

CIPD Candidate evidence matrix

(CEM1)

Candidate name: Carla Roberts				CIPD Membership/registration No.:		
Qualification title: CIPD Diploma in Applied Human Resources				53274210		
				Unique Learner No. (ULN):		
				1810259		
Unit code	Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled
5AIOF	Contributing to Improving Organisational Performance	1.1	Competency Framework (Senior Managers)	EV1		
5AIOF	Contributing to Improving Organisational Performance	1.1	Job description example	EV2		
5AIOF	Contributing to Improving Organisational Performance	1.1	Recruitment and Selection Policy	EV3		
5AIOF	Contributing to Improving Organisational Performance	1.1	Reward and Recognition Policy	EV4		
5AIOF	Contributing to Improving Organisational Performance	1.1	Managing Performance Policy	EV5		
5AIOF	Contributing to Improving Organisational Performance	1.1	Annual Appraisal Form (for the appraiser)	EV6		
5AIOF	Contributing to Improving Organisational Performance	1.1	Annual Appraisal (self assessment form)	EV7		
5AIOF	Contributing to Improving Organisational Performance	1.1, 2.2	SOP for online L&D system (Flow)	EV8		
5AIOF	Contributing to Improving Organisational Performance	1.2	Email between myself and IIP Assessors	EV22		
5AIOF	Contributing to Improving Organisational Performance	1.3, 2.1	Email between myself and a manager providing timely and accurate information re. a number of employee issues	EV9		
5AIOF	Contributing to Improving Organisational Performance	1.3	Email between myself and a manager providing timely and accurate information re. recruitment	EV10		
5AIOF	Contributing to Improving Organisational Performance	1.3	Email between myself and a manager providing timely and accurate information re. managing poor performance	EV11		
5AIOF	Contributing to Improving Organisational Performance	2.1	Email between myself and a manager when I offered support/advice	EV12		
5AIOF	Contributing to Improving Organisational Performance	2.1, 3.1, 3.2, 3.3	HR register which shows the number of employee meetings that take place	EV13		
5AIOF	Contributing to Improving Organisational Performance	2.2	Email with a supervisor, offering her training on	EV14		

5AIOP	Organisational Performance Contributing to Improving Organisational Performance	2.2	recruitment activities. Core values framework	EV15	
5AIOP	Contributing to Improving Organisational Performance	2.3, 3.1	360 Review Form	EV16	
5AIOP	Contributing to Improving Organisational Performance	2.3	Personal Development Plan	EV17	
5AIOP	Contributing to Improving Organisational Performance	2.3	Email to managers to inform them of changes	EV18	
5AIOP	Contributing to Improving Organisational Performance	3.1, 3.3	Attrition and headcount report for May 2019	EV19	
5AIOP	Contributing to Improving Organisational Performance	3.1	Analysis of leavers report for May 2019	EV20	
5AIOP	Contributing to Improving Organisational Performance	3.2	Email re. redundancies and my support via offering redeployment opportunities	EV21	
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:	23/07/19

Notes on candidate evidence matrices

Candidates should be encouraged to develop a matrix indicating how their evidence relates to each unit/module and learning outcomes/assessment criteria. This helps advisors and assessors to support candidates to draw links between units and encourage cross-referencing and the possible multi-use of evidence.

Evidence matrices can be developed using the unit/module and learning outcomes/assessment criteria, giving candidates an opportunity to link their evidence to each outcome.

Another approach is to have a more generic form where candidates list evidence and tick relevant boxes to show coverage.

Whatever approach is employed candidates should be encouraged to complete these forms themselves and not expect assessors to do this for them.

Qualification: CIPD Diploma in Applied Human Resources

Module Name: 5A1OP: Contributing to Improving Organisational
Performance

Assessment: Portfolio of Evidence

Word Count: 3051

Student Name: Carla Roberts

Student Number: 1810259

CIPD Membership Number: 53274210

LO1: Be able to provide information on performance management activity within an organisation.

Personal Statement

1.1 Explain performance management policies and processes in the organisation and the roles and responsibilities of those involved in them.

Performance management is imperative to the overall organisational success, as individual performance leads to organisational performance. CIPD (2018a) note that employees must understand what is expected of them, they therefore need to be motivated, have the required training, materials and support from their employers. It is therefore important to manage performance of individuals, with HR helping to advise line managers and create policies and procedures to reflect these practices. It is then the responsibility of the line managers to adhere to and promote these policies so that individual and organisational performance is increased.

