>nd</sup> the best breakfast in South East Asia by upscale and luxury Accor Hotels (Royal Beach Seminyak Bali)
- Revenue Increase 59.16% from the budget compare 2015 to 2016 (Mercure Manado)
- Revenue Increase 23% from the budget compare 2016 to 2017 (Mercure Manado)
- Reputation Performance Score (RPS) 86% above budget 80%
- Certified Trainer
- Certified HACCP
- Best Restaurant - Oman Today Award Winner 2012 (Grand Hyatt Muscat)
- Best Restaurant - Oman Today Award Nominee 2013 (Noodle House)
- Luxury Travel Guide Global Award 2015 Winner (Marriott Hotel Astana)
- The Best Hotel in 2016 for GOP performance (Mercure Manado Tati Beach Resort)

#### CERTIFICATION

- Certified Trainer
- Certified HACCP
- Lecturer of Manado Tourism Economics Institute (STIEPAR MANADO INDONESIA)
- Certified BAR ARTS (Marriott Hotel Astana, Kazakhstan)
- MARRIOTT Great Food Safe Food Training (Marriott Astana, Kazakhstan)
- Level 2 wine course (Ritz-Carlton Hotel Muscat, Oman)
- Certificate Training and Development (Selling with Extra Effort Together) Ritz-Carlton Hotel Muscat, Oman
- Foundation Certificate in Food Hygiene (Intercontinental Hotel Muscat, Oman)
- OUA Grape to Glass Wine Course – Level 1(Intercontinental Hotel Muscat, Oman)
- OUA Grape to Glass) Wine Course – Level 2 Intercontinental Hotel Muscat, Oman)
- Craft Training Certificate (Intercontinental Hotel Muscat, Oman)

- Certificate of Training and Development (Hotel Orientation, be my guest and telephone techniques) Intercontinental Muscat, Oman
- Ronnefeldt Tea Training
- Holiday Villa Subang 12 Month Industrial Training (Professional Cross Training Program)
- Hotel Dyah Graha Table Manner Course

#### RECOGNITION

- Nominated for Star of Al Bustan Palace Intercontinental Hotel Muscat, Oman
- EMEA: GSTS Best in Class (Attitude of Staff) Ritz-Carlton Hotel Muscat, Oman)
- EMEA: GSTS Best in Class (Food and Drink Experience) Ritz-Carlton Hotel Muscat, Oman)
- EMEA: GSTS Best in Class (Attentiveness of Staff) Ritz-Carlton Hotel Muscat, Oman)
- Employee of the Month (Holiday Villa Hotel, Muscat)
- The Congeniality Award (Holiday Villa Hotel, Muscat)

#### WORKING EXPERIENCE

January 2019 – July 2021

Royal Beach Seminyak Bali  
MGallery Collection by Sofitel  
Position: Director of Food and Beverage

December 2017- December 2018

Royal Beach Seminyak Bali  
MGallery Collection by Sofitel  
Position: Food and Beverage Manager

##### Responsibilities

- Responsible for all the Food and Beverage operation with 4 outlets and Banqueting, which includes all culinary operation.
- Making yearly budget for food and beverage operation
- Oversees guest and employee satisfaction, maintaining standards and meeting or exceeding financial goal
- Demonstrates knowledge and proficiency of all applicable food and beverage laws and regulation
- Develops and implements business plan for food and beverage operation
- Reporting to the General Manager
- Manager on Duty
- Coaching and Developing the Food and Beverage Team to the next level of their Career

December 2015 – December 2017

Mercure Manado Tatell Beach Resort  
Position: Food and Beverage Manager  
Opening Team

##### Responsibilities

- Reporting to the General Manager
- Hotel in-charge during absence of the General Manager
- Manager on Duty
- Responsible for all the Food and Beverage operation, which includes all culinary, restaurant, banquet, beverage, in room dining operation.
- Responsible for all Sports and Recreation operation
- Manage Food and Beverage Department with 4 outlets, 9 meeting room and ballroom with capacity 2000 pass
- Making yearly budget for food and beverage operation
- Oversees guest and employee satisfaction, maintaining standards and meeting or exceeding financial goal
- Demonstrates knowledge and proficiency of all applicable food and beverage laws and regulation
- Develops and implements business plan for food and beverage operation

February 2015 – December 2015

Marriott Hotel Astana (Republic of Kazakhstan)

**Position: Restaurant & Bar Manager**

**Responsibilities**

- Plan and manage the human resources and operation of Food and Beverage to achieve guest, employees, corporate and owner satisfaction and quality service while meeting / exceeding financial goals.
- People Development in Food and Beverage department
- Health & Safety in Food and Beverage department
- Manager on Duty (2 to 3 times in a month)
- Acting as Food and Beverage Manager during his vacation and day off
- Responsible for 5 outlet and assisting Food and Beverage Manager for smooth operation in all Food and Beverage outlets
- Food and Beverage trainer

April 2013 – July 2014

Emirates Leisure Retail Noodle House by Jumeirah Muscat Oman  
Position: Food and Beverage Operation Manager.

**Responsibilities**

- Responsible for all Food and Beverage Operation
- Managing Sales and marketing
- Financial Management
- People Development
- Health & Safety
- Customer service

February 2012 – March 2013

Grand Hyatt Muscat (Sultanate of Oman)  
Position: Asst. Outlet Manager

**Responsibilities**

- Responsible for all Food and Beverage Operation
- Customer Service
- Financial
- Marketing
- Personnel development
- Attends and contributes to all training sessions and meetings

July 2011 – Jan 2012

Al Bustan Palace A Ritz-Carlton Muscat, Oman  
Position: Supervisor

October 2005 – June 2011

Al Bustan Palace Intercontinental Hotel Muscat Muscat

Position: Supervisor

**Responsibilities**

- Outlet Trainer
- Maintaining Standard Operation Procedure
- Ensuring the PAR Stock maintaining correctly
- Taking orders, recommending food and beverage and maximizing sales revenue as appropriate
- Ensure all equipment, cutlery, crockery and Food and Beverage linen highest standard of cleanliness
- Carry out any other reasonable tasks requested by management
- Maintaining checklist
- Maintain the departmental area in a safe, hygienic and presentable state, reporting risks and needs to management

December 2001 – August 2005

Holiday Villa Hotel Muscat, Oman

Position: Banquet Supervisor

Opening Team



#### Responsibilities

- Full responsibility for the banquet operation because no Banquet Manager
- Assisting sales manager regarding the deal for all event
- Making Banquet Revenue Report
- Making Banquet Event Order
- Controlling Banquet reservation book
- Departmental training

#### (As well as) Responsibility in Restaurant and room service

- Responsible for smooth operation in Restaurant and room service
- Making the duty roster
- Responsible for staff Training and development

September 2000 – September 2001      Holiday Villa Hotel Subang, Malaysia  
Position: Waiter and Bar tender (Trainee)

July 2000 – August 2000                      Hotel Mutiara Merdeka Pekanbaru  
Position: Waiter (Trainee)

#### Education Background

Graduated on 15<sup>th</sup> of June year 2001 from Tourism and Hospitality school Pekanbaru Riau - Indonesia

#### SKILLS

- Knowledge of Microsoft office
- FBM (purchasing software)
- ResPak (Reservation software)
- Micros (point of sale)
- F&B (Market Basket)
- Realta FB System

Language: Bahasa Indonesia, Malay, English, basic Arabic, basic Russian

#### CHARACTER REFERENCE

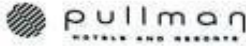
Mr. Philippe Mahaus  
General Manager  
Marriott Hotel Astana (Republic of Kazakhstan)  
Mobile No: +7 7015122506  
Office No: +7 7172620771  
E-mail Add: [p.mahaus@marriott-astana.com](mailto:p.mahaus@marriott-astana.com)

Mrs. Saada Salim Al Harrasy  
Director of Human Resources  
Grand Hyatt Muscat  
Phone : +968 24641166

Mr. Afif Khairi  
General Manager  
Novotel karawang  
Mobile No: +62 81293995600  
Telephone No: +62 (0267) 6483333  
E-mail Add: [gm@novotel-karawang.com](mailto:gm@novotel-karawang.com)

Mr. Vincent Wybier  
General Manager  
The Royal Beach Seminyak Bali  
Mobile No: +62 361 730 730  
E-mail Add: [gm@theroyalbeachseminyakbali.com](mailto:gm@theroyalbeachseminyakbali.com)

Lampiran 12 Formulir Data Pribadi Karyawan



**FORMULIR DATA PRIBADI KARYAWAN**  
Dalam perubahan data pribadi karyawan WAJIB mengisi formulir ini dengan melampirkan dokumen pendukungnya

PHOTO

LOBBY MANAGER/REKOR KIBRI

Nomor Induk Karyawan (*)	Mulai Berakhir ( / / ) (gibibidi)	
Nama Karyawan (Lengkap)		
Tempat/Tanggal Lahir	Agama (**)	Out. Barak
Jabatan / Departemen	Jenis Kelamin (**)	Laki-laki / Perempuan
Status Hubungan Kerja (**)	ZWART (Nonmarital) / PONT (Marital)	Alamat Kontak
Pendidikan Terakhir (**)	SD / SMP / SMA / SMK / D II / D III / D IV / S / S 1 / S 2 / S 3	Status Pernikahan (*)
NIKOR KTP (Wajib)	Alamat Email	TK / KE / XI / XII / CI
NIKOR Sile (Wajib)	No. SP-05 Kesehatan	
Nomor Pokok Wajib Pajak	No. JAWASOTEK	
No. Rekening Bank	BANK / CABANG	
Alamat Temporal Sekarang		
No. Hp Karyawan	No. Telp Rumah	
Nama Orang Tua Karyawan	Jayah	Mo
Nama Istri/Suami	Tanggal Lahir	
Jumlah Tanggungan Anak		
Nama & Tgl Lahir Anak I	Tgl Lahir ( / / )	Jenis Kelamin ( L ) ( P )
Nama & Tgl Lahir Anak II	Tgl Lahir ( / / )	Jenis Kelamin ( L ) ( P )
Nama & Tgl Lahir Anak III	Tgl Lahir ( / / )	Jenis Kelamin ( L ) ( P )
Pelanggan Istimewa (*)	<input type="checkbox"/> Karyawan <input type="checkbox"/> Mahasiswa <input type="checkbox"/> Tidak Berakhir (Sampaikan surat tanggungan dan pernyataan penggantian)	
Kondisi darurat	Nama _____ Alamat _____ No. Telp _____ Hubungan _____	
Ahli waris, apabila terjadi hal yang tidak diinginkan	Nama _____ Alamat _____ No. Telp _____ Hubungan _____	

Dengan ini saya menyatakan bahwa data yang tertera diatas benar adanya dan dapat dipertanggungjawabkan secara hukum.

Lombok, / / 20\_\_

Karyawan

Diketahui Oleh:

Atasan Langsung (M/D)

Ditanda Oleh:

Talent & Culture (M/D) Dept.

**Jika ada perubahan data WAJIB dilampirkan copy terlampirnya:**

1. Fotokopy E-KTP	5. Fotokopy Kartu BPJS Ketenagakerjaan (Jemastah)	7. Aman dari ahli IKD
2. Fotokopy Kartu Keluarga (KK)	6. Fotokopy Kartu BPJS Kesehatan (jika dipendek)	8. Cetak yang tidak perlu
3. Fotokopy Akta Melah & Kelahiran Anak (jika ada)	7. Fotokopy Rekening Bank Mandiri	9. Surat Istimewa DHR
4. Fotokopy NPWP	8. Fotokopy Surat Keterangan Kerja Terakhir	

Lampiran 13 Letter of Intern (LOI)



Lombok Merujani Mandalika  
Beach Resort

Kuta, 05/01/2023

Mr./Mrs. (\_\_\_\_)  
Alamat (\_\_\_\_)  
HP. (\_\_\_\_)  
E-mail: (\_\_\_\_)

**LETTER OF INTENTION  
SURAT PENAWARAN KERJA**

Dear (\_\_\_\_),

On behalf of Management PT. Merese Mandalika Nusantara, owning company of hotel Pullman Lombok Merujani Mandalika Beach Resort, we are pleased to offer you assignment as follows:  
*Atas nama Manajemen PT. Merese Mandalika Nusantara, perusahaan pemilik dari hotel Pullman Lombok Merujani Mandalika Beach Resort dengan ini kami menawarkan Saudara pekerjaan sebagai berikut:*

**1. Place of Assignment / Tempat Penugasan**  
Pullman Lombok Merujani Mandalika Beach Resort

**2. Position and Level / Posisi dan Level**  
Your position will be (\_\_\_\_) at level (\_\_\_\_)  
*Posisi Saudara adalah Bartender pada level*

**3. Reporting to / Melapor kepada**  
Restaurant Manager

**4. Effective Starting Date / Tanggal Mulai Bekerja**  
Your employment is expected to be effective (\_\_\_\_)  
*Saudara diharapkan dapat mulai bekerja efektif (\_\_\_\_)*

**5. Employment Status / Status Karyawan**  
Fixed term contract for 12 (twelve) months.  
*Perjanjian Kerja untuk Waktu Tertentu selama 12 (dua belas) bulan*

**6. Working Days and Working Hours / Hari Kerja dan Waktu Kerja**  
Working days and hours will be scheduled later according to the operational needs.  
*Hari dan waktu kerja akan ditentukan kemudian berdasarkan kebutuhan operasional.*

**7. Basic Salary / Upah Pokok**  
The basic salary will be IDR. (\_\_\_\_) gross per month.  
*Upah pokok Saudara adalah sebesar Rp. (\_\_\_\_) kotor per bulan.*

- Service Charge per point of 2 points/month  
*Uang Jasa Pelayanan berdasarkan poin sebesar 2 poin per bulan*
- Variable Service Charge based on the hotel revenue every month pro rata based on attendance.  
*Uang Jasa Pelayanan variabel berdasarkan penghasilan hotel setiap bulan pro rata berdasarkan Kehadiran*

**9. Religious Holiday Allowance / Tunjangan Hari Raya**  
You entitle for THR payment for 1 (one) month basic salary as per government regulation as follows:  
*Saudara berhak atas pembayaran THR sebesar 1 (satu) bulan Upah Pokok berdasarkan undang-undang sebagai berikut:*



LOMBOK MERUJANI MANDALIKA  
BEACH RESORT

1. When you reach 1 (one) month period before the THR payment you will entitle THR on prorata basis. Ketika masa kerja Saudara mencapai 1(satu) bulan sebelum pembayaran THR, maka THR Saudara akan dihitung dan dibayarkan secara prorata.
2. Should your service period less than one month, you will not entitle to THR payment. Jika masa kerja Saudara di bawah satu bulan, maka Saudara tidak akan mendapatkan THR
3. Should your contract end before the THR payment, you will not entitle to THR payment. Jika kontrak kerja Saudara berakhir sebelum pembayaran THR, maka Saudara tidak berhak mendapatkan THR

For employee who transfer from other Accor hotel, the THR calculation will be based on Accor Transfer Policy

Untuk karyawan yang transfer dari hotel AccorHotels yang lain, perhitungan THR akan mengacu kepada Peraturan Transfer dari AccorHotels

#### 10. Income Tax / Pajak Penghasilan

The Company will deduct your income tax for further payment to the state cash office under the provisions issued by the Directorate General of Taxes

Perusahaan akan memotong pajak penghasilan Saudara untuk disetorkan ke kas negara berdasarkan ketentuan Direktorat Jenderal Pajak.

