

PERFORMANCE MANAGEMENT & CREW RETENTION WEBINAR

RECRUITMENT & TRAINING | SUPER YACHTS | HOSPITALITY MANAGEMENT

BARCELONA **CREW ACADEMY**

WHO ARE WE?

BARCELONA **CREW ACADEMY**

Barcelona Crew Academy is a **recruitment & training provider with more than 15 years of experience** based in Marina Barcelona Port Vell. Focused on the **education** for the International Luxury Super Yacht segment, we have **industry recognized qualifications.**

WHAT DO WE DO?

We offer **bespoke training** tailored to your yacht or private state needs & requirements. Our training program is based on the **Guest SuperYacht Interior Training** Program.

"GUEST IAMI" CERTIFIED

INTERNATIONAL

RECOGNIZED TRAINING



SUPER YACHT INTERIOR TRAINING PROGRAMS



ON BOARD

At any port of the Mediterranean.

IN CLASS

Either in **Barcelona** or at our training facilities in **Mallorca**.

ONLINE

24/7 & Zoom Sessions



BENEFITS OF ON BOARD TRAINING



- ✓ Professionalized crew performance & **teamwork** skills.
- ✓ Consolidation of **yacht** operational standards.
- ✓ Increased staff **retention**.
- ✓ Improvement of Guest & Owner **experience**.
- ✓ Improvement of the **working** environment.

SUPERYACHT MANAGEMENT TRAINING PROGRAMS



GUEST III YACHT MANAGEMENT Heads of Department

- Leadership & Management
- Interior Management, event & destination
- Human resources, development, recruitment & Retention
- Yacht accounting, bookkeeping & Budgeting

BCA – HR development Consultancy

for the Yachting Industry

PROCESS OF PERFORMANCE MANAGEMENT SYSTEM

Improve yacht workforce crew and teams performance by developing tailored **performance management system and implementing them on board.**

This **methodology** sets out an integral approach a continuous system functioning in a flow an not based on sporadic or individual actions is a continuous assessment and improvement system.

STRATEGY

Aim to develop an environment which encourages continued growth of crew and develops a culture of high performance.



PERFORMANCE MANAGEMENT SYSTEM PROCESS

DEVELOPMENT

Develop the system
According to your needs
and standards and
culture of your yacht.

IMPLEMENTATION

Apply the new processes
previously defined and
training the yacht HoD
on the new system.

FOLLOW-UP

We review to see if we
are meeting the
objectives set at the
beginning, detect
potential improvement
points and correct them.

PURPOSE

Empower your crew and teams **increasing the productivity** job satisfaction and overall perform of the yacht by the implementation of a performance management system.



CREW RETENTION & PERFORMANCE MANAGEMENT



INDEX

Foundation Leadership & Management

MODULES

A

LEADERSHIP STYLES AND MOTIVATION

1. **LEADERSHIP SKILLS** / The 10 essential skills for leaders
2. **LEADERSHIP** / Leadership styles & applications
3. **MOTIVATION** / Motivation
4. **TEAM** / Team Performance and team management

B

HUMAN RESOURCES TOOLS AND HOW TO APPLY THEM

1. **CREW RETENTION**
2. **PERFORMANCE MANAGEMENT** / Support and develop individuals and teams
3. **SMART GOAL** / The importance of setting goals and objectives
4. **STRESS** / Fatigue, stress and resource management principles

C

COMMUNICATION AND CONFLICT RESOLUTION

1. **COMMUNICATION** / How to effectively communicate with individuals and teams
2. **CONFLICT MANAGEMENT** / How to manage conflict situations and resolutions

Crew Turnover Survey

Results of the **826 crew** completed the questionnaire (info available)

The causes of crew turnover it remains one of the most challenging issues for the Superyacht industry

Cost of Crew Leaving

- Repatriation
- Uniform
- Severance
- Cancelled Insurance
- Recruitment
- Travel to Yacht
- Replacement Insurance
- Time ?
- Training?
- Disruption?
- Low Quality Service

LEADS TO



Main Causes of Employee Turnover

- Lack of Growth and Progression
- Lack of Feedback and Recognition
- Little Opportunity for Decision-Making
- Poor Employee Selection

- According to a 2020 industry **survey**, **70% junior crew leave 1st year**
- Crew turnover is usually **between 20-40% per annum**, is higher than comparable shore-based industries.

WHAT MATTERS MOST TO SUPERYACHT CREW?



Training



Company
Culture



Career
Progression



Work-Life
Balance



Salary / Bonus

WHY JUNIOR CREW LEAVE A YACHT?

The findings also show that crew tension and a bad work environment is an 35% important factor for junior crew, while poor leadership from MANAGERS and lack of training and professional development was an important reason to leave the yacht.