For an employee to perform to the correct standard they need to understand what those standards are, therefore competency frameworks are put in place to set performance objectives and to base KPIs. EV1 is an example of a competency framework for senior managers and outlines the expectations the organisation has of them across three different areas; people, product and profit. Senior managers should therefore aim to have advanced indicators across all three areas. Job descriptions can also set performance objectives as it makes the roles and responsibilities clear from the start; EV2 shows an example of a Bluestone job description. It clearly lays out the main purpose of the role, the general requirements, the specific requirements (broken down into People, Product and Profit), the essential and desirable skills needed, and the personal attributes required.

Rees and French (2016) state that performance management is process which follows the employee lifecycle. It therefore encompasses inductions, training, appraisals, managing poor performance and rewarding high performance. EV3 is Bluestone's recruitment and selection policy; this shows the rigid and complex policy which outlines the selection process to make sure that the right candidates are selected for the job. ACAS (2019) suggests that recruiting the wrong employee can be expensive and can lead to managers and HR having to spend time managing them, the new employee could leave (of their own accord or via dismissal), and there are more costs associated with re-recruiting. In addition to this, there could be customer complaints and it can be demoralising for the team. However, good recruitment leads to the organisation and the individual benefitting.

Recognising and rewarding employees is just as important as managing poor performance. EV4 shows Bluestone's reward and recognition policy, which focuses on the annual ACE awards which take place to reward our highest achievers across ten different areas; with the overall winners getting a prize of £1000 each. Perkins and Woodhams (2016) identify that reward management has many benefits but must align with the organisational strategy, as Bluestone aims to be an employer of choice it aligns with the effort and money put into rewarding employees.

Managing poor performance helps to improve organisational performance, as those who aren't performing well can be detrimental to an organisation. Poor performance can include attendance, attitude and performance in their job. EV5 shows the Managing Performance policy which guides managers on how to get the best out of their employees; this is through dealing with excellence, dealing with the acceptable, and dealing with the unacceptable. HR will often advise managers on

this, especially when dealing with the unacceptable. An example of the importance of managing performance is when a housekeeper continually does not clean their lodges to the desired standard, this leads to their supervisor needing to find time to re-clean it before the guest arrives, or if they don't have time it could lead to guest complaints. The policy therefore advises managers on how to deal with this situation, and HR will be involved to make sure the correct procedures are followed.

Whether an employee is performing well or underperforming, they should always have feedback from their manager or supervisor. This is often in the form of an appraisal. EV6 and EV7 show the annual appraisal forms which are now completed online, one of which is completed by the appraiser and the other is a self-assessment completed by the appraisee. It is important for employees and employers to have an open exchange of views, as stated by CIPD (2018b), so a self-assessment can help achieve this. I have previously trained managers in our online learning and development platform that is used to log training, undertake online modules and formulate appraisals. EV8 shows an SOP that I put together and sent to all managers so that they had a full understanding of what the system was to be used for.

1.2. Explain key sources of information, including legislative information, which underpin performance management activities.

The ACAS Code of Practice (2015) is adhered to by Bluestone; making sure all disciplinary and grievance procedures are followed correctly and fairly. This lays out what steps to take and what is deemed as fair; ACAS is a government body and therefore offers sound advice and guidance. Bluestone therefore follows this to make sure we are abiding by employment law and we do not end up in an employment tribunal.

It is also important that Bluestone does not discriminate potential, current and past employees based on any of the protected characteristics (*Equality Act 2010*). This Act sets out guidance which employers can use throughout the employment process, from recruitment through to the exit process. This is reflected in Bluestone's policies and procedures.

In 2017 Bluestone were awarded with a Gold Investors in People awards (Investors in People, 2019). This meant that our performance management practices were deemed as being of a high standard, which was decided upon by members of IIP visiting Bluestone to understand the processes and speak to managers and employees. EV22 shows the email correspondence from our assessor who thanked me and my then manager for how we organised the assessment.

1.3. Provide timely and accurate information to colleagues regarding performance management activities.

It is important that HR support line managers and colleagues by providing accurate information in a timely and efficient manner. EV9 shows the email correspondence between me and a manager; she had made these requests on 4th July and I responded to them on 8th July, ready for our face-to-face meeting on 9th. The query was over several employees who were under-performing, either through not cleaning the lodges to a required standard or had a high level of absences. There were also other queries such as capability reviews and occupational health meetings. I responded to these and the manager found this to be very helpful. This advice reflects the Managing Performance Policy (EV5).

