Qualification: CIPD Diploma in Applied Human Resources

Module Name: 5AEEG: Contributing to Employee Engagement in the Organisation

Assessment: Portfolio of Evidence

Word Count: 3212

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CIPD Candidate evidence matrix

(CEM1)

Candidate name: Carla Roberts				**CIPD Membership/registration No.:**		
Qualification title: Level 5 Applied Human Resources				**Unique Learner No. (ULN):**		
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	Pulse Survey for Bluestone	EV01		
5AEEG	Contributing to Employee Engagement in the Organisation	1.1	Annual Staff Survey for Bluestone	EV02		
5AEEG	Contributing to Employee Engagement in the Organisation	1.2	Meeting notes	EV03		
5AEEG	Contributing to Employee Engagement in the Organisation	1.3	Email re pulse survey results	EV04		
5AEEG	Contributing to Employee Engagement in the Organisation	1.3, 1.4, 2.2, 3.2	Annual survey (2018) findings	EV05		
5AEEG	Contributing to Employee Engagement in the Organisation	1.4	Email from manager	EV06		
5AEEG	Contributing to Employee Engagement in the Organisation	2.1, 2.2, 3.2	July HR report	EV07		
5AEEG	Contributing to Employee Engagement in the Organisation	2.2	Hand-out from training session	EV08		
5AEEG	Contributing to Employee Engagement in the Organisation	3.3	Email from myself to my manager	EV09		

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:		**Date:**	

CIPD

LO1: Be able to assess levels of employee engagement within the organisation

Personal Statement

1.1 Identify, and justify selection of, suitable diagnostic tools for measuring employee engagement in the organisation.

Employee engagement is imperative to the overall organisational success, as it can lead to more competent and happy staff which increases high performance and retention. The employees will be healthier, happier and more fulfilled, which in turn will usually increase productivity, better quality of work and innovation (CIPD, 2018). It is therefore important for organisations to understand employee engagement within their workplace so they strengths and weaknesses can be identified.

One of the most popular ways of gaining insight into engagement levels is through a staff survey. A proven survey is the Gallup (2019) survey. This is based on over three decades of research into behaviours of employees, and identifies twelve key questions that should be asked to best understand employee engagement and predict individual and team performance. EV01 shows the latest survey sent to all Bluestone staff. This is sent via the communication brief on the staff app, and has a target of an 80% response rate. As this is a pulse survey it has a limited amount of questions, whereas the annual survey (EV02) is more in-depth.

1.2. Liaise with key people to plan and agree the application of diagnostic tools.

EV03 shows my notes from a meeting to discuss the pulse survey; the meeting was with me, the HR Manager and the HR Administrator. We discussed the question content, question style, aims, response rate and closing date. This was so that we could make sure the content reflected what the business needed to understand and that we could analyse the data efficiently. The question content is vital to provide meaningful data that link to our strategic aims and objectives. As stated above, we decided to use a Gallup style survey, as this is a proven effective method with 12 key questions that identify employee engagement levels. We decided 80% is an achievable target response rate as the annual survey was completed by 78.9% of employees. We decided the closing date would be in 17 days as this should be enough time for people to complete it. However, there was a lack of response so this was then extended for another week.

1.3. Apply diagnostic tools accurately and to an appropriate sample of employees to give meaningful results.

To gain the best insight into the business the staff surveys are made accessible to all staff. Not everyone completes it but the target is 80%, with it broken down via departments. EV04 is the email from the Head of Insights and Analytics, which shows an updated number of respondents for each of the departments. Due to the shortfall in responses, it was decided to extend the deadline for another week to give employees more of a chance to fill it in. The survey is sent out via email to the Heads of Department and Team Leader Team (senior managers), as well as on the 'comms brief' (fortnightly communication brief). The comms brief is sent via Flow, the Learning and Development platform, which employees have as an app on their mobile devices. This means that staff can access it from home and if they don't have a work computer. Due to Bluestone being an operational business, there are job roles such as Lifeguards and Activity Instructors that do not have access to email in work. It can also then be accessed by employees on maternity leave or long-term sick. For

the annual survey at the end of 2018 (EV05) we had a 78.9% response rate which was 577 out of 731 employees.

1.4. Analyse resulting data and draw reasoned conclusions about levels of employee engagement in the organisation.

EV05 also shows the findings from the annual survey in 2018. The main identifier within this survey is from the question 'How likely would you be to recommend Bluestone as a place to work? Scale 1-10.' From this, a Net Promoter Score is created; the Net Promoter Score (NPS) is used widely in the hospitality sector and is used by Bluestone for our guests to rate their satisfaction. Grisaffe (2007) identified the process of NPS and noted that research proves it is an effective method for measuring satisfaction. We therefore adopted this for our staff satisfaction surveys as it is a useful tool. The score is taken from the percentage of people who scored it as 9 or 10, minus the percentage of people who scored it as 6 or below. In 2017 the NPS score in the annual employee survey was 30.4% whereas in 2018 it was 27%. This suggests that employees were less engaged in 2018. 29% of employees were looking for another job, with half of these employees stating pay/reward as a reason for this. This suggested that pay needed to be investigated to see if Bluestone should increase the overall pay or the pay for specific roles. On the contrary, 96% of employees care about the future of Bluestone. CIPD (2012) found that employees can be engaged on different levels. Therefore, employees may have an emotional attachment to one of more aspect of their work. This could be why people seem disengaged, or have a low level of engagement, but still care about the company; because they are emotionally attached. From the overall results of the 2018 survey the areas that achieved lower scores were in 'pay and benefits', and 'workload'.

In summary, the results are slightly concerning as the NPS score is less than the previous year. Following this, I conducted a pay review and, in turn, there were pay increases for several job roles as well as the standard annual pay increases. EV06 shows an email from my manager thanking me for my research into pay comparisons and added a summary of the main outcomes. We also identified that there was unsettlement with a lot of employees due to recent redundancies.

<u>Reference List for LO1</u>

CIPD. (2018). *Employee engagement and motivation.* [online] Available at: https://www.cipd.co.uk/knowledge/fundamentals/relations/engagement/factsheet. [Accessed 11th September 2019.

CIPD (2012)

Gallup. (2019). *The future of your workplace depends on your purpose.* [online] Available at: https://www.gallup.com/workplace/257744/future-workplace-depends-purpose.aspx. [Accessed 11th September 2019].

GRISAFFE, D. 2007. Questions about the ultimate question: Conceptual considerations in evaluating Reicheld's net promoter score (NPS). *Journal of Consumer Satisfaction and Complaining Behaviour.* Vol 20, pp 36-53.

LO2: Be able to evaluate current organisational approaches to employee engagement.

