

Qualification: CIPD Diploma in Applied Human Resources

Contributing to employee engagement in the workforce

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By signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

Signed: P.Bennett

Date: 8.11.2020

Evidence

Appendix 1 – Email regarding difficulties in completing survey. (AP1)

Appendix 2 – Survey monkey printout with results (AP2)

Appendix 3 – HR Strategy 2020 (AP3)

Appendix 4 –Proposed survey presentations site

Appendix 5 –Proposed survey presentation company

Introduction

Before I am able to assess the levels of engagement in my organisation, I first need to talk about the current culture within the organisation. The Covid-19 Pandemic has severely diminished the organisation. Firstly, there is the finances of the company. This year will see the company make a loss for the first time in its history. Castle has been operating for over 100 years in one form or another. But for the last 35 years has been operating in the gambling sector. If you offer a superior product in this sector, then you will do well. Castle has offered this superior product for the last 35 years and has enjoyed growth year on year. This has rewarded the board heavily. This year is different. As an organisation streamlining the workforce has never been a concern and if you compare us with the rest of the sector, we have around 35% more employees. This has meant that we have suffered heavy losses in employee hours. Redundancies have been heavy, with a loss of 42% of our workforce. We have also reduced terms and conditions of the contracts. This has left our employees feeling that job security is non-existent and that they have lost all the perks they were receiving. The feeling in the organisation is not positive. This has been building with each change made, this has left us with a culture of mistrust and do as little as possible to earn their reduced wages. This year has seen us as an organisation make very difficult discussions that has resulted in a very negative and toxic culture. The organisation is not in a position to fix the culture, as after many site meetings and conversations with line managers, the fix required from the employees is purely a financial measure. (Brock, 2015) states "Culture eats strategy for breakfast"

For this reason, the organisation is unwilling for a survey of any kind to take place. The organisation has never conducted a survey looking at engagement, so there is no historical data to use.

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

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

1.3 Apply diagnostic tools accurately and to an appropriate sample.

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

(Anderson, 2013) suggests that there are four data collection methods:

- Surveys/Questionnaires

Surveys are the cheapest and fastest way to get data, (Bryman & Bell, 2015). Critically though, there are limitations, the questions are normally closed with no way to gather further information for participants. There may be questions unanswered and a low response is a possibility.

- Interviews

(Horn, 2012) suggests that interviews are useful when investigating a small number of issues with a small number of people. The interviewer can gather more detail, opinion and views. This method is good for drilling down to the detail. This method is currently unavailable to me due to Covid restrictions.

- Focus group

Focus groups are like interviews but can also gauge group opinion. The limitations to a focus group is that sometimes individual opinion is lost due to the group nature. This is also not possible due to Covid restrictions.

- Participant observation

(Bryman & Bell, 2015) State that this method works by the researcher immersing themselves into the workplace and can observe for a period of time. This is not available due covid restrictions.

This has left me with one choice the survey/questionnaire.

I had a telephone discussion with the director of people regarding a survey. This was a clear no, at the moment for the employees. But she suggested I use a survey monkey questionnaire and question our HR department. Survey Monkey is free and quick to build and send out via What's app with a link.

This is what I did. I sent out a 10-question survey that would take little time to complete. I researched different survey's looking at engagement. Gallup Q12 I thought was the sensible approach. I chose 10 of the 12 questions. (AP1)

The sample chose was small at just 6 employees The HR department. The 10 Gallup 12 questions I asked were:

1. Do you know what is expected of you at work?
2. In the last 7 days, have you received recognition or praise for doing good work?
3. Is there someone at work who encourages your development?
4. At work, do your opinions count?
5. In the last 6 months, has someone talked to you about your progress?
6. In the last year, have you had opportunities to learn and grow?
7. Do you have the materials and equipment to do your work right?
8. At work, do you have the opportunity to do what you do best?
9. Are your fellow employees committed to doing quality work?
10. Do you have a best friend at work?

(AP2)

Question 1:

Do you know what is expected of you at work? 83% of employees sampled do know. This is something the HR department does well. Under normal circumstances we have daily meetings, where daily job lists are issued, to each individual. This has been difficult during the pandemic, as two of the team live in a rural location with very spotty broadband and phone signal.

Question 2:

In the last 7 days have you received praise for your work? 66% of sample group said no. I believe this is due to remote working, I have not seen any of my team since March. I will discuss this with the Director, and we will endeavour to send praise for good work, because they are producing good work.

Question 3:

Is there some one at work who encourages your development? 33% strongly agree, 33% strongly disagree, 16% disagree and 16% neither. There seem to be a split opinion here. Out of the 6 sampled 2 strongly agree and 2 strongly disagree 1 disagrees and 1 neither. I can understand the data here. 3 of our hr assistants have been in the role for many years. They are not qualified to take on a more senior role within the department and have never been interested in gaining the qualification. I will discuss this when we return to our office roles.

Question 4:

At work do your opinions count. 50% agree that their opinion counts 33% strongly disagree and 16% neither. I think the split here is the training manager and training assistant. They are part of the wider HR department and attend regular meetings. They discuss training at the start of the meeting and then switch off for the rest. Because the other 4 of discuss the HR matters at length, the training department feel left out, if they do give a comment, the answer is usually we can do that its illegal.

Question 5:

In the last 6 months, has someone at work talked about your progress? 4 out of the 6 sampled said no. This has opened my eyes; feedback is usually high on my agenda. The change in this is my responsibility and due to the pressures of the pandemic I have let it slip.

Question 6:

In the last year have you had opportunities to grow? This comes down to the pandemic again. Castle leisure holds a gold standard from investors in people and training and development is a part of our mission statement. We are getting to almost a year now of the draconian restrictions and this has had a huge impact on development. Training has all been stopped and nobody has been promoted.

Question 7:

Do you have the materials and equipment to do your job right? This I believe is a result of home working. Our HR building is very modern with all the best equipment and facilities. Working from has been a challenge for the company as it was never done before. When the company went into forced closure in March, it had no equipment for the staff to work remotely. They managed to get hold of enough laptops in April to allow everyone to work, but they were not ideal and quite old. The director and I already were already mobile working, so we had everything we needed. This has been an issue and has still not been resolved.

Question 8:

At work, do you have the opportunity to do what you do best every day? 66% of the sample group said yes.

Question 9:

Are your fellow employees committed to doing quality work? 3 out of the 6 agree. This shocks me as the team can always be counted upon to do excellent work. Maybe this is the divide between the HR staff and Training staff. I will recommend a team bonding day when we return to work. Yes, we have very different roles and responsibilities, but the HR department needs its both arms to function.

Question 10:

Do you have a best friend at work? This was a strange question and I did not see the relevance but after a little reading, having a friend at work is good for wellbeing (Rath & Harter, 2010) suggest that social wellbeing is one of the 5 key elements to achieve wellbeing in work, thus giving a better chance of engagement. 66% of the team said they had a best friend at work 4 out of 6. The two that disagree would be the director and myself, as we are not office based.

I believe in conclusion that castle leisure is a different company now to before the pandemic. I Feel that remote working has affected engagement as well as being not prepared or set up to remote work.

In an ideal world when the pandemic ends there would need to be a social event. This has always brought the team together in the past.

I also believe there to be a divide between training and HR. I will make a suggestion to swap roles for a little and maybe go out and train more frequently. Swapping the admin support will I believe make some strides towards teamwork.

2. Written evaluation of current organisational approach.

2.1 Analyse the principal drivers for employee engagement in the organisation

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

The principle driver for engagement for castle leisure is the HR strategy and the requirement to keep IIP Gold status. (AP3)

The HR strategy was written by the Director and me. We use the strategy to target this year's issues and what we want to be brought into policy. This year's strategy is broken down to 4 headings:

- Business performance
- Diamond service
- Internal Processes
- Organisation and people

Each heading has a goal aligned to engagement. for example,

- Business performance is working towards 5* standards for safety, and to offer a work life balance.
- Internal Processes talks about employee voice and development of employee to meet succession planning.
- Organisation and people talk about a positive culture of engagement, open communication. Training for employee to enable them to complete their jobs and to ready them for promotion. Improvement of wellbeing.

From our last IIP review we found that engagement was high on the agenda for re qualification, With subheadings of H&S, work home balance, wellbeing initiatives and internal promotion. These are things that are already a part of our policies, so we wanted to highlight them as part of our strategy.

Training as always been a must for us. We do not employ externally for senior roles or supervisor and management roles. "We have deep grass roots from which we plough" as the CEO puts it. The training is focused into two sections compliance and development, to put this into perspective our course listings offer 5 compliance courses and 79 development courses. The 5 compliance are mandatory, and the development are all by choice or persuasion. "If we spot a shining light in the crowd, we put our arms around you". Another CEO quote I am afraid.

What will stop us achieving our strategy this year is the pandemic, we have already written off most things till next year, fingers crossed. As an organisation we have a CEO and a managing director. The CEO is the figure head for the organisation and the managing director runs the company day to day. Our difficulties lie with both having different objectives, with the CEO saying do not tell the MD and the MD doing the same. This is very destructive behaviour and can sometimes put a halt to any initiative or strategy. One of them will say great go ahead with that and then the other will chip in and say no I do not want that. The CEO is semi-retired and will not let go of the reigns whilst the MD wants to grab them. I do not believe this will be resolved until one of them leaves. Until then we continue to have a very chaotic board and strategy.

