

Qualification: CIPD Diploma in Applied Human Resources

Module Name: 5AEEG Contributing to Employee Engagement Portfolio

Assessment: Portfolio of Evidence

Student Name: Jessica Rainbow

Student Number: 1904613

CIPD Membership Number: 54071923

Candidate name: Jessica Krelle				CIPD Membership/registration No.: 54071923		
Qualification title: CIPD Level 5				Unique Learner No. (ULN): 1904613		
Unit code	Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled
5AEEG	Contributing to Employee Engagement in the Organisation	1.1	Galup Q12 Questions	EV1		
“	“	1.1, 1.2, 1.3	Bluestone engagement survey action plan	EV2		
“	“	1.2	Senior management buy in and justification for method used	EV3		
“	“	1.1, 1.3	Final draft of survey	EV4		
“	“	1.3	All staff survey launch	EV5		
“	“	1.3	Encouraging engagement in survey	EV6		
“	“	1.4	Completion rates	EV7		
“	“	1.4, 2.1, 2.2	Raw survey data	EV8		
“	“	1.4, 2.1, 2.2	Survey data analysed and compiled into PowerPoint	EV9		
“	“	2.1, 2.2	F&B feedback including nps scoring	EV10		
“	“	2.2	Action planning meetings with departments	EV11		
“	“	2.2, 3.2, 3.3	Departmental survey action plans to address feedback	EV12		
“	“	3.2, 3.3	Communication plan	EV13		
“	“	2.2	Pulling key themes from feedback for F&B	EV14		
“	“	2.2, 3.2, 3.3	Feedback to F&B with further suggestion and to keep momentum going	EV15		
“	“	1.4, 2.1, 2.2	Survey data developed from raw data	EV16		
“	“	2.1, 2.2, 3.1, 3.2, 3.3	Recruitment and Selection Policy	EV17		
“	“	2.1, 2.2, 3.1, 3.2, 3.3	The Bluestone Way Guidance	EV18		
“	“	2.1, 2.2, 3.1, 3.2, 3.3	The Bluestone Way example behaviour guide	EV19		

“	“	2.1, 2.2, 3.1, 3.2, 3.3	The Bluestone Way example behaviour guide leadership	EV20		
“	“	2.1, 2.2, 3.1, 3.2, 3.3	Example interview guide	EV21		
“	“	2.1, 2.2, 3.1, 3.2, 3.3	Market pay review information	EV22		
“	“	2.1, 2.2, 3.1, 3.2, 3.3	Employee consultative group meeting minutes	EV23		
“	“	2.1, 2.2, 3.1, 3.2, 3.3	Employee app launch comms for leadership	EV24		
“	“	2.1, 2.2, 3.1, 3.2, 3.3	Employee app project plan	EV25		
“	“	2.1, 2.2, 3.1, 3.2, 3.3	Engaging leadership with a request for ideas	EV26		
“	“	2.1, 2.2, 3.1, 3.2, 3.3	Encouraging buy-in from leadership	EV27		
“	“	2.1, 2.2, 3.1, 3.2, 3.3	Follow up actions – F&B recruitment initiatives	EV28		
“	“	2.1, 2.2, 3.1, 3.2, 3.3	Time out with William training session	EV29		
“	“	2.1, 2.2, 3.1, 3.2, 3.3	App engagement monitoring	EV30		
“	“	2.1, 2.2, 3.1, 3.2, 3.3	Suggesting engagement strategy	EV31		
“	“	2.1, 2.2, 3.1, 3.2, 3.3	Employee app all staff comms	EV32		

Candidate declaration:

- I confirm that the work/evidence presented for assessment is my own unaided work.
- I have read the assessment regulations and understand that if I am found to have ‘copied’ from published work without acknowledgement, or from other candidate’s work, this may be regarded as plagiarism which is an offence against the assessment regulations and leads to failure in the relevant unit and formal disciplinary action.

- I agree to this work being subjected to scrutiny by textual analysis software if required.
- I understand that my work may be used for future academic/quality assurance purposes in accordance with the provisions of the Data Protection Act 1998.
- I understand that the work/evidence submitted for assessment may not be returned to me and that I have retained a copy for my records.
- I understand that until such time as the assessment grade has been ratified through internal and external quality assurance processes it is not final.

Signature:

J Rainbow

Date:

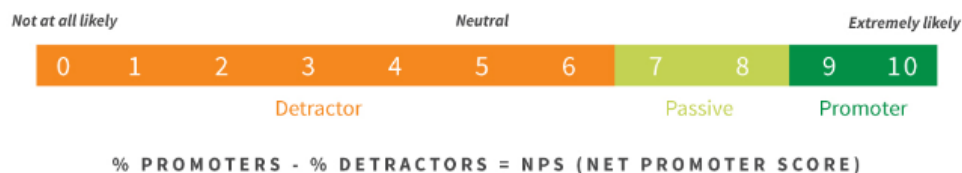
8 December 2021

Learning Outcome 1

1. Be able to assess levels of employee engagement within the organisation.

According to CIPD (2021), once an organisation becomes a particular size people analytics are a vital factor in assessing the strengths and weaknesses within it, and employee engagement is a key part. In order for people analytics to be useful and effective, they need to provide reliable, clear and specific data which can be actioned on. Therefore, CIPD (2021) advises using established engagement metrics. There are a number of metrics and methods that can be used to measure engagement. Some methods include case studies, interviews, experience sampling, rating scales, exit interviews, 1:1's and questionnaires. An example of one of the methods is the Utrecht Work Engagement Scale (UWES), measuring engagement as a psychological presence – a persistent and pervasive affective cognitive state and is not focussed on a particular event, individual or behaviour. It is scored to give an overall picture of engagement whereby higher scores indicate higher engagement. The scoring is done in three subscales – vigor (energy and resilience), dedication (enthusiasm, being inspired and challenged) and absorption (immersed in work) (Gifford and Young, 2021). Another method is An established survey tool is Gallup's Q12 engagement survey, a culmination of research which is a list of 12 questions (EV1). One of the benefits of this method is it is a survey – offering real time actionable data, providing opportunities for improvement. Bluestone conducts one annual engagement survey and three pulse surveys per year. The annual engagement survey questions remain the same, to provide year on year data for analysis and comparators. The pulse surveys include relative and topical questions which will vary, and are much shorter. The annual survey utilises Gallup's theory as a basis, which is tailored to the needs of the business. The benefit of this model is it has a proven link to greater performance outcomes. It also provides a framework to enable management teams to have motivating conversations with their employees. It is also a commonly utilised tool when enables comparators with other organisations (Gallup, 2021).

Another tool utilised by Bluestone is the net promoter score or NPS, this is utilised to monitor customers satisfaction. According to HR Grapevine (2017), HR plays a role in customer experience, and they believe the secret to great customer experience, could sit with employee engagement. They also explore the possibility that the HR function could learn from customer satisfaction teams. As companies know a wealth of information about their customers, HR Grapevine argue that using the same insight and analytics with employees provides the opportunity to design a great workforce experience, whereby employees do their best work. A net promoter score is a score of 1-10 in response to a particular question for the engagement survey the question is "Would you recommend Bluestone as a place to work?" This correlates with the question posed to guests "Would you recommend Bluestone as a place to stay?".



In this image, respondents are grouped as follows:

Promoters (score 9-10) are loyal enthusiasts. As customers they who will keep buying and refer others, fuelling growth. As employees they will recommend as a place to work and become brand ambassadors. Passives (score 7-8) are satisfied, as customers they are unenthusiastic and are vulnerable to competitive offerings. As employees, they are vulnerable to alternative employment, and give mediocre performance and motivation. Detractors (score 0-6) are unhappy customers. As

customers and employees, they can damage brand and impede growth through negative word-of-mouth.

Subtracting the percentage of Detractors from the percentage of Promoters yields the Net Promoter Score, which can range from a low of -100 (if

every customer is a Detractor) to a high of 100 (if every customer is a Promoter) (Net Promoter Score, 2020). This makes it a very useful tool in measuring engagement throughout the organisation.

Prior to the launch of the annual engagement survey, the people services team meet to establish an action plan (EV2). EV2 lays out the action plan. This first port of call is to establish the survey working group – this will include individuals responsible for establishing the final survey content, sharing the survey, monitoring completion rates, communications and working with departments following the survey. The next part is establishing the survey content including the relevant stakeholders. Whilst the people services are responsible for drafting the survey (EV4), the survey content is agreed collectively by senior leaders within the business (EV3). EV3 is an email shared with the heads of department, requesting feedback and detailing the agreed basis for the survey diagnostic tool. It is shared for both feedback and to ensure buy in. It is then shared with the board for final sign off. EV4 is a draft copy of the actual survey content from the most recent employee engagement survey. EV5 is an email sent to all employee's personal email accounts giving instruction on how to complete the survey, this was also shared to all employees via SMS. The following part of the action plan is for the people services team to monitor completion rates over the two-week window provided for survey completion, giving a gentle nudge to departments whose completion rates are lower. EV6 is an email to our F&B outlet managers, as completion rates were particularly low for this department. EV7 is an email to our management teams outlining the final completion rate of 87%.

Once the survey is closed, the feedback is analysed. Whilst the questions have set answers which provide clear data, there is opportunity for commentary from employees and this is equally as important to analyse. Any themes are picked out and areas of concern are highlighted. EV8 demonstrates the raw feedback for analysis for the Food and Beverage department specifically. The business was keen to understand the feedback for this department in this year's survey due to high attrition and difficulty in recruitment. Once the feedback has been analysed it is presented back to the board for initial discussion and commentary. EV16 demonstrates the pack of data with the analysed figures and the raw commentary data. The people services team take their time to read and review every comment made by each employee. EV9 demonstrates headline results utilised, with an NPS score of 34. 50% of the 85% who completed the survey are promoters, suggesting that a large portion of the workforce is engaged. Although 26.5% are neutral – meaning they are “on the fence” and could be easily swayed to being a detractor, although this does provide opportunities to re-engage. 24.5% are detractors which suggests disengaged employees, this also highlights opportunities, and this is where the responses to the individual questioning is useful in understand the specific issues. EV14 is an email highlighting the key areas for consideration for F&B specifically. The board will feedback and may identify priority areas or actions to take, including any resource requirements. Once this has been thoroughly discussed, the Director of People Services and People Services Manager will meet with the departmental management teams. EV10 is the headline slide which is utilised during this meeting. It is evident with the NPS score of -22 for Food and Beverage, intervention was required. A further focus group was carried out with some of the team members – EV15 is a follow up email to the department management following this. Whilst these meetings are facilitated by People Services, the line managers need to lead on delivering change. Working collectively, an action plan is populated detailing the areas of opportunity – the specific issues, causes and impacts on the team, what needs to happen – the specific improvement action that is required to address the issues, how it will happen – the specific process and activities, who will own the actions and by when, including space for progress made to discuss during regular meetings. EV11 is an email sharing the data and action plan ready to be populated and Following feedback to management teams, a communication plan must be established to feedback to employees. EV12 demonstrates the action plan utilised by the departments. According CIPD (2020), planned communications are vital covering timing, content, style and the channels to be utilised. Consideration must be given to providing clear, honest and consistent messages. The start of the communication plan should be the outcome i.e., what is the ideal outcome in terms of how employees will think, feel or act as a result. Where there is concerning feedback, departments will schedule focus groups to understand the feedback further and identify the root of the issues. EV11 details the communication plan for the business following completion of the survey. Following the initial action plan meeting, the people services team will have monthly sessions with management teams to review progress.

How to Measure Employee Engagement With the Q¹²

There are 12 needs managers can meet to improve employees' productivity. This approach to engagement is simple, and it works. These are the 12 employee needs that make up the items on Gallup's engagement survey:

01. I know what is expected of me at work.
02. I have the materials and equipment I need to do my work right.
03. At work, I have the opportunity to do what I do best every day.
04. In the last seven days, I have received recognition or praise for doing good work.
05. My supervisor, or someone at work, seems to care about me as a person.
06. There is someone at work who encourages my development.
07. At work, my opinions seem to count.
08. The mission or purpose of my company makes me feel my job is important.
09. My associates or fellow employees are committed to doing quality work.
10. I have a best friend at work.
11. In the last six months, someone at work has talked to me about my progress.
12. This last year, I have had opportunities at work to learn and grow.