Personal Statement

2.1. Analyse the principal 'drivers' for employee engagement in the organisation.

There are proven benefits for both the individual and the organisation for having a high level of employee engagement. Many researchers have found a correlation between employee engagement and business performance. CIPD (2018) notes that positive relationships with employees can result in profit, revenue growth, customer satisfaction, productivity, innovation, staff retention, efficiency and health and safety performance. The Financial Post (2019) reported that companies that scored high in employee engagement also scored better in profit margins, in some cases three times as high. The study found that organisations need to consider the resources available for employees to carry out their work effectively and need to promote a sense of wellbeing and energy.

At Bluestone, the HR department strive to increase engagement levels to improve overall business performance. Research conducted by the team has given an insight into how the business is affected by disengaged employees; through recruitment, retention, productivity and absence levels. Every month a HR report is created by myself and the HR Manager which is then sent out to the directors, Heads of Department, and Senior Manager team (EV07). This is important to these stakeholders as they have KPIs for attrition and payroll budgets, which is influenced by these factors.

One driver for a high level of employee engagement is high-performance. ACAS (2019) notes that when employees are happy they will be more motivated, productive and it will lead to a more successful business. Page 23 and 24 of EV07 show the amount of HR meetings that take place including disciplinaries and probation meetings; this could be linked to employees not being engaged so they do not perform will or conduct themselves in the right manner. The data is separated so that Housekeeping is separate, as this is the biggest department with low-skilled employees so is inevitable for there to be a high number of HR issues.

Employer engagement can have an impact on the retention of staff, as employees are more likely to leave if they are not engaged. This leads to increased costs of recruitment and training, as well as it increasing the workload of other employees whilst new employees are being recruited and trained. Bluestone has an overall attrition target of 22%, shown on page 3 of EV07; and each department has an individual target based on previous trends, which is shown on pages 5-12 of EV07. Department managers are therefore driven to increase employee engagement so that their attrition stays low. As Bluestone's attrition is currently 30.1%, it needs to improve so by engaging employees. This could be through making them understand our values, providing more training and progression opportunities and by making them feel valued. This would be almost certain to increase our attrition rates as employees would feel more engaged and would therefore remain in the business.

Low engagement levels can also have a direct link to the level of absences employees have. Page 21 of EV07 shows the absence analysis for Bluestone for July 2019. There were 1.501 hours of work lost due to absence, which is 2.02% of total contracted hours. Although this appears low, when salaries and hourly pay rates are calculated this works out to be thousands of pounds. As well as this, the workload has to be spread across remaining members of the team which can cause stress and

potentially a direct loss of revenue. Therefore, absences are managed through the Absence Management policy.

Therefore, there are many drivers for employee engagement in Bluestone. As we are in the private sector revenue is crucial so the business needs to run as efficiently as possible, which cannot be done without a highly engaged workforce.

2.2. Assess aspects of organisational behaviour which are most likely to hinder employee engagement.

Some organisational behaviour can hinder employee engagement levels. Robertson-Smith and Markwick (2009) outlined the six main barriers to employee engagement; job insecurity, unfairness in pay and reward systems, jobs which involve short-term tasks, highly stressful jobs, poor line management and working for a long period of time without a break. If organisations display this behaviour it is more likely for employees to be disengaged.

At Bluestone, candidates applying for new roles have to meet the right criteria to be successful in getting the job. Therefore they must reflect our values and be enthused by the company and the role itself. Although there are different interview processes, there are sometimes occasions when managers will fill a position quickly due to work demands instead of making sure they are the right fit. Pages 23 and 24 of EV07 shows the probation pass rate in Housekeeping and the rest of the business. In Housekeeping, 6 employees passed their probation whereas 13 employees did not pass their probation due to failing, resigning or their probation being extended. This shows that the Housekeeping department fill roles quickly rather than making sure someone is the right fit. However, it is difficult to fill a large quantity of vacancies in Pembrokeshire due to the small percentage of people looking for work.

Employees can lack engagement due to unfairness in pay and reward systems. EV05 shows that 49% of employees would like to see more benefits and only 69% believe their pay is fair. This can hinder employee engagement as employees don't feel valued if they don't believe their pay is fair, whether that be compared to other roles in the business or compared to industry and national pay scales. On the contrary, EV05 also shows that Bluestone employees find their work interesting and are able to cope with the level of work pressure which can increase levels of engagement.

Organisations can also not adhere to their values. SHRM (2019) suggest that one of the hindrances of an engagement strategy is if some elements of engagement strategies to not align with the organisation, market or industry. EV08 shows a hand out given during a training session with the CEO which talks about the core values of the company; the third circle is 'sincere, open and honest'. However, this is not always reflected in how the organisations operates as decisions can be made without letting the team know what is happening. EV05 shows that 75% of employees feel that information is communicated well; this links to being an open organisation. That being said, 90% of employees think their line manager is open, honest and consistent. This suggests that managers are open and honest but the company as a whole can withhold important information. This can have a detrimental effect on engagement levels; as the last paragraph of EV05 suggests.

<u>Reference List for LO2</u>

ACAS. (2019). *Employee engagement.* [online] Available at: https://www.acas.org.uk/index.aspx?articleid=2701/ [Accessed 19th September 2019].

CIPD. (2018). *Employee engagement and motivation.* [online] Available at: https://www.cipd.co.uk/knowledge/fundamentals/relations/engagement/factsheet. [Accessed 11th September 2019.

Financial Times. (2019). *Study finds link between employee engagement and profit.* [online] Available at: https://business.financialpost.com/executive/careers/study-finds-link-between-employee-engagement-and-profit. [Accessed 11th September 2019].

ROBERTSON-SMITH, G and MARKWICK, C. (2009). Employee engagement; a review of current thinking. *Institute of Employment Studies.* Issue 469.

SHRM. (2019). *Developing an employee engagement strategy.* [online] Available at: https://www.shrm.org/foundation/ourwork/initiatives/resources-from-past-initiatives/pages/engaging-your-employees.aspx . [Accessed 23rd September 2019].

LO3: Be able to recommend and plan strategies to raise levels of employee engagement within an organisation.

Personal Statement

3.1. Review external studies of employee engagement to identify relevant best practice.

There has been a lot of research into how organisations can raise levels of engagement, this can help to identify best practice. There have been several surveys developed by researchers that will identify engagement levels and ways to increase this. SHRM (2019) explains the Gallup Q12 survey which suggested that organisations use the questionnaire method with 'strongly agree, agree, disagree and strongly disagree' for 12 different areas. These include understanding of the role, available resources, recognition, line managers' interaction, feeling values, relationships at work and progression opportunities. A lot of organisations, including Bluestone, use these questions as a basis for their engagement surveys.