My main role is to assist with recruiting staff, through liaising with advertising board, recruitment agencies, direct candidates and contributing to recruitment campaigns. Recently we have filled the role of Senior Web Developer which was especially difficult due to the skills gap and Bluestone's location. EV10 shows an email from the Head of IT who was very thankful that I had helped them locate a successful candidate. This took a lot of time as I had to deal with agencies, job boards, direct candidates and also help with administration tasks such as arranging interviews. All tasks were completed in a timely manner and the contracts sent had the correct information on.

I also oversee the probationary period of employees and therefore advise and assist managers with employees who are underperforming in their probation period. EV11 shows me noticing that an employee was due his final probation meeting and offering to help support the meeting. This supports the Managing Performance policy (EV5). CIPD (2017) notes that employers should have processes in place for assessing a new employee's suitability and competence, and are a good way of terminating someone more they gain more job security.

Reference List for LO1

ACAS, (2019). *Code of practice on disciplinary and grievance procedures*. [online]. Available at: http://www.acas.org.uk/media/pdf/p/f/11287_CoP1_Disciplinary_Procedures_v1__Accessible.pdf. [Accessed 10th July 2019].

ACAS. (2019). *Recruiting staff*. [online]. Available at: http://m.acas.org.uk/media/pdf/n/m/Recruiting_staff_guide.pdf. [Accessed 8th July 2019].

CIPD. (2017). *Recruitment and selection Q&As*. [online]. Available at: <https://www.cipd.co.uk/knowledge/fundamentals/emp-law/recruitment/questions>. [Accessed 10th July 2019].

CIPD (2018a). *Performance management: an introduction*. [online] Available at: <https://www.cipd.co.uk/knowledge/fundamentals/people/performance/appraisals-factsheet>. [Accessed 9th July 2019].

CIPD (2018b). *Performance appraisal*. [online] Available at: <https://www.cipd.co.uk/knowledge/fundamentals/people/performance/factsheet>. [Accessed 8th July 2019].

Equality Act 2010, c. 15. Available at: <https://www.legislation.gov.uk/ukpga/2010/15/contents>. [Accessed 10th July 2019].

Investors in People. (2019). [online]. Available at: <https://www.investorsinpeople.com/>. [Accessed 9th July 2019].

PERKINS, G. and WOODHAMS, C. (2016). 'Reward Management', in Taylor, S. and Woodhams, C. (2nd ed.) *Human Resource Management: People and Organisations*. London: CIPD.

REES, G. and FRENCH, R. *Leading, Managing and Developing People*. 5th ed. London: CIPD.

LO2: Be able to support line managers to deliver performance management activities within the organisation.

Personal Statement

2.1. Analyse the types of support line managers in the organisation need from HR, in relation to performance management activities.

CIPD (2014a) noted that it is down to the managers to deliver performance management activities in a meaningful and engaging way. However, it is HR that has to support the line managers by advising and helping them achieve performance management activities. EV12 shows an email from a Head of Department thanking me for my support with an employee issue.

EV9 also shows an instance where I supported a manager in relation to performance management. The email provides information, advice and coaching for the manager. There is also a direct involvement from HR as I write the letters to invite the individuals in for a meeting, and then take notes during the meetings.

The documentation is then scanned in by HR and saved on the individual's employee file to keep a record of conversations that have taken place; this is especially important when employees are issued with written warnings or dismissed. HR also keep a record of the meetings that have taken place throughout the year (E13), which is used as a log to identify trends and analyse outcomes. It also ensures that further meetings are not forgotten. For example, if an employee's probation is extended, the log will show the date that the extension ends so that another meeting can be arranged at the right time.

2.2. Support line managers' capability to deliver performance management activities.

It is important for line managers to receive sufficient training and guidance to be able to deliver performance management activities. HR does this by setting policies and procedures and then informing managers through documents and training. Trullen et al (2016) suggest that HR make a difference by enhancing the ability, motivation and opportunity initiatives. This is through activities such as training, support materials, support services, line manager involvement and using consultants.

EV14 shows me organising training with one of the supervisors who was taking on more responsibility with recruiting new staff members. I therefore suggested training her in the recruitment process and the system used.

EV8 shows the SOP (standard operating procedure) that I put together to help managers understand how our Learning and Development platform worked and the purpose of it; this platform is for performance management activities such as appraisals, online training modules, competency frameworks and training records. This therefore gave managers information and guidance to increase their capability of performance management activities.