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

3.2 Identify potential barriers to engagement and liaise with relevant people to overcome them.

3.3 Propose strategies to raise levels of engagement, based on analysis of the organisation and external studies of best practice.

Looking at UK specific research the (CIPD, 2017) research confirms that there is a significant gap between levels of engagement in the uk workforce. The report suggests that a third of uk employees are engaged whilst at work, (Taylor & Woodhams, 2016) suggest this figure is high compared to other research. (Buckingham, 2001) research paints a different picture of engagement in the UK, although these reports are many years apart. (Buckingham, 2001) researched used the popular Gallup Q12 index. He found from the respondents that 80% of the uk workforce sampled were not engaged, broken down this equates to 17% were engaged, 63% not engaged and 20% actively not engaged. This report also found that the longer an employee stayed with an organisation the less engaged they become. This goes against everything we know.

Looking globally (Armstrong, 2018) using again Gallup research reported that only 13% of employees across 142 countries are engaged whilst at work.

all of these reports have very different conclusions but they both agree on what engagement should look like and use similar best practice modules:

- Coherent and consistent role modelling from the top.
- Good quality management at all levels.
- Open communication that works two ways.
- Organisation wide collaboration.
- Customer centric focus, where your people are as important as customers.
- A strong commitment to employee wellbeing.
- Health and safety being a key commitment.
- Achievable goal setting.
- Strong learning and development programme.
- Clear and accessible HR policies and practices.

The main barriers to engagement in my organisation are Coherent and consistent leadership, we have a power struggle at the top and this cascades throughout the organisation. We do not have one clear message from the top we have to very different messages being cascaded throughout the organisation and two very different agendas. This leads to political alliances which further split the organisation. A key example of this is our L&D policy. The CEO believes in development of our employees and to promote from within. Our MD believes training is a waste of money and it is far cheaper to recruit the skills we need. This has left us with a policy not worth the paper it is written on as our leaders disagree so heavily on it. So, we do the best we can.

The second barrier is cost. This year has been unique to say the least. The organisation has clawed back any money they can, by making redundancies and amending the terms of conditions of the employees we have left. The wellbeing programme has also been stripped to all but free initiatives. Reading between the lines, the MD approach will continue this post pandemic and streamline every cost position. This will be very difficult to make us an

attractive employer. It looks like we will be a National minimum wage employer with zero staff benefits. I cannot see how we can compete to recruit good employees. The opinion seems to be that people will need jobs, so they will take anything. That maybe true, post pandemic but what is for certain is we will not retain those staff members.

These barriers are not in my scope to change, they are not talked about either, so until either the CEO retires or the MD leaves, there will be little change.

The pandemic has increased the divide in the senior leadership of the organisation as it is impossible to tell who sits with each political agenda. At my level within the organisation it would be career suicide to get involved, not knowing which executive or director sits on what side.

My recommendations will be reflective. What I would recommend if the organisation were not on a cost cutting programme and we did have coherent consistent leadership. I will not be able to put forward my recommendations, but I will list them for the basis of this portfolio.

Strategy 1: Invest in recruitment. I would recommend have a more robust recruitment strategy. Currently we advertise on Indeed and the line managers complete interviews. That is it.

My suggestion would be to firstly use a paid service to pre-screen the applications, there is nothing worse than opening your email and you have 500 cv's to go through. I would then like to create a recruiting manager job role. One line manager at each site to control recruitment. They would have further training giving a more consistent approach, currently a member of the HR team tries to attend interviews, but this is not always possible due to the interviews being spread over a number of days. I believe that we could schedule them for a day or two and then arrange for a hr team member to always be there. Our onboarding process is currently very strong.

Strategy 2: follows on from the first point, but this is about attracting quality employees. We need to invest in our employee for them to see the organisation as attractive. Currently its minimum wage and that is it. I would like to reboot or wellbeing programme. Offer healthy meals for the employees not just chip shop food, encouraging health eating is key to wellbeing as this is suggested to improve mental health and productivity (the mental health foundation, 2018), I would also like to bolster our approach with L&D, recent months have seen the training offering removed. There are no plans to restart it. I would like us to keep our IIP gold and start again offering quality development offerings. I think we should be offering site management meaningful qualifications up to degree level. This would be a selling point for new recruits and would also be a positive for the organisation, having qualified managers not just experienced manages. The supervisory and management development programmes will also need to be restated. Every exit review letter I have received lately is about removing this. Development used to be out USP. We have a levy for L&D that is being paid for but not getting used. The only qualification for last year that used the very expensive levy was this qualification. That is less than 16% of the levy that we paid what a waste of money. We have no choice in the levy payment, so let's use it to the full.

Strategy 3: Our annual employee survey in its current fashion is not really any benefit. Yes, it gives the senior team a glimpse of how the employees feel, but what benefit does it have for the employees? I suggest that after we collate the information, we should not only present it to the board. We should present it to the employees. We could use this as part of our employee voice programme. We could present to each site their data (AP4) and the company as a whole data (AP5). It could be you spoke, and we listened exercise. I feel the benefits of this would be huge, this ties into one of the four enablers of engagement (MacLeod, 2009). This would take no extra time to complete and would only cost my time to

present the results and be available for any comments. This I believe would enable us to target specific issues at each site, before they become a larger organisational problem.

In conclusion any conversations around employee wellness or engagement in my organisation are non-existent at present. The company is desperately trying to keep its head above water and are not interested in any new initiatives. We are all having to justify our worth at present and rocking the boat would not be ideal. The evidence I have been able to produce is minimal as I have been told to keep this under the radar. This has been the most challenging assignment to date for me as the requirement to complete a survey and retrieve evidence from a closed workplace has been very tough.

The organisation does need to focus on engagement, but it is just not the right time.

References

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Available at: <https://www.mentalhealth.org.uk/a-to-z/d/diet-and-mental-health>
[Accessed 16 November 2020].

Paul Bennett

From: Paul Bennett
Sent: 15 November 2020 12:47
To: Paul Bennett (PaulB@Castlebingo.co.uk)
Subject: FW: Survey for uni

From: Jayne Beynon <JayneB@Castlebingo.co.uk>
Sent: 05 November 2020 17:58
To: Paul Bennett <PaulB@Castlebingo.co.uk>
Subject: Survey for uni

Hi Paul,
I know this is difficult but JCH would not agree to this at present.
How much primary data do you require? Can this be completed with HR staff. I would not have an issue you completing a survey monkey for example. You could sent it us should be 6 in total including yourself.
If this works for you go ahead. Keep it quick and only send to:
ME
Sue
Tash
Yourself
Serena
Tamika.

Hope this helps.

Kind regards

Jayne

Jayne Beynon
Director of People and Organisational Change
Castle Leisure Bingo Clubs
Mobile 07712 139197

From: Paul Bennett <PaulB@Castlebingo.co.uk>
Sent: 04 November 2020 12:39
To: Paul Bennett <PaulB@Castlebingo.co.uk>
Subject: Survey for uni

Hi Jayne,

I need to complete a survey for my qualification on Employee engagement.
I know there is no historical data on this subject, before you suggest it lol.
I know this was a clear no when we discussed on the phone, But after speaking with a lecturer yesterday, looks like I have no choice.
What do you suggest?

Many Thanks

Paul Bennett
HR & Training Officer
Castle Leisure Ltd

Castle leisure Engagement survey 2020

0

↓

MARY → DESIGN SURVEY → PREVIEW & SCORE → COLLECT RESPONSES → **ANALYZE RESULTS** → PRESENT RESULTS

RESPONDENTS: 6 of 6

ADD TO DASHBOARD

SAVE AS

QUESTION SUMMARIES

INSIGHTS AND DATA TRENDS

INDIVIDUAL RESPONSES

Page 1

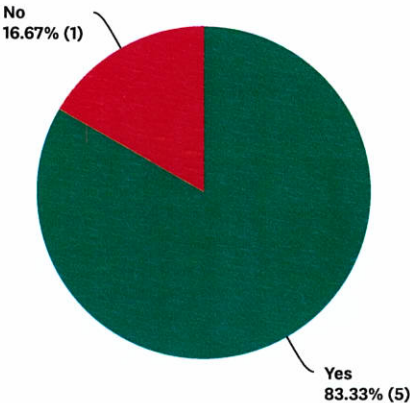
Q1

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Do you know what is expected of you at work?