Similarly, Google's 'Googleist Survey' (Google, 2019) has a strongly disagree to agree scale, with options of scoring between 1 and 5. These implement strategic goals of the organisation so that the survey is relevant and also covers topics such 'my role', 'my team', 'other teams', 'my satisfaction with work', 'appreciation and value', 'future plans and prospects', and 'organisational culture'. At each stage there are several scaled questions as well as an opportunity to add additional comments. This is insightful as it covers many topics which would impact on the engagement of employees. I believe that Bluestone could adapt the current survey to implement some of these questions.

Research within the Engage for Success (2009) report notes that data taken from engagement surveys should include enough information to help address any issues and analyse the factors behind their success. They state that the most important outcome of an engagement survey is to be able to gain a shared definition of engagement within their organisation and put this into action.

3.2. Identify potential barriers to acceptance of employee engagement strategies and liaise with relevant people regarding how these may be overcome or minimised.

Employee engagement strategies are excellent in theory; however organisational behaviour can cause barriers to the implementation and effectiveness of the suggested methods. Engage for Success (2013) reported that a lot of engagement strategies are ineffective as they need to be replaced with continuous efforts to improve work conditions, career development and employee empowerment. Therefore, even if companies use tactics such as social events and staff discounts, they still need to meet employees' main motivations.

Another barrier to implementing engagement strategy is budget constraints. This could be for specific events such as staff awards or could be to increase pay so that employees are more engaged. As EV05 shows, only 69% of staff believe their pay is fair. This links to the research I conducted into how Bluestone's pay compares to job roles in other businesses; this found that 81% of roles are less than average, especially for roles that require particular experience or qualifications. After this, many job roles had a pay increase which is expected to improve the results of the 2019 annual survey.

There can also be a lack of manager buy-in which can be a barrier to accepting engagement strategies. This could be due to it not being top of their agenda or it could be due their opinions of the role and the value of their employees. For example, a manager of a low-skilled, high turnover department is more likely to lack involvement in engagement strategies; however a manager of a highly skilled workforce would want to make sure they kept hold of their employees. To overcome this at Bluestone, each Head of Department is given an attrition figure that they need to work towards, which is worked out based on the skill set and trends of employees in their field. For example, Housekeeping has a higher attrition target than HR or IT (page 3 of EV07).

3.3. Propose strategies to raise levels of employee engagement, based on analysis of the organisation and external reviews of best practice, to key decision-makers.

From analysing data from the last annual survey, as well as HR data such as attrition and leaver analysis, there are a few areas which need to be improved in order to raise levels of employee engagement.

Recruitment needs to be tightened to ensure that the right candidates are employed who will adhere to our values and have a high interest in their work; this would be more likely to increase engagement levels. As stated in CIPD (2019) effective resourcing can have an impact on the long-term success of the organisation, and therefore it should be planned effectively to ensure the understanding of what skills and attributes are required. Therefore I believe we should provide managers with more training so that they can understand the implications of recruiting the wrong person, as well as understanding selection methods and how to choose the right candidate. We could also target more mature workers who will bring a range of skills and commitment that younger workers often don't have; this is usually due to them being in education or Bluestone being a stop-gap to earn some money whilst they pursue their desired career elsewhere.

There is a high rate of employees who leave within their first 3 months of probation. Although some of this could be prevented through effective selection, it is often down to employees resigning due to the nature of the role. Therefore job descriptions need to be clear and job roles should be clearly explained in the interview process.

I also believe that pay is still an issue for many employees. Although I conducted a pay review which was concluded at the beginning of this year, my suggestion would be to increase the pay rate upon passing probation, so that staff are not on minimum wage. I also believe there are still a few roles which are underpaid considering their responsibilities. As CIPD (2018) suggest, pay must align with business needs and can sometimes have an internal focus, whereas other organisations have an external focus on pay. I believe Bluestone needs to consider both internal and external pay comparisons, to ensure fairness within the business and to increase retention.

The other tactic we could use to increase the levels of employee engagement is to offer additional hours for part-time workers. 31 people left in July 2019 because there were better hours elsewhere, therefore it would be beneficial to come up with a solution to offer employees roles in other departments to make up hours. To enable this to happen other departments might need to be more flexible with rota patterns and transport into work, due to the number of people who don't drive.

EV09 shows an email I sent my manager to get the ball rolling on implementing these strategies. I proposed a meeting to speak in more detail regarding these matters, as my manager would be a key decision maker who could influence senior managers and the board of directors.

Reference List for LO3

CIPD. (2019). *Pay structures and pay progression.* [online] Available at: https://www.cipd.co.uk/knowledge/fundamentals/people/pay/structures-factsheet. [Accessed 24th September 2019].

CIPD. (2019). *Recruitment: an introduction.* [online] Available at: https://www.cipd.co.uk/knowledge/fundamentals/people/recruitment/factsheet. [Accessed 24th September 2019].

ENGAGE FOR SUCCESS. (2013). *Why companies fail to follow through on engagement strategies.* [online] Available at: https://engageforsuccess.org/why-companies-fail-to-follow-through-on-engagement-strategies. [Accessed 23rd September 2019].

GOOGLE. (2019). *Employee engagement survey.* [online] Available at: https://docs.google.com/forms/d/e/1FAIpQLSf1ozmM5ZarWgbpQl946VcRjb_suHItcJO9RPF_s4PHBCdGcQ/formResponse. [Accessed 25th September 2019].

SHRM. (2019). *The Gallup Q12 employee engagement questionnaire.* [online] Available at: https://www.shrm.org/hr-today/news/hr-magazine/pages/0510fox3.aspx. [Accessed 25th September 2019].

EV01

Pulse Survey Questions – September 2019

1. Do you work full-time or part-time or seasonal?
   A. Full Time
   B. Part Time
   C. Seasonal

2. Which department do you work in (if you work in more than one dept then please choose the one where you work most often)

3. How long have you worked at Bluestone?

4. I plan to stay at Bluestone to progress my career
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

5. I plan to stay within the leisure and hospitality industry
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

6. I have received the right training to carry out my role
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

7. The training I have received has increased my motivation within my role
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

8. I receive regular, fair and accurate feedback about my work
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

9. There is someone at work who encourages my progression and development
   A. Strongly Agree
   B. Agree

C. Disagree
D. Strongly Disagree

10. I know where to find information about vacancies within the business
    A. Strongly Agree
    B. Agree
    C. Disagree
    D. Strongly Disagree

11. I plan to apply for another role within Bluestone
    A. Strongly Agree
    B. Agree
    C. Disagree
    D. Strongly Disagree

12. I plan to leave Bluestone within the next 6 months
    A. Strongly Agree
    B. Agree
    C. Disagree
    D. Strongly Disagree

13. Are there any further comments that you feel need to be mentioned or expanded upon?

14. I would recommend my department as a place to work (0 not recommend at all, 10 strongly recommend)

    0 1 2 3 4 5 6 7 8 9 10

15. Any other comments about your department

16. I would recommend Bluestone as a place to work (0 not recommend at all, 10 strongly recommend)

    0 1 2 3 4 5 6 7 8 9 10

EV02

Pulse Survey Questions – September 2019

1. **About You**

a. Do you work full-time or part-time or seasonal?
   A. Full Time
   B. Part Time
   C. Seasonal

b. How long have you worked at Bluestone?
   A. 0-3 months B. 3-6 months C. 6-9 months D. 9-12 months E. 1-2 years F. 2+ years

c. Which department do you work in (if you work in more than one dept then please choose the one where you work most often)

2. **Values & Vision**

a. I really care about the future of Bluestone
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

b. I believe there is a positive culture in Bluestone
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

c. I enjoy coming to work
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

d. I understand how my role relates to Bluestone's goals and objectives
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

e. Bluestone's objectives make me feel importance at work
   A. Strongly Agree
   B. Agree
   C. Disagree

D. Strongly Disagree

f. Thinking about the previous 5 questions on Value & Vision, do you have any additional comments?