#### 11. Social Security Agency of Employment / BPJS Ketenagakerjaan

Company will enrol you on Social Security Agency of Employment programs as follow:

Perusahaan akan mendaftarkan Saudara pada program BPJS Ketenagakerjaan sebagai berikut:

- |  |  |
|--|--|
| a. Working Accident Security<br>Jaminan Kecelakaan Kerja | : 0.54% (paid by Company / dibayarkan oleh Perusahaan)   |
| b. Death Security<br>Jaminan Kematian                    | : 0.30% (Paid by Company / dibayarkan oleh Perusahaan)   |
| c. Old Age Security<br>Jaminan Hari Tua                  | : 5.70% (3.70% paid by Company and 2% deducted from your salary)<br>5.70% (3,7% dibayarkan Perusahaan dan 2% dipotong dari gaji Saudara) |
| d. Pension Benefit<br>Jaminan Pensiun                    | : 3.0% (2% paid by Company and 1% deducted from your salary)<br>(2% dibayarkan Perusahaan dan 1% dipotong dari gaji Saudara)             |

#### 12. Medical/Healthcare Benefit / Jaminan Kesehatan

You will be entitled for the healthcare benefit as per Hotel's policy.

Saudara berhak atas jaminan kesehatan berdasarkan kebijakan Hotel.

#### 13. Annual Leave / Cuti Tahunan

You are entitled for 12 (twelve) days annual leave per year after working 12 (twelve) months consecutively.

Saudara berhak atas 12 (dua belas) hari cuti tahunan per tahun setelah bekerja selama 12 (dua belas) bulan berturut-turut.

This Letter of Intention is subject to medical check-up and reference checking with a positive result.

Surat Penawaran Kerja ini berlaku berdasarkan hasil medical check up dan referensi dengan hasil yang positif

Should you agree with the above offer, please kindly confirm your acceptance by signing copy of this letter.

Apabila Saudara setuju dengan penawaran di atas, mohon konfirmasi penerimaan Saudara dengan menandatangani fotokopi dari surat ini.



**LOMBOK MERUJANI MANDALIKA  
BEACH RESORT**

Since the position is currently vacant, appreciate if we could receive your favourable response as soon as possible.

*Karena posisi tersebut saat ini sedang kosong, kami sangat menghargai apabila Saudara dapat segera memberikan jawaban.*

We look forward to welcoming you in our team.

*Kami berharap Saudara dapat segera bergabung dengan kami.*

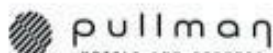
Yours sincerely,  
*Hormat kami,*

Agreed by:  
*Disetujui oleh*

Director of Talent & Culture  
Pullman Lombok Mandalka Beach Resort

Lampiran 14. Perjanjian Waktu Tertentu

PULLMAN LOMBOK MANDALIKA BEACH RESORT



**PERJANJIAN KERJA WAKTU TERTENTU**  
No. ( ) /TC-PKWT/2023

Perjanjian Kerja Waktu Tertentu ini ("Perjanjian") dibuat di Kuta pada hari ini ( ) oleh dan antara:

1. Nama : **PT. MERESE MANDALIKA NUSANTARA** perusahaan pemilik dari hotel **PULLMAN LOMBOK MERUJANI MANDALIKA BEACH RESORT**
- Alamat : **Kawasan Ekonomi Khusus (KEK) Mandalika LOT BS-2, Desa Kuta Kecamatan Pujut Kabupaten Lombok Tengah, Provinsi Nusa Tenggara Barat - Indonesia**
- Jenis Usaha : **Perhotelan**

dalam hal ini diwakili oleh Vincent Wybier dalam kapasitas nya sebagai **General Manager PULLMAN LOMBOK MANDALIKA BEACH RESORT** dan Nur Enddin Destiyani dalam kapasitasnya sebagai **Director of Talent & Culture PULLMAN LOMBOK MERUJANI MANDALIKA BEACH RESORT**.

Untuk selanjutnya disebut Pihak Pertama / Perusahaan

2. Nama :  
Jenis Kelamin :  
No. KTP :  
Tempat/ :  
Tgl Lahir :  
Alamat :

Bertindak untuk dan atas nama sendiri, untuk selanjutnya disebut sebagai Pihak Kedua / Pekerja

Bahwa, Perusahaan adalah pemilik dari hotel **PULLMAN LOMBOK MERUJANI MANDALIKA BEACH RESORT** yang berlokasi di Kawasan Ekonomi Khusus (KEK) Mandalika LOT BS-2, Desa Kuta Kecamatan Pujut Kabupaten Lombok Tengah, Provinsi Nusa Tenggara Barat – Indonesia.

Bahwa, Perusahaan merupakan salah satu jaringan hotel yang dikelola oleh dan merupakan bagian dari jaringan **Accor**.

Bahwa, Perusahaan bermaksud untuk mempekerjakan Pekerja dan Pekerja setuju untuk dipekerjakan oleh Perusahaan

Oleh karenanya, kedua belah pihak telah sepakat untuk mengadakan perjanjian kerja dengan syarat dan ketentuan sebagaimana tercantum di bawah ini :

**EMPLOYMENT AGREEMENT FOR FIXED TERM**  
No.171/TC-PKWT/2023

This Employment Agreement for Fixed Term ("Agreement") is made in Kuta on this day ( ) by and between:

1. Name : **PT. MERESE MANDALIKA NUSANTARA** owning company of hotel **PULLMAN LOMBOK MERUJANI MANDALIKA BEACH RESORT**
- Address : **Kawasan Ekonomi Khusus (KEK) Mandalika LOT BS-2, Desa Kuta Kecamatan Pujut Kabupaten Lombok Tengah, Provinsi Nusa Tenggara Barat - Indonesia**
- Line of Business : **Hospitality**

in this matter represented by Vincent Wybier in his capacity as the **General Manager PULLMAN LOMBOK MANDALIKA BEACH RESORT** and Nur Enddin Destiyani in her capacity as the **Director of Talent & Culture PULLMAN LOMBOK MERUJANI MANDALIKA BEACH RESORT**.

Hereinafter refer to as First Party / Company

2. Name :  
Gender :  
ID card :  
Place/ :  
Date of Birth :  
Address :

Acting for and on my own behalf, hereinafter refer to as Second Party / Employee.

Whereas, the Company is the owner of hotel **PULLMAN LOMBOK MERUJANI MANDALIKA BEACH RESORT** located in Kawasan Ekonomi Khusus (KEK) Mandalika LOT BS-2, Desa Kuta Kecamatan Pujut Kabupaten Lombok Tengah, Provinsi Nusa Tenggara Barat – Indonesia.

Whereas, Company is one of the chain hotels managed by and is part of **Accor** network.

Whereas, the Company wish to employ the Employee and Employee agree to be employed by the Company.

Now, therefore, both parties have agreed to enter into an employment agreement under the following terms and conditions:

**PASAL 1**  
**Tempat Penerimaan**

Tempat penerimaan Pekerja adalah di Kuta Mandalika, Kecamatan Pujut, Kabupaten Lombok Tengah.

**PASAL 2**  
**Jangka Waktu**

- 2.1. Perjanjian ini berlaku untuk jangka waktu 12 (dua Belas) bulan terhitung mulai sejak tanggal ( ) dan akan berakhir pada tanggal ( )
- 2.2. Apabila Perjanjian ini akan diperpanjang atau tidak diperpanjang, Perusahaan akan memberitahukan kepada Pekerja sebelum berakhirnya Perjanjian ini.

**PASAL 3**  
**Tugas, Penempatan dan Mutasi/Mobilisasi**

- 3.1. Pekerja ditugaskan untuk bekerja di PULLMAN LOMBOK MERUJANI MANDALIKA BEACH RESORT berikut:  
Posisi: ( )  
Departemen: ( )  
di dalam tugas/ jabatan tersebut bertanggung jawab kepada ( )
- 3.2. Pekerja terikat dan berkewajiban untuk melaksanakan tugas Pekerjaan yang telah disepakati dengan sebaik-baiknya sesuai dengan kecakapan dan kemampuannya.
- 3.3. Untuk kepentingan pelaksanaan tugas Pekerjaan dan atau untuk kepentingan aktivitas Perusahaan (dalam hal ini termasuk usaha efisiensi Perusahaan) dan atau dalam rangka pembinaan Pekerja, atasan atau pimpinan Perusahaan berhak mengatur pembagian tugas kerja sesuai dengan kemampuannya dengan cara memindahkan Pekerja dari suatu jenis Pekerjaan / tempat / seksi / bagian / divisi ke jenis Pekerjaan / tempat / seksi / bagian / divisi lain, termasuk namun tidak terbatas ke hotel lain dalam jaringan Accor dan Pekerja bersedia sepenuhnya mematuhi penugasan tersebut di atas.

**PASAL 4**  
**Hari dan Waktu Kerja**

- 4.1. Hari dan waktu kerja Pekerja mengikuti jadwal yang diatur dalam Peraturan Perusahaan /Perjanjian Kerja Bersama yang berlaku di Perusahaan.
- 4.2. Dalam hal dan kondisi tertentu sesuai dengan kebutuhan kegiatan operasi Perusahaan, Perusahaan akan mengadakan penyesuaian dan atau pengaturan kembali waktu dan jadwal kerja tersebut di atas dan Pekerja bersedia dan dapat menerima pengaturan tersebut.

**ARTICLE 1**  
**Point of Hire**

Point of hire is Kuta Mandalika, Pujut District, Central Lombok.

**ARTICLE 2**  
**Period of Employment Agreement**

This Agreement is valid for 12 (twelve) months period and shall commence effective as of ( ) and will expire on ( )

- 2.1. If the Agreement is to be extended or not to be extended, the Company will inform the Employee prior to the expiration of this Agreement.

**ARTICLE 3**  
**Work Duty, Assignment and Movement/Mobility**

- 3.1. The Employee will be assigned to work in PULLMAN LOMBOK MERUJANI MANDALIKA BEACH RESORT as follows:  
Position: ( )  
Department: ( )  
and in the said position will be responsible to ( )
- 3.2. The Employee is bound and is under the obligation to perform the agreed upon duty as well as possible in Accordance with his/her ability and skill.
- 3.3. For the implementation of the duty and or for the activities of the company (in this case including the Company business efficiency) and or in the frame work of employee development, the superior or the Company management will be entitled to arrange the distribution of labour according to their capability by transferring the Employee from one kind of job / place / section / department / division to another kind of job / place / section / department / division, including but not limited to other hotel within Accor network and the Employee shall be fully prepared to comply with the above mentioned assignment.

**ARTICLE 4**  
**Working Days and Hours**

- 4.1. Working days and hours is following the schedule stipulated in the prevailing Company Regulation/Collective Labour Agreement applicable in the Company.
- 4.2. In certain cases, and conditions in Accordance with the need for operational activities of the Company, the Employer will make an adjustment for rearrangement of time and schedule of work as mentioned above and the Employee is ready to and can accept the arrangement.

- 4.3. Untuk pelaksanaan dari penyesuaian dan pengaturan tersebut di atas, Perusahaan akan memberitahukan dengan tenggang waktu yang cukup memadai kepada Pekerja.
- 4.4. Bilamana Perusahaan menganggap perlu karena adanya tugas Pekerjaan yang sifatnya mendesak untuk diselesaikan, Pekerja diminta kesediaannya untuk menyelesaikan pekerjaannya hingga selesai.