Answered: 6 Skipped: 0



ANSWER CHOICES		RESPONSES	
Yes (1)		83.33%	5
No (2)		16.67%	1
TOTAL			6
BASIC STATISTICS			
Minimum	Maximum	Median	Mean
1.00	2.00	1.00	1.17
			Standard Deviation
			0.37

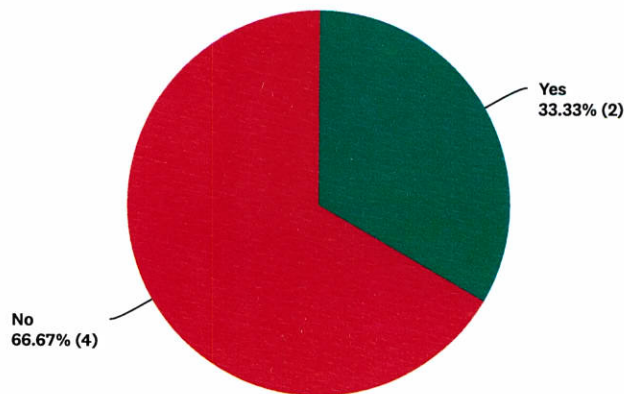
Q2

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In the last seven days, have you received recognition or praise for doing goodwork?

Answered: 6 Skipped: 0



ANSWER CHOICES

RESPONSES

Yes (1)	33.33%	2
No (2)	66.67%	4
TOTAL		6

BASIC STATISTICS

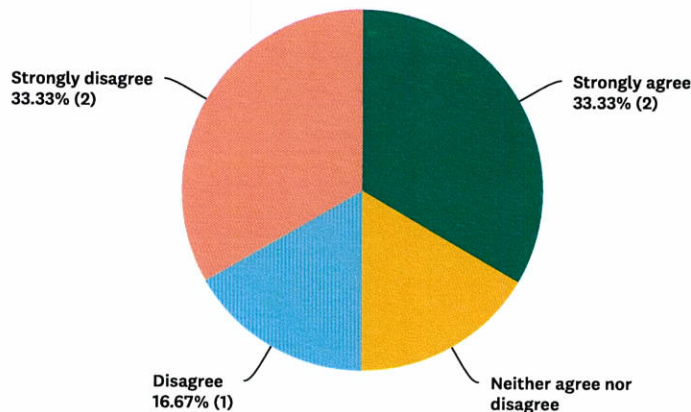
Minimum	Maximum	Median	Mean	Standard Deviation
1.00	2.00	2.00	1.67	0.47

Q3

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. Is there someone at work who encourages your development?

Answered: 6 Skipped: 0



ANSWER CHOICES

RESPONSES

Strongly agree (1)	33.33%	2
Agree (2)	0.00%	0
Neither agree nor disagree (3)	16.67%	1
Disagree (4)	16.67%	1
Strongly disagree (5)	33.33%	2
TOTAL		6

BASIC STATISTICS

Minimum	Maximum	Median	Mean	Standard Deviation
1.00	5.00	3.50	3.17	1.67

Q4



Customize

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At work, do your opinions seem to count?



Answered: 6 Skipped: 0

Strongly disagree
33.33% (2)Agree
50.00% (3)Neither agree nor
disagree

ANSWER CHOICES

Strongly agree (1)

Agree (2)

Neither agree nor disagree (3)

Disagree (4)

Strongly disagree (5)

TOTAL

BASIC STATISTICS

Minimum
2.00Maximum
5.00Median
2.50Mean
3.17Standard Deviation
1.34

RESPONSES

0.00%

50.00%

16.67%

0.00%

33.33%

0

3

1

0

2

6

2

Q5



Customize

Save as ▼

In the last six months, has someone at work talked to you about your progress?

Answered: 6 Skipped: 0

Yes
33.33% (2)No
66.67% (4)

ANSWER CHOICES

Yes (1)

No (2)

TOTAL

RESPONSES

33.33%

66.67%

2

4

6



BASIC STATISTICS

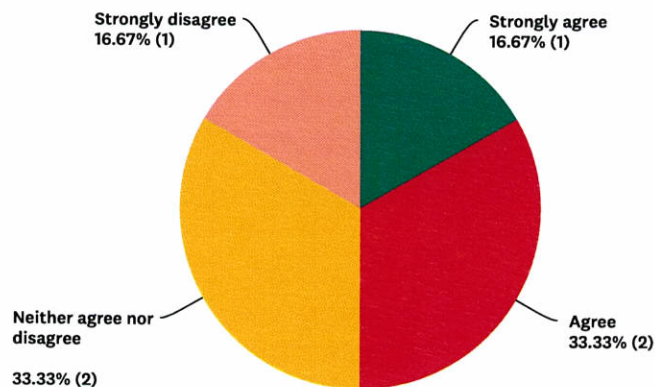
Minimum	Maximum	Median	Mean	Standard Deviation
1.00	2.00	2.00	1.67	0.47

Q6

[Customize](#) [Save as](#)

In the last year, have you had opportunities to learn and grow?

Answered: 6 Skipped: 0



ANSWER CHOICES

RESPONSES

Strongly agree (1)	16.67%	1
Agree (2)	33.33%	2
Neither agree nor disagree (3)	33.33%	2
Disagree (4)	0.00%	0
Strongly disagree (5)	16.67%	1
TOTAL		6

BASIC STATISTICS

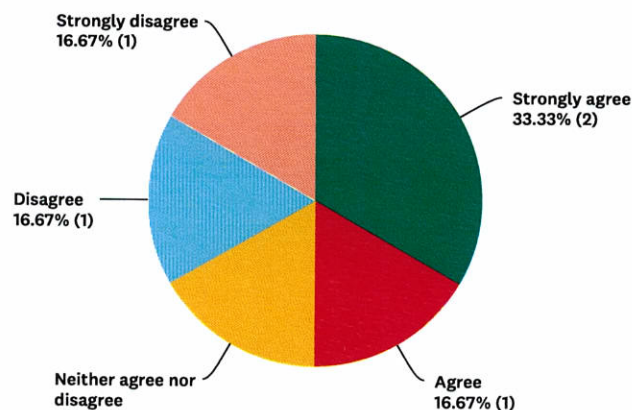
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Q7

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Do you have the materials and equipment to do your work right?

Answered: 6 Skipped: 0



ANSWER CHOICES

RESPONSES

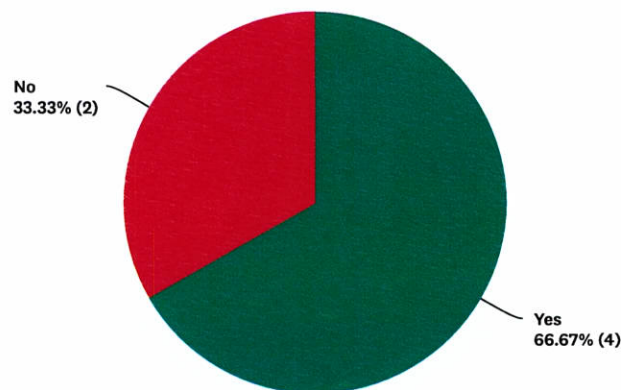
ANSWER CHOICES		RESPONSES	
Strongly agree (1)		33.33%	2
Agree (2)		16.67%	1
Neither agree nor disagree (3)		16.67%	1
Disagree (4)		16.67%	1
Strongly disagree (5)		16.67%	1
TOTAL			6
BASIC STATISTICS			?
Minimum	Maximum	Median	Mean
1.00	5.00	2.50	2.67
			Standard Deviation
			1.49

Q8

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At work, do you have the opportunity to do what you do best every day?

Answered: 6 Skipped: 0



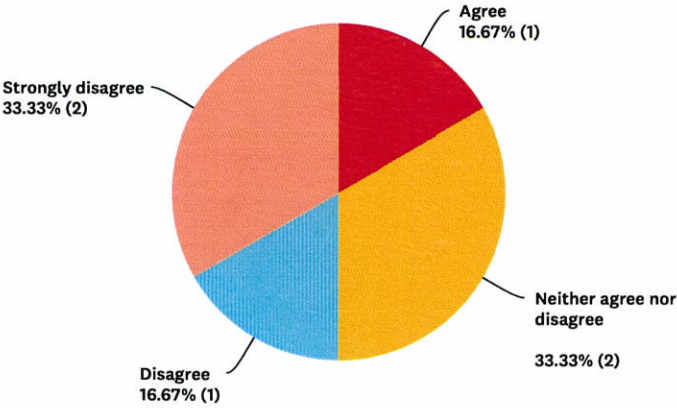
ANSWER CHOICES		RESPONSES	
Yes (1)		66.67%	4
No (2)		33.33%	2
TOTAL			6
BASIC STATISTICS			?
Minimum	Maximum	Median	Mean
1.00	2.00	1.00	1.33
			Standard Deviation
			0.47

Q9

[Customize](#) [Save as](#)

Are your fellow employees committed to doing quality work?

Answered: 6 Skipped: 0



ANSWER CHOICES		RESPONSES	
Strongly agree (1)		0.00%	0
Agree (2)		16.67%	1
Neither agree nor disagree (3)		33.33%	2
Disagree (4)		16.67%	1
Strongly disagree (5)		33.33%	2
TOTAL			6

BASIC STATISTICS					
Minimum	Maximum	Median	Mean	Standard Deviation	
2.00	5.00	3.50	3.67	1.11	

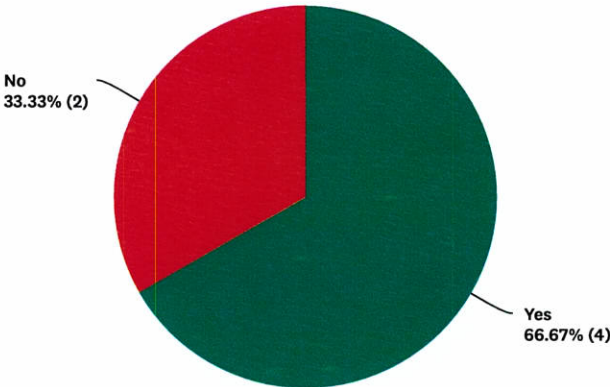
Q10

Customize

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.Do you have a best friend at work?