3. Inclusion, fair treatment and recognition

a. I feel included in decisions that are made about my work.
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

b. I believe employees are treated fairly.
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

c. In the last 7 days I have had praise and recognition for doing good work.
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

d. I believe the promotion opportunities are applied fairly.
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

e. I am treated with respect and dignity in the workplace.
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

f. Thinking about the previous 5 questions on inclusion, fair treatment and recognition, do you have any additional comments?

4. Direct line management

a. My line manager/supervisor ensures that I am clear about what is expected of me.
   A. Strongly Agree
   B. Agree

C. Disagree
D. Strongly Disagree

b. My line manager/supervisor is open, honest and consistent in their actions
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

c. My line manager/supervisor cares about me as a person
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

d. My line manager / supervisor is a good leader
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

e. My line manager/supervisor is accessible and approachable
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

f. I know who my Head of Department is.
   A. Yes
   B. No

g. My Head of Department is accessible and approachable
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

h. Thinking about the previous 5 questions on inclusion, fair treatment and recognition, do you have any additional comments?

5. Learning

a. I have received sufficient training to carry out my job effectively
   A. Strongly Agree
   B. Agree

C. Disagree
D. Strongly Disagree

b. I believe that training opportunities are made available to me
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

c. The training I have received has positively impacted on my role
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

d. There is someone at work that encourages my development
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

e. I plan to stay at Bluestone and develop my skills
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

f. Thinking about the previous 5 questions on inclusion, fair treatment and recognition, do you have any additional comments?

6. Pay & Benefits

a. Considering my role, I feel adequately compensated (pay, benefits, shares etc) for the work I do.
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

b. I understand what benefits are available to me.
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

c. I would like to see more benefits available
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

d. I am actively looking for another job
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

e. The administration of my wages is efficient and helpful
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

f. Thinking about the previous 5 questions on inclusion, fair treatment and recognition, do you have any additional comments?

7. Teamwork

a. I have good friends at work
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

b. I believe my team is supportive of each other
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

c. I am encouraged to help other teams
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

d. I understand how my team/department contributes to Bluestone's success
   A. Strongly Agree
   B. Agree
   C. Disagree

D. Strongly Disagree

e. I believe Bluestone is one big team
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

f. Thinking about the previous 5 questions on training, do you have any additional comments?

8. The work & workload

a. I find my work interesting
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

b. I have the materials and tools to do the job right
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

c. I believe the improvements could be made to enable me to work more efficiently
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

d. I am willing to put in a great deal of effort beyond what is normally expected
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

e. I am able to cope with the level of pressure in my role
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

f. Thinking about the previous 5 questions on work & workload, do you have any additional comments?

9. Employee welfare & wellbeing

a. I feel that my manager cares about my wellbeing, including my mental and physical health
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

b. My working hours/rest breaks are satisfactory
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

c. I understand what is available for me within the Employee Wellness Programme
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

d. I understand how the Employee Wellness Programme benefits me
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

e. I am able to balance work/life commitments
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

f. Health & Safety is regularly discussed in my department
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

g. Thinking about the previous 5 questions on employee welfare & wellbeing, do you have any additional comments?

10. Communication

a. I have the information to do a good job
   A. Strongly Agree

B. Agree
C. Disagree
D. Strongly Disagree

b. I always receive daily/weekly briefings
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

c. My line manager/supervisor speaks to me on a regular basis
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

d. Senior Management regularly communicates to employees on an informal basis
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

e. I regularly talk to my Employee Consultative Group (ECG) Representative
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

f. I feel Bluestone communicates important changes well
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

g. I value the Comms Brief publication
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

h. Thinking about the previous 7 questions on employee communication, do you have any additional comments?

11. Engagement

a. I am proud when I tell others that I am part of Bluestone
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

b. I would recommend Bluestone as a place to work (0 not recommend at all, 10 strongly recommend)

   0 1 2 3 4 5 6 7 8 9 10

c. I feel a strong personal attachment to Bluestone
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

d. I feel inspired by Bluestone to do the best I can in my job
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

e. I am motivated to help Bluestone achieve its objectives
   A. Strongly Agree
   B. Agree
   C. Disagree
   D. Strongly Disagree

f. Thinking about the previous 5 questions on engagement, do you have any additional comments?

EV03

20/07/19

Pulse Survey Questions

Jess - needs to go out on comms brief in Mid Aug.

Training + development need to be included
Feedback from managers (enough positive?)
* Recruitment → do people know how to apply for internal roles?

Retention

Use Gallup question style (strongly agree etc)
Limited questions (quick. pulse survey → not as many as annual)
Need the NPS question at the end (scale of 1-10 → recommend department / Bluestone as place to work) - 2 seperate questions

Response rate - 80%
Closing date - 6th September

AOB - Wellbeing survey → will do seperate one later in year

EV04

From: Simon Morris
Sent: 06 September 2019 11:35
To: Heads of Department; Team Leader Team; HR Staff
Cc: Debbie Rainbow
Subject: Pulse Survey

Dear All,

We have extended the Pulse Survey deadline from today by one week till the end of play next Friday 13 September.
We are currently on 60.8% response rate and the target is 80% (last August we got 77.6% response rate). Can we all give a push to get as many responses as possible.