EV15 shows a framework that was put together to help employees understand the core values. This was included as part of compulsory training for all staff members so that they could 'live the values'. CIPD (2014b) suggests that if the values and culture are not reinforced it can lead to the overall

business purpose becoming more diluted. This could then lead to a negative impact on individual and organisational performance.

2.3. Work in conjunction with line managers in the provision of employee performance and development reviews.

As part of the review process, employees at Bluestone now have a 360 review (EV16) where their peers, manager and direct reports identify three strengths and three weaknesses of the appraisee which is used to base the appraisal around. Porter (2017) identifies that these are useful so that managers can get a better sense of clients' strengths and weaknesses. However, the feedback needs to be useful by looking at the big picture, being aligned to the organisation, behavioural and specific, factual, positive and negative, focused on patterns, linked to the impact, and prioritised. The format of the appraisal is developed by the Learning and Development team and is the responsibility of the managers to carry them out effectively.

Once the feedback has been received, the manager completes a Personal Development Plan (EV17) with the employee. This makes it more relevant and valuable, as the traditional appraisal is now seen to be pointless and a tick-box exercise. PDPs are a way of setting objectives to help develop an employee to be the best that they can be. CMI (2011) outlines that objectives should be SMART; specific, measurable, achievable, realistic and timely. Therefore, managers are encouraged to make the objectives within the PDP SMART.

The review process also includes probation reviews which are done at 2, 8 and 12 week intervals. This process has recently changed and EV18 shows my email to inform managers of the changes and to offer support and guidance. From the back off this I arranged training with several members of staff.

Reference List for LO2

CIPD. (2014a). *Employee outlook: focus on managers*. [online]. Available at: https://www.cipd.co.uk/Images/employee-outlook_2014-focus-managers_tcm18-10998.PDF. [Accessed 11th July 2019].

CIPD. (2014b). *Keeping culture, purpose and values at the heart of your SME*. [online]. Available at: https://www.cipd.co.uk/Images/keeping-culture-purpose-and-values-at-the-heart-of-your-sme_2014_tcm18-10881.pdf. [Accessed 11th July 2019].

CMI. (2011). *Setting SMART Objectives checklist 231*. [online]. Available at: <https://www.managers.org.uk/~media/Files/Campus%20CMI/Checklists%20PDP/Setting%20SMART%20objectives.ashx>. [Accessed 11th July 2019].

PORTER, J. (2017). How to give feedback people can actually use. *Harvard Business Review*, October 2017.

TRULLEN, J., STIRPE, L., BONACHE J. and VALVERDE, M. (2016) 'The HR department's contribution to line managers' effective implementation of HR practices'. *Human Resource Management Journal*, 26 (4), pp449–470.

LO3: Be able to assess the impact of performance management activities on organisational performance and make recommendations for enhancement.

Personal Statement

3.1. Evaluate the organisation's approach to performance management, including employee performance and development reviews.

Bluestone has many policies in place for managing performance, and aims to be an 'employer of choice'. However, improvements can always be made to increase individual and organisational performance. EV13 displays the amount of probation meetings that have taken place so far in 2019; which is quite high and therefore suggests we need to improve in this area.

EV19 shows the overall attrition for May 2019, which is 6.4% over target. This suggests that we are turning over staff more than hoped, which is due to a number of reasons. In the last 12 months a high percentage of leavers left due to redundancy, which is quite rare within Bluestone. However, even if this is discounted there were still more people that were dismissed rather than resigned. Although this suggests we need to look into our recruitment and selection methods, it also shows that we are adhering to our Managing Performance Policy (EV5). If these employees were not dismissed we would not be managing performance and this would lead to a negative impact on the organisation.

Upon investigating the reason why people have left, it was apparent that a high amount of leavers started and left within the previous 12 months, as shown in EV20. This could suggest that employees are not becoming ambassadors for the company and feeling loyalty. This should be embedded within the induction process and throughout their employment through recognition and reward. Taylor (2014) defines induction as 'the whole process whereby new employees adjust or acclimatise to their new jobs or working environments'. It is therefore crucial that new employees receive a good welcome and feel settled and supported.

The review process has recently been amended to make appraisals more worthwhile. In the past, it was seen as a tick box exercise that was a fairly lengthy form. However, it is now more valuable as it identifies strengths and development opportunities rather than grading people (EV16). I believe that this is a valuable process but it should be monitored annually to make sure it is still valid and fit for purpose.

3.2. Assess the extent to which performance management processes support high performance working (HPW) and contribute to sustained organisational performance.