**PASAL 5**  
**Hubungan Kerja**

- 5.1. Selama hubungan kerja dengan Perusahaan, Pekerja wajib mematuhi dan melaksanakan segala peraturan yang berlaku di Perusahaan.
- 5.2. Sebagai salah satu jaringan hotel yang dikelola oleh Accor Pekerja wajib menjunjung tinggi Visi dan Nilai-nilai Accor yang merupakan visi dan nilai-nilai yang mengikat setiap Pekerja yang bekerja di jaringan hotel Accor secara global, termasuk di Perusahaan dalam menghadapi tantangan etika dan hukum dalam pekerjaan sehari-hari.
- 5.3. Pekerja selama adanya hubungan kerja dilarang untuk dan dengan cara apapun, baik langsung maupun tidak langsung, baik untuk diri sendiri maupun untuk oleh atau bersama-sama orang lain, menjalankan suatu usaha dengan cara apapun bekerja, membantu atau mempunyai hubungan dengan atau mengusahakan barang-barang dihasilkan, diperdagangkan atau diusahakan oleh orang, firma, profesi atau perusahaan lain baik yang secara langsung maupun tidak langsung mempunyai hubungan dalam suatu bentuk hukum dengan Perusahaan atau yang dianggap sebagai kompetitor dari Perusahaan, sebelum mendapat izin dari Perusahaan.
- 5.4. Pekerja akan merahasiakan segala sesuatu yang dapat dianggap sebagai rahasia Perusahaan dalam arti yang seluas-luasnya dalam pengertian hukum dan menjaga kerahasiaan pendapatan Pekerja.
- 5.5. Untuk pelanggaran dalam Pasal 5.1, 5.2, 5.3 dan 5.4 tersebut di atas, Perusahaan berhak untuk menuntut secara hukum (pidana) dan atau pengganti kerugian tertentu yang telah diderita sebenarnya oleh Perusahaan (perdata), disamping sanksi-sanksi lainnya sesuai dengan ketentuan perundang-undangan yang berlaku.
- 5.6. Setiap waktu Perusahaan boleh mengadakan beberapa program, yang mungkin memberikan manfaat yang tidak terikat dalam kontrak. Program semacam ini sewaktu-waktu dapat diubah, ditunda atau tidak dilanjutkan berdasarkan kebijaksanaan Perusahaan yang sifatnya mutlak.

**PASAL 6**

- 4.3. For implementation of the above-mentioned adjustment and arrangement the Company will notify the Employee within sufficient period.
- 4.4. When the Company considers it to be necessary in view of urgent completion of work, the Employee will be requested to work until the work is done/completed.

**ARTICLE 5**  
**Work Relationship**

- 5.1. During the employment relationship with the Company, Employee is obliged to obey and exercise every prevailing regulation in the Company.
- 5.2. As one of chain hotel managed by Accor Employee is obliged to hold in high esteem of Accor Vision and Values which are globally binding rules applicable to every Employee who work in Accor hotels network, including in the Company in meeting the ethical and legal challenges in the day to day work.
- 5.3. The Employee is prohibited, as long as the employment relationship exists, in any way, directly as well as indirectly, for himself as well as for, by or together with any other person, from conducting any business in any way or from working to assist or from having any relationship with or exploiting the products manufactured, traded, or handled by other person, firm, profession or Company having directly or indirectly a relationship in any legal form with the Company or deemed as the competitor of the Company before obtaining a permit from the Company.
- 5.4. The Employee shall keep confidential any and all things which may be considered as Company confidential in the broadest sense of the words in legal sense and keep the confidentiality of the Employee's income.
- 5.5. Against the violation in the above Articles 5.1, 5.2, 5.3 and 5.4, the Company will be entitled to prosecute the Employee by law (criminally) and or to claim Employee for indemnity for a certain loss sustained by the Company (in terms of civil law) in addition to other sanctions pursuant to the prevailing statutory regulation.
- 5.6. The Company may from time to time establish various programs, which may provide the Employee with benefits, which are non-contractual. Such programs may be amended, suspended or discontinued at the Company's absolute discretion.

**ARTICLE 6**



#### **Gaji, Tunjangan dan Uang Jasa Pelayanan**

- 6.1. Hubungan kerja ini diadakan dengan upah kotor dan tunjangan sebagai berikut:
- Upah pokok Rp. ( ) per bulan,
  - Level : ( )
  - Poin : ( )
- 6.2. Pekerja berhak menerima pembayaran Uang Jasa Pelayanan yang besarnya ditentukan berdasarkan kebijakan Perusahaan sesuai dengan Peraturan Pemerintah yang mengatur tentang Uang Jasa Pelayanan.
- 6.3. Perusahaan akan memotong pajak penghasilan Pekerja untuk disetorkan ke kas negara berdasarkan ketentuan Direktorat Jenderal Pajak.
- 6.4. Waktu dan cara pembayaran upah bulanan adalah selambat-lambatnya pada akhir bulan dengan cara transfer ke rekening bank atas nama Pekerja.
- 6.5. Perusahaan memberikan tunjangan makan kepada Pekerja dalam bentuk makanan yang dapat dinikmati Pekerja pada jam istirahat di kantin Perusahaan

#### **PASAL 7**

##### **Tunjangan Hari Raya**

- 7.1. Pekerja akan menerima Tunjangan Hari Raya (THR) Keagamaan sebesar 100% dari upah setelah bekerja 12 bulan penuh.
- 7.2. Apabila pekerja telah bekerja selama kurang dari 12 bulan dengan sedikit-dikitnya 1 bulan secara terus menerus akan diberikan secara proporsional sesuai dengan masa kerja.
- 7.3. Untuk Pekerja yang transfer dari hotel Accor yang lain, perhitungan THR akan mengacu kepada Kebijakan Transfer dari Accor.

#### **PASAL 8**

##### **Penilaian Prestasi Kerja**

- 8.1. Perusahaan akan melakukan Penilaian Prestasi Kerja sekurang-kurangnya satu kali dalam setahun. Peraturan & Pedoman pelaksanaan Penilaian Prestasi Kerja diatur secara tersendiri.
- 8.2. Penilaian atas keberhasilan Perusahaan sangat tergantung pada mutu pekerjaan dari Pekerja. Apabila Pekerja menunjukkan prestasi kerja di bawah standard yang ditentukan, maka Perusahaan akan memberikan kesempatan kepada Pekerja untuk memperbaiki prestasi kerjanya hingga waktu yang ditentukan.
- 8.3. Perusahaan berhak mengeluarkan Surat Peringatan I, II dan III yang masing-masing berlaku selama 6 bulan kepada Pekerja apabila Pekerja tidak menunjukkan adanya perbaikan dalam prestasi

#### **Salary, Allowance and Service Charge**

- 6.1. This employment relationship is made at salary in gross and allowances as follows:
- Base Salary: IDR ( ),- per month.
  - Level : ( )
  - Point : ( )
- 6.2. The Employee entitle to Service Charge payment which amount will be determined based on Company's policy in accordance to Government Regulation regarding the Service Charge
- 6.3. The Company will deduct the Employee's income tax for further payment to the state cash office under the provisions issued by the Directorate General of Taxes.
- 6.4. The payment of salary will be made at the latest on the end of the month by electronic transfer to the Employee's bank account.
- 6.5. The Company provides meal allowance for Employee in the form of meals which can be taken at break time in the Company's canteen

#### **ARTICLE 7**

##### **Religious Holiday Allowance**

- 7.1. The Employee will receive a Religious Holiday Allowance payment (THR Keagamaan) in the amount of 100% of the salary after a full-service period of 12 months.
- 7.2. If Employee service period in the current year is less than 12 months, however equal to or more than 1 full months, it will be given proportionally according to the service period.
- 7.3. For employee who transfers from other Accor hotel, the THR calculation will be based on Accor Transfer Policy.

#### **ARTICLE 8**

##### **Performance Appraisal**

- 8.1. The Company will conduct Performance Appraisal at least once in a year. Policy & Guidelines for the implementation are regulated separately
- 8.2. The success of the Company is depending on the quality of work delivered by the Employee. If the Employee shows poor performance below the Company's standard, the Company then will give a chance to Employee to improve their performance until the said period.
- 8.3. The Company can issue First, Second and Third Warning Letter to Employee, if Employee failed to improve their performance. Each Warning Letter valid for 6 months period.

kerjanya.

- 8.4. Apabila Pekerja mendapat penilaian dibawah rata-rata selama dua kali berturut-turut dan atau setelah mendapatkan Surat Peringatan selama tiga kali, maka Perusahaan berhak melakukan proses pemutusan hubungan kerja terhadap Pekerja.

#### **PASAL 9**

##### **Pengobatan dan Perawatan Kesehatan**

- 9.1. Perusahaan akan memberikan tunjangan pengobatan sesuai dengan kebijakan Perusahaan, Peraturan & Pedoman pelaksanaan tentang pengobatan dan perawatan kesehatan diatur secara tersendiri.
- 9.2. Perusahaan tidak memberikan tunjangan pengobatan, bilamana Perusahaan berpendapat bahwa Pekerja bertindak bertentangan dengan nasihat dokter atau penyakit atau luka yang bersangkutan timbul dari perbuatan-perbuatan yang tidak sah atau bertentangan dengan hukum.

#### **PASAL 10**

##### **Badan Penyelenggara Jaminan Sosial (BPJS) Ketenagakerjaan**

- 10.1. Perusahaan akan mengikutsertakan Pekerja dalam program BPJS Ketenagakerjaan sebagaimana ketentuan perundang-undangan yang berlaku.
- 10.2. Perusahaan akan membayarkan premi yang timbul atas kepesertaan Pekerja dalam program BPJS Ketenagakerjaan sebagaimana tersebut dalam Pasal 10.1. di atas sesuai dengan ketentuan perundang-undangan yang berlaku tentang BPJS Ketenagakerjaan.

#### **PASAL 11**

##### **Cuti Tahunan dan Izin Meninggalkan Pekerjaan**

- 11.1. Pekerja yang telah bekerja selama 12 bulan penuh berhak atas cuti tahunan selama 12 hari kerja per tahun.
- 11.2. Cuti tahunan ini dapat dinikmati secara berturut-turut atau tidak berturut-turut atas permintaan Pekerja dengan terlebih dahulu memperoleh persetujuan dari atasannya.
- 11.3. Perusahaan berhak untuk menentukan cuti sedemikian rupa agar supaya tidak mengganggu kelancaran kegiatan operasional Perusahaan. Hak cuti tahunan dihitung mulai tanggal bekerja.
- 11.4. Ijin meninggalkan Pekerjaan dapat diberikan dengan pembayaran atau tanpa pembayaran setelah mendapat persetujuan dari Perusahaan.

#### **PASAL 12**

##### **Tindakan Disipliner**

- 8.4. In the event that Employee's rating is below average for two times continuously and or after receiving Warning Letter for three times, the Company thereby have the right to do termination process against the Employee.

#### **ARTICLE 9**

##### **Medical Treatment and Health Care**

- 9.1. The Company will provide medical benefit in Accordance to Company's policy. Policy & Guidelines for the implementation of the medical benefit are regulated separately.
- 9.2. The Company shall provide no allowance for medical expenses if the Company consider that the Employee acts against the advice of a physician or the illness or wound concerned is the result of an illegal act.

#### **ARTICLE 10**

##### **Social Security Agency of Employment (BPJS) Ketenagakerjaan**

- 10.1. The Company will register the Employee in the BPJS Ketenagakerjaan programs as arranged by prevailing laws and regulations.
- 10.2. The Company will pay the premium arised upon the Employee's participation in the BPJS Ketenagakerjaan programs as mentioned in Article 10.1. above according to the provision stipulated in the laws and regulation regarding BPJS Ketenagakerjaan.

#### **ARTICLE 11**

##### **Annual Leave and Permit for Absence from Work**

- 11.1. The Employee who has been working for a full period of 12 months will be entitled to annual leave for 12 working days per year.
- 11.2. This annual leave may be taken successively or in-successively at the Employee's request with a prior approval of the superior.
- 11.3. The Company is entitled to determine the leave in such a way that it will not affect the smoothness of activities of the Company. The annual leave entitlement will be counted from the commencement date of employment.
- 11.4. The permit for absence from working may be given with pay or without pay after an approval has been obtained from the Company.

#### **ARTICLE 12**

##### **Disciplinary Action**

- 12.1. Tindakan-tindakan disipliner akan diambil terhadap Pekerja yang melanggar Perjanjian Ini, Peraturan Perusahaan/Perjanjian Kerja Bersama, Visi dan Nilai-nilai Accot atau melakukan tindakan indisipliner lainnya.
- 12.2. Tindakan-tindakan disipliner tersebut dapat dilakukan dalam bentuk peringatan tertulis, penangguhan tugas kerja dengan atau tanpa bayaran, pemecatan atau pemutusan hubungan kerja seketika tanpa mengurangi peraturan yang berlaku.

### PASAL 13 Pemutusan Hubungan Kerja

Perjanjian ini akan berakhir apabila:

- 13.1. Perjanjian ini berakhir masa berlakunya sebagaimana tercantum dalam Pasal 2.1. Perjanjian ini.
- 13.2. Pekerja setuju dan menerima bahwa hubungan kerja Karyawan dapat diakhiri/diputuskan pada setiap saat oleh Perusahaan melalui pemberitahuan tertulis dari Pengusaha kepada Karyawan 14 (empat belas) hari sebelumnya.  
Perusahaan dapat memilih untuk membayarkan uang kompensasi, gaji pokok Karyawan, jaminan-jaminan dan uang yang harus dibayarkan kepada Karyawan sesuai dengan ketentuan Perjanjian ini sebagai ganti dari masa pemberitahuan yang dimaksud, dalam hal mana Masa Kerja akan berakhir pada tanggal pembayaran tersebut.  
Terkait ketentuan ini, kedua belah pihak sepakat untuk mengabaikan ketentuan pasal 62 UU Ketenagakerjaan NO.13/2003, terkait ganti rugi sisa kontrak.
- 13.3. Pekerja melakukan tindakan indisipliner yang dikenakan tindakan disipliner berupa pemecatan atau pemutusan hubungan kerja.  
Pemutusan Hubungan Kerja (PHK) dimaksud dengan alasan pelanggaran yang dikategorikan pelanggaran berat karena alasan mendesak adalah tanpa uang kompensasi, uang pesangon dan tanpa uang penghargaan masa kerja.
- 13.4. Dalam hal pekerjaan yang ditugaskan kepada Pekerja telah berkurang dimana Perusahaan tidak memerlukan lagi jasa pekerja, maka Perusahaan berhak memutuskan hubungan kerja dengan Pekerja.
- 13.5. Pekerja terikat pada Perusahaan dan wajib bekerja sampai dengan Perjanjian ini berakhir. Jika Pekerja mengundurkan diri sebelum berakhirnya Perjanjian ini Pekerja wajib memberitahukan Perusahaan secara tertulis minimal 30/60 (tiga/enam puluh) hari dimuka sebelum tanggal efektif pengunduran diri.