Bluestone Survey Action Plan – People Services	Dates
Establish survey working group	
Establish survey content involving relevant stakeholders	
Launch survey to all staff	
Monitor completion rates ensuring buy in and encouragement from heads of departments	
Analyse feedback	
Present feedback to board	
Establish communication plan for employees	
Present departmental feedback to departmental management teams	
For departments of concern, schedule focus groups for further feedback and get to the root of issues	
Provide deadline for management teams to create an action plan in response to their departmental feedback detailing how they will make change happen	
Schedule regular catch ups with departmental management teams to ensure they are acting on what has been committed to in the action plans and to sustain momentum	

Evidence 3 (EV3)

Send	TO	Heads of Department
	Cc	
	Bcc	
Subject		Employee survey - TEST link

 Annual staff survey Final draft 2021.docx
31 KB

Hi Team

In preparation for the launch of the annual employee survey later this week. Mel at Insight6 has shared a test link. May I ask you to work through the questions to ensure we are collectively happy with them. As this is a test link only, your responses will not be seen in the final survey outputs.

[Employee survey - TEST LINK ONLY](#)

Further to our discussions, we have stuck with the usual Gallup Q12 questions as our basis, with the addition of some further questions including our usual NPS questions. The questions continue to fit our requirements and offer data that enables us to work with departments to implement strategies to enable greater performance outcomes. It also provides our management teams a framework to continue having motivating conversations with employees. It is a common tool and can also be utilised as a benchmark to compare with how other organisations are doing!

May I ask that you feedback any edits or amends to me by the close of play tomorrow at the latest.

Thank you for your support.

Kind regards

Jessica Rainbow
People Services Manager
Bluestone National Park Resort
T: +44 (0) 1834 869900 ext 436
Bluestone Resorts Ltd

Evidence 4 (EV4)

Employee Annual Survey

- Do you work full time, part time or seasonal? (Part time/Full time/Seasonal)
- How long have you worked at Bluestone? (0-3 months/3-6 months/6-9 months/9-12 months/1-2 years/2 years+)
- Which Department do you work in (if you work in more than one department, please select the department where you spend most of your time): (Activities/Bluelagoon/Entertainment/Facilities (Maintenance/Environmental/Bike Hire)

Values & Vision

- I really care about the future of Bluestone. (Strongly agree/Agree/Disagree/Strongly disagree)
- I believe there is a positive culture in Bluestone. (Strongly agree/Agree/Disagree/Strongly disagree)
- I enjoy coming to work. (Strongly agree/Agree/Disagree/Strongly disagree)
- I understand how my role relates to Bluestone's goals and objectives (Strongly agree/Agree/Disagree/Strongly disagree)
- Thinking about the previous 5 questions on Values & Vision, do you have any additional comments?

Inclusion

- I feel included in decisions that are made about my work. (Strongly agree/Agree/Disagree/Strongly disagree)
- I believe am treated fairly at work. (Strongly agree/Agree/Disagree/Strongly disagree)
- I receive praise and recognition for doing a great job. (Strongly agree/Agree/Disagree/Strongly disagree)
- I believe the promotion opportunities are applied fairly. (Strongly agree/Agree/Disagree/Strongly disagree)
- Thinking about the previous 5 questions on inclusion, fair treatment and recognition, do you have any additional comments?

Direct Line Management

- My line manager/supervisor ensures that I am clear about what is expected of me. (Strongly agree/Agree/Disagree/Strongly disagree)
- My line manager/supervisor cares about me as a person. (Strongly agree/Agree/Disagree/Strongly disagree)
- At work, my opinions seem to count. (Strongly agree/Agree/Disagree/Strongly disagree)
- I know who my Head of Department is. (Yes/No)
- My line manager is a great role model for the team? (Strongly agree/Agree/Disagree/Strongly disagree)
- Thinking about the previous 7 questions on direct line management, do you have any additional comments?

Learning

- I have received sufficient training to carry out my job effectively. (Strongly agree/Agree/Disagree/Strongly disagree)
- I believe that training opportunities are made available to me. (Strongly agree/Agree/Disagree/Strongly disagree)
- The training I have received has positively impacted on my role. (Strongly agree/Agree/Disagree/Strongly disagree)
- There is someone at work that encourages my development. (Strongly agree/Agree/Disagree/Strongly disagree)
- Thinking about the previous 5 questions on learning, do you have any additional comments?

Pay & Benefits

- Considering my role, I feel adequately compensated (pay, benefits, shares etc) for the work I do. (Strongly agree/Agree/Disagree/Strongly disagree)
- I understand what benefits are available to me. (Strongly agree/Agree/Disagree/Strongly disagree)
- If you disagree please state what benefits you would like:

Engagement

- I am proud when I tell others that I am part of Bluestone. (Strongly agree/Agree/Disagree/Strongly disagree)
- I would recommend my department as a place to work. (0-10)
- I would recommend Bluestone as a place to work. (0-10)
- I feel a strong personal attachment to Bluestone. (Strongly agree/Agree/Disagree/Strongly disagree)
- I feel inspired by Bluestone to do the best I can in my job. (Strongly agree/Agree/Disagree/Strongly disagree)
- I am motivated to help Bluestone achieve its objectives. (Strongly agree/Agree/Disagree/Strongly disagree)
- Thinking about the previous 5 questions on engagement, do you have any additional comments?

|

disagree)

- Thinking about the previous 5 questions on the work and workload, do you have any additional comments?

Welfare & Wellbeing

- Employee wellbeing is a priority at Bluestone (Strongly agree/Agree/Disagree/Strongly disagree)
- I am aware of the confidential Employee Assistance Helpline (EAP) (Strongly agree/Agree/Disagree/Strongly disagree)
- Health, Safety & Welfare is regularly discussed in my department. (Strongly agree/Agree/Disagree/Strongly disagree)
- Is there anything that you would like to be included in the Wellbeing Programme. Please state

Communication

- I am aware of what is going on in the business due to regular communication. (Strongly agree/Agree/Disagree/Strongly disagree)
- I receive daily/weekly briefings. (Strongly agree/Agree/Disagree/Strongly disagree)
- My line manager/supervisor speaks to me on a regular basis. (Strongly agree/Agree/Disagree/Strongly disagree)
- Senior Management regularly communicates to employees on an informal basis. (Strongly agree/Agree/Disagree/Strongly disagree)
- I regularly talk to my Employee Consultative Group (ECG) Representative. (Strongly agree/Agree/Disagree/Strongly disagree)
- I feel Bluestone communicates important changes well. (Strongly agree/Agree/Disagree/Strongly disagree)
- Thinking about the previous 7 questions on communication, how do you think we can improve it?

Evidence 5 (EV5)

Subject

Bluestone Annual Staff Survey 2021 - All Staff

Good [Morning](#) All

Please see the poster attached with information on how to complete this year's staff survey. We would love to hear your thoughts and understand how you feel, following a very unusual year. All survey responses are completely anonymous and independently reviewed by the Insight 6 team.

The poster has a QR code which you can scan to take you through to the survey, or if this doesn't work you can follow the link at the bottom of the poster.

If you are unable to complete this online please speak to your line manager or a member of the People Services team.

Kind regards

|

Jessica Rainbow

People Services Manager

Bluestone National Park Resort

T: +44 (0) 1834 869900 ext 436

Bluestone Resorts Ltd

Canaston Bridge

Narberth

Pembrokeshire

SA67 8DE

bluestone

Evidence 6 (EV6)

FW: Annual Staff Survey



Jessica Rainbow

To **F&B Outlet Managers**

Cc  Stuart Jaynes



08/06/2021

Morning all

Please can we do a final push on the survey and share the link on the outlet Facebook groups. Please reassure and encourage your teams to provide open and honest feedback – the survey this year is being analysed by a third party.

<https://i6southwales.instant-insight.co.uk/app/survey?instancekey=BB1E4218BD4911EBACCDF23C91C1E19E>

Kind regards

Jessica Rainbow

People Services Manager

Bluestone National Park Resort

T: +44 (0) 1834 869900 ext 436

Bluestone Resorts Ltd

Canaston Bridge

Narberth

Pembrokeshire

SA67 8DE

www.bluestonewales.com



Evidence 7 (EV7)

FW: Annual Staff Survey - Message (HT...

File

Message

Help

Tell me what you want to do

Delete

Respond

Quick Steps

Move

Tags

Editing

Immersive

Translate

Zoom

Quick Steps

Language

Zoom

FW: Annual Staff Survey

JR

Jessica Rainbow

↶

↷

→

⋮

To

Heads of Department; Team Leader Team; Stephanie Hughes

18/06/2021

Cc

Stuart Jaynes

Final result is at 87%! Well done everyone 😊

	Completed	Headcount	%Completed
Activities	37	32	116%
Arrivals	13	10	130%
Blue Lagoon	42	42	100%
CSR/Projects/Directors Office	12	9	133%
Entertainment	13	11	118%
Facilities	35	38	92%
Finance	9	9	100%
F&B	71	113	63%
Guest Services	18	20	90%
Housekeeping	246	287	86%
HR	11	11	100%
IT	12	11	109%
Marketing	13	16	81%
Retail	13	14	93%
Sales	15	22	68%
Security	17	19	89%
Spa	21	22	95%
	598	686	87%

Kind regards

Jessica Rainbow

Evidence 8 (EV8)

AutoSave OFF										Food and Beverage.xlsx - Protected View										Search (Alt+Q)										Jessica Rainbow JR										Share										Comments																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																					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PROTECTED VIEW										Be careful—email attachments can contain viruses. Unless you need to edit, it's safer to stay in Protected View.										Enable 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Evidence 9 (EV9)

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Share Comments

1 2021 Employee Survey

2 Summary Response

3 Employee survey Summary

4 Finance

5 Spa

6 Housekeeping

7 Sales & Revenue

8 Blue Lagoon

insight6
CUSTOMER EXPERIENCE SPECIALISTS

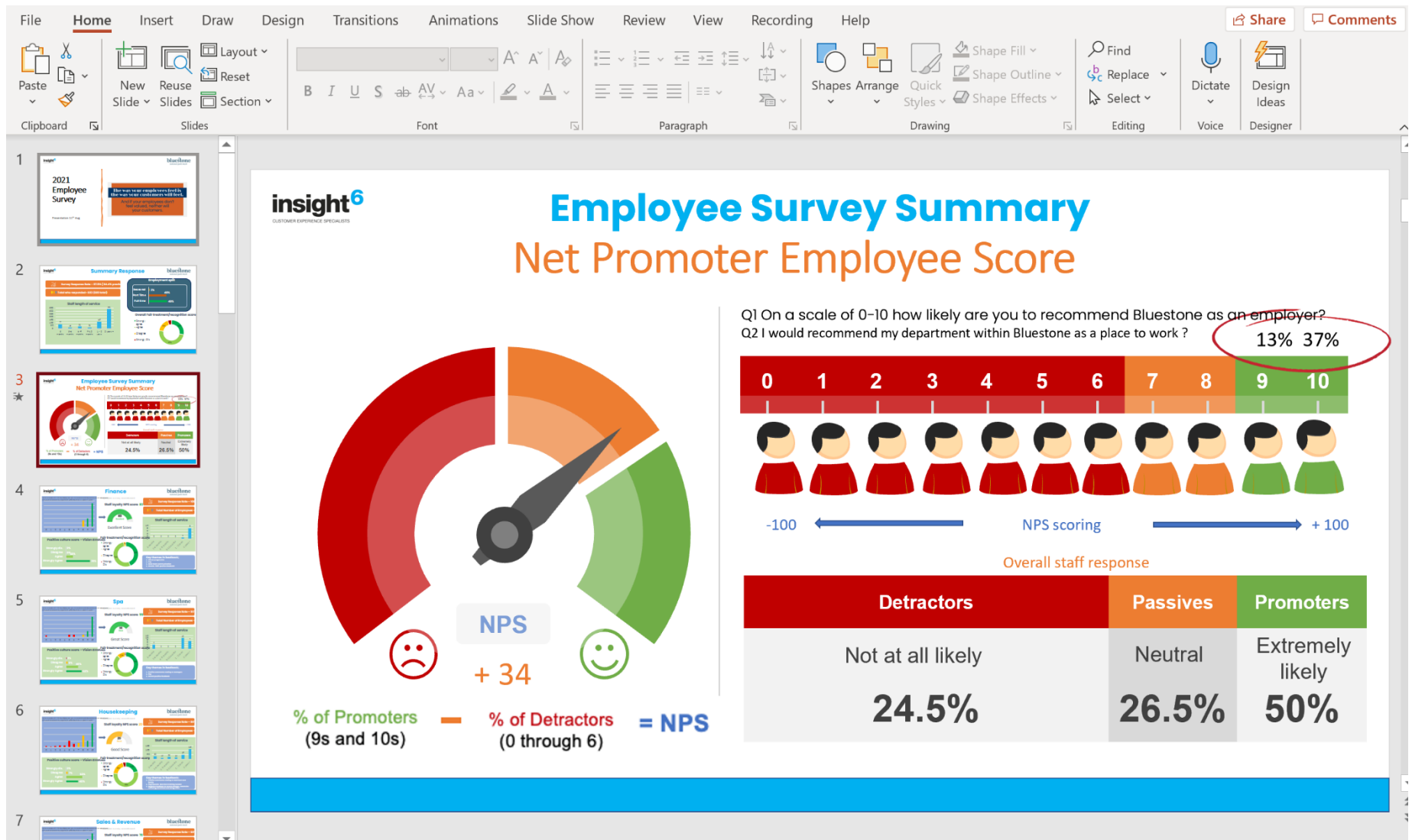
bluestone
national park resort

2021 Employee Survey

Presentation 11th Aug

The way your employees feel is the way your customers will feel.