Staff Department	No of Responses	No of Employees	Response Rate	Bluestone NPS	Dept NPS
Activities	20	31	64.5%	30.0%	10.0%
Blue Lagoon	41	46	89.1%	46.3%	41.5%
Entertainments	11	15	73.3%	9.1%	-18.2%
Facilities (Maint/Enviro/Bike Hire)	36	42	85.7%	11.1%	19.4%
Finance	11	11	100.0%	54.5%	72.7%
Food & Beverage	108	128	84.4%	25.9%	33.3%
Guest Services	22	25	88.0%	27.3%	27.3%
Heads of Departments (HODs)	8	11	72.7%	87.5%	75.0%
Housekeeping	86	296	29.1%	32.6%	24.4%
HR / H&S / CSR	10	10	100.0%	50.0%	60.0%
IT / MI / PAs & Projects	12	13	92.3%	25.0%	66.7%
Marketing / Revenue Management	12	16	75.0%	41.7%	25.0%
Retail	11	12	91.7%	18.2%	27.3%
Sales	18	19	94.7%	50.0%	44.4%
Security	8	18	44.4%	0.0%	-37.5%
Spa / Learning & Development	23	26	88.5%	30.4%	4.3%
Total	**437**	**719**	**60.8%**	**31.1%**	**29.1%**

Regards
Simon.
--
Simon Morris
Head of Insights and Analytics
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Direct Line (0) 1834 862 150
Fax (0) 1834 891 408

Connect with me on LinkedIn

Web: www.bluestonewales.com

bluestone
national park resort

EV05

Annual Survey 2018

Executive Summary

Headline Results

- We achieved an 78.9% response rate for this survey some 577/731 employees filled in the survey compared to 70.9% response rate in 2017 (496/700 employees) and 69.9% response rate in 2016 (476/681 employees)
- Overall recommendation as a place to work has decreased from 2017s 30.4% to 27%
- 163 employees say that they are actively looking for other employment (29%) with almost half (80) saying that pay/reward is a reason for looking another job
- 96% (559/577) care about the future of Bluestone
- We had the most comments provided of any survey to date with 340 people providing a comment to at least one of the additional comment questions, that equates to 60% of staff who responded

Analysis

Detailed breakdowns of statistics are available on Power BI, this report deals with the company as a whole.

Response Rates

The following departments achieved a response rate of 100% - Blue Lagoon, Commercial, Directors Support Services, Entertainments, Environmental, Finance, HODs, HR, IT, Projects

The following departments had the lowest response rates Activities 67%, Housekeeping 67%, Marketing 75%, Bike & Buggy Hire 75%, F&B 78%, Spa 82%.

Overall response rate was 78.9% and the other departments not listed achieved between 85% - 99%

Recommend Bluestone as a place to work

Overall recommend Bluestone as a place to work NPS is 27.0% compared to 30.4% last year.

Top 3 Departments for NPS score are HODs 81.8%, Environmental 66.7%, Blue Lagoon 61.7%

Bottom 3 Departments are Projects -25%, Finance -22.2%, Security -6.3%

IT, Directors Support Services and commercial all scored 0% whilst the remainder of departments were positive.

Values & Visions

- 96% (559/577) care about the future of Bluestone
- 95% (551/577) understand how their role relates to objectives
- 91% (527/577) enjoy coming to work
- 89% (515/577) think that there is a positive culture
- 85% (493/577) believe the objectives make them feel important

Inclusion

- 89% (515/577) are treated with respect
- 79% (458/577) believe employees are treated fairly
- 75% (433/577) feel included
- 75% (431/577) believe promotions are applied fairly
- 73% (420/577) have received praise in the last 7 days

Direct Line Management

- 95% (550/577) are clear what is expected of them
- 94% (544/577) know who their HOD is
- 94% (543/577) think their line manager or supervisor is accessible and approachable
- 92% (532/ 577) think their line manager or supervisor cares about them
- 92% (531/577) think their line manager or supervisor is a good leader
- 91% (524/577) think their HOD is approachable
- 90% (519/577) think their line manager is open, honest and consistent

Learning

- 92% (528/577) think training has positively impacted on their role
- 92% (528/577) state they have received sufficient training
- 85% (491/577) plan to stay and develop their careers at Bluestone
- 84% (483/579) believe that training opportunities are available
- 83% (478/577) state somebody encourages their development

Pay & Benefits

- 89% (516/577) believe the administration of their wages is efficient
- 88% (510/577) understand what benefits are available
- 69% (397/577) think their pay is fair
- 49% (282/577) would like to see more benefits
- 28% (163/577) are actively looking for another job
- Of those looking for another job, Top 3 are Reward 20% (80), Career Progression 20% (77), Hours/Flexibility 18% (69)

Teamwork

- 97% (560/577) understand how their team contributes to Bluestone
- 96% (553/577) have good friends within Bluestone
- 96% (537/577) are encouraged to help other teams
- 91% (525/577) believe that their team is supportive of each other
- 77% (443/577) believe Bluestone is one big team

Workload

- 96% (556/577) are willing to put in more effort than expected
- 96% (555/577) are able to cope with the level of work pressure
- 86% (499/577) have the rights tools and materials to do their job
- 83% (480/577) find their work interesting
- 63% (361/577) think that improvements in efficiency can be made

Welfare & Wellbeing

- 91% (529/577) believe that their manager cares about them
- 90% (521/577) discuss H&S regularly
- 90% (517/577) are able balance work / life commitments
- 86% (495/577) think rest breaks are satisfactory
- 84% (484/577) understand the wellness programme
- 82% (476/577) understand how the wellness programme benefits them

Communication

- 95% (547/577) state their Line Manager or Supervisor speaks to them on a regular basis
- 95% (546/577) have the information to do a good job
- 88% (508/577) always have daily or weekly briefings
- 88% (505/577) value the comms brief
- 80% (463/577) think that senior management communicate informally on a regular basis
- 75% (430/577) think we communicate important information well

Engagement

- 94% (544/577) are motivated to help Bluestone achieve its aims
- 92% (531/577) are proud of Bluestone
- 92% (530/577) feel inspired to be the best they can be
- 85% (489/577) feel a strong personal attachment
- 81% (470/577) score 7 out of 10 or greater in the recommend Bluestone as a place to work
- Engagement Score is 87.5% (Essentially the average of the above 5 questions, please note that all the questions above have been rounded to zero decimal points, the engagement score is based their actual non rounded value)

Detailed Comments

We had the most comments provided of any survey to date with 344 people providing a comment to at least one of the additional comment questions, that equates to almost 60% of staff who responded and 47.1% of all employees.

Department	Individuals who made at least 1 Comment	No of Respondents	Comments % of respondents
Activities	31	34	91.2%
Bike & Buggy Hire	1	3	33.3%
Blue Lagoon	37	47	78.7%
Commercial	2	3	66.7%
Directors Support Services	2	2	100.0%
Entertainments	17	18	94.4%
Environmental	4	6	66.7%
Finance	6	9	66.7%
Food & Beverage	46	89	51.7%
Front of House	24	27	88.9%
HODs (Heads of Departments)	5	11	45.5%
Housekeeping	88	209	42.1%
Human Resources	8	10	80.0%
Information Systems/Technology	5	5	100.0%
Maintenance	15	27	55.6%
Marketing	4	6	66.7%
Projects	2	4	50.0%
Retail	13	15	86.7%
Sales	13	18	72.2%
Security	10	16	62.5%
Spa	11	18	61.1%
Total	344	577	59.6%

Common themes include pay (particularly for those who had no pay increase in 2018, it makes them feel not valued), concerns about the redundancies that took place at the end of the year and lack of communication about then making people nervous about job security, generally being undervalued or not being listened to, moral being low, fairness in rotas/shift patterns and advance notice of rota is poor, unfairness in career progression particularly new positions not always advertised and systems issues, career development/progression, lack of training / cancelled training, a number of comments relate to lack of teamwork between depts., new uniforms, new/improved systems/IT, workload pressure (more work expected with less staff), comments about struggling to access comms brief on flow and not being printed out in Staff Rooms, also lots of positive comments involving being like a family great colleagues and enjoying their job.