12.1. Disciplinary actions will be taken against the Employee who violates this Agreement, Company Regulation / Collective Labor Agreement, Accor Vision and Values or commits other indisciplinary action.

12.2. The disciplinary actions may be taken in the form of issue of written warning, suspension with or without pay, dismissal or employment relationship termination without prejudice to the prevailing regulation.

### ARTICLE 13 Employment Termination

This Agreement will be terminated under the following conditions:

- 13.1. This Agreement is concluded as mentioned in Article 2.1. of this Agreement.
- 13.2. The Employee agrees and accepts that the Employee's employment may be terminated at any time by the Company with the Employer providing the Employee with 14 (fourteen) days written notice.  
The Company may elect to pay the compensation money, the Employee's paid base salary, any benefits and moneys due to the Employee pursuant to this Agreement in lieu of the notice period, in which case the Employment Period will end on the date of such payment.  
  
In this matter, both parties are agreed to omit the statutory on the Article 62 of Law No. 13/ 2003 concerning Manpower in regards to redressal of the remaining contract period.
- 13.3. The Employee conducting indisciplinary action which is subjected to dismissal or employment relationship termination.  
Employment Relationship Termination (PHK) defined as serious misconduct and under category major violation as urgent matter is given without compensation payment, severance payment and service years appreciation.
- 13.4. The job assigned to Employee has diminished in which the Company no longer need the services of the Employee, thereby the Company has the right to discontinue this Employment Agreement.
- 13.5. The Employee is bound and obligated to work with the Company until this Agreement is ended. In the event that Employee resigns before the Agreement is concluded the Employee is obliged to give written notification to Company at least 30/60 (thirty/sixty) days prior to the effective date of resignation.

- 13.6. Jika Pekerja mengundurkan diri sebelum berakhirnya Perjanjian Kerja ini, maka pihak Pekerja setuju dan menerima bahwa Pekerja tidak berhak untuk memperoleh ganti kerugian apapun termasuk namun tidak terbatas pada pembayaran uang kompensasi pengakhiran hubungan kerja sebagai bentuk kesepakatan kedua belah pihak untuk mengabaikan ketentuan pasal 62 UU Ketenagakerjaan N0.13/2003, terkait ganti rugi sisa kontrak.
- 13.7. Apabila Pekerja dikualifikasikan mengundurkan diri karena mangkir selama 5 hari kerja atau lebih berturut-turut tanpa keterangan yang sah dan telah dipanggil oleh Perusahaan 2 kali secara patut, maka Pekerja harus membayar kembali kepada Perusahaan:
- Upah bersih bulanan sebesar sisa masa kontrak (sampai dengan waktu kontrak berakhir)
  - Seluruh biaya training (jika ada), termasuk biaya-biaya terkait.
- 13.8. Apabila hubungan kerja berakhir sebelum jatuh tempo hari raya keagamaan, Pekerja tidak berhak menerima THR Keagamaan, kecuali Pekerja pindah atau dipindahkan ke hotel lain dalam grup Accor.
- 13.9. Pekerja meninggal dunia atau tidak mampu melakukan pekerjaan/tugas kecuali sakit (hanya dibenarkan dengan adanya surat keterangan tertulis dari dokter) atau alasan lainnya yang sah.

#### PASAL 14 Penutup

- 14.1. Jika terjadi perselisihan yang timbul dalam hubungan kerja ini, kedua belah pihak sepakat akan mengusahakan penyelesaian secara musyawarah kekeluargaan.
- 14.2. Apabila penyelesaian secara musyawarah kekeluargaan tidak dapat diselesaikan, maka kedua belah pihak sepakat menyerahkan masalahnya ke instansi yang bertanggung jawab di bidang ketenagakerjaan sebagai langkah terakhir.
- 14.3. Perjanjian Kerja Waktu Tertentu ini dibuat dalam rangkap 2 (dua) bermeterai cukup dan masing-masing mempunyai kekuatan hukum yang sama.
- 14.4. Ketentuan-ketentuan dalam Perjanjian ini tidak dapat diubah atau diganti kecuali secara tertulis dan ditandatangani oleh Perusahaan dan Pekerja.
- 14.5. Apabila terdapat kalimat yang kurang tepat dalam penterjemahan Bahasa, maka Bahasa Indonesia akan dipergunakan sebagai dasar acuan.

- 13.6. In a matter of the Employee tender a resignation prior the end of the employment agreement, the Employee agrees and accepts that Employee shall have no right whatsoever to any claims including but not limited to compensation money payment as part of the agreement in which both parties agreed to omit the statutory on the Article 62 of Law No. 13/ 2003 concerning Manpower in regards to redressal of the remaining contract period.
- 13.7. In the event that Employee being qualified of resigning because has been absent for 5 working days or more continuously without a valid information and has been summoned properly 2 times by the Company, then the Employee has to pay back to the Company:
- Net monthly salary for the remaining contract period (until the end of This Agreement is due)
  - Total training cost (if any), including all related cost.
- 13.8. If the employment relationship concluded before the date of Religious Holiday, Employee will not entitle for Religious Holiday payment (THR Keagamaan), unless the Employee is transferred to another hotel within Accor group.
- 13.9. The Employee deceased or is unable to perform work, fails to perform unless due to sickness (with a written evidence issued by a doctor) or any other valid reasons.

#### ARTICLE 14 Closing

- 14.1. In case of dispute arising in this employment relationship, both parties agree to reach a settlement in deliberative way.
- 14.2. When the deliberative settlement cannot be achieved, the parties agree to refer the matter to the authorized institution in the manpower field as the last step.
- 14.3. This Employment Agreement for Fixed Term is made in 2 (two) originals sufficiently affixed with duty stamp and respectively having the same legal force.
- 14.4. No provision of this Agreement may be amended or modified except in writing and signed by the Company and the Employee.
- 14.5. In case of incorrect translation, Bahasa Indonesia will prevail as a main source.

**PIHAK PERUSAHAAN:  
THE COMPANY  
PT. MERESE MANDALIKA NUSANTARA**

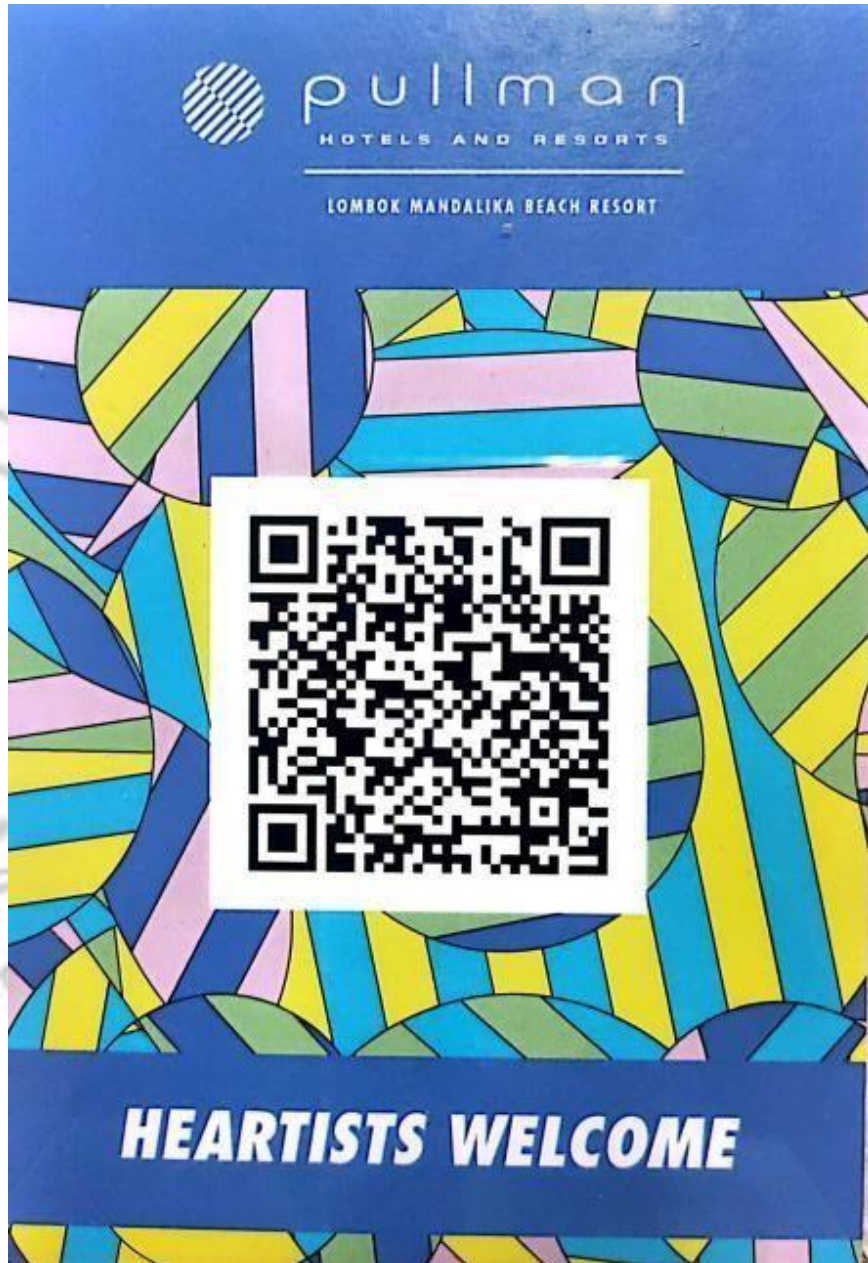
**PIHAK PEKERJA:  
EMPLOYEE**

Director of Talent & Culture  
Pullman Lombok Mandalika Beach Resort

Employee

Vincent Wybier  
General Manager

Lampiran 15. Familiarization



**DESIRED GUEST EXPERIENCE**

WHAT DO WE WANT OUR GUESTS TO EXPERIENCE?

- I feel welcome
- I feel heart warmed
- I feel incredible
- I belong

**WAY OF BEING**

THE WAY ALL HEARTISTS ARE WHEN THEY BRING THE DESIRED GUEST EXPERIENCE TO LIFE.

Each and every one of us, whether we interact with the guest directly or not, impact the overall guest experience.

- Being there
- Loving
- Spotighting
- Cherishing

**OPTIMAL EMPLOYEE EXPERIENCE**

WE WANT OUR EMPLOYEES TO EXPERIENCE ALL THESE THINGS.

Our desired employee experience is what we want to create, the way that we want to work, the way to experience our brand, how we do things, and how we live.

- I feel valued
- I feel free
- I feel sparked
- We are one

**ACCOR AT A GLANCE**

1. Planet 21 program
  - Diversity
  - Plant for the Planet
  - WATCH (We Act Together for Children)
  - Healthy & Sustainable Food In Our Restaurants
  - Urban Vegetable Gardens
2. Accor Careers
  - Allowing our talents to grow within the Accor Family
3. INES, Integrated Engagement Service, is Online Learning Platform
4. ALL - Accor Live Limitless Loyalty Program
5. Accor Heartist Solidarity

**OUR BEGINNING**

**1967**  
OPENING OF THE NOVOTEL  
JULI USOUAN

In the middle of beet fields, Paul Duboule and Gerard Pullman saw what no one else did—a novel way to cater to a new post-war lifestyle defined by speed, modernity, and travel.

At a time when France's hotels were either simply managed family hotels or outrageously expensive ones, our founders introduced the modern, standardized hotel chain.



**WHAT IS PULLMAN?**

WE ARE EXCITING BRAND WITH R&B TRAVEL ROOTS

Challenging convention is second nature to us. It's something we've been doing since 1897 when founder pioneer George Pullman embarked on his mission to enrich the world of hospitality. He revolutionized rail travel with luxurious design and exceptional comfort. Over a century later, his vision remains at the heart of the brand as Accor rebuolches Pullman in 2007 as a premium destination for new entrepreneurs.



**WHAT'S ABOUT PULLMAN LOMBOK MANDALIKA BEACH RESORT**

- Beachfront resort in secluded Kuta Mandalika
- The 5-star gated compound resort sits on 4 hectares.
- 257 Rooms (Deluxe Room, Deluxe Room with Ocean View, Executive Room, Deluxe Suite, Garden Suite, Garden Suite, Garden Suite Courtyard, One Bedroom Garden Villa, Two Bedroom Garden Villa, Two Bedroom Beach Villa)
- 20-minute drive from Lombok International Airport
- Two swimming pools (for adults & kids)
- Wellness Center Including Pullman Spa & Pullman Fit
- Four meeting rooms with Chill-out Space, and the Mandalika Ballroom which can cater up to 300 guests.
- Two restaurants including Aer Restaurant and Sgara Seafood Restaurant, with one semiprivate room which can accommodate up to 10 guests
- Lala Swim-Up Bar and Lobby Lounge are also available

**OUR SOCIAL MEDIA**

**STAY CONNECTED**

PULLMAN LOMBOK MANDALIKA BEACH RESORT



@PULLMANLOMBOKMANDALIKA



@AERRESTAURANT.LOMBOK



@PULLMANLOMBOK



PULLMAN LOMBOK MANDALIKA BEACH RESORT



Lampiran 16. Future Leader Performance Development

*Be Limitless*

FUTURE LEADERS  
2023 PERFORMANCE & DEVELOPMENT CONVERSATION

ACCOR  
South East Asia,  
Japan &  
South Korea

*Grow,  
Learn  
&  
Enjoy!*

DATE OF DISCUSSION

NAME OF HOTEL / HUB OFFICE

HEARTIST® NAME

HEARTIST® NATIONALITY

HEARTIST® POSITION

START DATE IN ACCOR

START DATE IN CURRENT ROLE

NAME OF MANAGER

POSITION OF MANAGER



# Goal Setting

Start in March to end April

At the beginning of year, set goals to be achieved. During the wrap-up discussion, review performance goals and evaluate below.