And if your employees don't feel valued, neither will your customers.

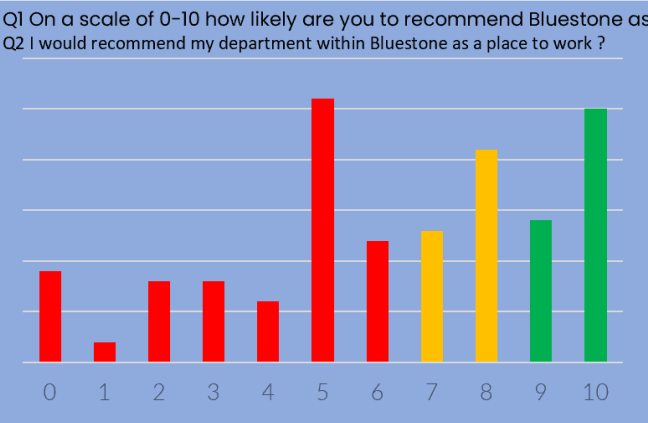




Food & Beverage



Q1 On a scale of 0-10 how likely are you to recommend Bluestone as an employer?
Q2 I would recommend my department within Bluestone as a place to work ?



Staff loyalty NPS score -22



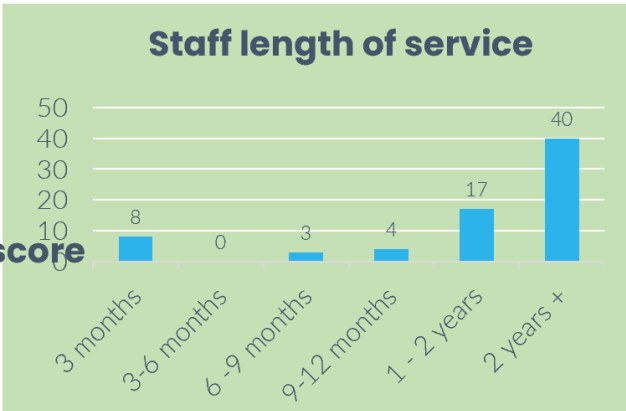
Needs Improvement



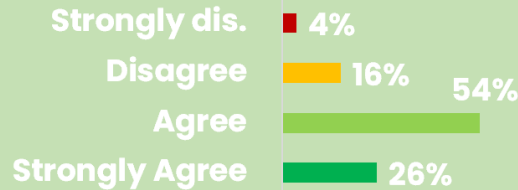
Survey Response Rate – 64%



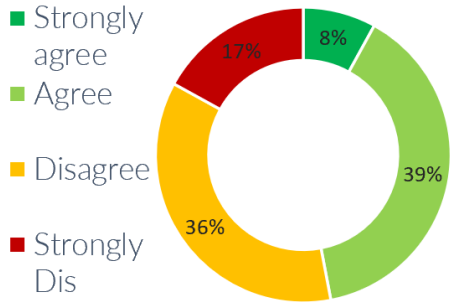
Total Number of Employees –



Positive culture score – Vision & Values



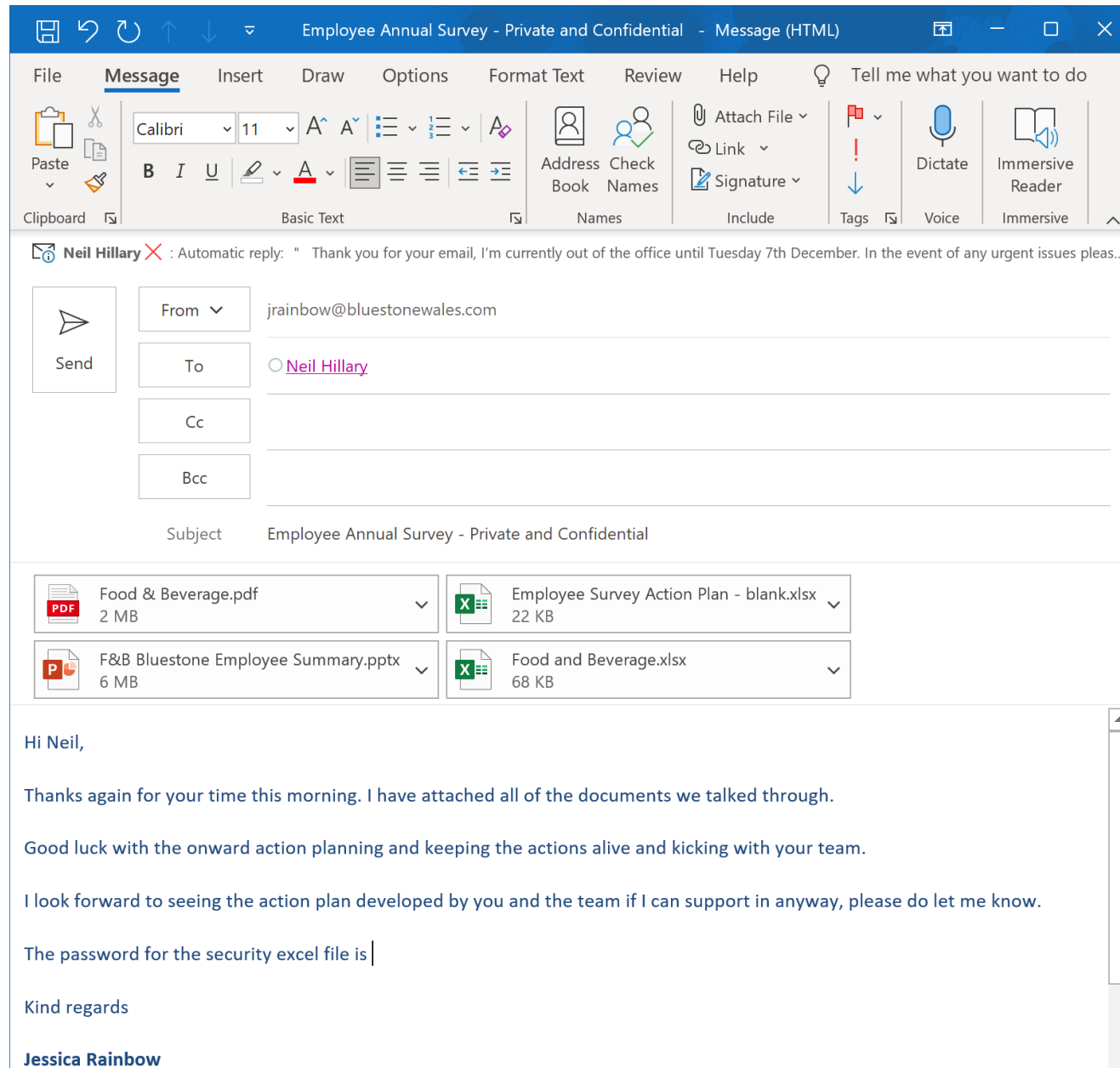
Fair treatment/recognition score



Key themes in feedback;

- > Low staff moral
- > Pay
- > Strong feeling of being underappreciated and not valued
- > Negative feedback for senior management and

Evidence 11 (EV11)



Evidence 12 (EV12)

AutoSave Off Employee Action Plan July 2021.xlsx - Read-Only Search (Alt+Q) Jessica Rainbow JR

File Home Insert Draw Page Layout Formulas Data Review View Help

Clipboard Font Alignment Number Styles Cells Editing Analysis

C13

	A	B	C	D	E	F
1	Employee Annual Survey Action Plan					
2	Department	People Services	Date:	29/07/2021		
3	HOD	SJ/LH/JR/CL	EVC: N/A Collective		ECG Rep	
4						
5	Area of Opportunity	What Needs to Happen	How will it Happen	Owner/s	By When	Progress Update
6	What is the problem? What impact is it having on your team? What is causing this problem	Specify the specific improvement action that is required to address the problem	Specify the process and activities required as part of the improvement action			
7						
8						
9						
10						
11						
12						
13						
14						

Evidence 13 (EV13)

AutoSave Off

Board;Master Bluestone Employee survey results KM 2nd Version.pptx - Read-Only

Jessica Rainbow

Share

Comments

FileHomeInsertDrawDesignTransitionsAnimationsSlide ShowReviewViewRecordingHelp

Paste

New Slide

Reuse Slides

Reset

Section

Font

Paragraph

Drawing

Editing

Voice

Designer

18

19

20

21

22

23

24

Employee Annual Survey

Communication Plan

1 st July	7 th July	8 th July	w/c 12 th July	w/c 19 th July	w/c 26 th July	1 st – 16 th August	w/c 16 th August
Insight6 share initial survey data with SJ	HOD Engagement on survey headline results and supporting framework.	Share key survey headlines within Comms Brief.	Hold 1to1's with HODs to cascade departmental results. Engage ECG business headlines 15 th July	'People's Voice' champions nominated by department. Submitted names to CL by COP 25 th July.	People's Voice Champions action planning and facilitation training session. Date TBC	HODs, People Voice Champions and ECG Reps develop departmental action plans	Action Plans submitted to People Services and ST for final/ongoing review.

Reacting quickly to feedback provided by your team is a crucial factor in driving engagement. There's nothing more dispiriting for your team than to be asked to offer suggestions and then have that advice roundly ignored by management. Spend too long collating a comprehensive list of ways to improve the business while failing to keep employees aware of the procedure and you risk losing their attention and buy-in. It's far better to draw up a series of micro-actions that will lead to small but tangible steps forward, allowing your team to see continual action being taken.



Evidence 14 (EV14)

Subject

F&B Employee Survey Outcomes

Hi All

Based on the feedback from the employee survey – I have pulled out the key themes that need addressing through your employee survey action plans.

- Recognition - Staff feel unrecognised for the hard work they're doing. Many feel underappreciated for going above and beyond.
- .
- Communication - General feeling of no communication across the department or from senior (outside F+B) teams
- Breaks - staff are either not getting a break, or not enough of one
- Promotions - Let all the staff know of any promotions within the department and be clear on the role and how they can get there. Pay review should help us structure this further. We need to stress that any promotion is based on credentials being met, not based on favouritism.
- Hours - Many staff are working very long hours – unsustainable going forward – despite the shortage we are facing

Look forward to seeing your revised action plans and working with you and the teams.

Kind regards

Jessica Rainbow

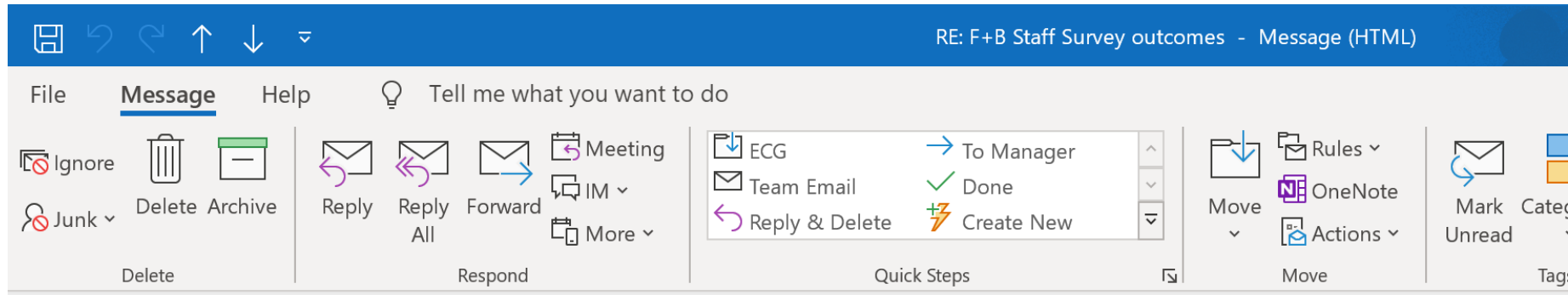
People Services Manager

Bluestone National Park Resort

T: +44 (0) 1834 869900 ext 436

Bluestone Resorts Ltd

Evidence 15 (EV15)



RE: F+B Staff Survey outcomes



Jessica Rainbow

To [Ross Mackintosh](#); [Harrison Sharp](#); [Mel Goldsworthy](#)

Cc [Neil Hillary](#); [Stuart Jaynes](#)

 This message is part of a tracked conversation. [Click here to find all related messages or to open the original flagged message.](#)

Great work guys – some really constructive honest feedback and some clear quick wins that can be achieved here.

