



P&O CRUISES

CAREER PASSPORT

LINE MANAGERS GUIDE

A Guide to helping your direct reports grow, build confidence, and prepare for their next opportunity



P&O Cruises Sept 2026



Welcome to Career Passports

Supporting development. Enabling progression.
Building future capability.

At P&O Cruises, Career Passports are a practical way to help team members take ownership of their development, recognise the skills they are building every day and understand where their career could take them. As a Line Manager, you play a vital role in making that development meaningful, fair and consistent.

Career Passports are designed to support team members at every stage of their journey, helping them grow, build confidence and prepare for their next opportunity.

Use this guide to help you:

- Support meaningful development conversations
- Identify strengths and development areas
- Enable fair and consistent progression decisions
- Guide team members on readiness and next steps



Supporting your team's development

Your role is to help team members reflect on their development, recognise their strengths, identify gaps and understand what progression could look like for them.

Use the prompts below to guide supportive and balanced career conversations.

Motivation and engagement

- What does a great day at work look like for you?
- What do you enjoy most in your role?

Strengths and capability

- What do you do well?
- What skills and experience do you bring to the team?

Career goals

- What are your career aspirations?
- What does success look like to you?

Relationships and self-awareness

- How well do you work with others?
- What do team members say about working with you?
- What could you do to strengthen working relationships?
- How do you handle challenging conversations and conflict?

Behaviours and values

- How do you consistently demonstrate Core Values?
- How do you show SHINE behaviours?

Working with others

- How effectively do you collaborate with others?
- How do you handle feedback and challenging situations?

Your role is to provide honest, constructive feedback and help them focus on the right development areas.

Assessing readiness for progression

Work with your team member to assess whether they are ready for their next move. If you believe they are a strong candidate and you can both answer “yes” to the following, they may be ready to apply for a Career Passport.

- (They meet the eligibility criteria). Search for Hotel Career Passport
- They live our Core Values every day
- They consistently deliver SHINE behaviours
- They have worked on their development areas and are showing progress
- They receive positive feedback and perform consistently well
- They have completed the learning needed to perform confidently in role



Listen & Learn



Speak Up



Respect & Protect



Always Improving



Better Together



Guest Obsessed

If the answer is not “yes” to everything, that is ok. Continue to support their growth, development and confidence in role. Focus your conversations on what they still need to work on, what would make them even stronger in their current role, what skills or behaviours they need to develop next and what support will help them get there.

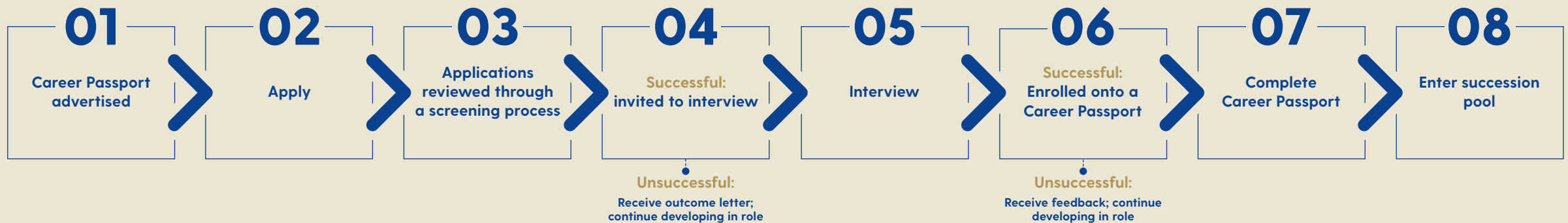
Encourage a 70:20:10 approach:

- **70% - Try it:** identify development areas and create opportunities for team members to take on new tasks, responsibilities and stretch activity; encourage them to observe others doing things well, practise new skills and ask for feedback as they learn.
- **20% - Discuss it:** talk openly, ask questions, share learning, encourage peer support and help team members learn from the experience of others.
- **10% - Learn it:** direct team members to available learning materials, guides and videos, ensure required GLADIS training is completed and encourage them to stay up to date with company communication on The Insider. If unsure of any learning opportunities contact your LDO.

For more information on 70:20:10 speak to your LDO.

What is a Career Passport?

A Career Passport is a structured development journey that helps team members prepare for their next career move. As a line manager, it is helpful to understand the full process so you can support team members at the right moments.



Career Passports are made up of role-specific competencies in GLADIS. They clearly set out the skills, knowledge and behaviours needed to be successful in the next role and help team members understand what the role really requires, what they are already doing well and where they may need further development.

Your role is to

- Support team members with readiness and application conversations
- Provide ongoing coaching, feedback and development opportunities
- Help team members understand competency expectations and evidence requirements
- Ensure assessment and sign-off decisions are fair, consistent and evidence-based where this forms part of your role

The Career Passport is designed to help team members feel ready, confident and prepared before stepping into their next role. Throughout the process, they will be supported, assessed and signed off by Officers within their department.

Once completed, team members are entered into the succession pool and will be considered when suitable permanent roles become available.

If a team member is an Officer, or working towards an Officer role, a final interview may be required once the Career Passport is complete. They must be successful at this stage before being placed in the succession pool.