- Exceeds: Target objective has been exceeded.
- Achieves: Target objective has been met.
- Below: Target objective has not been met.



## Specific SMART Goals

Goals that are specific have a significantly greater chance of being accomplished.

To make a goal specific, the five "W" questions must be considered:

Who: Who is involved in this goal?

What: What do I want to accomplish?

Where: Where is this goal to be achieved?

When: When do I want to achieve this goal?

Why: Why do I want to achieve this goal?



ADD YOUR GOALS BELOW	ACHIEVEMENT	COMMENT
----------------------	-------------	---------

# Part 2

## BEHAVIOURAL COMPETENCIES: LEADERSHIP CAPABILITY

Develop competencies which are key to your success



Required competency behaviours not observed  
Some behaviours of the competency observed, need further development  
Demonstrates required competency for the role  
Demonstrates competency above the required level

COMMENTS FROM HEARTIST

COMMENTS FROM MANAGER

PLEASE TICK BELOW

### PROACTIVITY & INITIATIVE

As a Heartist, is open and pays attention to his/her environment to anticipate needs and expectations

- Asks questions to identify expectations and clarifies needs of our guests and teams
- Is solution focused and shares own ideas. Quickly identifies the core problem
- Knows how to deal with and communicate on issues

★  
 ★★  
 ★★★  
 ★★★★

### POSITIVE MINDSET

Consistently asks: *What can I learn?* through understanding differences in receptive to new ideas, perceptions and points of view

- Curious, asks questions to achieve the best possible outcomes, is open to change
- Demonstrates a desire to learn new skills, knowledge and puts them into practice
- Celebrates and is inclusive of diverse cultures and individual preferences. Is positive, composed and tolerant across a wide range of challenging situations

★  
 ★★  
 ★★★  
 ★★★★

### SELF CONFIDENCE

Works with purpose and demonstrates self confidence to establish a positive relationship with guests and colleagues, embodies the Accor values

- Regularly seeks feedback about his/her behaviour and performance in order to improve
- Feels free to confidently express own perspectives and ideas
- Has a positive and proactive approach in all situations, aligns own actions to the values of Accor. Demonstrates humility, is able to learn from mistakes

★  
 ★★  
 ★★★  
 ★★★★

Required competency behaviours not observed  
Some behaviours of the competency observed, need further development  
Demonstrates required competency for the role  
Demonstrates competency above the required level

W. P E M

## Part 2

### BEHAVIOURAL COMPETENCIES: LEADERSHIP CAPABILITY

Develop competencies which are  
key to your success.



• Required competency behaviours not observed  
• Some behaviours of the competency observed, need further development  
• Demonstrates required competency for the role  
• Demonstrates competency above the required level

COMMENTS FROM HEARTIST®      COMMENTS FROM MANAGER      PLEASE TICK BELOW

#### COMMUNICATION

*Builds connections and establishes an authentic relationship with others*

- Always communicates in a Heartist® way
- Communicates relevant information frequently and ensures understanding
- Demonstrates respect in all communications, including cultural awareness

★  
★★  
★★★  
★★★★

#### TEAM PLAYER

*Works collaboratively and inclusively with team members to develop a mutual relationship of trust and respect. Always supports colleagues openly in the working environment.*

- Is a team player, works well with others and builds relationships in the team
- Is always willing to help others
- Offers help spontaneously, without being asked first
- Provides positive and constructive feedback
- Takes ownership for mistakes when they occur and works with others to rectify. Is proactive in caring for own health and safety and that of others in the workplace.

★  
★★  
★★★  
★★★★

LEADING OTHERS

• Required competency behaviours not observed  
• Some behaviours of the competency observed, need further development  
• Demonstrates required competency for the role  
• Demonstrates competency above the required level

# Part 2

## BEHAVIOURAL COMPETENCIES: LEADERSHIP CAPABILITY

Develop competencies which are key to your success



Required competency behaviours not observed  
 Some behaviours of the competency observed, need further development  
 Demonstrates required competency for the role  
 Demonstrates competency above the required level

	COMMENTS FROM HEARTIST®	COMMENTS FROM MANAGER	PLEASE TICK BELOW
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LEADING THE BUSINESS

### BUSINESS AWARENESS

*Seeks opportunities to grow the revenue of the business, increasing productivity and / or increasing jobs or repeat*

- Suggests innovative ideas and solutions to improve business performance, and / or positively impacts guest experience. Is aware of his / her working environment and those of the competition and market
- Is proud of own achievements and recognises the efforts of others
- Takes an active interest in the hotel business unit and other departments

★  
 ★★  
 ★★★  
 ★★★★

### GUEST FOCUS

*Places the guests at the heart of everything he/she does, making their needs a primary focus in fulfilling their job responsibilities and resolving issues*

- Proactively engages and creates heartwarming memories throughout the guest journey.
- Encourages guests to proactively engage with hotel / Accor brands through social media and feedback tools
- Promotes products and guest services to meet the needs of the guest
- Promotes ALL loyalty program and benefits
- Embodies Heartist® and brand service culture

★  
 ★★  
 ★★★  
 ★★★★

Required competency behaviours not observed  
 Some behaviours of the competency observed, need further development  
 Demonstrates required competency for the role  
 Demonstrates competency above the required level

MAYA

GUN

## Part 3

### 3A: GOALS

At the beginning of year, set goals to be achieved. During the wrap-up discussion, review performance goals and evaluate below.

### 3B: COMPETENCIES

From the competencies discussed, indicate the total number of competencies rated at each level.



GOAL ACHIEVEMENT LEVEL	DESCRIPTION	NUMBER OF GOALS ACHIEVED
Exceeds:	Target objective has been exceeded	
Achieves:	Target objective has been met	
Below:	Target objective has not been met	

COMPETENCIES ACHIEVEMENT LEVEL	DESCRIPTION	NUMBER OF COMPETENCIES ACHIEVED
★★★★	Demonstrates competency above the required level	
★★★	Demonstrates required competency for the role	
★★	Some behaviours of the competency observed, need further development	
★	Required competency behaviours not observed	

# Part 5

## PERSONAL DEVELOPMENT PLAN

- Translate feedback into actionable plans to develop in current role or prepare for future role
- Set development activities for the following year, at the end of your wrap up discussion
- Monitor your progress throughout the year



BEHAVIOURAL COMPETENCY OR TECHNICAL SKILL WITH ROOM FOR IMPROVEMENT

DESIRED OUTCOME

DEVELOPMENT ACTIVITY & SUPPORT FROM MANAGER. For example: cross-training, cross exposure on the job, projects, coaching/mentoring or formal learning courses

TIMELINE/ MILESTONES

# Part 6

## CAREER AND MOBILITY

- Explore limitless possibilities
- Discuss your career goals and aspirations with your manager

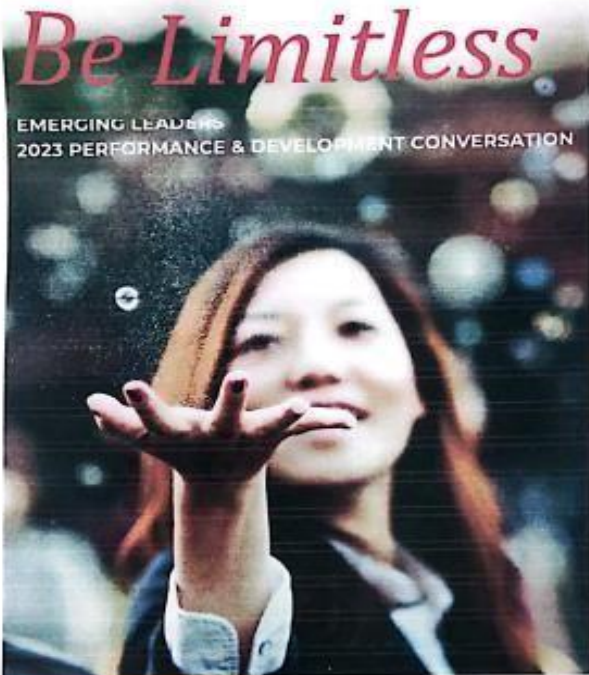


WHEN IS THE ADDRESS REVIEWED NEXT GOAL?	PUT AN X ON THE APPLICABLE	MOBILITY: INDICATE WHETHER MOBILE OR NOT	PLEASE REVIEW INFO BELOW
Now		If Not mobile (put No in the right column)	
To be reviewed in 6 months		If Mobile - please indicate locations: South East Asia, Greater China, Australia, New Zealand, French Polynesia, Middle East, Africa, India, United States, Canada, Europe, United Kingdom, Latin America	
To be reviewed in 12 months		Fluency in languages - spoken and written only	
NEXT ASPIRATIONAL ROLE			180 TERM LONG TERM CAREER GOAL

Signature Heartstib

Signature Manager

Lampiran 17. Emerging Leaders Performance & Development



**Be Limitless**  
EMERGING LEADERS  
2023 PERFORMANCE & DEVELOPMENT CONVERSATION

ACCOR  
South East Asia,  
Japan &  
South Korea

*Grow,  
Learn  
&  
Enjoy!*

DATE OF DISCUSSION

NAME OF HOTEL / HUB OFFICE

HEARTIST® NAME

HEARTIST® NATIONALITY

HEARTIST® POSITION

START DATE IN ACCOR

START DATE IN CURRENT ROLE

NAME OF MANAGER

POSITION OF MANAGER

# Goal Setting

Start in March to end April

At the beginning of year, set goals to be achieved. During the wrap-up discussion, review performance, goals, and evaluate below.

- Exceeds: Target objective has been exceeded.
- Achieves: Target objective has been met.
- Below: Target objective has not been met.



## Specific SMART Goals

Goals that are specific have a significantly greater chance of being accomplished. To make a goal specific, the five "W" questions must be considered:

Who: Who is involved in this goal?

What: What do I want to accomplish?

Where: Where is this goal to be achieved?

When: When do I want to achieve this goal?

Why: Why do I want to achieve this goal?



ADD YOUR GOALS BELOW	ACHIEVEMENT	COMMENT
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# Part 1

## CHECK-IN DISCUSSIONS

- Capture continuous conversations between the Heartist® and Manager
- Set what can be done until the next check-in



PICK RELEVANT BEHAVIOURS FROM PART 2

What has gone well recently/during the quarter?  
 What could have gone better, or what would you have done differently?  
 Do you have the support you need? Is there additional support I can provide (as the Manager)?  
 What are other action items or focus areas for the next few months?  
 What else is happening for you? What could further enhance your current working experience?

CHECK IN 1 - APRIL DATE

CHECK IN 2 - AUGUST DATE

MANAGER

HEARTIST®

SHORT TERM GOALS FOR HEARTIST® FOR NEXT CHECK-IN

FURTHER COMMENT/SUPPORT REQUIRED

## Part 2

### BEHAVIOURAL COMPETENCIES: LEADERSHIP CAPABILITY

Develop competencies which are  
key to your success



Required competency behaviours not observed  
Some behaviours of the competency observed, need further development  
Demonstrates required competency for the role  
Demonstrates competency above the required level

COMMENTS FROM HEARTIST®

COMMENTS FROM  
MANAGER

PLEASE TICK  
BELOW

#### POSITIVE ORIENTATION

*A positive, composed and tolerant across a wide range  
of challenging situations*

- Remains composed and tolerant, in control under pressure and shows a high tolerance in stressful situations
- Is patient and respectful with guests and other team members at all times
- Demonstrates confidence and enthusiasm for the role of leading others
- Is authentic and open

#### SELF DEVELOPMENT AND SELF MANAGEMENT

*Takes advantage of opportunities to self-develop, is  
well organized and demonstrates initiative to perform  
and learn further*

- Demonstrates a desire to learn new skills
- Actively looks for information, reads and researches to learn more
- Is willing to and go out of their way to get results
- Attempts to look for additional tasks to complete

#### PROBLEM SOLVING

*Provides practical solutions to operational problems*

- Quickly investigates and identifies the core problem
- Collaborates with the team to find long term solutions
- Is confident in making decision within scope of role
- Communicates decision and outcomes of operational issues with others

Required competency behaviours not observed  
Some behaviours of the competency observed, need further development  
Demonstrates required competency for the role  
Demonstrates competency above the required level

## Part 3

### 3A: GOALS

At the beginning of year, set goals to be achieved. During the wrap-up discussion, review performance goals and evaluate below:

### 3B: COMPETENCIES

From the competencies discussed, indicate the total number of competencies rated at each level.



GOAL ACHIEVEMENT LEVEL	DESCRIPTION	NUMBER OF GOALS ACHIEVED
Exceeds	Target objective has been exceeded.	
Achieves	Target objective has been met	
Below	Target objective has not been met	

COMPETENCIES ACHIEVEMENT LEVEL	DESCRIPTION	NUMBER OF COMPETENCIES ACHIEVED
★★★★	Demonstrates competency above the required level	
★★★	Demonstrates required competency for the role	
★★	Some behaviours of the competency observed, need further development	
★	Required competency behaviours not observed	

ANGUNAN

# Part 4

## OVERALL PERFORMANCE

- Evaluation is a combination of Goals achievements (50%) and Behavioural competencies (50%)
- Put an X to determine the overall evaluation for the year



RATING	OVERALL PERFORMANCE	X PUT AN X ON THE APPLICABLE
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OUTSTANDING - ABOVE ALL EXPECTATIONS	This Heartist® has had an exceptional level of achievement this year. Performance represents an extraordinary level of achievement, always exceeding expectations in both objective achievement and leadership competencies.	
ABOVE MOST EXPECTATIONS	This Heartist® has often gone over & above during the year. Performance often exceeds expectations, objectives have been met and some exceeded.	
MEETS EXPECTATIONS	This Heartist® has made a consistent and valuable contribution during the year. Performs at a level that is required in current role, demonstrating the necessary leadership competencies and most critical objectives were met.	
BELOW REQUIRED EXPECTATIONS	This Heartist® is not yet meeting the expectations for their role. Inconsistent performer with room for improvement. Still developing the required leadership competencies and some or all objectives not achieved.	