Exactly half of stews who answered a survey said they had been bullied by their head of department, with 42% citing fellow crew members. Although particularly surprising, is how more prevalent bullying and harassment is in the interior department.



The findings in this survey is the amount of jobs junior crew members have had in such a short time.

The reality is, over a three-year period, crew could easily have over a year off, because many crew do take huge chunks of time of between jobs.



HUMAN RESOURCES INTERVIEWS & SELECTION PROCESS

The Human Resources Purpose & Functions

HRM is a distinctive approach to team management that seeks to **achieve competitive advantage** a **highly committed** and **capable workforce** using an integrated array of cultural, structural, and personnel techniques.

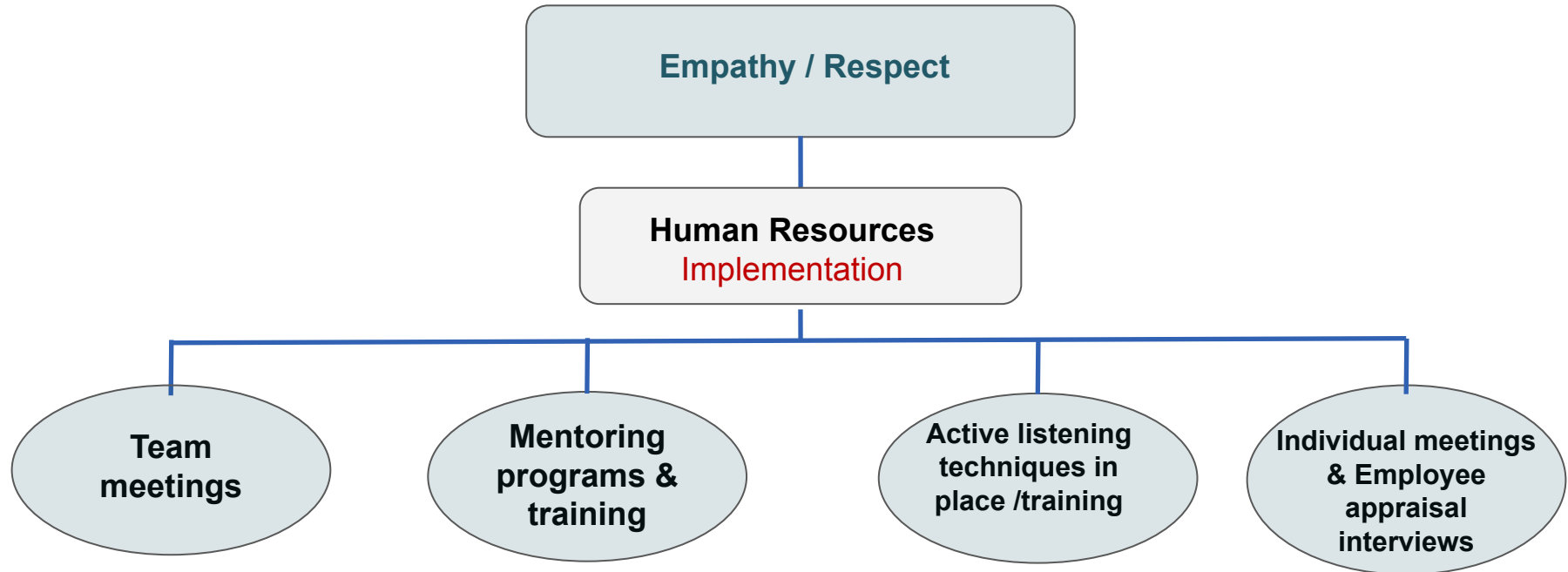
It governs important aspects of your yacht operation Unit Operation or business:

- Human resource planning
- Recruitment and selection
- Performance management
- Learning and development
- Career planning - Rewards
- Industrial Employment relations
- Employee participation and communication
- Health and safety - Personal wellbeing