Will a follow up meeting with the team be scheduled to feedback on action we've taken and efforts to address?

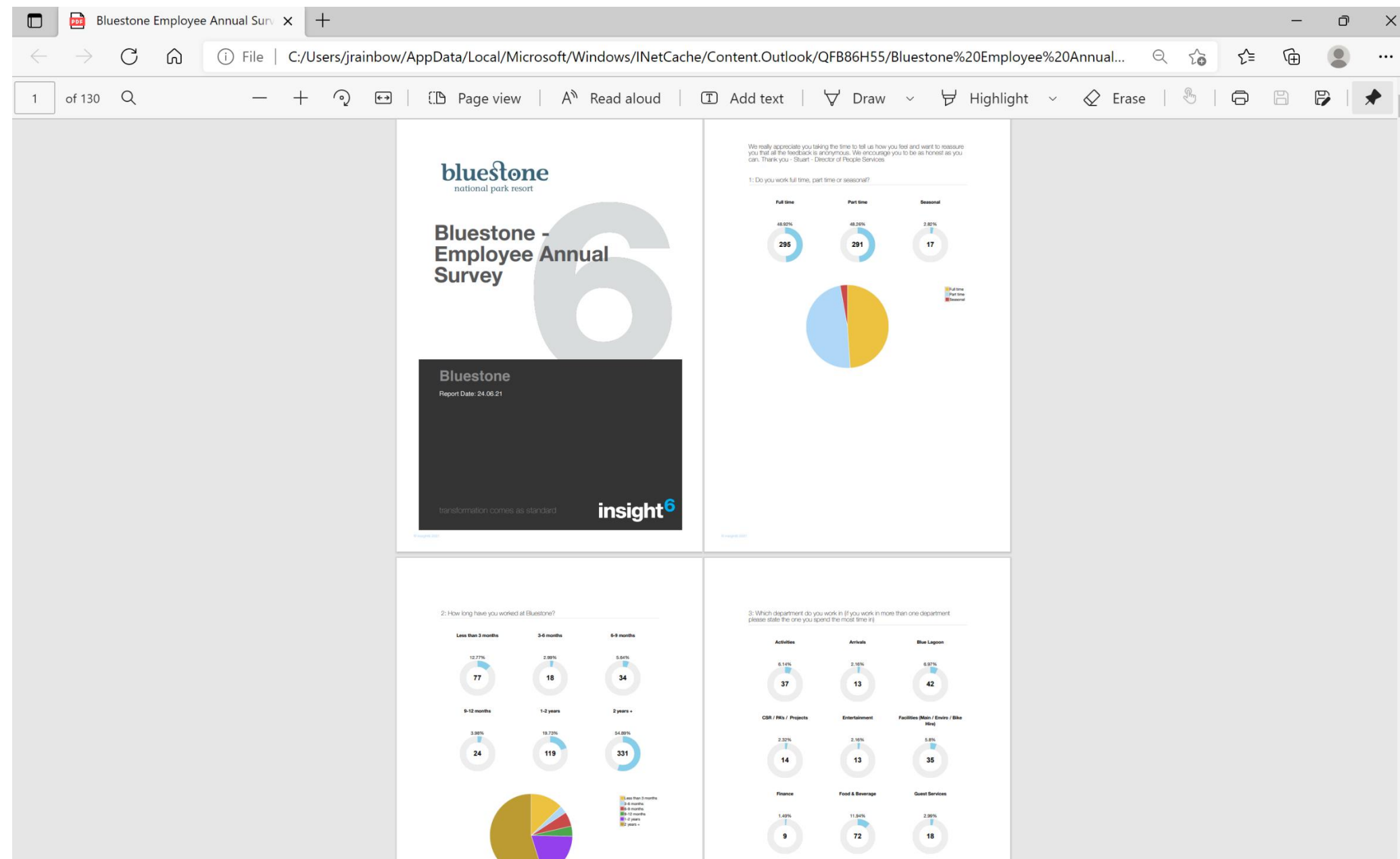
Can we also offer some form of reward as a thank you to those who attended?

Again, well done on the session. Might be worth putting focus group sessions in the diary with teams on a regular basis. Happy to support if needed 😊

Many thanks

Jess

Evidence 16 (EV16)



56: I am proud when I tell others that I am part of Bluestone.

57: I would recommend my department within Bluestone as a place to work. (0 = definitely wouldn't, 10 = definitely would)

58: I would recommend Bluestone as an employer. (0 = definitely wouldn't, 10 = definitely would)

59: I feel a strong personal attachment to Bluestone.

PDFBluestone Employee Annual Surv

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of 130🔍

—+↺↻📄Page view🗨Read aloud📝Add text🎨Draw⌵Highlight⌵🧽Erase👉📄📄📄📌

62: Thinking about the previous 6 questions on engagement, do you have any additional comments? Comment Again, there should be an answer between agree and disagree. In many ways, Bluestone is a great company and good employer. In other ways, it has old-fashioned attitudes and its rhetoric doesn't match the reality. At companies have issues with things like bullying and discrimination, particularly racism and sexism, and Bluestone is no exception so I'd like to see more done to combat that and foster genuine inclusiveness. Bluestone and its managers don't necessarily make me want to be good at my job. That's my nature by itself. But, there is a hierarchy and bias in the managers at floor level. I have seen many staff come and go because they are essentially bullied out or made to feel inadequate, or like an outsider, just because management don't like them. Bluestone has a reputation locally of overworking and underpaying their staff. When Bluestone pay 19 an hour and exactly the same job in the county is £12-15 an hour and we sit wonder why we can't recruit, something is fundamentally wrong. Bluestone has a number one rule of everyone is replaceable, this is both a waste of time and resource, we have a core of exceptionally talented staff who are not financially rewarded for the skill level, hard work and determination and commitment. Bluestone has a very short staid view. When you have people doing exactly the same job, yet they are paid drastically different salaries, how is that fair? How can the business honestly look at themselves in the mirror and wonder why people are looking for other jobs? You get new staff join Bluestone on a decent salary/exceptional salaries yet those loyal staff who have been here for years have to almost beg to try and get the reward they deserve. Bluestone takes advantage of some of its staffs good nature, I honestly feel like Bluestone thinks "They've been here for ages, they'll never leave", if they paid them accordingly the staff would be more motivated, more productive and would benefit Bluestone. Staff benefits are a joke, you are not allowed on site so can't use them and when you are working 40 plus hours a week for Bluestone, do you really want to spend your free time here? Why not work with other local businesses, money off attractions or cinema, restaurant discounts. In other large business they have staff who are in charge of this because they see the value of staff happiness, Bluestone wouldn't do that, they would see that as a "waste of money", that site doesn't generate an investor" - yet that site could bring joy, happiness and a real reason to stay and work here, indeed lets give the staff some staff points that they can use. Case in point, I know a staff member who had worked here for years, let as they hadn't been progressed, went to work in a job that had a future and went to book a break with their staff points and was told they couldn't has due to covid staff couldn't stay - that sums up the attitude of the business - why not let them book a break in the future? Hope, lets just say no - handy the Bluestone Way is it, or is that actually the Bluestone Way, focusing on what's best for Bluestone and Bluestone alone? Bluestone has been incredible for me over the years and still is. I've changed a lot since starting here with making lots of friends and gaining extensive training and knowledge. Bluestone is a wonderful place to work. Bluestone is good for the environment and the Pentridge area. It's a jewel in the crown of the county Bluestone to me has a good record and reputation for looking after its staff. © copyright 2021	Comment Bluestone was my first job in life and I hope the company keep doing the good work. And taking care of the employees. Disagree for inspired to best I can..., I do the best I can on the task given but it could be done so much better if there wasn't this time old conflict between IT and marketing dept. Even though I have a lot of complaints (especially re Covid issues), I still have pride in my work, am a team player and believe in bluestone as a whole. Frequent negative feedback and comments from outside IT following seemingly successful deliveries damages morale. There exists an apathy towards engaging at any stage of IT projects, with a refusal to even attempt modern approaches and methodologies offered. Common criticisms include our attempts to move away from imitating Centraparks and other competitors, instead trying something new, fresh and unique. These attitudes are stifling creativity and greatly limiting the ability to deliver what could otherwise be hospitality sector defining technologies. Great employer to have. Hard to find motivation when directors are saying that our shops don't matter Hate bluestone, treat your staff better and we would care Help me to regain my love of Bluestone Please I am disappointed how Bluestone is changing which makes me less proud to work here. I still want to do a good job and achieve what is expected of me. That is more down to personal pride than the inspiration Bluestone gives me. I am inspired by my supervisor and my team mates. I am motivated and inspired to do my job, but feel it comes down to lack of support to be able to get an idea off the ground, or it comes back to money I am motivated because I have to be. I can see how we lose good staff though as the work load increases and they end of up blowing if not asking for help. I am motivated by my line manager, not Bluestone as a company. There's not much love from the Exec team really. I do love my job and even tho only a few I have made some friendly connections working here. I believe if the communication issues got handled better an the payment system was changed to a less complicated and more reliable system this would massively benefit staff. I do take my role seriously and work to the best of my ability. I always try to engage with customers in a polite manner and do my best to represent bluestone in a positive manner I do want to be an amazing member of staff at Bluestone. I have definitely experienced glimmers of the inclusive, positive and caring employers that Bluestone is striving to be, but the reality is still very far away. I enjoy what I do but do not feel valued enough to actively promote bluestone © copyright 2021
Comment I feel attached to bluestone more so for the guests and my team not the company. I feel as if it's quite money oriented which is completely justified as it's a growing business however sometimes it feels like it's just about the money and it definitely feels like this and the atmosphere has changed so much in the last 3 years! We don't really see senior staff walking around and this is before covid, everything seems to be focused on the dome & not based in the whole park. The woodsie wild shows in the village hall were so special and so cozy and I think the guests appreciated that first only really went the dome except recent village which is now getting old. I understand people but are still looking on and it's full so why change it and spend money on it if it's generating money, but I honestly feel it's the entertainers that make that session as the guests are looking at nothing, and I get it's an entertainers job to do that, but there is so much you could do with that session and then guests would pay more too. I feel like ents are being pushed out the door almost as if we are just there to be a face for the company, the team have such a amazing talents yet aren't given the platform to show it & instead other companies or performers are brought in and even though after rebrandances we would be allowed to be at least audition for the shows, but so far there has been no talk of an audition or no word, and by the sounds of the conversations we aren't going to get the chance and I think it's quite sad. The ents team are so talented! I feel bluestone is a multi million pound profitting business but we don't see any of it. Some months we take home between £800 - £1200. It's just not enough to recommend anyone to work here. But I do enjoy it for the time being I feel strongly about our department, but it's difficult sometimes to feel engaged with the wider business. I hate bluestone I have lot of respect for the CEO and love the company. I even offered to help out during furlough as I care about the business. I have a real sense of pride and attachment to Bluestone due to working here for such a long time, but concerned newer starters won't have that attachment if they are not paid enough or shown to be valued. I have only been here a couple of weeks so I haven't got that personal connection just yet, but I'm sure I will after a few more weeks. I have worked for bluestone for along time and have always loved being part of the bluestone family that you just don't always get in other companies. I like to make anything I do work, as time goes on the company continues to make changes that affect staff and expect us to just do it. This is done without regard for staff hours or their wellbeing and this shines back on the company with how staff feel towards bluestone. I love my job at Bluestone. I love my job, I love my team. To be able to engage more and get the best out of my team I think we need to be heard more, rather than being told we need to do. We know best. I love the newsletters we receive and how much information is always sent to us, it's a lovely touch and nice to be kept in the loop I love the team I work with, and us as a department in Marketing and Creative work really well together and I'd recommended anyone to work in this team. I can't speak for people on park and the working situations there.	Comment I love working at bluestone but struggle to recommend working there because the pay is so poor. It's actually embarrassing. I think staff should get pay rises in recognition of loyalty and length of service at least. I put disagree to the question about feeling motivated by bluestone to the best job I can because there is so much asked of us in such a small time frame with little help or praise, there is a lot of pressure sometimes time wise and I just feel how can I feel motivated by that when it's just all piled on and I can't there free to do my job to the best of my ability. But I just agree to the question "I am motivated to help bluestone achieve its objectives" because I am that kind of person and always try to do things to the best of my ability even if I suffer for it and worry and stress over it. I really do love the company and the where it is going! I see bluestone as a great place in it self just a lot needs to be improved as it's a former shadow of what it was when I started there 8 years ago. I think the vast majority of people are engaged in their work, I think to inspire we need to have reminders of how important our job is, it is part of their holiday experience, that guests pay a lot and we need to do our best. I think also more confidence building when speaking to groups would be helpful! I used to be proud of working here but not anymore. I still have pride in the work I do for bluestone though regardless of my many other complaints. I used to be proud to work here, but not anymore but I still will do my best (unless it is a team leader that is useless and needs to up their game) because why should I work hard when others don't? I want bluestone to achieve everything but they need to sort out the departments I feel they are looking for a particular face if you don't have it your gone. I will always give my 100%. That's the person I am but I don't feel like bluestone pushes and supports the bond and leverage team and feel we are very under appreciated I would like to feel more part of a team I would recommend Bluestone to anyone as an employer. I would recommend my department for someone looking for part time work. If feel we have a well run department with a really positive attitude. We all support and help each other and I feel lucky to work in the department I am in. If I were to recommend anyone to work at bluestone I would say it's a great place to work, staff are well looked after and well paid. However, if you don't like hard work - don't bother. I often think that as a housekeeper we have one of the most important jobs on park, and it can be one of the most rewarding. But I just often wish I only had two of my lodges to clean (Barney and a Casey) so that I could look after them "properly" and don't feel I had to work at a flat out run all day just to finish on time. I'm happy with my team and they're work ethic! Management really need to ask staff about their wishes and not throw people into the deep end - if they want to keep staff. They undermine us

