

P&O CRUISES

CAREER PASSPORT

SEAFARERS GUIDE

A Guide on helping you grow,
build confidence, and prepare for
your next opportunity



P&O Cruises Sept 2026

Welcome to Career Passports

Your development. Your progression. Your future.

At P&O Cruises, we're proud to offer Career Passports as a practical way to help you take ownership of your development, recognise the skills you're building every day, and understand where your career could take you.

Career Passports are designed to support you at every stage of your journey - helping you grow, build confidence, and prepare for your next opportunity.

Use this guide to help you:

- Reflect on what matters most to you, your strengths and development areas
- Understand how Career Passports support a fair and consistent approach to progression
- Explore the opportunities available to you
- Decide whether you're ready for your next role – and what to focus on next.





Your career starts with you

We want you to enjoy what you do, and we want to support you with your career aspirations. To get started, take time to reflect on the questions below.

Write your answers down and speak to your Line Manager for feedback.

My passions

- What does a great day at work look like for me?
- Which tasks or responsibilities do I enjoy most?
- What matters most to me in my work?

My strengths

- What am I good at?
- What skills, knowledge and experience do I bring to my team?

My goals

- What are my hopes for my career?
- What does success look like to me?

My behaviours

- How do I consistently live our Core Values every day?
- How do I demonstrate our SHINE behaviours?

My relationships

- How well do I work with others?
- What do team members say about working with me?
- What could I do to strengthen my relationships with the people I work with?
- How do I handle challenging conversations and conflict?

Am I ready for my next move?

Your Line Manager will help you understand if you're ready for your next move. If you're not quite ready for a Career Passport we recommend focusing on your development areas. We suggest a Try it, Discuss it, Learn it approach.

Try it (70%)

- Identify your development areas and try taking on new tasks and responsibilities to build skills in these areas
- Observe others doing things well and learn from them
- Practise new skills and ask for feedback as you learn

Discuss it (20%)

- Talk openly with your line manager
- Ask questions and seek advice
- Share learning with team members
- Learn from others' experiences

Learn it (10%)

- Use available learning materials, guides and videos – make use of onboard PCs to access these (if available)
- Complete required training in GLADIS
- Keep up to date with all the latest company communication via The Insider – you can access it for free via your mobile device.

**Take ownership of your development through everyday actions.
Remember, your Line Manager is there to help guide and support you.**

If you can honestly answer “yes”, to the following, you may be ready for your next move.

- I consistently demonstrate behaviours expected at the next level
- I live our Core Values every day
- I deliver our SHINE behaviours consistently
- I meet all eligibility criteria (speak to your Line Manager about what these are)
- I've worked on my development areas
- My Line Manager agrees that I'm ready
- I receive positive feedback
- I've completed the learning needed to perform well in my role



Listen & Learn



Speak Up



Respect & Protect



Always Improving



Better Together

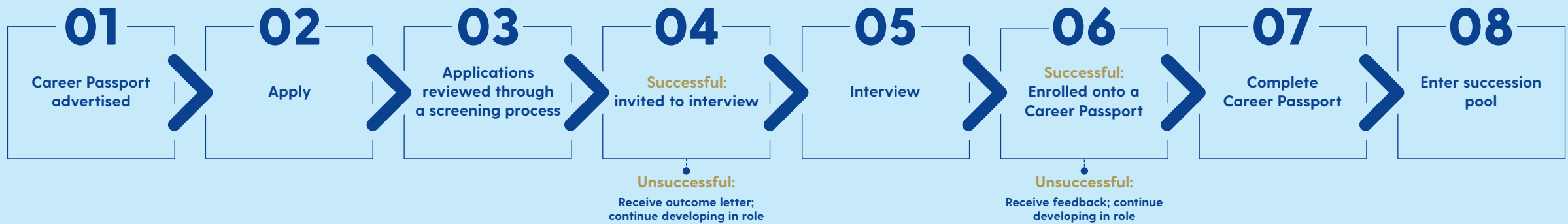


Guest Obsessed



What is a Career Passport?

A Career Passport is a structured development journey that helps you prepare for your next career move. The process of completing one looks like this:



Career Passports are made up of role-specific competencies built into GLADIS. They clearly set out the skills, knowledge and behaviours needed to be successful in your next role.

They help you understand:

- What you're already doing well
- Where you may need further development

The Career Passport is designed to help you feel ready, confident and prepared before stepping into your next role.

Throughout your Career Passport, you'll be supported, assessed, and signed off by Officers within your department. This ensures you're ready for promotion and set up for success.

Once you've completed your Career Passport, you'll be entered into the succession pool and will be considered when suitable permanent roles become available.

If you are an Officer, or working towards an Officer role, you may have a final interview once your Career Passport is complete. You'll need to be successful at this interview to be 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.

You

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

Your Line Manager

- Support you throughout your 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 your department.
- 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 you onto the appropriate Career Passport.
- Ensure everyone understands their roles and responsibilities.
- Conduct formal check-ins with you 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 their HRM

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
- 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.

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.

Your journey starts with you, and we're here to support you every step of the way.



Frequently Asked Questions / 01

What is a Career Passport?

A Career Passport is a structured development and assessment programme that helps team members on board 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?

Once registered for a Career Passport, the programme will begin. How long it takes to complete depends on experience, motivation and operational demands.

What happens when I successfully complete a Career Passport?

Once you have successfully completed a Career Passport, you will be placed in the succession pool ready to be permanently promoted.

Who should I speak to if I need support?

If you have any questions, your Line Manager should be your first point of contact.