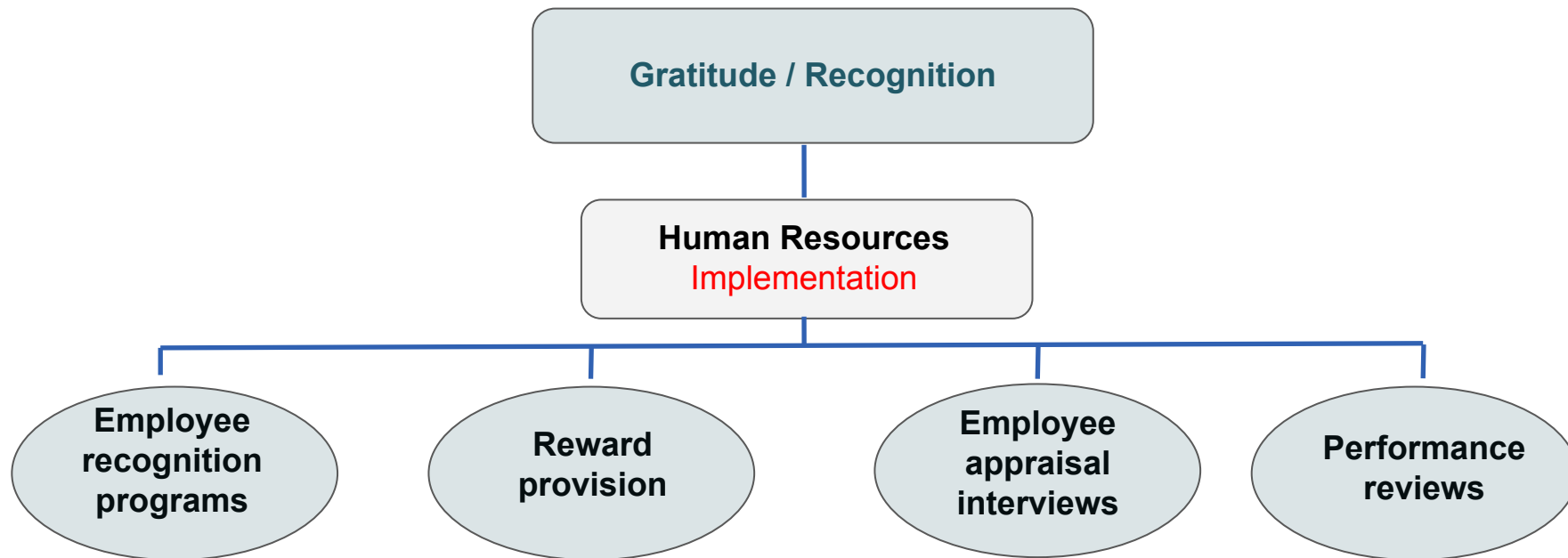


PERFORMANCE MANAGEMENT / DIFFERENT WAYS TO DEVELOP CREW

LEADERSHIP INFLUENCE IN CREW RETENTION



LEADERSHIP INFLUENCE IN CREW RETENTION



PERFORMANCE MANAGEMENT

Put in place & implement **Programs** (tools, processes and training) related to the **Team management & Human Resources development** On board



PERFORMANCE MANAGEMENT

Steps taken by a business / Yacht to ensure they are getting :

Best performance from their crew;

reviewing and providing **ongoing coaching to team on their performance,**

as well as **procedures for addressing underperformance**

A businesses /yacht overall performance strategy should aim **to develop an environment which encourages continued growth of crew and develops a culture of high performance.**

IMPLEMENTING PERFORMANCE MANAGEMENT

A few considerations have to be made when thinking about **Performance Management**.

First of all, we need a Goal

Action plan :

- **If we are meeting our Goals**
- **If we are NOT meeting our Goals**



IMPLEMENTING PERFORMANCE MANAGEMENT

EAs Individual meetings / Employee appraisal interviews

Setting crew team Expectations:

if the business Yacht can meet the expectations you will **likely boost productivity and retention rates.**



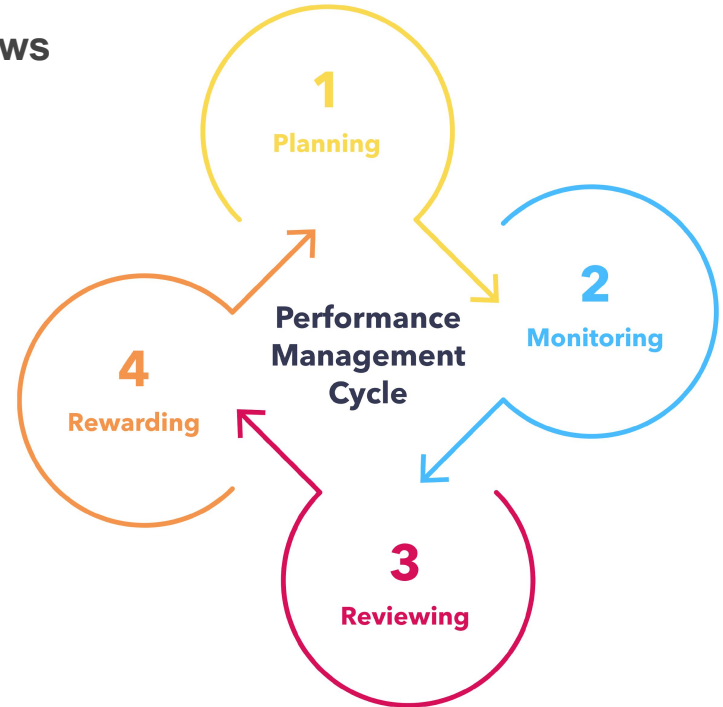
IMPLEMENTING PERFORMANCE MANAGEMENT

EAls Individual meetings Employee appraisal interviews

Managing Poor Performance

It is crucial to identify the cause of the underperformance first before you jump to conclusions.