Roles and Responsibilities

Everyone involved in the Career Passport process has an important part to play. Clear roles and responsibilities help ensure the process is fair, consistent and supportive across all ships and departments.

Seafarer

- Take accountability for their own development and progression.
- Actively engage with the Career Passport and complete competencies within agreed timelines.
- Attend scheduled sessions on time and prepared.
- Seek feedback regularly from their Line Manager and Assessor.
- Demonstrate Core Values and expected behaviours consistently in their role.
- Use available learning resources to support development.
- Communicate any challenges or delays proactively.
- Speak up if they need support.

Line Manager

- Support seafarers throughout the Career Passport journey.
- Conduct regular check-ins on progress and provide guidance.
- Encourage continuous development and engagement with the process.
- Help identify opportunities to demonstrate required competencies.
- Provide constructive and honest feedback.
- Ensure development is balanced with operational needs.
- Support promotional and lateral moves equally.
- Support continuous development including taking ownership of coordination of job shadowing opportunities, if appropriate.

Head of Department

- Support the Career Passport process within department.
- Allow seafarers time to complete the Career Passport where operationally possible.
- Promote the importance of development and participation.
- Ensure fairness and consistency in the opportunities provided.
- Work with Line Managers to balance operational demands and development needs.

Learning and Development Officer (LDO)

- Register seafarers onto the appropriate Career Passport.
- Ensure everyone understands their roles and responsibilities.
- Conduct formal check-ins with Line Managers and Assessors.
- Monitor progress and escalate any issues where needed.
- Facilitate briefings and provide guidance on systems and processes.
- Maintain accurate records and reporting of progress.
- Escalate any performance, behaviour, or conduct issue to the HR Manager

Assessor

- Assess fairly and consistently using evidence via explanation* and demonstration** over time
- Focus on readiness and development, not just pass/fail
- Maintain fairness, integrity and confidentiality
- Give clear, actionable feedback (what went well, improvements, next steps)
- Ensure assessments meet brand and operational standards; explain gaps clearly
- Assess in the normal work environment wherever possible
- Align expectations if multiple assessors are involved
- Handover to incoming Assessor to ensure smooth transition for seafarers.
- Use a mix of assessment methods including observation, discussion and work evidence such as outputs or documentation.
 - Observation – real-time performance
 - Discussion – knowledge and judgement
 - Work evidence – outputs or documentation

*When asking someone to explain, look for clear understanding of what, why and how

**When asking someone to demonstrate, look for accurate, confident and consistent performance in a real working environment

Verifier

- Review decisions to ensure they are evidence-based and standards are applied consistently
- Check feedback is clear, constructive and aligned to the outcome
- Act with integrity, impartiality and objectivity
- Identify and challenge gaps, inconsistencies or unclear evidence
- Support Assessors through constructive dialogue rather than overriding decisions
- Ensure fair and consistent treatment
- Provide independent assurance that decisions are sound and would be consistent across ships.
- Handover to incoming Verifier to ensure smooth transition for seafarers.

Good verification should provide an independent and objective review, confidence in consistent standards across ships and constructive challenge where evidence or feedback is unclear. Challenge should be raised where evidence does not clearly support a decision, standards appear inconsistent or feedback is unclear or insufficient.

In summary

Career Passports are about more than progression. They are about recognising experience, building confidence and supporting every team member, regardless of rank, to build a long and fulfilling career on our ships.

For Line Managers, they provide a clear framework to support development in a way that is fair, consistent and linked to real role requirements.

As a Line Manager, your support helps team members take ownership of their journey while ensuring progression decisions are fair, consistent and set people up for success.



Frequently Asked Questions / 01

What is a Career Passport?

A Career Passport is a structured development and assessment programme that helps team members prepare for their next career step by demonstrating the skills, knowledge and behaviours required for the role.

When does a Career Passport start and how long does it last?

Following a successful application and interview process, the team member is registered onto the Career Passport. How long it takes to complete depends on experience, motivation and operational demands.

What happens when someone successfully completes a Career Passport?

Once successfully completed, they are placed in the succession pool and considered for suitable permanent opportunities when vacancies arise.

Who should line managers speak to if support is needed?

If you need support with the process, speak to your LDO or HRM. They can help with questions about enrolment, progress, escalation or programme guidance.

Can a seafarer re-attempt a competency if needed?

Yes. Someone may need more time or support before being assessed as competent. In those cases, the assessor should give clear feedback and agree a time to reassess the competency.

What happens if someone trans-ships during a Career Passport?

Because the Career Passport is based on GLADIS, it is linked to the individual's account. It can move with them if they transfer to another ship.

What happens if the Assessor or Verifier changes?

Any outstanding feedback should be handed over to the incoming Assessor or Verifier so support can continue with as little disruption as possible.

What if someone finishes their assignment before completing the Career Passport?

The Career Passport stays open and ready for them when they accept another assignment.

When can a seafarer expect to be promoted?

Once a Career Passport has been completed, seafarers will be placed in the succession pool until a vacancy becomes available. Opportunities are based on demand and a fair selection process, including motivation and any required qualifications. Completing a Career Passport does not guarantee promotion. We recruit both internally and externally to ensure we continue nurturing and strengthening our talent.