EV06

From: Vanya Rose
Sent: 08 November 2018 10:41
To: Carla Roberts; Debbie Rainbow
Subject: RE: Pay Review

Thank you very much Carla.

In addition I've noted the following for consideration:

- In general, we pay more for entry level under 24 by 9.9% compared to the local average.
- However, of the 62 different roles used in the comparisons across all 6 brackets, we pay less than the average in 50 of these = 81%
- In 10 roles, we pay more than the average = 16%
- In just 1 case, we pay the average – Spa therapist = 2%
- 2 cases did not have comparable roles = 3%
- In Band A, the average rate of pay where we pay under the average is £8.16, compared to local overage of £8.57 and industry average of £9.11. We are closer to local employers but still 5% less than the average and 9% less than industry average.
- In Band B, there is a considerable difference in the average rate of pay. In cases where we pay under the average = £8.94, 14% less than compared to the local average of £10.35 which matches the industry average of £10.35.
- This suggests we are less comparable in roles requiring particular experience or qualification which could see us having greater difficulty to retain and recruit in the Band B brackets than in Band A.

Kind Regards

Vanya Rose
Human Resources Manager
T: +44 (0) 1834 869900 ext 463

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SA67 8DE
www.bluestonewales.com





bluestone
national park resort
time to change Wales
pledged employer

From: Carla Roberts
Sent: 07 November 2018 09:22
To: Debbie Rainbow; Vanya Rose
Subject: Pay Review

Hi both,

Please see the completed pay review spreadsheet. There is only one role I couldn't manage to compare which was Revenue Assistant, as the ones advertised were more financial based rather than the same type of role it is here.

I've also noted a few things on a separate document that I noticed whilst doing the pay review.

Kind Regards,

Carla Roberts

Recruitment Officer

Bluestone National Park Resort

Tel: 01834 869900 ext. 456

Web: www.bluestonewales.com

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EV07

HR Report

July 2019



July Summary

Overall attrition remains at **30.1%** for July, despite being 9.1% over target we have not seen an increase from last month. Reasons for leaving within last 12 months:

- 47 - change in career/left industry
- 31 - more suitable hours
- 31 - role suitability
- 23 - family related reasons
- 19 - return to education
- 17 - career progression
- 16 - because of ill health

39% of new starters have left within 12 months (including failed probation and dismissals). Standout reasons include:

- 16% role unsuitable
- 10% ill - health
- 8% family related reason
- 7% dismissed performance
- 6% career change
- 6% more suitable hours
- 5% walked out / no show

Also to note, 19% of new starters in the last 12 months failed their probation and 9% were dismissed over performance or conduct issues alongside 16% leaving for role suitability. With this in mind, not only must we consider how we are recruiting but we must consider how we are inducting new starters into the business and outlining our expectations.

Age profiles of those recruited in the last 12 months (full overview attached) :