2. Be able to evaluate current organisational approaches to employee engagement.

There are many different dimensions of employee engagement, however Purcell (2010), defines building blocks of engagement, which can also be considered the drivers, as:

- Employee trust in management
- Satisfaction with the work itself
- Satisfaction with involvement in decision-making at the workplace
- Quality of relationships between management and employees
- Satisfaction with the amount of pay received
- Job challenge
- Satisfaction with the sense of achievement from work (Taylor and Woodams, 2016).

The concept of employee engagement is further developed in the Macleod Report (2009), which identifies four enablers of engagement: a strategic narrative, engaging managers, employee voice and integrity. Both areas of research demonstrate the importance of leadership in promoting a culture of engagement. HRM have an important role within these building blocks by implementing HRM policy and practice, however leadership are responsible for bringing this to life, creating the conditions where there are good working relationships between management and employees, based on trust and fulfilment with their work. Applying this to Bluestone, the engagement survey demonstrates that 93% of employees agree/strongly agree that their line manager ensures they are clear about what is expected of them and 90% agree/strongly agree that their line manager cares about them as a person. 90% also strongly agree/agree that their line manager is a great role model for the team, suggesting that the general feeling from employees is the relationships they hold with their management is of a high quality. Employees at Bluestone also have a voice via the employee consultative group, this group meets monthly (EV23) and there is a representative from each department where employees are encouraged to channel ideas, concerns, thoughts and feelings. It is chaired by the Director of People Services, and the CEO also attends a handful of times throughout the year. New ideas and proposals for the business are consulted with the employee consultative group providing an opportunity for involvement in decision making and to be listened to. Pay is another key consideration of Bluestone's in line with satisfaction of pay being a contributing factor to engagement. The organisation carried out a pay review in response to the recent survey results (EV22). Whilst 61% of employees strongly agreed/agreed they felt adequately compensated for the work they do – 39.14% of respondents strongly disagreed/disagreed. The pay review consisted of market research into national and local pay comparisons and adjustments made where necessary. This was addressed with a large number of entry level roles receiving an increase to their standard rates. Bluestone is also keen to understand if employees feel there is satisfaction and a sense of achievement from the work carried out, as this is another driver for engagement. Key questions are posed within the engagement survey and 85% of respondents find their work interesting alongside 92% feeling they are able to cope with expectations of their role. The Macleod Report (2009) defines integrity in organisations as employees believing the organisation lives its values and the promoted behaviours are adhered to resulting in a sense of trust. 98% of respondents really care about the future of Bluestone and 87% believe there is a positive culture.

CIPD (2021), suggest that engagement occurs from varying dimensions of working life including an individual's personality, job design, the climate and culture of the organisation and management practices. Autonomy and self-determination are the most established influences on motivation i.e., being able to shape the job to ensure it has meaning and enjoyment. An individual's personality also impacts engagement, i.e., some employees will naturally be more engaged or disengaged. This highlights the importance of well-established recruitment and performance management frameworks. Our recruitment policy (EV17) provides a detailed procedure for our management teams alongside guidance documents. Our interview guides (EV21) also offer scoring criteria including behaviours to ensure we are onboarding employees who are engaged and the right fit for the organisation's values. Our performance management framework (EV18) is also focussed on behaviours – an example behaviour guide demonstrates the expected behaviours in a particular element – grow as a team, for guest facing roles (EV19) ensuring we retain engaged employees and support on how to manage these if they are not the required standard.

According to CIPD (2021), line managers are the medium between HR initiatives and company strategy and the employees. This also emphasises that line managers are the implementers of engagement initiatives. HR have a crucial role to play in facilitating processes and have responsibility for the transactional aspect of engagement. Whilst employees play a role in partnering and engaging in initiatives, senior leadership must model behaviours advocating engagement and be accountable for leading and driving it. Engagement requires collaborative working relationships, without this and in the absence of leadership who have bought into engagement initiatives, they become barriers to engagement. Bluestone gives focus to ensuring our leaders have the right approach and behaviours – demonstrated through our performance management framework and regular conversations around soft skills (EV20).

An organisational factor that is a significant barrier to employee engagement is employee communication. Effective internal communication ensures transparency within an organisation and is a critical part of employee engagement, promoting better performance, retention and wellbeing. The benefit of good internal communication ensures employees remain connected and feel a sense of belonging, understanding the purpose and strategy, identifying with its values and having a clear understanding of their individual contribution to its wider purpose (SHRM, 2021). Reviewing the survey data, it is evident there are some concerns with the level of communication within the business from the employee's perspective. 20% of respondents disagree that they are aware of what is going on in the business from regular communication and 24% do not feel that Bluestone communicates important changes well. 26% of respondents also do not feel senior management regularly communicates to employees on an informal basis. Whilst we promote the employee consultative group as an opportunity for employees to have a voice, the survey also found that 61% of respondents do not regularly talk to their ECG representative and 30% do not feel included in decisions that are made about their work. Also, out of 29% employees actively looking for another job 25% list communication as the reason.

There are a number of benefits associated with developing trust within organisations between employees and the organisation. According to Sanders (2021), this trust is at the heart of employee engagement. Trust is formed within workplace relationships from seeing and experiencing behaviours which enable trust. This trust needs to be two way, and nurtured, developed and embedded in all workplace relationships. According to HR Zone (2019), trust builds engagement, where employees who feel trusted are empowered to work to the best of their ability. Trust is not implicit within the contract of employment, but time and effort on a personal level alongside a reasonable operating structure that accommodates human needs. The association of trust within employee engagement should be considered (HRZone, 2019). This is directly related to concerns around communication, as inconsistent messages from senior leaders, how organisations communicate with customers, can destroy trust. This highlights weighing up being open and honest and offering employees' information as and when you have it, with establishing priorities ensuring they are articulated before broadcasted avoiding making unrealistic commitments. Within the engagement survey, 23% of respondents disagreed that the promotion opportunities are applied fairly and 22% of employees do not feel their opinions seem to count.

Recruitment and Selection Policy



Debbie Rainbow
Bluestone Resorts Ltd
12/1/2007

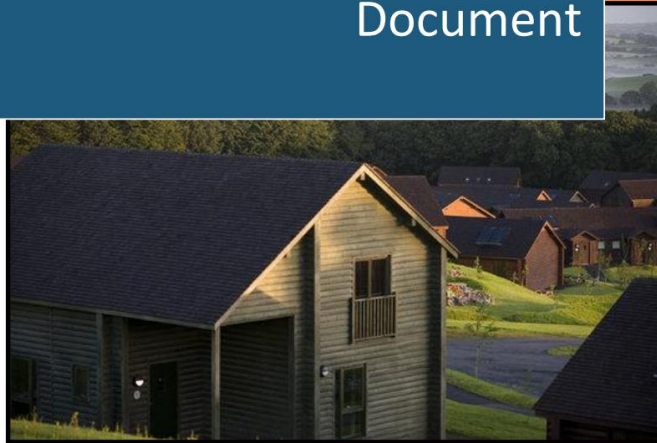
Doc No:	PS-P-001	Recruitment & Selection Policy	
Rev No:	REV3		
Created:	01/12/2007		
Last Review:	04/08/2021		

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The Bluestone Way Guidance Document



C.Lewis
Bluestone Resorts Ltd
1/02/2021

Doc No:	LD-SOP-007	The Bluestone Way	
Rev No:	001		
Created:	18/12/2019		
Last Review:	1/02/2021		

“THE BLUESTONE WAY” – OUR THREE VALUES:

Genuine Care
True Ownership
Grow as a Team

1. What does Bluestone Leadership look like? (the ‘Heart’)

The goal of *The Bluestone Way* is to develop our people in a way that reflects our company culture and values. It’s also about developing emotionally intelligent leaders who are capable of uniting and harnessing the individual talents of all of our people to deliver a truly unique and memorable Bluestone experience to our guests.

Setting targets alone does not create a culture of high performance and excellence. Equally, teamwork and collaboration doesn’t just happen.

Bluestone leaders take responsibility for creating the conditions where teams thrive and succeed, based on open and honest communication, common goals, shared values and behaviours. They create an environment of trust and support through active listening, understanding and action.

Bluestone leaders know their people, their strengths and talents - and play to them. They know who needs to be coached, mentored and stretched and take personal pride in people development. Equally, our leaders are decisive and will not tolerate unjustified negativity, poor attitude or prolonged poor performance. Time is much better spent on those who want to thrive.

Bluestone leaders take responsibility for their own actions; they are brave and willing to take risks - failure is an opportunity to think fast, learn and improve. The mantra is one of learning not blaming. Conversely, successes are shared and celebrated; individual and team achievements receive recognition and praise is a given.

Pretty amazing things can happen when our people combine talents and consistently, day by day, learn to excel as a team.

Finally, but most importantly, Bluestone leaders lead by example.

‘Great things in business are never done by one person. They’re done by a team of people’. Steve Jobs (Apple),

(LD-SOP-007) Created: 18/12/2019 Last review: 18/12/2019 Next Review: 1/2/2021 Owner: C.Lewis

BEHAVIOUR GUIDE FOR GUEST FACING ROLES: FOOD & BEVERAGE, HOUSEKEEPING, GUEST SERVICES, LEISURE, SPA & RETAIL.

GROW AS A TEAM		
WE SHARE OUR KNOWLEDGE WITH OTHERS. WE CELEBRATE SUCCESSES, ACKNOWLEDGING THE CONTRIBUTION MADE BY OTHERS. WE SEEK OUT LEARNING IN EVERY OPPORTUNITY, IDENTIFYING AND TRIALLING WAYS TO DO THINGS BETTER.		
NEEDS WORK/BELOW EXPECTATION	OK/GOOD	GREAT/ROLE-MODEL
My knowledge and skills may be a bit 'rusty' and I may avoid training/new learning opportunities or feel that I don't need to learn anything new.	I regularly take steps to learn more, upskill myself where appropriate.	I'll sometimes learn new things outside of my current role because of future trends, changes in how the resort will work etc.
I tend not to want to do things differently, prefer the 'status quo' and will often comment that a new way 'won't work'.	I'll always have a go at new ways of doing things and keep an open mind to make it work.	I'll often encourage others to 'have a go' at a new way of working and overcome any objections.
I don't often suggest ways we can improve/do things better.	I often think about how we can do things in better ways and suggest these as appropriate.	I'll often come up with and suggest 'new, workable solutions to old problems'.
I tend to keep hold of knowledge and information so that I am the only 'expert'.	I pass on and openly share my knowledge and information with others when needed.	I carry out training sessions, put together frequently asked questions or other methods to share knowledge with others/make life easier.
I'll take on new activities if asked but may be resistant or prefer to 'do something else' when I've finished something.	I'll willingly take on new activities or projects if asked to.	I actively seek out and relish taking on new activities, projects or priorities.
I rarely taken on others feedback when challenged about a potential weakness identified in me.	I react positively to developmental feedback and people see/hear the suggested changes.	I ask and welcome developmental feedback and see it as beneficial as well as acting on it.