Answered: 6 Skipped: 0



ANSWER CHOICES		RESPONSES	
Yes (1)		66.67%	4
No (2)		33.33%	2
TOTAL			6

BASIC STATISTICS					
Minimum	Maximum	Median	Mean	Standard Deviation	
1.00	2.00	1.00	1.33	0.47	



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HR Strategic Plan 2020

Business Performance	Diamond Service
• To ensure HR policies are in place to promote best practice and ensure compliance to support the business and its statutory obligations. • Work collaboratively with the Commercial Executive to enhance Occupational Health and Safety policies and maintain 5* standards to meet KPI's. • Effectively manage controllable staff costs, reflecting challenging trading conditions, whilst continuing to offer flexibility to achieve work life balance.	• Ensure all employees are committed to delivering exceptional customer service in line with the Diamond Standard. • Provide a high quality HR service to support business objectives.
Internal Processes	Organisation and the People
• Ensure HR processes are fit for purpose, updated regularly and are applied consistently across the business. • To communicate in an effective, timely and appropriate manner both internally and externally. Encourage employees to communicate ideas and suggestions. • Continue to develop the approach to succession planning and development of staff, Managers and Executives.	• Embed a culture of engagement and continuous improvement through an ongoing review process and open communication. • Coach, support and train employees at all levels to ensure they are equipped with the necessary skills and competencies to improve performance and contribution of teams to deliver business objectives. • Improve staff Health and Wellbeing through the formalisation of the wellbeing approach and other HR initiatives and services.

HR Business Priorities / Objectives 2020

BUSINESS PERFORMANCE				
Objective	Action/s	Target	Performance Measures	
To ensure HR policies are in place to promote best practice and ensure compliance to support the business and its statutory obligations.	JB to review policies and place in new format to ensure they are in line with legislation and best practice Download to club servers.	April 2020 (and then ongoing)	All policies up to date Staff aware of new policies	
	Work with Operations Executive to address all issues resulting from Corona virus and adverse effects on business performance.	Q2 and Ongoing	Agree staffing levels to meet business needs on reopening of clubs.	
	HR team to attend 5* Audit dates and assist in Sword of Honour applications Introduction of more formal occupational health policies to support Health and Wellbeing initiatives.			
Work collaboratively with the Commercial Executive to enhance Occupational Health and Safety policies and maintain 5* standards to meet KPI's.				
Work with club managers and the Operations Executive to effectively control wage staff costs, to reflect continuing challenging trading conditions.	Critically review staffing levels at all clubs and prepare for staff reduction as a result of the effects of the Corona virus on business performance.	Ongoing 2020	Weekly hours worked and weekly wage costs	
Reduce short term absence to maximise service efficiency	Liaise with GM's on absence triggers of 3 absences in a 12-month period and advise on appropriate action.	Ongoing 2020	Reduction in short term absence	

DIAMOND SERVICE

Objective	Action	Target	Performance Measures
Ensure all employees are committed to delivering exceptional customer service in line with the Diamond Standard.	Update DSS programme and schedule for all employees to attend Diamond Service training after probationary period with refresher training every 3 years. Annual appraisals to score employees on CSTARS Review staff recognition aspect of Diamond Service approach. Conduct DSS audits twice yearly.	Q2 and Ongoing Ongoing Ongoing Ongoing	Training attendance records for all new starters to be monitored. Achieve Satisfactory or above on all appraisal scores Celebrating personal contribution to service standards and operational performance. Feedback DSS audit results on the day and forward written report within 7 days, to improve operational performance.
Provide a high-quality HR service to support business objectives	Annual appraisals for all members of the HR team with agreed objectives. Implement & act on feedback from peers and departmental areas Ensure HR team embodies IIP Gold standard and maintain progress through to 3-year review. Work with executives to identify and implement change management initiatives to drive business performance.	September 2020 Ongoing Ongoing Ongoing	Achieve Satisfactory or above on all appraisal scores Follow up meetings where improvement areas are identified Positive feedback and IIP accreditation retention Measurable efficiencies to systems, costs and work processes.

Internal Processes

Objective	Action	Target	Performance Measures
Ensure HR processes are fit for purpose, updated regularly and are applied consistently across the business	JB to annually review all HR processes & forms against efficiency & best practice. Complete 2 HR Audits per year. Complete review of essential skills. Complete review of Man Dev Portfolios. Update job descriptions, dept workbooks, contracts. PB to download policies to club servers	Ongoing 2020 Ongoing Q2 2020 Q2 2020 Q1/2	Relevant and user-friendly systems and procedures Improved levels of compliance Currency and relevancy of skills all Documents. Accessibility to current Company policy and procedures
Download revised Operating Policies on Club Servers			
To communicate in an effective, timely and appropriate manner both internally and externally. Encourage employees to communicate ideas and suggestions.	HR Team to fully understand department priorities for 2020. Monthly HR team meetings. Staff Representative Forum Staff Survey Re-introduction of team briefings at start of each session. Introduction of Castle Staff App	Ongoing Ongoing Ongoing Ongoing Ongoing	HR Meeting minutes Staff Representative Forum Minutes Improved scores for internal comms Discussions with GM's Liaise with Marketing dept on timings
Develop the approach to recruitment, succession planning and development of staff, Managers and Executives.	Continual review of resourcing procedures to ensure business needs are met by all recruitment activity. Build on relationships with local Universities to aid part time and graduate recruitment. Include talent management on agenda for HR and Management meetings Plan for recruitment to relaunch Nantgarw Club	Ongoing Ongoing Ongoing Ongoing Q4 2020	Participate in jobs fairs and advertise online. Stabilise labour turnover and enhance career progression. Have records of succession planning data to include high risk roles talent pools. Sufficient staffing levels on relaunch

ORGANISATION & THE PEOPLE

Objective	Action	Target	Performance Measures
Embed a culture of engagement and continuous improvement through a people strategy that supports the delivery of enhanced performance and engagement in the workforce	Develop a coherent HR Strategy that includes IIP Gold standards and business needs and embed this plan across management.	Annual Review	Inclusion of plan in Operations meeting paper
	Employee Survey feedback delivered to all clubs and review continued improvements across the business.	Q1 2020	Positive employee survey results
	Ensure 10-minute chats with the GM initiative implemented clubs.	Ongoing	Increased staff engagement
	Continue to source and expand quality training programmes from a range of external specialist providers and review appropriate E Learning content	Ongoing	Enhanced Personal Development
Coach, support and train employees at all levels to provide the necessary skills and competencies to improve performance and deliver business objectives.	Appraisals to be completed for 2020 and staggered at all clubs to meet business demands. Plan to defer to 2021 as a result of Corona virus impact.	December 2020	Achieve Satisfactory or above on all appraisal scores
Improve staff Health and Wellbeing through the formalisation of the wellbeing approach and other HR initiatives and services	Enhance Staff Health and Wellbeing plan & develop new initiatives for roll out	Ongoing	Positive employee survey results and reduced absence levels
	Engage with health professionals for staff health checks.	Ongoing	Increased staff engagement and reduced absence
	Maintain rolling calendar of initiatives	Ongoing	Promote Health & Wellbeing
	Continue roll out of Mental Health First Aid training at all clubs	Ongoing	Reduce absence rates relating to Mental Health issues

HR Team Principles & Behaviours:

The HR Team can achieve these objectives by living the following behaviours.