EAls Individual meetings Employee appraisal interviews



LEARNING CULTURE ONBOARD

YACHT ORGANIZATIONAL CULTURE

“Organizational culture is the sum of values and rituals which serve as “engage” to integrate the members of the organization.”

This culture consists of shared beliefs and values established by leaders and then communicated and reinforced through various methods.



LEARNING CULTURE ONBOARD

WHAT MAKES US US

Your workplace culture involves everyone. It's what brings your vision and strategy to life. It's how you get work done and it's who you are to one another.

What is Organizational Culture?



BCA – HR development Consultancy for the Yachting Industry

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BarcelonaCrew Yacht Academy



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If you think in to **Implement a performance management system** in your Yacht, according to your needs, culture, specifications and standards, we'll provide the most **suitable system to your Yacht.**



GUEST III YACHT MANAGEMENT HEADS OF DEPARTMENT



GUEST III YACHT MANAGEMENT

HEADS OF DEPARTMENT

Interior Management, event & destination planning & Human Resources

- ❖ OPERATIONS MANAGEMENT SOP
- ❖ APP OPERATIONS MANAGEMENT
- ❖ ROSTERS
- ❖ QUALITY IN SERVICE IMPLEMENTATION



- ❖ ACCOUNTANT & FINANCES
- ❖ RECEIVING GOODS & ORDERS PROCEDURES
- ❖ HUMAN RESOURCES INTERVIEWS & SELECTION PROCESS
- ❖ EVENTS & CELEBRATIONS

GUEST III YACHT MANAGEMENT HEADS OF DEPARTMENT

Leadership & Management

How to **motivate individuals & teams**, effectively communicate, apply **performance management on board**, resource management principles and **manage conflict situations**.



- ❖ LEADERSHIP STYLES AND MOTIVATION
- ❖ LEADERSHIP / Leadership Styles and practical implementation
- ❖ MOTIVATION / Motivation implementation and understanding
- ❖ TEAM / Team Performance and team management
- ❖ PERFORMANCE MANAGEMENT /
- ❖ SMART GOAL / Implement and setting goals
- ❖ COMMUNICATION AND CONFLICT RESOLUTION

GUEST III YACHT MANAGEMENT - HEADS OF DEPARTMENT

Human Resources development, recruitment & Retention

An exclusive course teaching:

1. The purpose, role & responsibilities of Human Resources & HR Administrations
2. The Recruitment & Selection Process, and effective Interview Techniques.
3. **Performance Management**
4. The importance of Crew Wellbeing & the impact of stress on mental, emotional & physical health.



GUEST III YACHT MANAGEMENT - HEADS OF DEPARTMENT

Yacht Accounting, Bookkeeping & Budgeting

An exclusive course teaching:

1. Role and responsibilities for the onboard Accounting, Bookkeeping & Budgeting
2. Basic Accounting principles
3. How to comply with purchase procedures and protocols
4. How to manage Account Plans and Reconciliations
5. How to manage financial planning systems
6. What is VAT and how the VAT system works within the Yachting sector
7. Yacht Charter Expenses, Operations Costs, Advanced Provisioning Allowance & VAT implications
8. How to manage the Financial Records of Charter activities
9. How to budget for a port call and cruise



LUXURY FINE WINES

B C N Y A C H T S

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Was born as a result of the sustained search for details that satisfy our most demanding clients for exclusive Luxury Yachts focus on wine.

We have selected the best and most care

Wine products, consulting services and wine trips experiences.

Wine Education On Board



LUXURY FINE WINES

CERTIFICATIONS

GUEST IAMAI CERTIFIED INTERNATIONAL RECOGNIZED TRAININGS



OUR PARTNERS



LUXURY FINE WINES

BARCELONA YACHTS



OUR PARTNERS

MARINA PORT VELL
BARCELONA

PYA
PROFESSIONAL YACHTING
ASSOCIATION

 **ESTELA**
SUPERYACHT AGENCY

 **PORT
TARRACO**

 **Balearic Marine
Cluster**

ptw
Shipyards | **Melita
Marine
Group**

 **Marina Vela
Barcelona**

 **MB92**

A S T I L L E R O S D E
MALLORCA