BEHAVIOUR GUIDE FOR PEOPLE-MANAGEMENT ROLES (in addition to the appropriate team member guide that should also be followed)

GENUINE CARE We show genuine care for ourselves, our team, our guests, and the environment.		
NEEDS WORK/BELOW EXPECTATION	OK/GOOD	GREAT/ROLE-MODEL
I can be seen as a 'downer'/having negative energy which can impact morale of people around me.	I'm perceived as friendly and approachable, say 'hello' to people, get to know the team and others on a personal level.	I'm seen as someone with great empathy, a 'mood lifter' who can inspire others to feel great about themselves.
I cut corners with the recruitment and interviewing process; stick to my 'standard script' and can often 'rush to recruit'.	I follow a thorough recruitment and interviewing process focusing on quality rather than rushing to get someone in.	I suggest and get involved with different ways of attracting, interviewing and testing potential employees.
I don't plan induction, activities are last-minute and the new starter is often left with little to do or confused!	I follow a thorough induction process with clearly defined measures and milestones.	I bring new things to induction that other peers don't, exposing new starter more to what others do and how pieces fit together.
I'll generally meet targets and expectations – may, however, only be 'just enough to get by'.	I'll generally work to beat agreed team targets and expectations.	I agree stretching targets and goals and will always strive to achieve and exceed them/encourage others to do so.
I may be too overly involved in team in a way that is difficult for others to know who the manager is or alternatively be too 'hands off'.	I'll roll up my sleeves and get involved in team activity from time to time as needed – I have a good working knowledge around what they do.	I strike right balance in getting involved in team activity to help motivate versus stepping back and allowing them to carry out activity/resolve their own issues etc.
I don't always pay much attention to the workload someone has – be it too little or too much.	I pay careful attention to make sure everyone has the right amount of workload.	I anticipate future workload, how this impacts people and what plans need to be in place.

Evidence 22 EV22



Sample Market Pay Letter.pdf
113 KB



Market Pay Briefing Script.pdf
103 KB



Good Morning All,

Further to my previous communication on 08 August in relation to the market pay review exercise I can now confirm that the business is preparing to administer the rates of pay to those affected from 01 September. The market pay review has identified positive changes required to some **(not all)** team members' rates of pay, this enables Bluestone to offer fair, competitive salaries packages that are based on our specific sector and comparative job roles, these changes will be effective from 1st September 2021. Be mindful that a Specialist Roles market pay review was completed and implemented in October 2020. The relevant rates of pay have already been communicated to those Mangers whose team are affected by these changes.

Next Steps:

1. Market Pay information must not to be communicated before the dates set out below:

The following statement will be published in tomorrow's Bluestone Family Newsletter (19 August).

/We are pleased to report that the business has now concluded its comprehensive market pay review. As part of this, we have conducted extensive competitor analysis of rates of pay locally, regionally and UK wide. This process has identified some pay structures in the business that require changes to ensure rates of pay are competitive, and to bring in line with the market pay offerings; allowing us to work towards a fair, concise, and competitive pay structure and salary benchmarking process. This review will result in changes for some roles and in some departments, to bring rates in line with the market. If you are affected by this, you will receive a letter via email by the 27th August. If you do not receive a letter but would like more information, please discuss with your HOD or Line Manager who will be able to help further. Thank you so much to all our teams for your hard work, commitment and support."

2. From 20 August onwards, the People Services Team will issue letters via email to all those employees affected, this may take several days to process based on the volume of administration required. (Sample letter attached).
3. Attached is a briefing script for HODs and Senior Managers to read to those employees that are not affected by the market pay review exercise. (See attached). This should be briefed to those relevant employees on Friday 20 August from 10:00 am.

If you have any questions or feedback please do let me know.

Kind regards

Jessica Rainbow
People Services Manager
Bluestone National Park Resort
T: +44 (0) 1834 869900 ext 436
Bluestone Resorts Ltd
Canaston Bridge
Marlborough

Evidence 23 EV3

EMPLOYEE CONSULTATIVE GROUP MEETING			
Venue: Zoom	Time: 10-11am	Date: 18/11/2021	
Attendees: SJ – Stuart Jaynes (Chair) CL – Claire Lewis (Guest Experience) CR- Carys Ratcliffe (Minutes) JK- Jessica Rainbow (HR) EJ- Ella John (H&S) TO- Tanwen Owens (Spa) RL- Rob Llewellyn (Security) GB- Gemma Burton (GS) JG- Jane Gregory (HSK) JP- Jared Pooley (GS) SA- Sophie Adams (Arrivals) JS- Joshua Smith (Marketing) EJ- Ella John (H&S) CD- Carl Davies (Maintenance) SW- Shannon Whateley (Farm area) EK- Ellen Keane (Blueagoon) EL- Emily Lane (F&B)	Not present: BB- Barbara Brock (HSK) AW - Abi Wye – (Business Comms) KR- Kelsey Robins (Sales) MH- Melanie Hughes (Entertainments) RS – Ryan Scourfield (Activities) CM- Chris Merriman (Retail)	Distribution: All Attendees & Apologies Executive Team HOD TLT	
Ref	Agenda		
1.	Welcome and Apologies		
2.	Aims and Objectives		
3.	Meeting End		
		Responsibility	Completion date
1.	<u>Welcome and Apologies</u> Apologies: Ryan Scourfield and Kelsey Robins. List of missing attendees listed above. CL welcomed Helen to the meeting to talk about the Bluestone Academy. Claire also welcomed Sophie to the ECG- exciting that Arrivals has their own representative.		

1

EMPLOYEE CONSULTATIVE GROUP MEETING			
2.	<u>Bluestone Academy</u> HJ: There are three prongs to the Academy Manager role- Kickstart, Outreach programme and Apprenticeships. Currently 15 Kickstarts on site. Already 1 has moved to become a spa apprentice, 1 will be moving to become a Hospitality Apprentice and the other to a Customer Service Apprentice. Some who haven't found their niche and will be moving to a 3 month work experience placement. Final cohort- 15 more traineeships available again. Hoping that at least 20 will remain in Bluestone when their Kickstart placement is over. Idea of Kickstart is to have a nurturing approach as these are individuals are at risk of long term unemployment. They receive 5 training days whilst in Bluestone including financial awareness, CV writing, employment skills etc. Templeton school, we have paid to sponsor a pack encouraging children (4-10 year olds) to become entrepreneurs/business people. As partners, we can deliver sessions and get involved with activities. If this is successful, will hopefully sponsor other schools. Carla and Helen have been doing career fairs in numerous schools around Pembrokeshire aimed at Year 8s and 9s. After Christmas, focus shifts to Year 11s and Sixth Form. Showcasing that Bluestone offers a wide range of career choices with progression opportunities. Course prospectus being designed at the moment, ready for employees to apply for next week. All of courses will be fully funded and a minimum of 2 study days a month. Looking to fund laptops and turn the Village Hall into a study area away from the workplace. Apprenticeships also available in numerous roles, individual link for people to apply. EK- Course list to share with staff? Prospectus will take a couple of months to create, in meantime will put a list on the app and send an email to all managers. Skills matrix will show what courses are		

2

EMPLOYEE CONSULTATIVE GROUP MEETING			
suitable and recommended for all jobs. <u>JP- Encourage job emigration?</u> Yes, job matrix shows employees how to move into their desired roles and what courses are recommended to do this. Want to encourage movement within the business. Working with the Open University in the future to offer higher education options. SJ- Helen really exciting and informative. Thank you for sharing with us. SJ set out the agenda for the meeting: 1. Welcome and Apologies. 2. Bluestone Academy. 3. Business Update 4. Rota Management 5. Bus Service 6. Bluestone Employee App. 7. L&D Solution 8. NPS 9. AOB			
3.	<u>Business Update</u> Business is in a good place but pressure is there. We haven't had a dip in demand since Summer. All employees are working very hard; guest demand has never changed/ becoming more demanding.		
4.	<u>Rota Management</u> Department rota/s should be shared a minimum of 4 weeks in advance. We understand that they may change but all employees should be able to plan their days off. Asking you all to be eyes and ears of this, chase line managers, HODs etc to ensure this is done. Check in with teams to ensure they have their rota 4 weeks in advance. To see rotas on the app they need to be approved on Fourth.	ALL	

3

EMPLOYEE CONSULTATIVE GROUP MEETING			
5.	<u>Bus Service</u> 4 th week of running our additional bus service. This runs throughout the week, across the county. The bus costs the business £500 a day so the more people we can get on the bus, the more palatable for the business. Bus route is on the app; promote this to your teams. William is looking at the Council bus route and building a business case regarding this. <i>SW- Bus timetable may be off-putting due to the route/timings.</i> Route is designed for cost efficiency- will talk to Narberth Travel and see what we can do. We are also working with H&S to create a Bluestone car sharing section on the App.	ALL	
6.	<u>Employee App</u> Launch has been successful, first day had 246 employees download the app. We need to continue to push this as we are moving away from Facebook Groups etc. Main Bluestone page, gone back to developers so everyone can post, like and comment- departmental and organizational recognition. Interested in your team's feedback. Launched competition for first 50. Going to launch a 12 Days of Christmas competition also to drive activity. <i>SJ-Any feedback?</i> CL- Can't edit if you make a spelling mistake. SW- Notifications, if you click nothing happens. HJ- Click on the bold bit of the notification and it will take you through to the relevant post. <i>JP- Ability to Private message colleagues?</i> SJ- We can ask the developers, similar to Teams. <i>JP- Will the app replace Teams?</i> SJ- Teams will stay, Facebook, Whatsapp groups for broader communication will go. <i>SJ- Any other ideas?</i> <i>GB- Is there a way of seeing a way to see those who haven't downloaded?</i>		

4

3. Be able to recommend and plan strategies to raise levels of employee engagement within an organisation.

According to CIPD (2021), engagement strategies will consist of a vast range of learning, development and people management practices in order to be successful. Strategies must be holistic having consideration for a number of factors for example employee wellbeing, motivation, and supporting employees to understand the contribution they make to the purpose, objectives and culture of an organisation. Strategies require buy in and support from the senior leadership within an organisation to enable alignment of communications, policies, systems, learning and development and cross-organisational events. According to Forbes (2021), engagement is falling alongside an increase in job confidence which is creating new challenges for employers. One thought is employers are not considering the whole person behind their employees i.e., work life balance, health and well-being support and employee recognition. Pre-pandemic work life balance mostly focussed on an individual's working hours, however this came into focus with a number of people working from home and balancing childcare among other commitments, all occurring in the same location. According to a survey of more than 10,000 workers, 57% they are open to a new position if it meant retaining the flexibility gained during the pandemic. The trend for employee wellbeing initiatives has also shifted during and following the pandemic, moving from those that provide physical comfort to initiatives that focus on a person's whole self, and families. Finally, whilst recognition can still be achieved remotely from line managers, the remote working aspect of the pandemic has weakened recognition and emotional support employees receive from one another. This concludes that best practice engagement strategies must consider employees individually, as their whole selves and the lives they lead – from flexibility around how they work, to wellbeing initiatives that support emotional health and resilience (Jennings, 2021). Other best practice considerations for maintaining engagement of employees include ensuring leadership know their teams and communicate with them. Team members have clear expectations set to them and feedback is given. Leadership must ensure they build relationships of trust, encouraging open discussion and debate and empowering their teams. They must also take seriously the aspirations and development wants of their team members. There is also need to tackle conflicts early on and swiftly deal with any performance issues to ensure problems do not linger and become problematic for other employees (CMI, 2021).

There are a number of potential barriers to employee engagement strategies within organisations. Firstly, a lack of clarity – this could vary throughout the organisation for example a lack of understanding of specific tasks or a lack of clarity within a job role. Where this is the case, employees can be confused and will not perform at their best, and may not feel they can reach out for support – particularly if the leadership are both unapproachable and not providing clarity. Bluestone ensures all employees have clarity from the point of onboarding, achieved through a clear and concise recruitment process with transparent interview scoring (EV 17, 21), clear and specific job descriptions outlining duties and a probationary period with scheduled reviews at 2, 8 and 12 weeks to ensure employees are happy with how they are progressing through their onboarding training. Whilst this is the ideal approach, business demand can often take priority. During the current recruitment crisis, there has been concerns over line managers compliance with this due to the pressures of resource requirements resulting in new starters being “thrown in” and learning on the job. Whilst line managers feel this provides an immediate solution to their resource challenges, it does impact the individual employee's engagement with the business, and this has resulted in a high turnover with less than 6 months service. The People Services met with the F&B management team and the actions included a review of induction materials, setting one day per week for induction over as hoc recruitment, create electronic induction workbooks and weekly meetings with our talent acquisition manager to keep on top of the management of applicants in line with our service level agreements (EV28). Other barriers can include poor leadership, which as mentioned previously, is intrinsically linked to employee engagement. Leaders have a responsibility to nurture their people into their roles, encouraging and motivating to reach their full potential and beyond. On occasion, leadership can treat people poorly. Bluestone takes steps to ensure that the organisations leaders understand the behaviours required for their role (EV20). All of our leaders have received training on our performance management framework “The Bluestone Way”.