SUMMARY FEEDBACK FROM MANAGER

SUMMARY FEEDBACK FROM HEARTIST®

# Part 5

## PERSONAL DEVELOPMENT PLAN

- Translate feedback into actionable plans to develop in current role or prepare for future role
- Set development activities for the following year, at the end of your wrap up discussion
- Monitor your progress throughout the year



BEHAVIOURAL COMPETENCY OR TECHNICAL SKILL WITH ROOM FOR IMPROVEMENT	DESIRED OUTCOME	DEVELOPMENT ACTIVITY & SUPPORT FROM MANAGER For example: cross-training, cross exposure on the job, projects, coaching/mentoring or formal learning courses	TIMELINE/ MILESTONES
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# Part 6

## CAREER AND MOBILITY

- Explore limitless possibilities.
- Discuss your career goals and aspirations with your manager



WHEN IS HEARTIST READY FOR NEXT ROLE?	WANT X ON THE APPLICATION?	MOBILITY - INDICATE WHETHER MOBILE OR NOT	PLEASE PROVIDE INFO BELOW
Now		If Not mobile (put No in the right column)	
To be reviewed in 6 months		If Mobile - please indicate locations: South East Asia, Greater China, Australia, New Zealand, French Polynesia, Middle East, Africa, India, United States, Canada, Europe, United Kingdom, Latin America.	
To be reviewed in 12 months		Fluency in languages - spoken and written only	
NEXT ASPIRATIONAL ROLE		MID TERM/ LONG TERM CAREER GOAL	

Signature Heartist®

Signature Manager

**Be Limitless**  
PROFESSIONAL LEADERS  
2023 PERFORMANCE & DEVELOPMENT CONVERSATION

**ACCOR**  
South East Asia,  
Japan &  
South Korea

*Grow,  
Learn  
&  
Enjoy!*

DATE OF DISCUSSION	
NAME OF HOTEL / HUB OFFICE	
HEARTIST® NAME	
HEARTIST® NATIONALITY	
HEARTIST® POSITION	
START DATE IN ACCOR	
START DATE IN CURRENT ROLE	
NAME OF MANAGER	
POSITION OF MANAGER	

# Goal Setting

Start in March to end April

At the beginning of year, set goals to be achieved. During the wrap-up discussion, review performance, goals, and evaluate below:

- Exceeds: Target objective has been exceeded.
- Achieves: Target objective has been met.
- Below: Target objective has not been met.



## Specific SMART Goals

Goals that are specific have a significantly greater chance of being accomplished. To make a goal specific, the five "W" questions must be considered:

**Who:** Who is involved in this goal?

**What:** What do I want to accomplish?

**Where:** Where is this goal to be achieved?

**When:** When do I want to achieve this goal?

**Why:** Why do I want to achieve this goal?



ADD YOUR GOALS BELOW

ACHIEVEMENT

COMMENT

# Part 1

CHECK-IN  
PLP DISCUSSION

Performance & Development



# Part 2

## BEHAVIOURAL COMPETENCIES: LEADERSHIP CAPABILITY

Develop competencies which are key to your success



Required competency behaviours not observed  
Some behaviours of the competency observed, need further development  
Demonstrates required competency for the role  
Demonstrates competency above the required level

COMMENTS FROM HEARTSTAFF

COMMENTS FROM MANAGER

PLEASE TICK BELOW

### POSITIVE ORIENTATION

Is public, visible and approachable across a wide range of challenging situations

- Role models a positive mindset and empowers others on the team to do the same
- Talks positively of the business, team members and stakeholders and is consistently engaged in their work
- Is approachable, particularly during workload peaks
- Is authentic and open

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### SELF DEVELOPMENT & SELF MANAGEMENT

Seeks opportunities to self-develop, is highly engaged and time efficient to ensure goals are met

- Develops self-awareness through seeking feedback from others and takes ownership of own professional development, and is motivated to continuously improve by engaging in development activities
- Plans effectively and manages priorities to ensure on time delivery without compromising quality

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### PROBLEM SOLVING AND DECISION MAKING

Is proactive in making decision and considers appropriate solutions to operational problems

- Takes the initiative in resolving operational problems, seeks to turn challenges into opportunities
- Deals with issues in a pragmatic and empathetic way
- Seeks others' perspectives and opinions in order to understand the situation
- Considers the impact of decision within the broader context of the hotel / business unit

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Required competency behaviours not observed  
 Some behaviours of the competency observed, need further development  
 Demonstrates required competency for the role  
 Demonstrates competency above the required level

LEADING MYSELF





	COMMENTS FROM HEADIST	COMMENTS FROM MANAGER	PLEASE TICK BELOW
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LEADING OTHERS	<p><b>LEADING AND ENGAGING THE TEAM</b></p> <p>Empowers the team by choosing a shared vision. Manages team performance and engagement.</p> <ul style="list-style-type: none"> <li>Empowers team members to make decisions and encourages ideas and innovation.</li> <li>Consistently aligns own actions and the team with the values and leadership culture of Accor.</li> <li>Sparks others in celebrating achievements with the team.</li> <li>Sets clear objectives and expectations for the team. Delegates work according to individual strengths and development needs of the team.</li> <li>Builds a diverse and collaborative team that share a common vision for hospitality.</li> <li>Embraces and ensures Ethics and CSR Charter is implemented.</li> </ul>			<input type="checkbox"/> ★ <input type="checkbox"/> ★★ <input type="checkbox"/> ★★★ <input type="checkbox"/> ★★★★
	<p><b>DEVELOPING OTHERS</b></p> <p>Supports, develops and provides continuous feedback to team members.</p> <ul style="list-style-type: none"> <li>Spends time with each team member to identify and create accountability for personal development plan.</li> <li>Promotes a learning for all culture. Provides continuous feedback, coaching and supports team members to work with purpose.</li> <li>Initiates career discussion and is aware of the aspirations, readiness, mobility of their team.</li> <li>Encourages team members to explore endless career possibilities.</li> <li>Provides a safe environment for teams to grow by supporting them to make mistakes and learn.</li> </ul>			<input type="checkbox"/> ★ <input type="checkbox"/> ★★ <input type="checkbox"/> ★★★ <input type="checkbox"/> ★★★★
	<p><b>COMMUNICATION</b></p> <p>Is authentic, clear and consistent in all communications, ensures a common understanding, and adapts message to fit the audience.</p> <ul style="list-style-type: none"> <li>Creates a human connection by being curious and empathetic with others.</li> <li>Maintains frequent, open and honest conversations with the team, is approachable and open.</li> <li>Ensures all communications – whether written or verbal – is professional and relevant.</li> <li>Maintains an open heart and mind and listens when others are presenting opinions and ideas.</li> <li>Simplifies complexity to assist others to understand.</li> </ul>			<input type="checkbox"/> ★ <input type="checkbox"/> ★★ <input type="checkbox"/> ★★★ <input type="checkbox"/> ★★★★

# Part 2

## BEHAVIOURAL COMPETENCIES: LEADERSHIP CAPABILITY

Develop competencies which are key to your success



- Requires competency behaviours not observed
- Needs behaviour of the competency observed, need further development
- Some behaviours required competing for the role
- Demonstrates competency above the required level

	COMMENTS FROM HEARTIST®	COMMENTS FROM MANAGER	PLEASE TICK BELOW
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LEADING THE BUSINESS	<p><b>GUEST FOCUS</b></p> <p><i>As a Heartist®, places the Guest at the heart of everything he/she does and proactively resolves Guest issues.</i></p> <ul style="list-style-type: none"> <li>• Strives to ensure that every guest interaction by the team results in the optimal guest experience</li> <li>• Responds to critical guest issues as they arise, with a Heartist® mindset</li> <li>• Is proactive in utilising guest experience measurement tools, including social media, and drives improvement and innovation</li> <li>• Creates raving fans through the delivery of a Heartist® and on brand experience, placing the guest at the heart of everything he/she does</li> <li>• Promotes and champion ALL program and benefits</li> </ul>			<input type="checkbox"/> ★ <input type="checkbox"/> ★★ <input type="checkbox"/> ★★★ <input type="checkbox"/> ★★★★ <input type="checkbox"/> ★★★★★
	<p><b>FORWARD THINKING &amp; PLANNING</b></p> <p><i>Is aware of current and future impacts on the business and marketplace. Understands and plans the hotel business strategy for today and tomorrow.</i></p> <ul style="list-style-type: none"> <li>• Understands the hotel business and strategic plans</li> <li>• Engages in short – medium term planning to ensure alignment and achievement of goals</li> <li>• Is aware of the market performance of their business in relation to competitors</li> <li>• Is aware of all the elements that could affect their operations in the short and medium term i.e. team changes, resourcing challenges</li> <li>• Approaches information in a systematic way and simplifies complex information for others</li> </ul>			<input type="checkbox"/> ★ <input type="checkbox"/> ★★ <input type="checkbox"/> ★★★ <input type="checkbox"/> ★★★★ <input type="checkbox"/> ★★★★★
	<p><b>BUSINESS AWARENESS</b></p> <p><i>Understands financial data and the operations of their own and other departments.</i></p> <ul style="list-style-type: none"> <li>• Understands the relationship between day-to-day decisions and financial outcomes e.g. costing</li> <li>• Takes responsibility for setting annual budgets and monthly forecasts</li> <li>• Monitors all costs and recommends or actions measures to control costs</li> <li>• Seeks to understand the business activity and impact of interactions between departments</li> <li>• Builds strong partnerships across the business in order to collaborate effectively</li> </ul>			<input type="checkbox"/> ★ <input type="checkbox"/> ★★ <input type="checkbox"/> ★★★ <input type="checkbox"/> ★★★★ <input type="checkbox"/> ★★★★★

# Part 2

## BEHAVIOURAL COMPETENCIES: LEADERSHIP CAPABILITY

Develop competencies which are key to your success.



- Required competency behaviours not observed
- Some behaviours of the competency observed, need further development
- Demonstrates required competency for the role
- Demonstrates competency above the required level

COMMENTS FROM HEARTIST | COMMENTS FROM MANAGER | PLEASE TICK BELOW

**LEADING THE BUSINESS**

**BUSINESS IMPROVEMENT**

Challenges the status quo, drives change & growth whilst actively opportunities for business improvement. Encourages the thoughts of the team.

- Actively questions existing ways of working
- Encourages self and others to think of innovative ways to improve business operations and increase revenue
- Is a change champion, takes ownership and influences others in order to implement business improvement projects
- Is agile, looks for business opportunities and takes calculated risks, acknowledges that learning from mistakes is an important part of innovation

★  
 ★★  
 ★★★  
 ★★★★  
 ★★★★★

- Required competency behaviours not observed
- Some behaviours of the competency observed, need further development
- Demonstrates required competency for the role
- Demonstrates competency above the required level

## Part 3

### 3A: GOALS

At the beginning of year, set goals to be achieved. During the wrap-up discussion, review performance goals and evaluate below.

### 3B: COMPETENCIES

From the competencies discussed, indicate the total number of competencies rated at each level.



GOAL ACHIEVEMENT LEVEL	DESCRIPTION	NUMBER OF GOALS ACHIEVED
Exceeds	Target objective has been exceeded.	
Achieves	Target objective has been met.	
Below	Target objective has not been met.	

COMPETENCIES ACHIEVEMENT LEVEL	DESCRIPTION	NUMBER OF COMPETENCIES ACHIEVED
★★★★	Demonstrates competency above the required level.	
★★★	Demonstrates required competency for the role.	
★★	Some behaviours of the competency observed, need further development.	
★	Required competency behaviours not observed.	

# Part 4



## OVERALL PERFORMANCE

- Evaluation is a combination of Goals achievements (50%) and Behavioural competencies (50%)
- Put an X to determine the overall evaluation for the year

RATING	OVERALL PERFORMANCE	X PUT AN X ON THE APPLICABLE
OUTSTANDING - ABOVE ALL EXPECTATIONS	This Heartist® has had an exceptional level of achievement this year. Performance represents an extraordinary level of achievement, always exceeding expectations in both objective achievement and leadership competencies.	
ABOVE MOST EXPECTATIONS	This Heartist® has often gone over & above during the year. Performance often exceeds expectations, objectives have been met and some exceeded.	
MEETS EXPECTATIONS	This Heartist® has made a consistent and valuable contribution during the year. Performs at a level that is required in current role, demonstrating the necessary leadership competencies and most critical objectives were met.	
BELOW REQUIRED EXPECTATIONS	This Heartist® is not yet meeting the expectations for their role. Inconsistent performer with room for improvement. Still developing the required leadership competencies and some or all objectives not achieved.	
SUMMARY FEEDBACK FROM MANAGER	SUMMARY FEEDBACK FROM HEARTIST®	

## Part 5

### PERSONAL DEVELOPMENT PLAN

- Translate feedback into actionable plans to develop in current role or prepare for future role
- Set development activities for the following year, at the end of your wrap up discussion
- Monitor your progress throughout the year



BEHAVIOURAL, COMPETENCY OR TECHNICAL SKILL WITH ROOM FOR IMPROVEMENT

DESIRED OUTCOME

DEVELOPMENT ACTIVITY & SUPPORT FROM MANAGER  
For example: cross-training, cross exposure on the job, projects, coaching/mentoring or formal learning courses

TIMELINE/ MILESTONES

## Part 6

### CAREER AND MOBILITY

- Explore limitless possibilities.
- Discuss your career goals and aspirations with your manager



WHEN IS HEARTIST READY FOR NEXT ROLE?	PUT AN X ON THIS, IF APPLICABLE	MOBILITY - INDICATE WHETHER MOBILE OR NOT	PLEASE PROVIDE INFO BELOW
Now		If Not mobile (put No in the right column)	
To be reviewed in 6 months		If Mobile - please indicate locations: South East Asia, Greater China, Australia, New Zealand, French Polynesia, Middle East, Africa, India, United States, Canada, Europe, United Kingdom, Latin America	
To be reviewed in 12 months		Fluency in languages - spoken and written only	
NOT ASPIRATIONAL ROLE			NO TERM/LONG TERM CAREER GOAL

Signature Heartist®

Signature Manager



# Goal Setting

Start in March to end April

At the beginning of year, set goals to be achieved. During the wrap-up discussion, review performance goals and evaluate below:

- Exceeds: Target objective has been exceeded.
- Achieves: Target objective has been met.
- Below: Target objective has not been met.