- Provide customer and team feedback to improve process or products
- Give feedback to one another openly to improve team performance
- Recognise the contribution that individuals are making to the team
- Act as a role model to promote a culture of inclusivity, dignity and respect
- Strive for personal professional development
- Take responsibility for personal motivation and contribution
- Lead by example, coach and improve themselves and the team
- Provide specialist HR advice in line with best practice
- Share knowledge and learning with others
- Build strong relationships with everyone across the company

Staff Survey Results 2019 – Company

Key Results Survey Questions	2019	2019 v 2017
Health & Wellbeing - Safety whilst working increased (86% 2017) - Provision of training that keeps me safe <i>New question for 2019</i> - Wellbeing Board information <i>New question for 2019</i> - Mental Health training for staff <i>New question for 2019</i> - Importance of Annual Health Screening <i>New question for 2019</i>	89% 90% 72% 64% 66%	
Staff Motivation Levels decreased (79% 2017) <i>New wording for 2019</i>	64%	
Loyalty towards: Supervisors decreased (68% 2017) Management decreased (54% 2017) Executive Team increased (35% 2017)	63% 53% 42%	  
Castle Recommended as a good place to work increased (63% 2017)	64%	
Job Security increased (73% 2017) <i>New wording for 2019</i>	76%	
Motivation Levels: - Reasonable workload decreased (73% 2017) - Time to complete work decreased (74% 2017) - Interesting job, variety of work remained static (74% 2017).	68% 73% 74%	  
Reward: - Pay and Benefits comparable for industry decreased (57% 2017) - Fairly paid for contribution decreased (66% 2017)	54% 62%	 
Elements of Rewards: - Access to a Healthcare Cash Plan decreased (71% 2017) - Subsidised meals increased (85% 2017) - Provision of Uniform remained static (86% 2017) - Free Life Insurance decreased (85% 2017) - First Aid Bonus remained static (55% 2017)	67% 87% 86% 79% 55%	    
Recognition: - Overall satisfaction with job increased (68% 2017) - Recognition linked to performance increased (46% 2017) - Company recognition of staff increased (39% 2017) - Empowered to make decision decreased (58% 2017) - Encouraged to use initiative decreased (66% 2017) - Feeling appreciated for work increased (51% 2017)	69% 48% 40% 57% 65% 53%	     

Career Development:		
• Performance reviewed regularly increased (46% 2017)	51%	↑
• Management Team supporting career progression increased (50% 2017)	56%	↑
• Work utilises skills & capabilities decreased (75% 2017)	74%	↓
• Role allows me to develop necessary skills increased (63% 2017)	65%	↑
• Opportunity for multi skilling increased (68% 2017)	73%	↑
Training & Development:		
• Training improves job performance decreased (69% 2017)	67%	↓
• Provision of training opportunities increased (68% 2017)	74%	
• Awareness of training opportunities increased (75% 2017)	76%	↑
Castle Leisure Leadership & Direction:		
• Leaders clearly communicating objectives decreased (55% 2017)	50%	↓
• Executives creating positive environment decreased (50% 2017)	49%	↓
• The Executive team lead by example decreased (54% 2017)	50%	↓
• Overall satisfaction with management approach decreased (63% 2017)	62%	↓
Internal Communication:		
• Overall satisfaction with communication decreased (53% 2017)	49%	↓
• Company communication decreased (57% 2017)	56%	↓
• Opportunities for staff suggestions decreased (62% 2017)	56%	↓
• Managers communication decreased (56% 2017)	54%	↓
• Staff forum's influence on communication decreased (60% 2017)	55%	↓
2019 company response to survey	52%	
2017 company response to survey	51%	