Another barrier to employee engagement can be a lack of alignment of employees to the organisation and its values. When employees do not have knowledge or understanding of the organisation's goals, visions and values, they may find it difficult to align their own individual ethics and values with the organisation, ensuring they are committed and have bought into the brand. Alignment in this way provides a purpose for employees to work towards, understanding why a company does what it does and in the way it does. To ensure alignment, all employees within the first three months of employment, will attend a training session called “Time Out with William” (EV29). The training session covers the company's core values, the culture, the vision and mission statement and brand values. It also goes into the 3 rings of perceived value, net promoter score – how we measure customer satisfaction, why customers don't return. The CEO also spends some time talking about what's next for Bluestone – what the plans are for the organisation. It provides an opportunity early on for employees to align themselves with the company, however it is also a message from the CEO on how each individual regardless of the role they carry out is valued, and how they fit as part of the bigger picture.

In line with best practice, whilst Bluestone has a number of engagement interventions and pockets of activities occurring across the organisation in an effort to address engagement, it is evidence there is no overarching employee engagement strategy. An employee engagement strategy would benefit the organisation setting out goals to achieve high engagement levels. Without this, there are lots of activities happening, however no direction on where these are heading and how they fit together to provide collective results. The first step would involve deciding on engagement goals utilising engagement survey feedback. EV31 is an email proposing this to my line manager prior to our monthly meeting.

Communication was a standout concern from analysing the available engagement data at Bluestone, and this aspect of engagement against best practice research, highlights the need for a strategic plan to address this. Bluestone recognised this feedback and the requirement to address it, as this had already been on the agenda from previous pulse surveys. Bluestone acknowledged that communication is a vital management component whether updating employees on new policies, ensuring safety, business updates, it is integral to effective management. There are a number of elements to the communications strategy at Bluestone and that includes communicating consistent messages, establishing the brand and establishing an effective tool for delivering messages in line with Bluestone's mission, vision and culture. Overall, when this is done well, it supports to build moral, satisfaction and ultimately engagement. It is evident from the survey there is room for improvement, and poor communication can result in misunderstandings, breakdown of trust and workplace relationships and increase risks of conflict and hostility. The employer brand was established through an employee perception survey and a brainstorming session with marketing and people services (SHRM, 2021). An Instagram page was set up sharing employee stories to represent our people and working life at Bluestone.

The second strategy was implementing a communication tool, and it was decided an employee app. EV25 provides an implementation plan for this, from market research, costings, presenting to the board for approval, deciding on content and launching to all employees. EV 24, 26, 27, 32 demonstrates engagement with leaders and communicating this to employees. The app suits the needs of the business and the employees, as a large portion of our employees are not desk based and are operational. Consideration had to be given to many of our employees being "on the go", however the majority have mobile devices, allowing us to engage workers on their terms with the aim of making them feel more connected, more informed and able to do their jobs more effectively. The business also recognises that employees are busy, therefore the app allows the business to provide the need to know information, i.e. not more communications but better, concise communications, by pulling together silos of information in the organisation and streamlining into a single source with relevant content, rather than drowning in information. It allows the business to share the important information without the need for employees to go looking for it, or relying on line-managers to obtain it, causing frustration. It provides a tool to share information quickly providing push notifications to employees – which is useful in a critical incident or concerns around safety. The app also monitors engagement (EV30), providing metrics in activity, content performance and engagement enabling the business to understand the communications which are effective or not. The app also allows us to build a personal connection with people, and for employees to connect with each other, offering recognition for good work.

Bcc

Subject IMPORTANT -- Engage4 Employee APP.

 PS-P-045 Social Media Telephone and Radio Usage Policy (002)_.pdf
293 KB

 User Guide.pdf
120 KB

Hi All,

It's just days to go until we launch the **Bluestone Employee App**. It'll be the one-stop place for ALL of the latest department, staff, and resort news, as well as access to your personal employee information including rotas, holidays, wellbeing advice, HR info, and much more.

So, what happens next?

This week we're currently completing final checks and tests with Engage4 and the app developer, to ensure everything runs smoothly for the business wide launch on Monday, 15th November. All employees will receive an SMS text from People Services explaining how to download the 'engage' app from the Apple Store or Google Play. And remember the first 50 employees to download the app on launch day will receive a £25 M&S voucher each. The app will also be available through your PC desktop browser.

ACTIONS:

1. To familiarise yourself with the platform we're inviting you to **download the Engage4 App today** in advance of launching to the wider business on Monday 15th November. You may wish to use the following links which will take you directly to the Apple or Google play stores. Below is a screen shot of what the app look likes in the Apple / Google Play stores. **Please do not encourage your team to download the app at this stage, we are at test stage only.**

<https://apps.apple.com/gb/app/engage4/id1489447249>
<https://play.google.com/store/apps/details?id=com.vidatec.engage4&gl=GB>



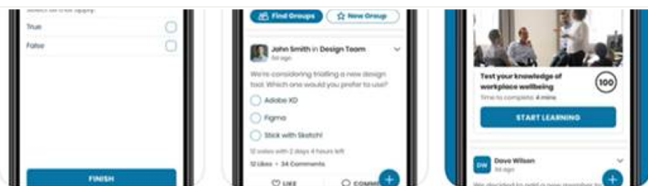
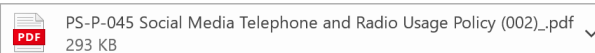
engage4

Business

★★★★★ 10

OPEN

Subject IMPORTANT -- Engage4 Employee APP.



2. To log in enter your **employee ID number as your username** and, initially, you'll select your **date of birth** (tap the date year in the top left corner to go to your year of birth) before setting up a personal password. Once logged in you will see the Bluestone landing page and you will have visibility of other groups and information that has been assigned to you. If you have any access issues please contact Carys Ratcliffe on ext. 644 or email cratcliffe@bluestonewales.com.
3. **You and your team will be responsible for managing content chat, fun and engagement within your departmental group. So please take the opportunity to upload a welcome video / message / image so that there is content upon arrival of your teams next week. The look and feel of the app is very similar to social media sites like Facebook, which makes it easy to view and use. You'll even be able to Like and Comment, as well as using a High Five feature to give colleagues a virtual pat on the back.**

Our collective aim is to move away from all other social media platforms such as employee Face Book groups / whats app so our aim is for all employees to download the app, so I would encourage you to post the links of this app onto any sub groups you may already be using from next week. FYI our social media policy has been updated and can be found attached for ease of reference. Have fun and capitalise the opportunity for the business to have one central platform of communication.

Kind regards
Jessica Rainbow
People Services Manager

Engage4 App Project Plan

Project Name:	Engage4 App
Project Owner:	Stuart Jaynes, Director of People Services
Project Objectives	The objective of this project is to develop an employee app - a one stop shop for employee communications, employment information i.e. rota, holidays, and opportunity for recognition.

#	Action Plan	Responsible Person	Team	Priority	Status	Target Completion date	Completion date	Comments
1	Market research into employee portal options and costings	Michael Frampton - Head of IT	IT	High		14-May-21	02-Jun-21	Engage4 app - compatible with fourth hospitality app
2	Present findings to board for sign off	Stuart Jaynes - Director of People Services		High		30-Jun-21	20-Jun-21	
3	Develop engage4 app in line with brand and establish content	Stuart Jaynes - Director of People Services / Web development team	People Services	High		30-Jul-21	Ongoing	Content can be added to and built on during process
4	Establish communication plan	Yvonne Buckingham, Head of Communications	Marketing	High		30-Jul-21	01-Sep-21	
5	Finalise content	Stuart Jaynes - Director of People Services	People Services/Marketing/IT	High		30-Oct-21	30-Oct-21	
6	Launch app with leadership teams for feedback, buy in and familiarisation ahead of all staff launch	Jessica Rainbow - People Services Manager	People Services	High		01-Nov-21	01-Nov-21	
7	Launch app to all staff	Jessica Rainbow - People Services Manager	People Services	High		15-Nov-21	15-Nov-21	

Hi All,

Within the Explore > Knowledgebase section of the Employee App we have the functionality to upload useful content, you will notice that we have uploaded resort maps, bus timetable, EAP and so on... if you have any subject ideas or content you wish to upload that you feel will be beneficial please do let me know.

Kind regards

Jessica Rainbow

People Services Manager

Bluestone National Park Resort

T: +44 (0) 1834 869900 ext 436

Bluestone Resorts Ltd

Canaston Bridge

Narberth

Pembrokeshire

SA67 8DE

bluestone
national park resort



Evidence 27 EV27

Good Evening All,

The countdown is on to the launch of the new Employee App

YOUR TEAM NEEDS YOU!

Next week we launch the new Employee App, there have some minor bumps in the road in relation to our timeline however, we are almost there. The app will be a one-stop place for all employee and internal communications for YOUR team, and the chance to win a £25 M&S voucher. It'll be the single point for ALL the latest staff and resort news and updates, as well as for your team to access relevant employee information including [rotas](#), holiday information, wellbeing advice, HR info, and much more. The People Services Team are uploading employee information and assigning groups, every department will have its own private group to communicate, share posts, [recognise one](#) another and drive culture within your teams. After next week's final traditional staff newsletter, all employee and resort information will only be available through the new app and desktop [access](#) and you should move away from using other platforms of communication such as Facebook when you are confident that your team have access to the Bluestone App.

HELP US TO HELP YOU AND YOUR TEAM

This is where you and your team will share news and alerts and so it's vitally important your team has access to the mobile app or through PC desktop. Not only will the Employee App help your team have access to the information they need at their fingertips, but it'll also allow you to send important alerts and updates when you need to.

URGE YOUR TEAM TO DOWNLOAD THE APP

Employees will receive an SMS message during the next week with more details on how to download the app for FREE, with a link to the Apple Store and Google Play app store. Once the App has been downloaded the set up is simple. The user will be asked to enter a USERNAME which is an employee's ID number and their date of birth as their PASSWORD. All employees will land on the Bluestone page and then have access to their assigned groups. You will responsible for creating content on within your own departmental groups, I would encourage you to think about uploading the first post, [eg a](#) welcome video so that there is content as your teams join the page – encourage your teams to post, have fun and recognise work colleagues.

As an added incentive we'll be offering £25 M&S vouchers to the first 50 employees who download the app when it's launched.

Subject	Employee comms re app launch and engagement.
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Key Employee App benefits:

- An engagement platform just for Bluestone employees
- Social media style Like and Comment features
- Staff announcements in one place
- Access Bluestone documents and information at the touch of the screen
- Easy access to Fourth for your personal rotas and holidays
- Ability to communicate with your entire department
- Ability to engage with the whole business
- An entire section on Wellness
- High 5 feature to congratulate your colleagues

The app is completely secure and anonymous. Bluestone and the app developers cannot access any personal information on your phone. It simply allows you to log-in and access information that is relevant to you. Please ensure your teams understand the importance of the app for their own employee information, as well as relevant and timely updates and resort information. I will be sending out a Zoom meeting invite for early next week to update you on the App and talk you through some of its functionalities and next steps. |Thanks for your support in launching this app, and we look forward to lots of engagement on the group!.

Have a good evening.

Kind regards
Jessica Rainbow
People Services Manager
Bluestone National Park Resort
T: +44 (0) 1834 869900 ext 436
Bluestone Resorts Ltd
Canaston Bridge

Evidence 28 EV28

Bcc

SubjectPeople Catch Up - F&B

Hi All

Great to catch up today.