## Specific SMART Goals

Goals that are specific have a significantly greater chance of being accomplished. To make a goal specific, the five "W" questions must be considered:

- Who: Who is involved in this goal?
- What: What do I want to accomplish?
- Where: Where is this goal to be achieved?
- When: When do I want to achieve this goal?
- Why: Why do I want to achieve this goal?



ADD YOUR GOALS BELOW      ACHIEVEMENT      COMMENT



# Part 1

## CHECK-IN DISCUSSIONS

- Capture continuous conversations between the Heartist® and Manager
- Set what can be done until the next check-in



PICK RELEVANT BEHAVIOURS FROM PART 2

What has gone well recently/during the quarter?  
 What could have gone better, or what would you have done differently?  
 Do you have the support you need? Is there additional support I can provide (as the Manager)?  
 What are other action items or focus areas for the next few months?  
 What else is happening for you? What could further enhance your current working experience?

CHECK IN 1 - APRIL DATE

CHECK IN 2 - AUGUST DATE

MANAGER

HEARTIST®

SHORT TERM GOALS FOR HEARTIST® FOR NEXT CHECK-IN

FURTHER COMMENT/SUPPORT REQUIRED

MANAGER	
HEARTIST®	
SHORT TERM GOALS FOR HEARTIST® FOR NEXT CHECK-IN	
FURTHER COMMENT/SUPPORT REQUIRED	



COMMENTS FROM HEARTIST:      COMMENTS FROM MANAGER      PLEASE TICK BELOW

LEADING MYSELF

**POSITIVE ORIENTATION**

*Demonstrates resilience, courage and positive attitude across a wide range of challenging situations*

- Is emotionally resilient and remains calm under stress
- Maintains control of a situation when problems arise, rebounds from setbacks
- Talks positively of the business, team members and stakeholders across all situations and is consistently engaged in their work
- Acts confidently when dealing with complex issues
- Is authentic and open

★  
 ★★  
 ★★★  
 ★★★★

**OPERATIONAL DECISION MAKING**

*Provides practical solutions to complex operational situations*

- Is proactive in identifying and preventing future operational challenges
- Uses emotional intelligence to respond quickly to current operational problems, making sound decisions
- Acts as a project leader in implementing solutions using all available resources to assist
- Is willing to act as a final decision maker on complex issues when required

★  
 ★★  
 ★★★  
 ★★★★

**SELF DEVELOPMENT & SELF MANAGEMENT**

*Seeks opportunities to self-develop, is highly organised and time efficient to ensure goals are met*

- Seeks regular feedback on leadership impact and adapts behaviors accordingly
- Creates stretch opportunities to develop own skills and experience i.e. mentoring, coaching, projects
- Engages in strategic time leadership, prioritizes tasks against business outcomes
- Dedicates time in their daily schedule for individual well-being and mindful activities

★  
 ★★  
 ★★★  
 ★★★★

• Required competency behaviours not observed  
 •• Some behaviours of the competency observed, need further development  
 ••• Demonstrates required competency for the role  
 •••• Demonstrates competency above the required level



**Part 2**  
**BEHAVIOURAL COMPETENCIES**  
**LEADERSHIP CAPABILITY**  
 Develop competencies which are key to your success

- Assesses competency behaviours and standards
- Assesses behaviours of the competency developed, used further development
- •••• (5 stars) - demonstrates competency to the full
- ••• (4 stars) - demonstrates competency above the required level

COMMENTS FROM HEARTS®

COMMENTS FROM MANAGER

PLEASE TICK BELOW

**DEVELOPING AN EMPOWERED TEAM**

*Develops, empowers and recognizes leaders through continuous feedback and promotes a learning for all culture*

- Seeks to understand the ambitions, strengths, and leadership development needs of each person in the team
- Empowers the team to identify stretch assignments and opportunities and holds them accountable for their development plan
- Drives a continuous feedback culture, through coaching, manages performance through regular conversations
- Provides a safe environment for teams to grow, reflect and learn
- Through the talent review process, identifies high potential leaders for succession planning

- ★
- ★★
- ★★★
- ★★★★
- ★★★★★

**LEADING AND ENGAGING A DIVERSE TEAM**

*Engages, engages and motivates a diverse and collaborative team to achieve a shared vision*

- Models the way through aligning own actions, values, and behaviors with the leadership culture and Ethics charter of Accor
- Inspires a shared vision, translates and aligns regional and hotel objectives to foster common goals
- Builds strong internal strategic relationships across departments, leverages people strengths to bridge experience gaps, and recognizes success across departments
- Motivates and engages leaders individually to build an environment of trust, collaboration and innovation

- ★
- ★★
- ★★★
- ★★★★
- ★★★★★

**COMMUNICATION**

*Is authentic, communicates clearly and reliably, adapts messaging to fit the audience*

- Listens attentively to others, seeks to understand and is empathetic
- Shares own opinions and ideas confidently and considerately, encourages others to feel free to express own's points of view
- Communicates regularly to all team members, using multiple and appropriate channels
- Simplifies complexity to assist others to understand

- ★
- ★★
- ★★★
- ★★★★
- ★★★★★

LEADING OTHERS

J A Y A . S A



COMMENTS FROM HEARTIST: COMMENTS FROM MANAGER: PLEASE TICK BELOW:

	COMMENTS FROM HEARTIST:	COMMENTS FROM MANAGER:	PLEASE TICK BELOW:
LEADING THE BUSINESS	<p><b>BUSINESS PLANNING &amp; ANALYSIS</b></p> <p>Monitor and analyse financial data and market trends, recognising their impact on the strategic plans of the business.</p> <ul style="list-style-type: none"> <li>Executes strategy and aligns business activity to the mid-term to long term vision of Accor</li> <li>Is aware of market trends that impact business performance and optimizes market data from multiple channels</li> <li>Anticipates potential business needs and risks to build and adapt contingency plans</li> <li>Conducts financial planning, revenue and expense forecasting and budgeting, and the P&amp;L, to identify opportunities for improvement and/or efficiencies</li> <li>Takes responsibility for property/business results and asset management</li> </ul>		<input type="checkbox"/> 1 star <input type="checkbox"/> 2 stars <input type="checkbox"/> 3 stars <input type="checkbox"/> 4 stars <input type="checkbox"/> 5 stars
	<p><b>BUSINESS IMPROVEMENT &amp; CHANGE</b></p> <p>Challenges the status quo, identifies opportunities for business improvement, develops, implements and leads change initiatives</p> <ul style="list-style-type: none"> <li>Seeks out opportunities for business improvement and develops strategies to boost business performance</li> <li>Questions established processes and procedures and looks for alternative solutions</li> <li>Is creative and innovative, and collaborates with experts to explore and leverage opportunities</li> <li>Understands the impact of change on others and leads a positive response to organizational change</li> <li>Is agile, takes calculated risks and promotes an innovative, "test and learn" culture</li> </ul>		<input type="checkbox"/> 1 star <input type="checkbox"/> 2 stars <input type="checkbox"/> 3 stars <input type="checkbox"/> 4 stars <input type="checkbox"/> 5 stars
	<p><b>ADVOCATING GUEST PASSION</b></p> <p>Make guest a primary focus in developing business initiatives. Place the Guest at the heart of everything they do.</p> <ul style="list-style-type: none"> <li>Ensures the Heartist® culture is embedded across the hotel / department, delivering the optimal guest experience</li> <li>Is proactive in analyzing guest experience measurement tools, and uses this to develop initiatives and future strategies</li> <li>Anticipates guests' present and future needs, and inspires the team to go above &amp; beyond.</li> <li>Ensures a hotel wide strategy to embrace ALL, drive &amp; track enrollment, ensure a personalized approach to platinum tiered members.</li> </ul>		<input type="checkbox"/> 1 star <input type="checkbox"/> 2 stars <input type="checkbox"/> 3 stars <input type="checkbox"/> 4 stars <input type="checkbox"/> 5 stars

1 star = Required competency behaviours not observed  
 2 stars = Some behaviours of the competency observed, need further development  
 3 stars = Demonstrates required competency for the role  
 4 stars = Demonstrates competency above the required level

AY A

## Part 3

### 3A: GOALS

At the beginning of year, set goals to be achieved. During the wrap-up discussion, review performance goals and evaluate below.

### 3B: COMPETENCIES

From the competencies discussed, indicate the total number of competencies rated at each level.



GOAL ACHIEVEMENT LEVEL	DESCRIPTION	NUMBER OF GOALS ACHIEVED
Exceeds	Target objective has been exceeded.	
Achieves	Target objective has been met.	
Below	Target objective has not been met.	

COMPETENCY ACHIEVEMENT LEVEL	DESCRIPTION	NUMBER OF COMPETENCIES ACHIEVED
★★★★★	Demonstrates competency above the required level.	
★★★★	Demonstrates required competency for the role.	
★★★	Some behaviours of the competency observed, need further development.	
★	Required competency behaviours not observed.	

# Part 4

## OVERALL PERFORMANCE

- Evaluation is a combination of Goals achievements (50%) and Behavioural competencies (50%)
- Put an X to determine the overall evaluation for the year



RATING	OVERALL PERFORMANCE	X PUT AN X ON THE APPLICABLE
<b>OUTSTANDING – ABOVE ALL EXPECTATIONS</b>	This Heartist® has had an exceptional level of achievement this year. Performance represents an extraordinary level of achievement, always exceeding expectations in both objective achievement and leadership competencies.	
<b>ABOVE MOST EXPECTATIONS</b>	This Heartist® has often gone over & above during the year. Performance often exceeds expectations, objectives have been met and some exceeded.	
<b>MEETS EXPECTATIONS</b>	This Heartist® has made a consistent and valuable contribution during the year. Performs at a level that is required in current role, demonstrating the necessary leadership competencies and most critical objectives were met.	
<b>BELOW REQUIRED EXPECTATIONS</b>	This Heartist® is not yet meeting the expectations for their role. Inconsistent performer with room for improvement. Still developing the required leadership competencies and some of all objectives not achieved.	
<b>SUMMARY FEEDBACK FROM MANAGER</b>	<b>SUMMARY FEEDBACK FROM HEARTIST®</b>	

## Part 5

### PERSONAL DEVELOPMENT PLAN



- Translate feedback into actionable plans to develop in current role or prepare for future role
- Set development activities for the following year, at the end of your wrap up discussion
- Monitor your progress throughout the year

BEHAVIOURAL, COMPETENCY OR TECHNICAL SKILL WITH ROOM FOR IMPROVEMENT	DESIRED OUTCOME	DEVELOPMENT ACTIVITY & SUPPORT FROM MANAGER For example: cross-training, cross exposure on the job, projects, coaching/mentoring or formal learning courses	TIMELINE/ MILESTONES

## Part 6

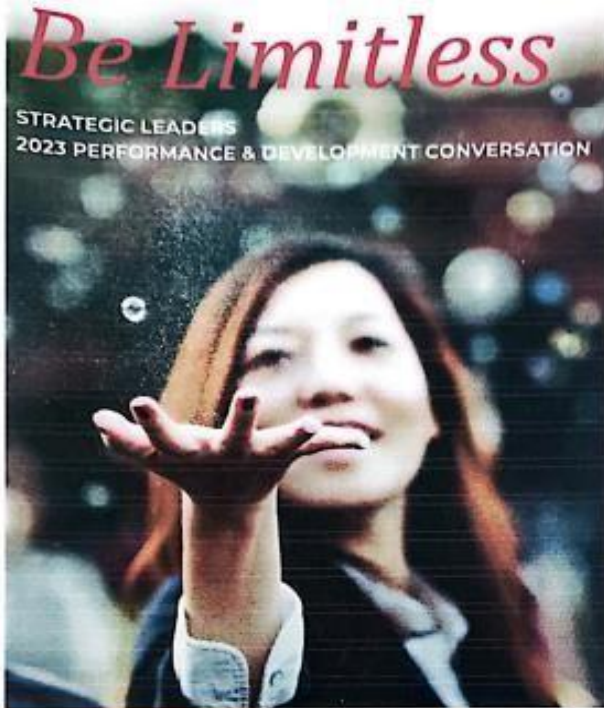
### CAREER AND MOBILITY



- Explore limitless possibilities
- Discuss your career goals and aspirations with your manager

WHEN IS REVISION OR PLANNING FOR NEXT ROLE?	PUT AN X ON THE APPLICABLE	MOBILITY - INDICATE WHETHER MOBILE OR NOT	PLEASE PROVIDE INFO BELOW
Now		If Not mobile (put No in the right column)	
To be reviewed in 6 months		If Mobile - please indicate locations: South East Asia, Greater China, Australia, New Zealand, French Polynesia, Middle East, Africa, India, United States, Canada, Europe, United Kingdom, Latin America.	
To be reviewed in 12 months		Fluency in languages - spoken and written only	
<b>NEXT ASPIRATIONAL ROLE</b>			<b>MID TERM/LONG TERM CAREER GOAL</b>
Signature Heartist®		Signature Manager	

Lampiran 20 Strategic Performance & Development



*Grow,  
Learn  
&  
Enjoy!*

DATE OF DISCUSSION

NAME OF HOTEL / HUB OFFICE

HEARTIST® NAME

HEARTIST® NATIONALITY

HEARTIST® POSITION

START DATE IN ACCOR

START DATE IN CURRENT ROLE

NAME OF MANAGER

POSITION OF MANAGER

J A Y A . S A



# Goal Setting

Start in March to end April

At the beginning of year, set goals to be achieved. During the wrap-up discussion, review performance goals and evaluate below:

- Exceeds: Target objective has been exceeded.
- Achieves: Target objective has been met.
- Below: Target objective has not been met.