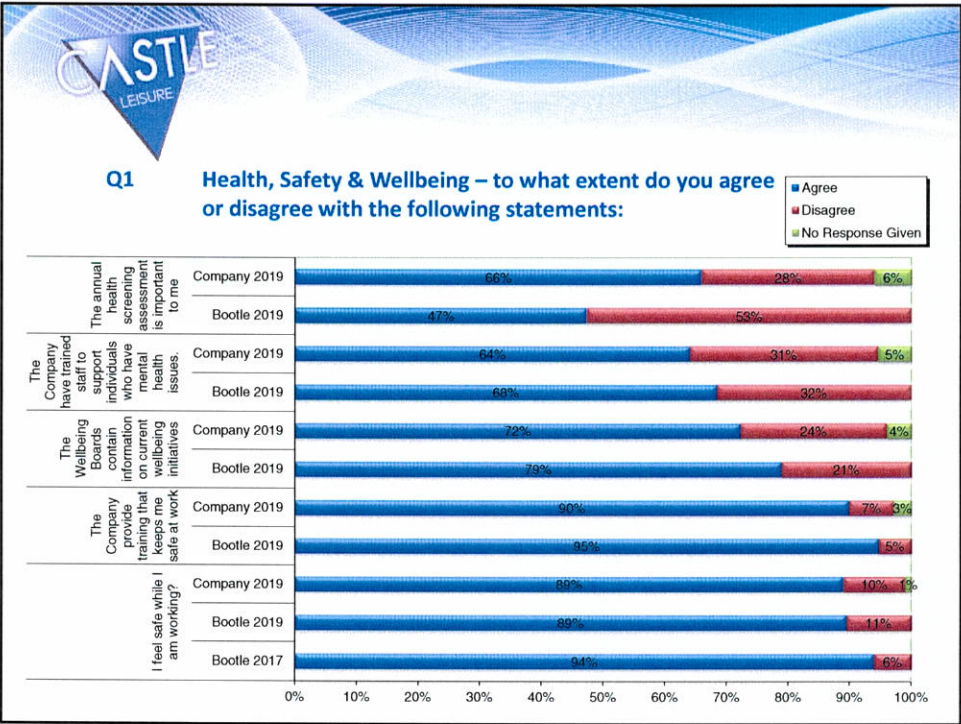




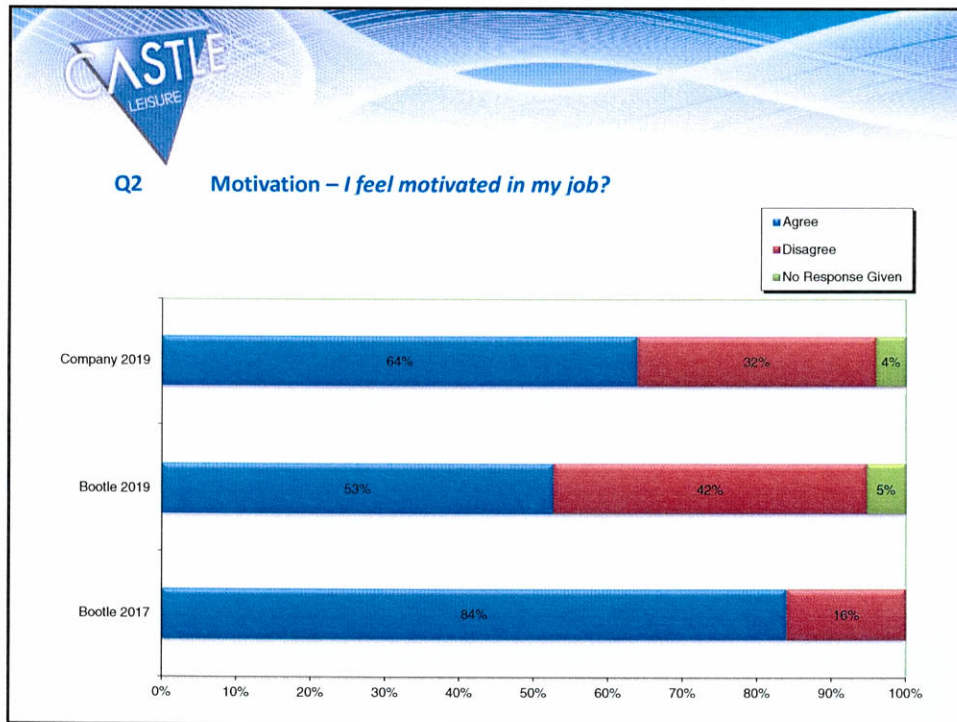
Staff Survey Results

Bootle 2020

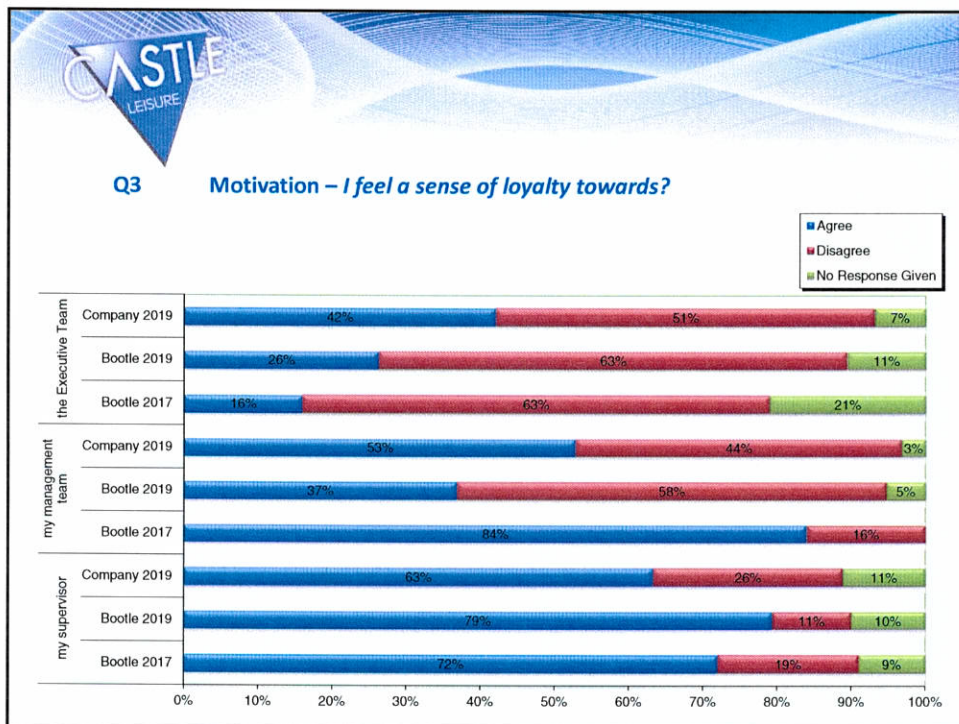
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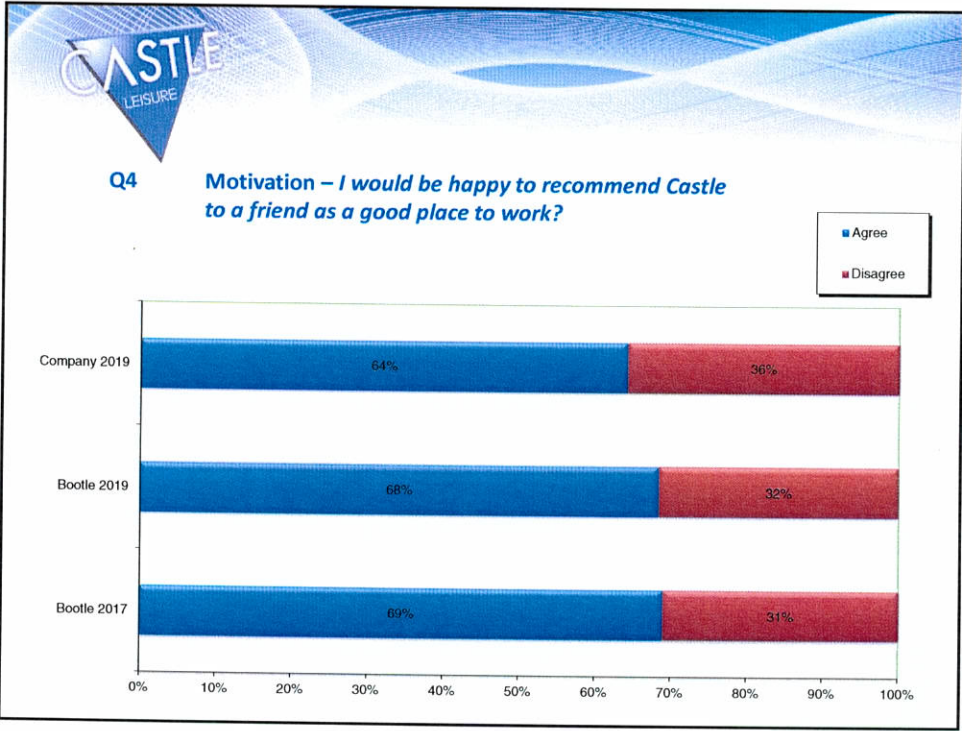
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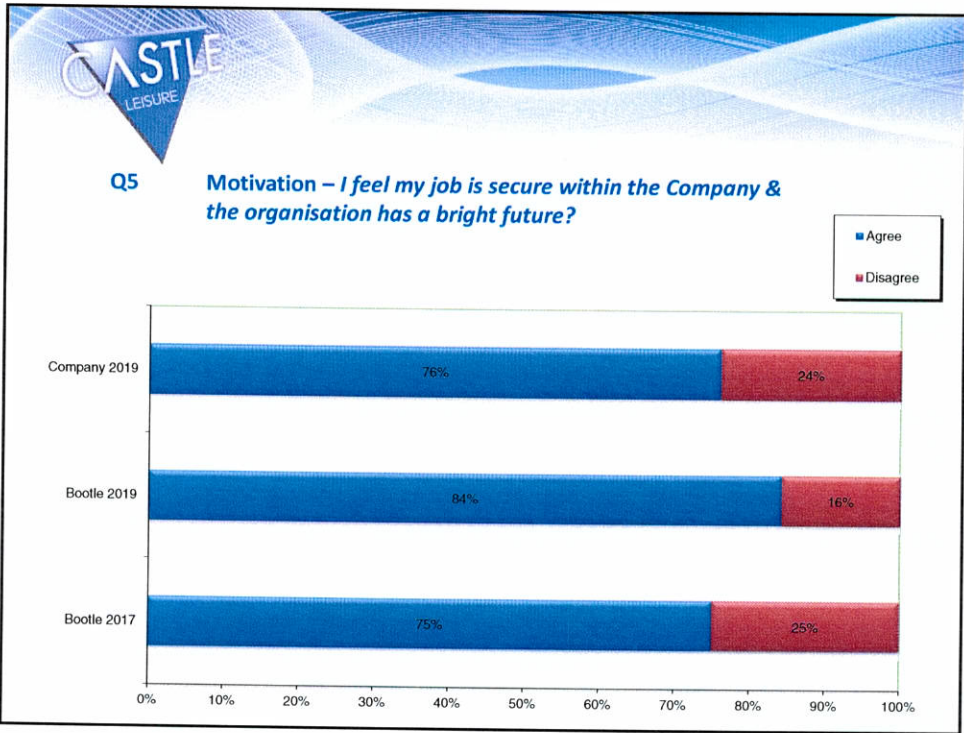
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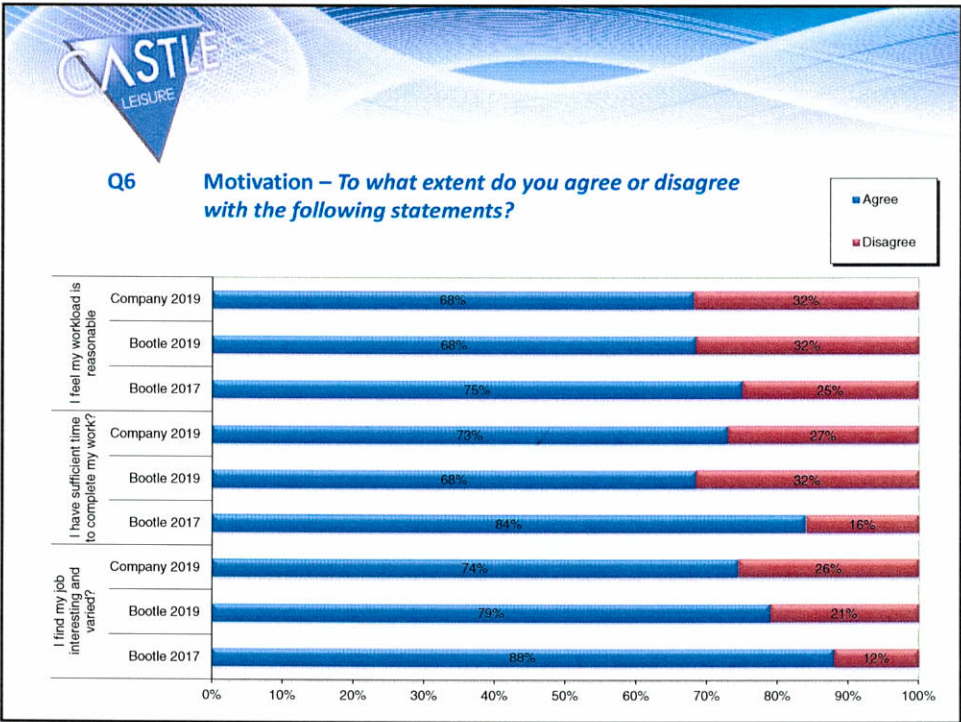