What is the escalation process?

If you need to escalate a problem, your LDO or HRM will be able to support you.

Can I re-attempt a competency on a Career Passport if needed?

Yes, you will not always be competent in a task straight away. You may need more time or support to develop your skills. If this happens, your Assessor will provide feedback and agree a time to reassess the competency on another day.

What happens if I trans-ship during a Career Passport?

As a Career Passport is based on GLADIS, it is linked to your personal account. If you trans-ship during your Career Passport, it will move with you to your next ship.

What happens if my Assessor or Verifier changes?

If your Assessor or Verifier leaves during your Career Passport, they should hand over any outstanding feedback to the incoming person.

What if I finish my assignment before I complete my Career Passport Journey?

Your Career Passport will stay open and ready for you if you accept another assignment. If you move to another ship the Career Passport will follow you.

When can I expect to be promoted?

Once you've completed your passport, you'll 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.

How will I know when a Career Passport for my next role will be advertised?

You'll find our Annual Career Passport Calendar displayed on board and on The Insider, search for internal promotions. The calendar details the dates each Career Passport will be launched.

Can I apply for more than one Career Passport?

No, you can only apply for one Career Passport at a time.

Frequently Asked Questions / 02

Why do I have to interview before I can begin a Career Passport?

For ratings, the interview is a short 15-minute conversation which focuses on competency-based questions. It tests your knowledge of the role using scenario-based questions. There are also a couple of questions on Core Values and behaviours. The interview is a chance to find out a bit more about you and what you know..

For Officers the process is similar however the interview will be longer than 15 minutes to allow for more in depth questions.

What if I've been successful at interview but there isn't a Career Passport for the role yet?

Use your time to grow, build your skills and make a real impact. Career Passports are being expanded to cover all roles, and in the meantime you may be offered job shadowing to build experience. Opportunities are based on demand and a fair selection process, including motivation and any required qualifications – so stay patient and keep the conversation going with your Line Manager about your progress.

Can I act up while on my Career Passport journey?

Yes, you may have the opportunity to act up which can provide valuable experience and support your development.

What if my Career Passport is inactive or my department is very busy - can I still complete it?

Yes. The programme is designed to fit alongside your role, but it does require commitment and planning. If your Career Passport is inactive for 3 months or more (meaning you are not progressing through the programme), you may be removed from it. We recommend speaking with your Line Manager and Assessor if you have concerns. If you are removed, you will need to wait 12 months before you can apply again.

I am employed on a fixed term contract; can I have a Career Passport?

Yes, you can. The link/signpost outlines how your employment works. Your program will stay open and ready for you if you take another assignment.

How often should I meet with my Line Manager during the process?

Regular check-ins are encouraged to review progress, get feedback, and stay on track. Agree a check-in schedule with your Line Manager that suits your individual development needs.

What happens if I don't pass an assessment within my Career Passport?

You will receive feedback and support to help you improve and develop before being reassessed.

How will I know I am progressing well through my Career Passport?

You will receive ongoing feedback from your Line Manager and Assessor, and your progress will be tracked through GLADIS competencies.

I would like to move department; can I do this via a Career Passport?

Yes, provided you have the relevant experience, motivation and behaviours for the role. Your Manager should support you with realistic next steps.

Frequently Asked Questions / 03

Can I apply for a Career Passport whilst I'm not on assignment?

Yes, you can. The signpost/link outlines how your employment works. For more information on how to apply whilst off assignment visit The Insider and search Career Passports.

Where can I find out more about Career Passports?

More information on Career Passports, as well as several resources to support you through the process, can be found on The Insider. Search 'Career Passports'.

If I am in a succession pool, how will I be communicated with if a role becomes available?

If you are in a succession pool, you will be contacted when a role becomes available either by your Line Manager if you are on assignment or by your Global Talent Partner team if you are off assignment. Where possible roles are allocated in date order but are primarily based on resourcing gaps.

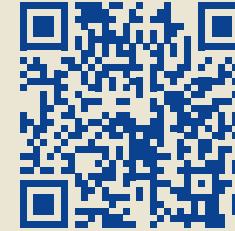
What positions are available in the Career Passport Programme?

The ambition is for all Hotel roles to have a Career Passport available.

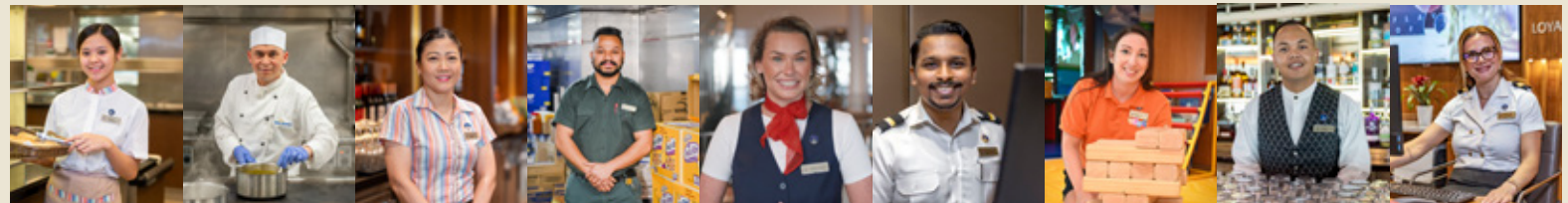
Do I need to complete Career Passport tasks in my own time?

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.

No. You may choose to undertake voluntary self-development activities your free time if you wish however, these tasks must not interfere with rest periods. 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.



To find out more about Career Passports scan the QR code





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