## Specific SMART Goals

Goals that are specific have a significantly greater chance of being accomplished.

To make a goal specific, the five "W" questions must be considered:

- Who: Who is involved in this goal?
- What: What do I want to accomplish?
- Where: Where is this goal to be achieved?
- When: When do I want to achieve this goal?
- Why: Why do I want to achieve this goal?

<b>S</b>	<b>M</b>	<b>A</b>	<b>R</b>	<b>T</b>
SPECIFIC	MEASURABLE	ACTIONABLE	REALISTIC	TIMEBOUND

ADD YOUR GOALS BELOW	ACHIEVEMENT	COMMENT
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# Part 1

## CHECK-IN DISCUSSIONS

- Capture continuous conversations between the Hairdresser and Manager
- Set what can be done until the next check-in



PICK RELEVANT BEHAVIOURS FROM PART 2

What has gone well recently/during the quarter?  
What could have gone better, or what would you have done differently?  
Do you have the support you need? Is there additional support I can provide (as the Manager)?  
What are other action items or focus areas for the next few months?  
What else is happening for you? What could further enhance your current working experience?

CHECK IN 1 - APRIL  
DATE

CHECK IN 2 - AUGUST  
DATE

MANAGER

HAIRDRESSER

SHORT TERM GOALS FOR HAIRDRESSER FOR NEXT CHECK-IN

FURTHER COMMENTS/ SUPPORT REQUIRED

# Part 2

## BEHAVIOURAL COMPETENCIES: LEADERSHIP CAPABILITY

Develop competencies which are key to your success



Required competency behaviours not observed  
 Some behaviours of the competency observed, need further development  
 Competence also required competency for the role  
 Demonstrates competency above the required level

COMMENTS FROM HEARTIST®      COMMENTS FROM MANAGER      PLEASE TICK BELOW

	COMMENTS FROM HEARTIST®	COMMENTS FROM MANAGER	PLEASE TICK BELOW
LEADING OTHERS	<b>BUILDS AN EMPOWERED TEAM</b> <i>Uses appropriate methods and a flexible leadership style to build a cohesive team that achieves team targets. Provides coaching, direction and a sense of purpose to generate personal and organisational success.</i>		<input type="checkbox"/> ★ <input type="checkbox"/> ★★ <input type="checkbox"/> ★★★ <input type="checkbox"/> ★★★★
	<ul style="list-style-type: none"> <li>Provides regular coaching opportunities to others to identify individual strengths and development areas.</li> <li>Recognizes individual potential and provides development opportunities and succession planning.</li> <li>Motivates team and individuals to achieve results.</li> <li>Encourages work-life balance amongst team.</li> <li>Provides a safe environment for others to take risks without fear.</li> <li>Seeks feedback from others on own performance.</li> </ul>		
	<b>COMMUNICATING WITH IMPACT</b> <i>Expresses thoughts, feelings and ideas in a clear, succinct and compelling manner. Adjusts language according to the audience and clarifies their own understanding to ensure mutual understanding.</i>		<input type="checkbox"/> ★ <input type="checkbox"/> ★★ <input type="checkbox"/> ★★★ <input type="checkbox"/> ★★★★
	<ul style="list-style-type: none"> <li>Listens attentively to others, asks questions, is present and focused in all communication to ensure a common understanding.</li> <li>Shares own opinions and ideas confidently without fear of conflict or disagreement.</li> <li>Communicates important messages clearly, concisely and unambiguously to all team members.</li> <li>Simplifies complexity to communicate objectives and goals.</li> </ul>		
LEADING OTHERS	<b>LEADING AND INSPIRING THE TEAM</b> <i>Identifies and communicates the Accor vision and values. Gains commitment by linking the vision and values to individual contributions. Shapes the cultural environment through day-to-day activities.</i>		<input type="checkbox"/> ★ <input type="checkbox"/> ★★ <input type="checkbox"/> ★★★ <input type="checkbox"/> ★★★★
	<ul style="list-style-type: none"> <li>Consistently aligns own actions with the values and leadership model of Accor.</li> <li>Recognizes and regards behavior in others that is consistent with Accor values, addressing any integrity gaps.</li> <li>Establishes, communicates and monitors vision and values to all team members.</li> <li>Shapes culture through behaviors, attitude, feedback and recognition.</li> </ul>		

# Part 2

## BEHAVIOURAL COMPETENCIES: LEADERSHIP CAPABILITY

Develop competencies which are key to your success



- Absent competencies behaviours not shown and
- Some behaviours of the competency observed, need further development
- \*\* Competencies required competency for the role
- \*\* A Dimension and behaviours about the required level

	COMMENTS FROM HEARTIST®	COMMENTS FROM MANAGER	PLEASE TICK BELOW
LEADING OTHERS	<p><b>ORGANIZING AND PLANNING</b></p> <p><i>Manages multiple tasks and workload to achieve goals and uses resources to maximize efficiency. Time goes on spent for all stakeholders.</i></p> <ul style="list-style-type: none"> <li>• Makes self available to team members, guest and the owner/stakeholders</li> <li>• Manages several projects and tasks at once, by establishing priorities to achieve results</li> <li>• Engages in strategic time management, including time in the week to plan and analyse the business</li> <li>• Responds effectively to changing circumstances and communicates what needs to be planned and why</li> </ul>		<input type="checkbox"/> ★ <input type="checkbox"/> ★★ <input type="checkbox"/> ★★★ <input type="checkbox"/> ★★★★
LEADING THE BUSINESS	<p><b>SHAPING AND EXECUTIVE STRATEGY</b></p> <p><i>Translates strategy into operational results by obtaining, comparing and identifying key issues and relationships relevant to achieving a long range goal or vision. Identifies opportunities that enhance performance and breaks down strategies into clear implementation plans with which to align people, culture, process and resources.</i></p> <ul style="list-style-type: none"> <li>• Understands long term industry and market trends affecting competitiveness and sets a strategy to be a leader in market</li> <li>• Understands the life cycle of the business (setup, maintaining/driving, innovating, refurbishing) and facilitates the actions for the next stage</li> <li>• Regularly reviews own and team members' objectives to ensure they support the business's long term strategic objectives</li> <li>• Establishes a 30-year plan which includes people resourcing</li> <li>• Provides thought leadership to corporate</li> <li>• Accor to drive wider business growth is systematic and global in thinking and simplifies complexity</li> </ul>		<input type="checkbox"/> ★ <input type="checkbox"/> ★★ <input type="checkbox"/> ★★★ <input type="checkbox"/> ★★★★
	<p><b>BUSINESS ACUMEN AND ANALYSIS</b></p> <p><i>Understands and utilizes economic, financial, industry and organizational data to track business, identify opportunities and establish solid business cases. Interprets business indicators and forecasts outcomes to inform business strategies and plans.</i></p> <ul style="list-style-type: none"> <li>• Prepares business plan to present to key stakeholders / owners and tracks performance against the plan</li> <li>• Understands, interprets and applies financial and business indicators to achieve targets</li> <li>• Allocates resources in line with budget to drive profit and revenue growth opportunities</li> <li>• Adjusts business plan, as appropriate, based on results, guest feedback and other data</li> <li>• Evaluates and implements new revenue streams or business partnerships that are outside core business</li> </ul>		<input type="checkbox"/> ★ <input type="checkbox"/> ★★ <input type="checkbox"/> ★★★ <input type="checkbox"/> ★★★★

# Part 2

## BEHAVIOURAL COMPETENCIES: LEADERSHIP CAPABILITY

Develop competencies which are key to your success



Displayed competency behaviours not observed  
 Some behaviours of the competency observed, need further development  
 Demonstrated required competency for the role  
 Demonstrated competency above the required level

COMMENTS FROM HEARTIST®

COMMENTS FROM MANAGER

PLEASE TICK BELOW

LEADING OTHERS

### ORGANIZING AND PLANNING

*Manages multiple tasks and workload to achieve goals and uses resources to maximize efficiency. Fosters positive spirit for all stakeholders.*

- Makes self available to team members, guest and the owner/stakeholders
- Manages several projects and tasks at once, by establishing priorities to achieve results
- Engages in strategic time management, including time in the week to plan and analyse the business
- Responds effectively to changing circumstances and communicates what needs to be planned and why

★  
 ★★  
 ★★★  
 ★★★★

LEADING THE BUSINESS

### SHAPING AND EXECUTIVE STRATEGY

*Translates strategy into operational results by obtaining, comparing and identifying key issues and relationships relevant to achieving a long range goal or vision. Identifies opportunities that enhance performance and breaks down strategies into clear implementation plans with which to align people, culture, process and resources.*

- Understands long-term industry and market trends affecting competitiveness and sets a strategy to be a leader in market
- Understands the life cycle of the business (setup, maintaining/driving, innovating, refurbishing) and facilitates the actions for the next stage
- Regularly reviews own and team members' objectives to ensure they support the business's long-term strategic objectives
- Establishes a 10-year plan which includes people resourcing
- Provides thought leadership to corporate Accor to drive wider business growth
- Is systematic and global in thinking and simplifies complexity

★  
 ★★  
 ★★★  
 ★★★★

### BUSINESS ACUMEN AND ANALYSIS

*Understands and utilizes economic, financial, industry and organizational data to track business, identify opportunities and establish solid business cases. Interprets business indicators and forecasts outcomes to inform business strategies and plans.*

- Prepares business plan to present to key stakeholders / owners and tracks performance against the plan
- Understands, interprets and applies financial and business indicators to achieve targets
- Allocates resources in line with budget to drive profit and revenue growth opportunities
- Adjusts business plan, as appropriate, based on results, guest feedback and other data
- Evaluates and implements new revenue streams or business partnerships that are outside core business

★  
 ★★  
 ★★★  
 ★★★★

## Part 3

### 3A: GOALS

At the beginning of year, set goals to be achieved. During the wrap-up discussion, review performance goals and evaluate below.

### 3B: COMPETENCIES

From the competencies discussed, indicate the total number of competencies rated at each level.



GOAL ACHIEVEMENT LEVEL	DESCRIPTION	NUMBER OF GOALS ACHIEVED
Exceeds	Target objective has been exceeded.	
Achieves	Target objective has been met.	
Below	Target objective has not been met.	

COMPETENCIES ACHIEVEMENT LEVEL	DESCRIPTION	NUMBER OF COMPETENCIES ACHIEVED
★★★★	Demonstrates competency above the required level.	
★★★	Demonstrates required competency for the role.	
★★	Some behaviours of the competency observed, need further development.	
*	Required competency behaviours not observed.	

# Part 4

## OVERALL PERFORMANCE

- Evaluation is a combination of Goals achievements (50%) and Behavioural competencies (50%)
- Put an X to determine the overall evaluation for the year



RATING	OVERALL PERFORMANCE	X PUT AN X ON THE APPLICABLE
<b>OUTSTANDING – ABOVE ALL EXPECTATIONS</b>	This Heartist® has had an exceptional level of achievement this year. Performance represents an extraordinary level of achievement, always exceeding expectations in both objective achievement and leadership competencies.	
<b>ABOVE MOST EXPECTATIONS</b>	This Heartist® has often gone over & above during the year. Performance often exceeds expectations, objectives have been met and some exceeded.	
<b>MEETS EXPECTATIONS</b>	This Heartist® has made a consistent and valuable contribution during the year. Performs at a level that is required in current role, demonstrating the necessary leadership competencies and most critical objectives were met.	
<b>BELOW REQUIRED EXPECTATIONS</b>	This Heartist® is not yet meeting the expectations for their role. Inconsistent performer with room for improvement. Still developing the required leadership competencies and some or all objectives not achieved.	
<b>SUMMARY FEEDBACK FROM MANAGER</b>		<b>SUMMARY FEEDBACK FROM HEARTIST®</b>

# Part 5

## PERSONAL DEVELOPMENT PLAN

Translate feedback into actionable plans to develop in current role or prepare for future role  
 Set development activities for the following year, at the end of your wrap up discussion  
 Monitor your progress throughout the year



BEHAVIORAL, COMPETENCY OR TECHNICAL SKILL WITH ROOM FOR IMPROVEMENT	DESIRED OUTCOME	DEVELOPMENT ACTIVITY & SUPPORT FROM MANAGER For example: cross-training, press exposure on the job, projects, coaching/mentoring or formal learning courses	TIMELINE/ MILESTONES
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# Part 6

## CAREER AND MOBILITY

Explore limitless possibilities  
 Discuss your career goals and aspirations with your manager



WHEN DO YOU WANT TO BE READY FOR NEXT ROLE?	PUT AN X ON THE APPLICABLE	MOBILITY - INDICATE WHETHER MOBILE OR NOT	PLEASE PROVIDE INFO BELOW
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Now		If Not mobile (put No in the right column)	
To be reviewed in 6 months		If Mobile - please indicate locations: South East Asia, Greater China, Australia, New Zealand, French Polynesia, Middle East, Africa, India, United States, Canada, Europe, United Kingdom, Latin America.	
To be reviewed in 12 months		Fluency in languages - spoken and written only	

NEXT OPERATIONAL ROLE	NEXT TERM LONG TERM CAREER GOAL
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Signature Heartist@

Signature Manager



## DOKUMENTASI