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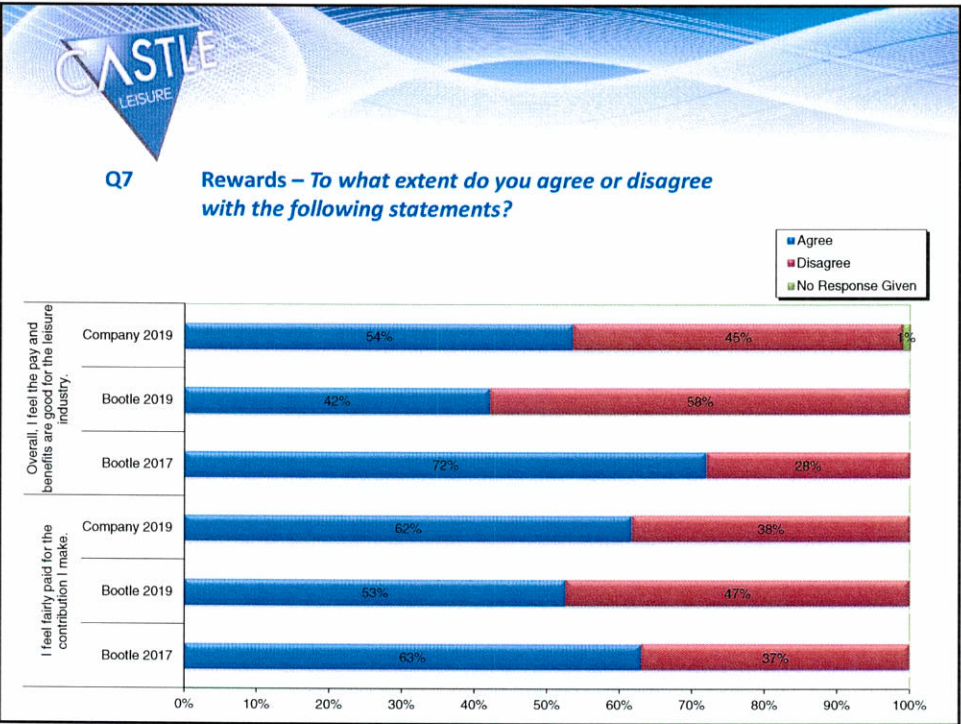
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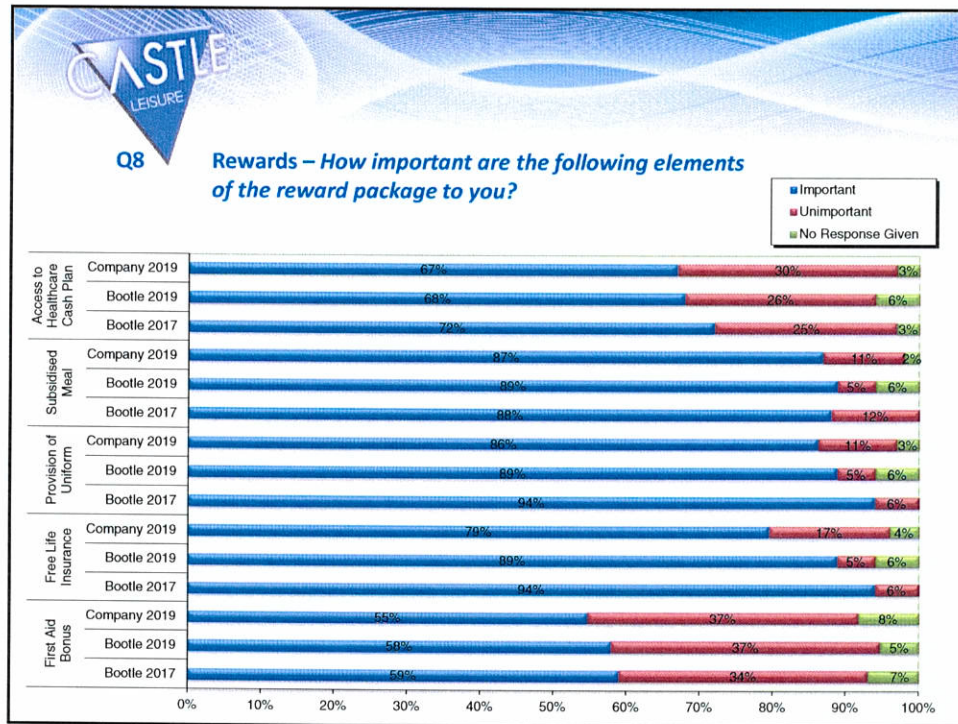
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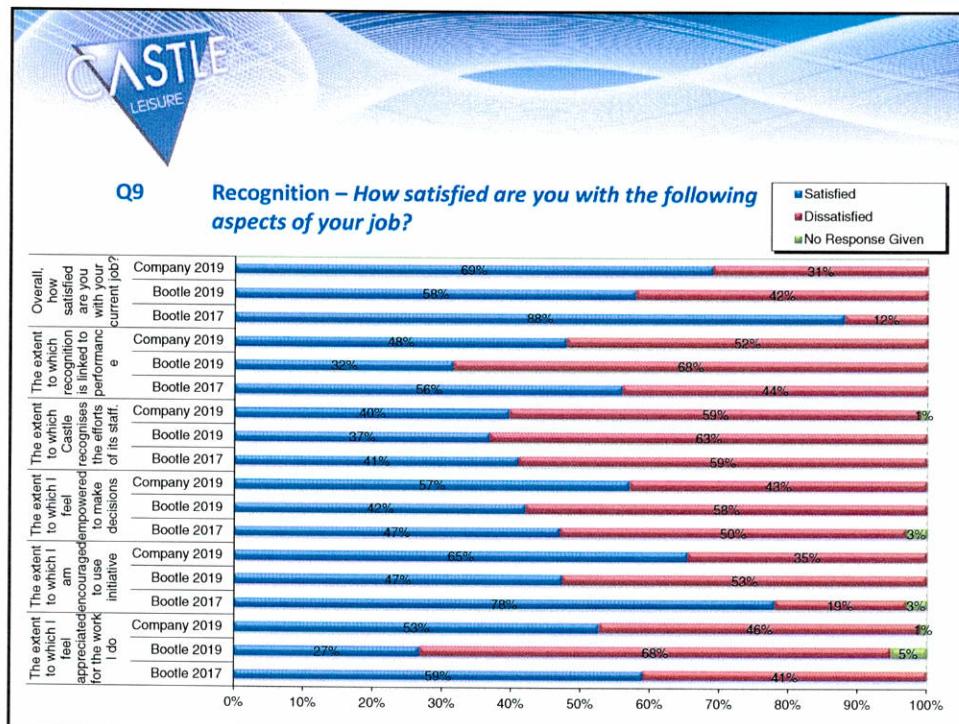
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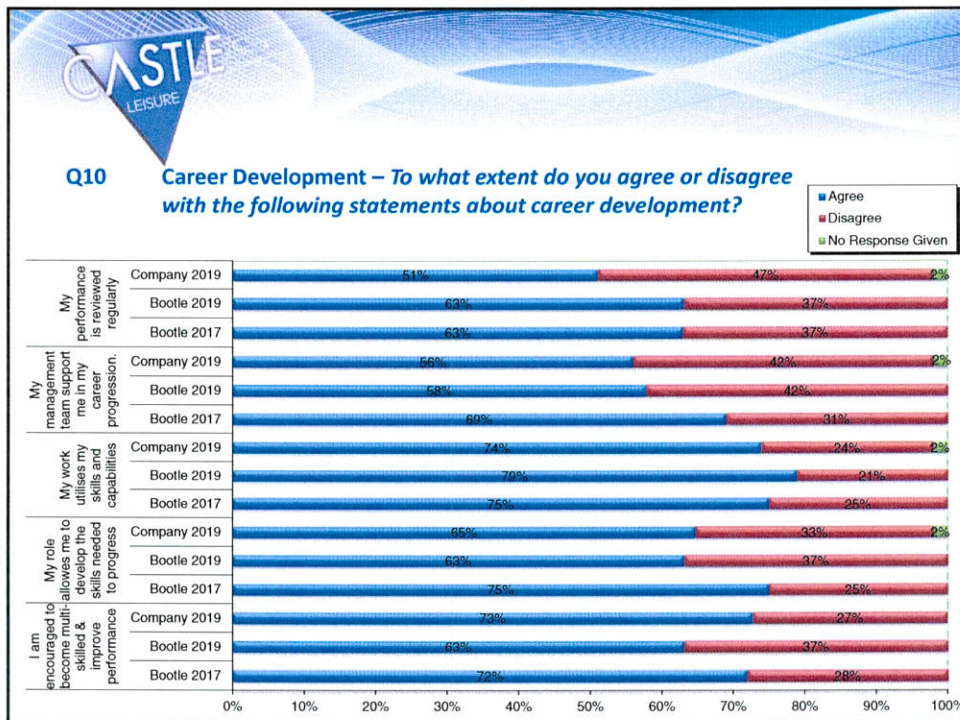
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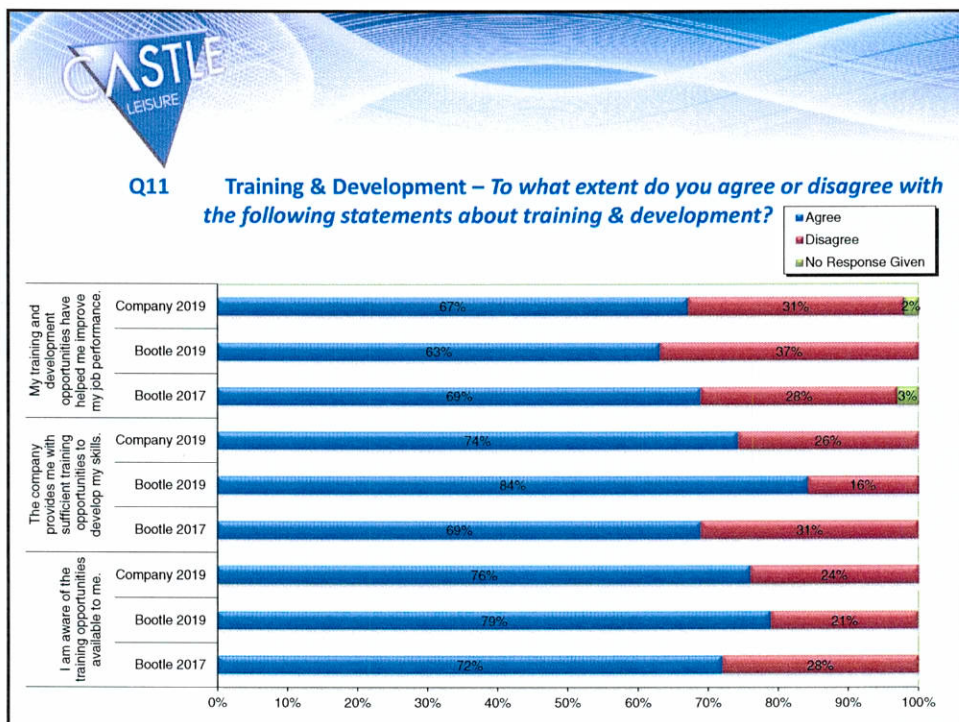