Following our meeting I just want to clarify our agreed actions to address the “firefighting” approach to recruitment:

- Set one day per week (suggested Friday?) for induction with support from people services in place of ad hoc start dates.
- People Services to support with induction content
- Departmental induction workbook to be created electronically via our [elearning](#) platform flow, linking with mandatory training modules
- Weekly meeting with Carla – Talent Acquisition Manager, to keep on top of reach (recruitment system) [i.e.](#) screening applicants, interviewing, inputting feedback and responding in line with our service level agreements

Kind regards

Jessica Rainbow
People Services Manager
Bluestone National Park Resort
T: +44 (0) 1834 869900 ext 436
Bluestone Resorts Ltd
Canaston Bridge
Narberth
Pembrokeshire
SA67 8DE

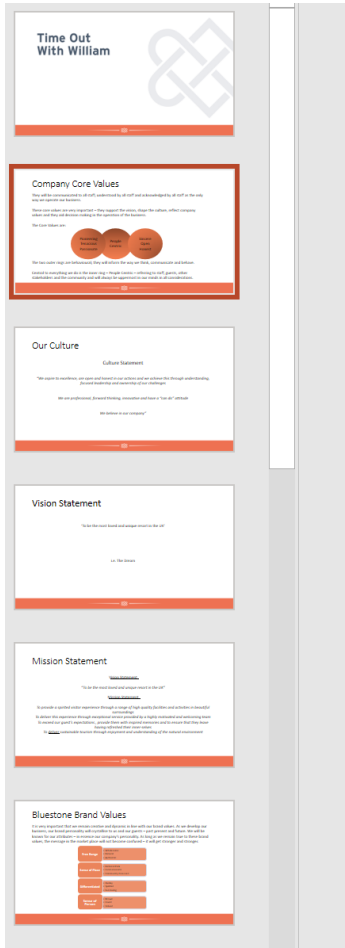


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Enable Content

Time Out With William



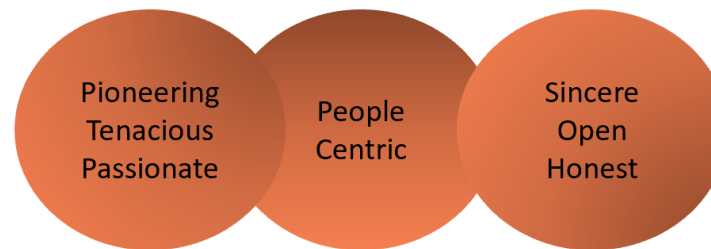


Company Core Values

They will be communicated to all staff; understood by all staff and acknowledged by all staff as the only way we operate our business.

These core values are very important – they support the vision, shape the culture, reflect company values and they aid decision making in the operation of the business.

The Core Values are:

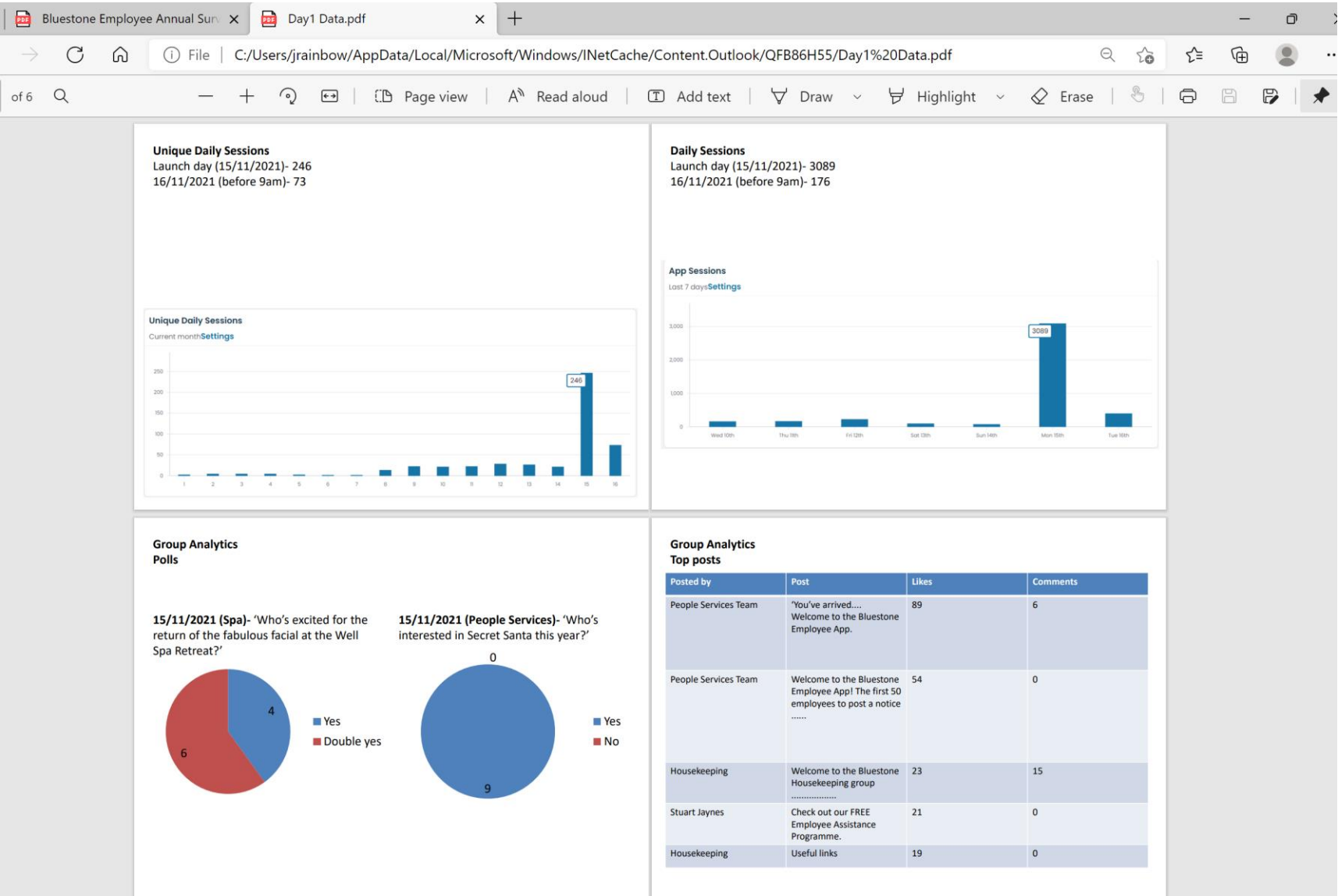


The two outer rings are behavioural; they will inform the way we think, communicate and behave.

Central to everything we do is the inner ring – People Centric – referring to staff, guests, other stakeholders and the community and will always be uppermost in our minds in all considerations.



Evidence 30 EV30



Evidence 31 EV31

Bcc

Subject

RE: People Services Strategy Meeting

Hi Stuart

Thank you for this – I have amended the agenda slightly to include engagement. Having reflected on the engagement activities we have carried out with the business so far this year (pulse surveys, annual survey, app proposal, focus groups) – it may be helpful for us to work up an overarching engagement strategy for the business, to link up our efforts and to share this with the business ensuring buy in and understanding from the leadership teams. It also offers transparency in how we are tackling some of the pockets of engagement concerns in specific departments. This could branch off our people services strategy/business strategy. We can also create an action matrix for the year with all of our activities and implantation plans. Love to hear your thoughts.

AGENDA

- Welcome
- Business Strategy and People Priorities Update. DAR /SJ
 - Business approach to engagement
- Review People Services Rules of Engagement. SJ
- Action Matrix – Review and Agree Accountabilities. ALL
- Agree Team Meeting Routines. ALL
- AO

Kind regards

Jessica Rainbow

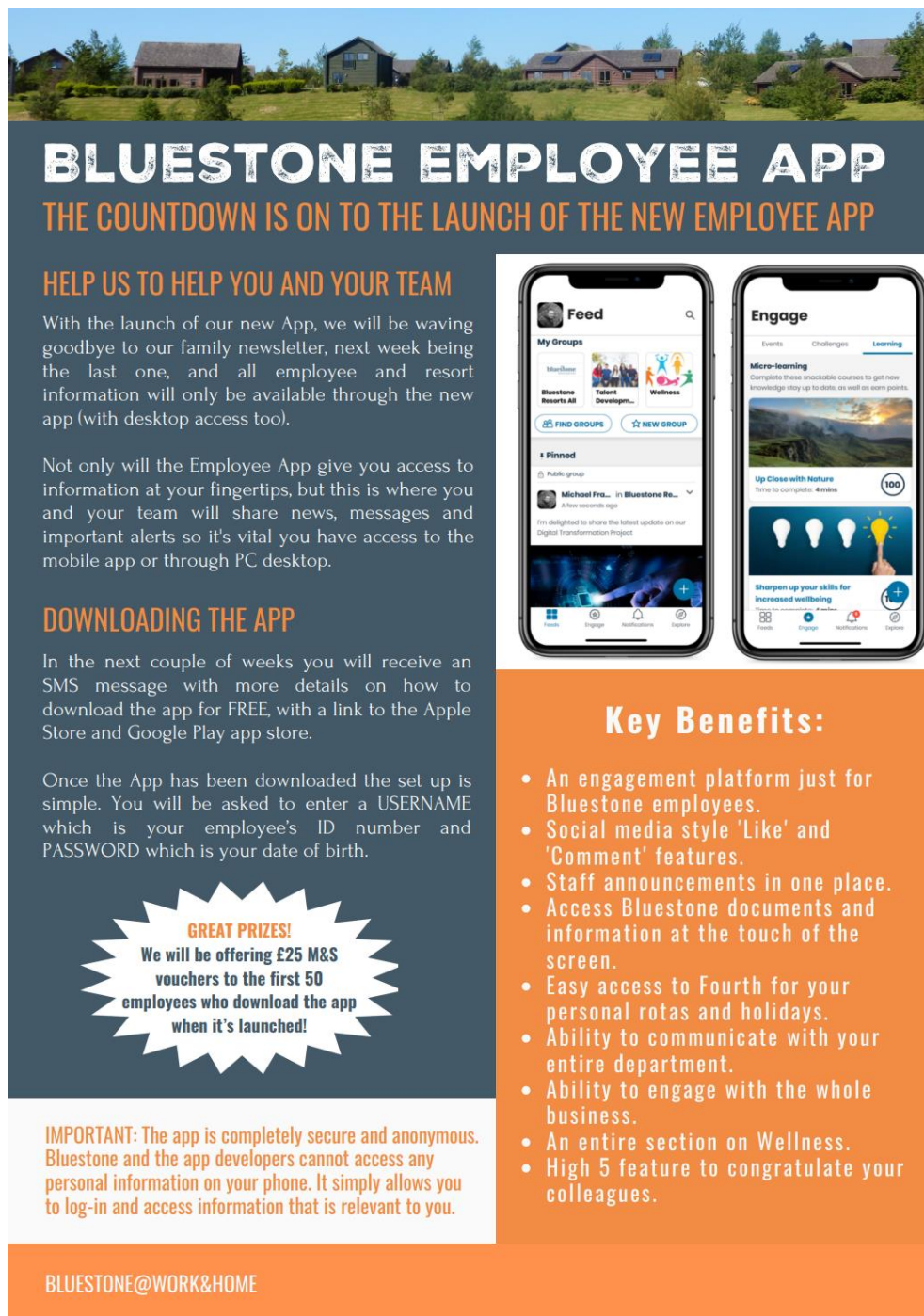
People Services Manager

Bluestone National Park Resort

T: +44 (0) 1834 869900 ext 436

Bluestone Resorts Ltd

Canaston Bridge



The graphic features a background image of a row of houses on a hill. The main title 'BLUESTONE EMPLOYEE APP' is in large, bold, white letters on a dark blue background. Below it, the subtitle 'THE COUNTDOWN IS ON TO THE LAUNCH OF THE NEW EMPLOYEE APP' is in orange. The left side has a dark blue background with white text for the app's purpose and download instructions. The right side has an orange background with white text for key benefits. Two smartphone screens are shown in the center, displaying the app's interface. A starburst graphic on the left side of the dark blue area contains information about prizes. At the bottom, a white box contains an important security notice, and the email address 'BLUESTONE@WORK&HOME' is at the very bottom.

BLUESTONE EMPLOYEE APP

THE COUNTDOWN IS ON TO THE LAUNCH OF THE NEW EMPLOYEE APP

HELP US TO HELP YOU AND YOUR TEAM

With the launch of our new App, we will be waving goodbye to our family newsletter, next week being the last one, and all employee and resort information will only be available through the new app (with desktop access too).

Not only will the Employee App give you access to information at your fingertips, but this is where you and your team will share news, messages and important alerts so it's vital you have access to the mobile app or through PC desktop.

DOWNLOADING THE APP

In the next couple of weeks you will receive an SMS message with more details on how to download the app for FREE, with a link to the Apple Store and Google Play app store.

Once the App has been downloaded the set up is simple. You will be asked to enter a USERNAME which is your employee's ID number and PASSWORD which is your date of birth.

GREAT PRIZES!
We will be offering £25 M&S vouchers to the first 50 employees who download the app when it's launched!

Key Benefits:

- An engagement platform just for Bluestone employees.
- Social media style 'Like' and 'Comment' features.
- Staff announcements in one place.
- Access Bluestone documents and information at the touch of the screen.
- Easy access to Fourth for your personal rotas and holidays.
- Ability to communicate with your entire department.
- Ability to engage with the whole business.
- An entire section on Wellness.
- High 5 feature to congratulate your colleagues.

IMPORTANT: The app is completely secure and anonymous. Bluestone and the app developers cannot access any personal information on your phone. It simply allows you to log-in and access information that is relevant to you.

BLUESTONE@WORK&HOME

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