If there is not a role available, how can a Line Manager continue to support development?

Whilst team members wait in a succession pool you may consider offering job shadowing to build experience.

How will Line Managers know when a Career Passport is being advertised?

The Annual Career Passport Calendar is displayed on board and on The Insider. Search for internal promotions to find launch dates for each Career Passport, so you can support team members to prepare and apply at the right time.

Frequently Asked Questions / 02

Why is there an interview before a Career Passport begins?

The interview is a short competency-based conversation that explores role knowledge, scenario-based judgement, core values and behaviours. It helps assess readiness and motivation before enrolment.

What if someone is successful at interview but there is not a Career Passport for the role yet?

If there is no Career Passport then the crew member will be added to the relevant succession pool. Seafarers should use their time in the succession pool to grow, build their skills and make a real impact. Encourage them to focus on their development, lead by example through great service and wellbeing initiatives, and stay engaged with opportunities around them. Career Passports are being expanded to cover all roles, and in the meantime you may be able to offer job shadowing to build experience.

Can someone act up while on their Career Passport journey?

Yes. Acting up can provide valuable experience and support development where appropriate.

What if a Career Passport is inactive or the department is very busy?

The programme is designed to fit alongside operational responsibilities, but it does require commitment and planning. If a passport is inactive for 3 months or more while on assignment, meaning there is no progress through the programme, the team members may be removed and would need to wait 12 months to reapply. Line managers should address concerns early and speak to the Assessor or LDO if support is needed.

How often should Line Managers meet with someone during the process

Regular check-ins are encouraged to review progress, provide feedback and keep development on track. Agree a rhythm that suits the individual and the demands of the role.

Is everyone guaranteed promotion after completing a Career Passport?

No. Completion prepares team members in advance of a suitable opportunity becoming available, but it does not guarantee promotion.

What happens if someone does not pass an assessment?

They should receive feedback and support to help them improve before being reassessed. The focus should remain on development and readiness.

How can line managers tell whether someone is progressing well?

Progress should be visible through ongoing feedback, regular check-ins and completed GLADIS competencies.

Can someone move department through a Career Passport

Yes, provided they have the relevant experience, motivation and behaviours for the role. Line Managers should support open conversations about aspirations and realistic next steps. Heads of Department should work together to facilitate and support learning between teams where operationally possible, with the expectation that progress needs to be made.

Frequently Asked Questions / 03

Can someone apply for a Career Passport while not on assignment or on a fixed-term contract?

Yes. The Talent Pool Policy explains how employment arrangements work. To find out how to apply whilst off assignment visit The Insider and search for Career Passports..

Where can Line Managers find more information?

More information and supporting resources are available on The Insider. Search for Career Passports.

If someone is in a succession pool, how will they hear about a role?

If the seafarer is on assignment, contact will usually come through the Line Manager. If they are off assignment, the Global Talent Partner team will usually make contact when a suitable role becomes available.

How often will applications for the Career Passport Programme be available?

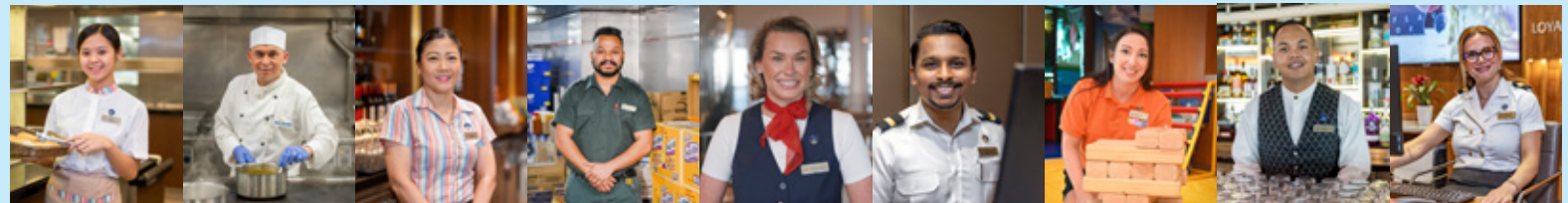
Campaigns will open periodically throughout the year based on live demand numbers, attrition and succession pool volume. The Annual Career Passport Calendar is displayed on board and on The Insider. Search for internal promotions to find launch dates for each Career Passport, so you can support team members to prepare and apply at the right time.

Can Career Passport-related activities be completed during a seafarer's own time?

Yes. Seafarers may choose to undertake voluntary self-development activities during their free time if they wish. These activities are optional and must not be required or expected as part of the Career Passport process. Participation in these activities is entirely at the individual's discretion. Examples of voluntary self-development activities may include; reading relevant policies, procedures, or guidance available, developing language skills, informal discussions with Subject Matter Experts (SMEs) or additional self-directed learning that supports personal development. All compulsory Career Passport activities, including learning observations and module sign-off discussions or assessments, must be completed during working hours and should not be carried out during a seafarer's rest periods.



To find out more about Career Passports scan the QR code





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