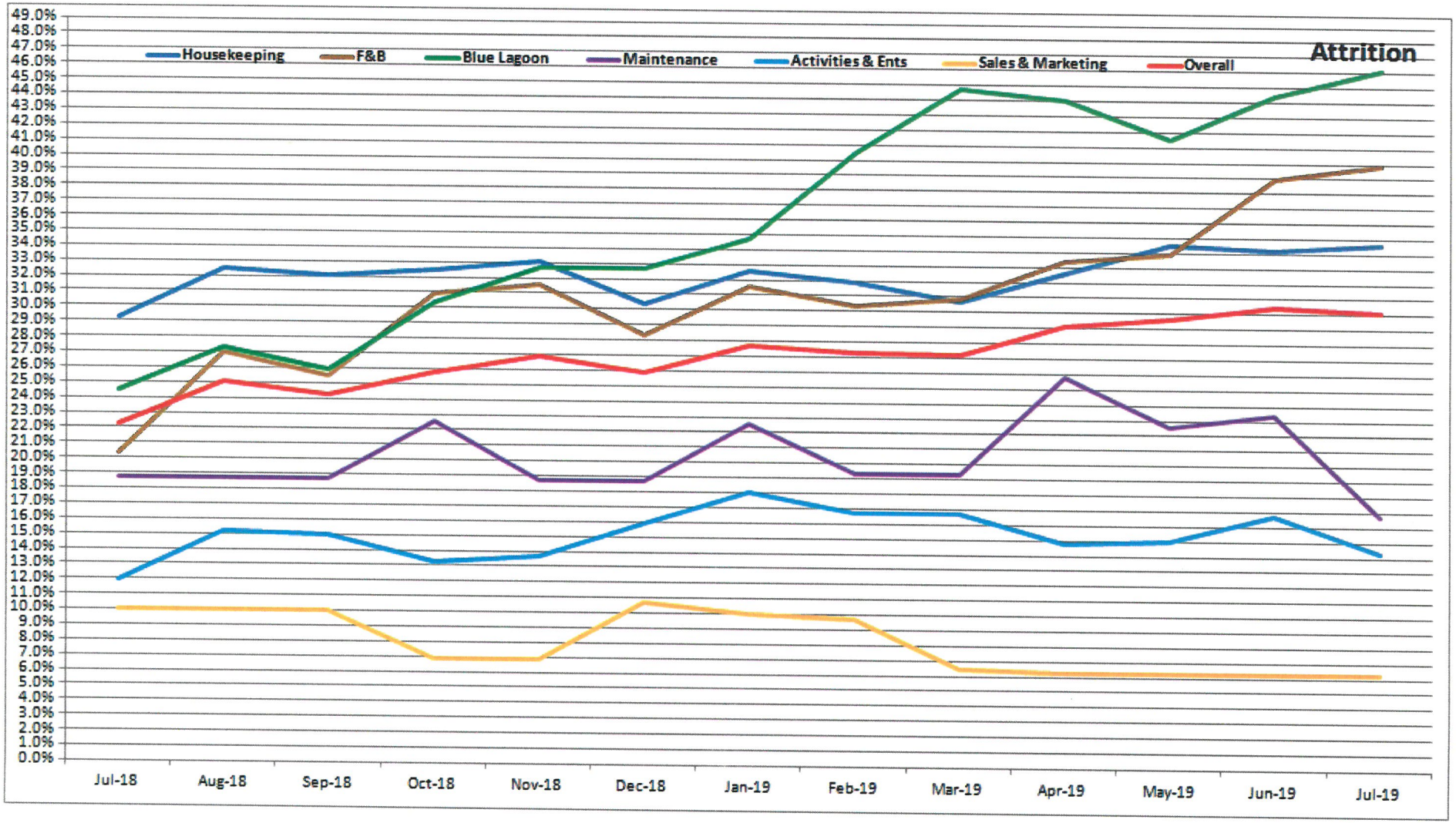
- 49% aged 16-24
- 13% aged 45 +

Attrition & Headcount Report – as at 31st July 2019

Month END date **31-Jul-19**

31-Jul-19	Attrition A/(B+C)			Stability	Current Month		Headcount & FTE		Attrition calculations based on these stats				Comparators	
Department	Target	Actual	Var %	B/D	Leavers	Starters	Heads	FTE	A. Left in last 12M	B. More than 12M	C. Started in last 12M	D. Empl. 12M ago	June Actual	2018 Actual
Housekeeping	32.0%	34.5%	-2.5%	62.2%	16	11	291	109	142	181	230	291	33.8%	29.2%
Food & Beverage	18.0%	39.8%	-21.8%	64.5%	5	11	107	80	49	71	52	110	38.7%	20.3%
Retail	5.0%	12.5%	-7.5%	91.7%	0	1	13	10	2	11	5	12	13.3%	29.4%
Activities	5.0%	18.4%	-13.4%	69.2%	1	5	32	24	9	27	22	39	21.7%	9.1%
Entertainment	32.0%	0.0%	32.0%	100.0%	0	0	14	13	0	12	2	12	0.0%	25.0%
Bike Hire	25.0%	50.0%	-25.0%	75.0%	0	0	4	4	3	3	3	4	50.0%	50.0%
Spa	28.0%	37.9%	-9.9%	68.0%	1	5	23	18	11	17	12	25	41.7%	18.5%
Blue Lagoon	17.0%	46.2%	-29.2%	60.4%	1	0	42	21	24	29	23	48	41.8%	24.5%
Security	22.0%	22.2%	-0.2%	77.8%	0	0	18	17	4	14	4	18	26.3%	36.8%
FOH	0.0%	3.8%	-3.8%	81.5%	0	2	26	20	1	22	4	27	4.2%	7.4%
Finance	0.0%	25.0%	-25.0%	71.4%	0	0	12	11	3	10	2	14	25.0%	0.0%
Commercial	0.0%	0.0%	0.0%	100.0%	0	0	2	2	0	2	0	2	0.0%	50.0%
Environmental	0.0%	0.0%	0.0%	100.0%	0	0	10	10	0	9	1	9	0.0%	0.0%
Directors	0.0%	22.2%	-22.2%	80.0%	0	0	9	7	2	8	1	10	22.2%	0.0%
HR	0.0%	17.6%	-17.6%	71.4%	0	0	16	14	3	15	2	21	18.8%	0.0%
IT	0.0%	9.1%	-9.1%	88.9%	0	1	11	11	1	8	3	9	10.0%	0.0%
Maintenance	4.0%	16.7%	-12.7%	81.3%	0	0	30	28	5	26	4	32	23.3%	18.8%
Sales	0.0%	5.3%	-5.3%	95.0%	1	0	19	17	1	19	0	20	5.3%	10.0%
Marketing	0.0%	7.7%	-7.7%	80.0%	0	1	13	12	1	8	5	10	8.3%	10.0%
Overall	**22.0%**	**30.1%**	**-8.1%**	**69.0%**	**25**	**37**	**692**	**428**	**261**	**492**	**375**	**713**	**30.1%**	**22.2%**
Total excluding housekeeping	**17.7%**	**26.1%**	**-8.4%**						**119**	**311**	**145**		**26.7%**	

Attrition – as at 31st July 2019

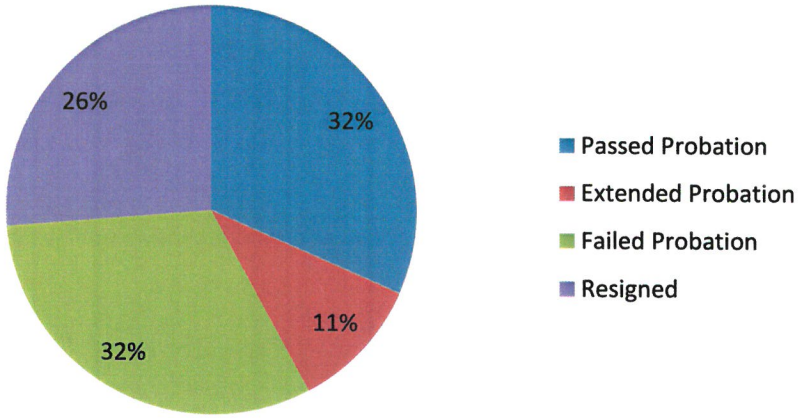


Absence analysis – Hours lost - as at 31 July 2019

31/07/2019	Contracted hours	Total Hours Lost in Month	% Total hours lost
Housekeeping	16,989	322	3.3%
F&B	18,141	112	1.0%
Spa	2,616	93	4.4%
Activities & Ents	6,205	145	3.8%
Blue Lagoon	3,289	40	0.5%
Retail	1,520	87	2.5%
Security	2,936	182	2.2%
FOH	3,062	182	0.4%
Maintenance	4,512	182	2.5%
Bike Hire	0	0.0%	0.0%
Environmental	1,450	15	0.0%
HR	2,612	0	0.2%
Finance	1,964	27	0.2%
IT	2,390	31	0.0%
Sales	2,690	116	3.2%
Marketing	2,690	116	2.5%
Commercial	278	0	0.0%
Directors	1,135	0	1.7%

	Jul-19	Jun-19	May-19
Total Contracted Hours	74,292	93,616	71,948
Total Hours Lost (minus LTS)	1,501	2,000	1,535
% of Hours Lost	2.02%	2.14%	2.13%

Probation Pass Rate - Housekeeping



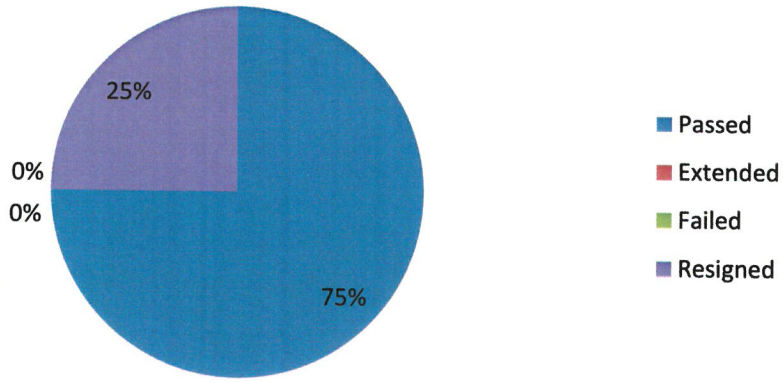
Passed probation – 6 employees
Probation extended – 2 employees
Failed probation – 6 employees
Resigned within probation – 5 employees

* This is for starters who were due their probation in July; started between 08/04/2019 and 08/05/2019.