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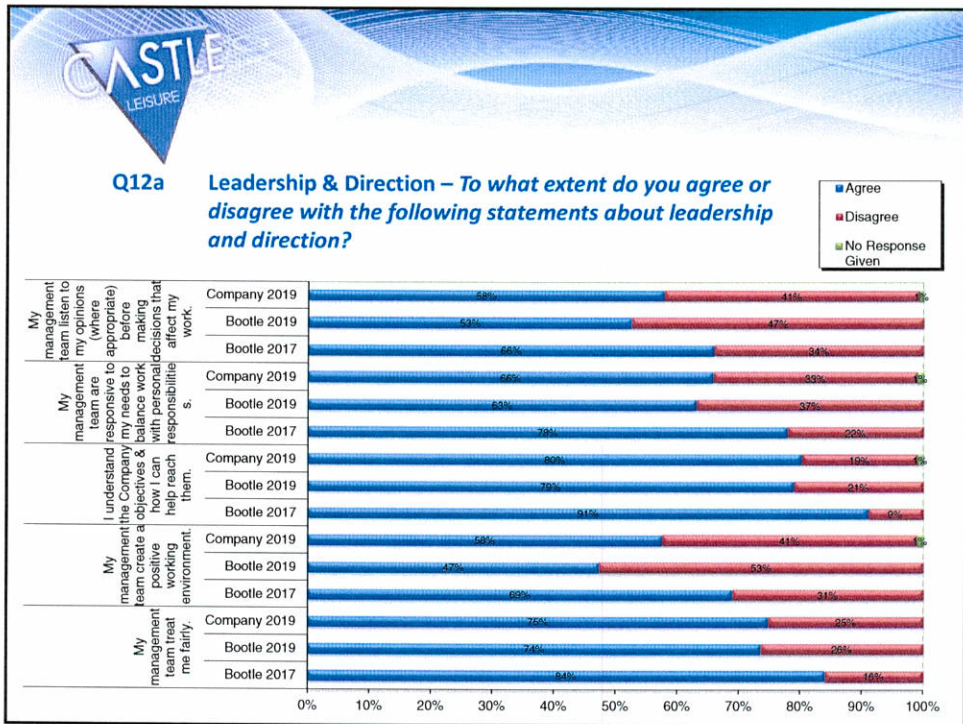
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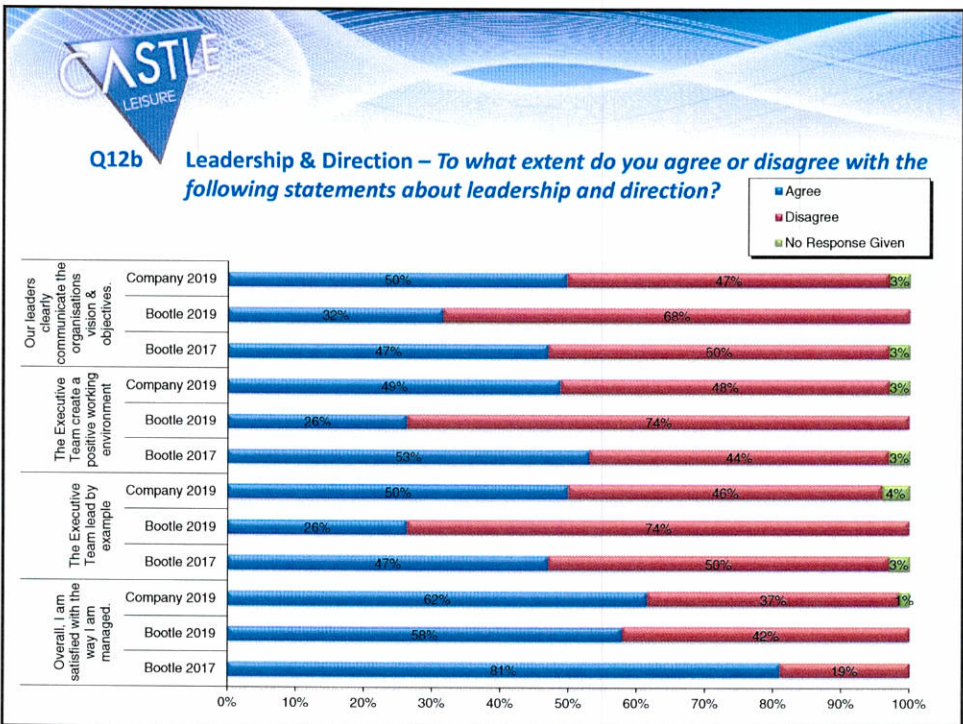
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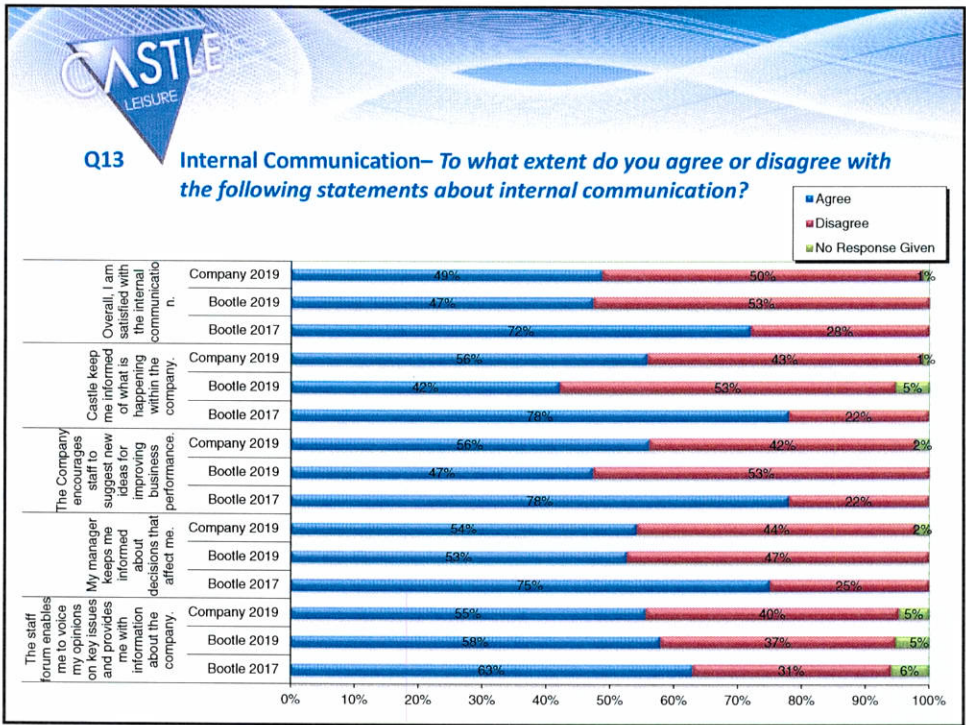
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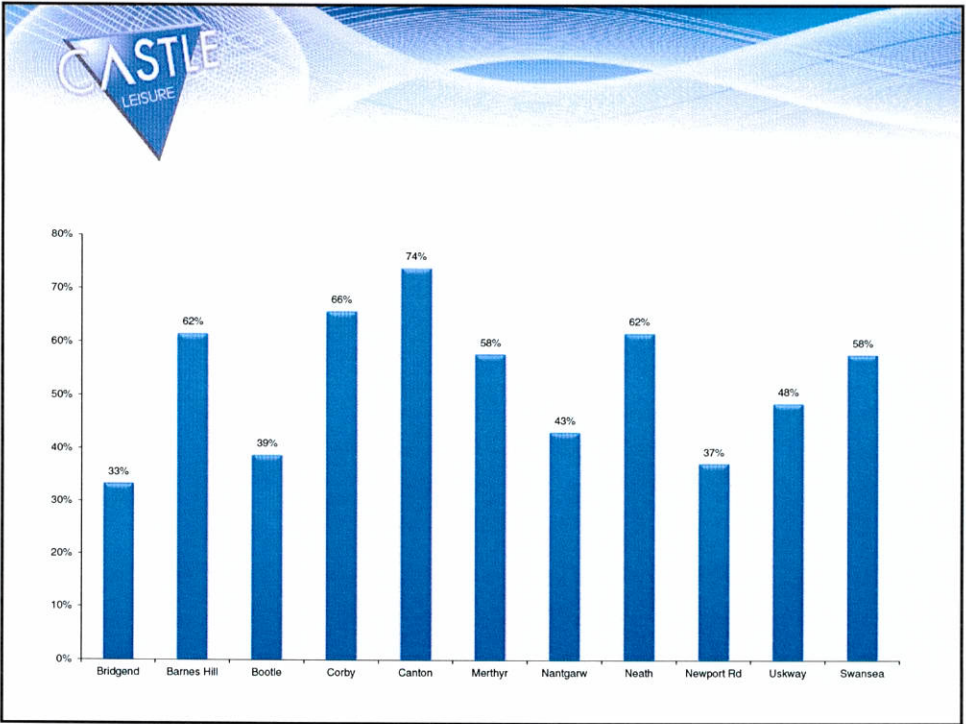
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