HR Meetings

	Amount	*Outcomes*
Probation Meetings	16	0 x passed, 8 x failed, 5 x extended, 1 x improvement required, 2 x resigned
Disciplinaries	0	
Capabilities	0	
Investigations	0	
Grievance	0	

Probation Pass Rate - Rest of Business



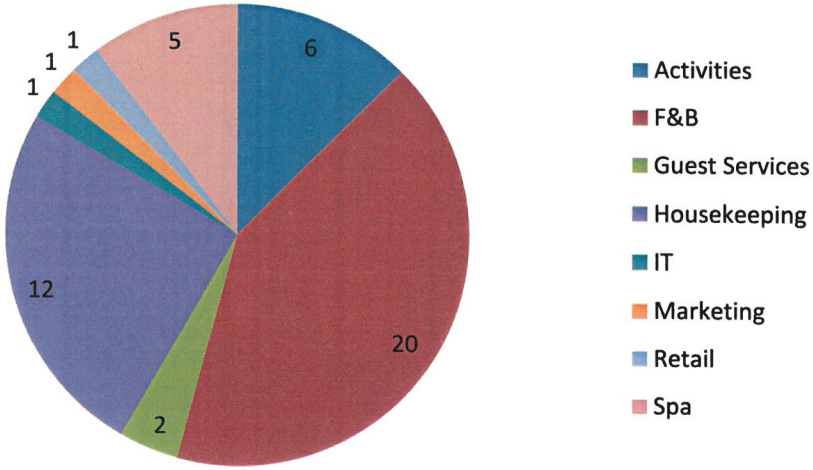
Passed probation – 11 employees
Probation extended – 2 employees
Failed probation – 2 employees
Resigned within probation – 3 employees

* This is for starters who were due their probation in July; started between 08/04/2019 and 08/05/2019.

HR Meetings

HR Meetings	*Amount*	*Outcomes*
Probation Meetings	0	
Disciplinaries	1	1 x dismissal
Capabilities	0	N/A
Investigations	1	1 x taken to disciplinary
Grievance	1	1 x grievance unfounded
Appeals	2	1 x dismissal upheld, 1 x written warning upheld

New Starters



Recruitment campaigns and strategy:

- Head of Health and Safety accepted in principle
- Serendome recruitment successful but challenges identified, re-advertised F&B roles
- Door drop to 25,000 houses taken place, successfulness to be reported on next month
- Narberth Travel bus wrap put back to November to fit in with rebranding
- Based on recent feedback, older workers to be targeted in next recruitment campaign

Filled Positions (For those who started in July, excluding HSK)

Vacancy	*Live Date*	*Date Offered*	*Date Started*	*Lead Time (Weeks)*
Activities Assistant	24th May 2019	28th June 2019	6th July 2019	4 weeks
Kids Camp Instructor	24th May 2019	28th June 2019	6th July 2019	4 weeks
F&B Assistant	15th May 2019	Ongoing	Ongoing	N/A
Commis Chef	15th May 2019	25th June 2019	2nd July 2019	6 weeks
Kitchen Porter	15th May 2019	28th June 2019	2nd July 2019	6 weeks
Guest Services Officer	18th June 2019	26th June 2019	19th July 2019	1 week
Marketing Executive	7th March 2019	5th June 2019	15th July 2019	12 weeks
Spa Apprentice	22nd May 2019	4th July 2019	18th July 2019	6 weeks

EV08

Time Out with William

Bluestone National Park Resort

Company Core Values



Culture

Our Culture is the most important road map of all and is the way that we must conduct ourselves at all times.

Believe it. Breathe it. Live it.

How We Operate

- We aspire to excellence, are open, honest and consistent in our actions and we achieve this through the inclusion of our people together with focused leadership and ownership of our challenges.
- We demonstrate genuine concern for people. We acknowledge effort with positive feedback and behave respectfully and responsibly in our interactions. We are forward thinking, decisive, innovative and have a positive 'can do' attitude.
- We believe in our company.

Time Out with William

Bluestone National Park Resort

Company Vision

The Dream

- To be the most loved and unique resort in the UK.

Mission Statement

The Action

- To provide a spirited visitor experience through a range of high quality facilities and activities in beautiful surroundings.
- To deliver this experience through exceptional service provided by an engaged and welcoming team.
- To exceed our guest's expectations, provide them with inspired memories and to ensure that they leave having relaxed and refreshed their inner selves.
- To promote sustainable tourism through enjoyment and understanding of the historic, cultural and natural environment.

Time Out with William

Bluestone National Park Resort

Bluestone Brand Values

Free Range	• Wholesome • Natural • Authentic
Sense of Place	• National Park • Local advocate • Community Focussed
Differentiated	• Quirky • Spirited • Fun loving
Sense of Person	• Known • Loved • Valued

EV09

To: Carla Roberts
Subject: RE: Engagement Opportunities

From: Carla Roberts
Sent: 19 September 2019 16:15
To: Jessica Krelle
Subject: Engagement Opportunities

Hi Jess,

After considering the results of the last annual survey and the recent HR reports I have come up with some suggestions to how we can improve employee engagement.

1. Recruitment
   As we have discussed previously, managers have tendencies to recruit quickly which can attract the wrong talent. Therefore we need to provide them with more training in how to carefully select the right candidates and the implications of not doing so. We also have a lot of people who resign within their probation as the role isn't suitable; we therefore need to look at assessment centres and interview formats to make sure the potential employee has a full understanding of what the role entails. We need to target more mature workers who have a good work ethic and are looking for a long-term job, rather than recruiting younger workers who see us as a stop gap.

2. Pay
   Although I conducted a pay review which was concluded at the beginning of this year, I believe it still needs to be looked at. My suggestion would be to increase the pay rate upon passing probation, so that staff are not on minimum wage (e.g. Housekeeping, F&B). I also believe there are still a few roles which are underpaid considering their responsibilities (e.g. Lifeguards, Spa Therapists).

3. Hours
   31 people left in July 2019 because there were better hours elsewhere. Maybe we could come up with a solution to offer employees roles in other departments to make up hours (I realise we do this to a certain extent but we could perhaps equip them with the skills and look at transportation into work.

Please let me know your thoughts, perhaps we could arrange a HR meeting to discuss?

Kind Regards,

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