Taylor (2016) identifies high performance work systems as a bundle of HR management policies and practices that are introduced to an organisation and reinforce each other. These practices aim to have a positive effect on individual and organisational performance. Marchington and Wilkinson (2012) note that high performance work systems include sophisticated recruitment processes, a high level of investment in training and development, internal promotion systems and flexible working, amongst others.

EV13 shows the amount of probation reviews and disciplinaries. This suggests that by HR intervening with low performance during the probation stage, it reduces the amount of disciplinaries that take place, as employee's have a high level of performance. This therefore increases the overall organisation's performance as there are less health and safety issues, and better guest feedback.

Guest (2000) notes that HPWs can also include the avoidance of compulsory redundancies. Bluestone were reassessing the roles of the Housekeeping team and realised that redundancies would be required, as part of the efficiency process. Therefore, recruitment was halted for other areas in housekeeping which meant there were only four compulsory redundancies instead of 26. EV21 shows an email from the Head of Department with the consultation schedule, as part of this I took two of the individual consultation meetings and also created a document that listed other vacancies in the business, in case anyone wanted to apply for another role. Although there was upset within the initial consultation meeting, the employees then realised that we had avoided many more people being made redundant which they were thankful for.

Overall, the implementation of high performance work systems has a positive effect on individual and organisational performance.

3.3. Recommend ways for developing performance management processes to enhance their impact on organisational performance.

Bluestone is now becoming an employer of choice and has won various awards that recognise how we look after our employees. From offering employee benefits, a wellbeing scheme and having performance management processes in place it has allowed this to happen. However, our attrition is still high in a number of departments so our performance management processes could be further improved to reduce this. There are several recommendations I would suggest to help overcome this.

EV19 shows the amount of people who have started and left within 12 months; the results could suggest that there needs to be a better onboarding period. This could include the induction process, feeling valued, understanding the culture and values, and making friends within the team. These are some of the HPWs suggested by Guest (2000). I would therefore recommend Bluestone to develop the induction process, as currently the company induction is online which takes away the warm welcome, there is also a lack of consistency across departmental inductions.

Due to the amount of people that fail their probation (EV13), I would also recommend relooking at the selection process for Housekeeping, Food & Beverage and the Blue Lagoon. CIPD (2018) note that an effective selection process should be based on an applicant's ability to carry out the job, ability to contribute to the overall organisational performance, and have potential for development. Therefore the assessment centres and interviews at Bluestone should pin down candidates' attitudes and abilities to carry out the role, and identify their future aspirations.

As stated by CIPD (2014a), it is down to the managers to deliver performance management activities, but it is HR that has to support the line managers by advising and helping them achieve performance management activities. Although HR advises managers on a regular basis at Bluestone, there has been a lack of training for certain HR practices such as disciplinary and grievance procedures. I would therefore recommend that we need to create and schedule such training so that managers are more competent and do not rely on HR as often.

By implementing these recommendations I believe it will contribute to higher overall organisational performance.

Reference List for LO3

CIPD. (2014a). *Employee outlook: focus on managers*. [online]. Available at: https://www.cipd.co.uk/Images/employee-outlook_2014-focus-managers_tcm18-10998.PDF. [Accessed 11th July 2019].

CIPD. (2018). *Selection methods*. [online] Available at: <https://www.cipd.co.uk/knowledge/fundamentals/people/recruitment/selection-factsheet>. [Accessed 22nd July 2019].

GUEST, D., MICHIE, J., SHEEHAN, M. and CONWAY, N. (2000). *Employee Relations, HRM and Business Performance: An analysis of the 1998 Workplace Employee Relations Survey*, London: CIPD.

MARCHINGTON, M and WILKINSON, A. (2012). *Human resource management at work: people management and development*. 5th ed. London: CIPD.

TAYLOR, S. (2014). *Resourcing and Talent Management*. London: CIPD.

TAYLOR, S. (2016). 'Improving organisational performance' in Taylor and Woodhams (ed.) *Human Resource Management: People and Organisations*. 2nd ed. London: CIPD.

EVI Pg 1

SENIOR MANAGER COMPETENCY FRAMEWORK

PEOPLE

LEADERSHIP and INSPIRING OTHERS

Demonstrates a high level of confidence and knowledge in all areas of department management, setting the direction for the team(s). Effectively coaches, motivates, inspires and develops others. Takes responsibility for self-improvement.

Negative Indicators:	Positive Indicators	Advanced Indicators
Defensive – unwilling to share responsibility for failure, looking for others to blame	- Communicates clear vision, direction and departmental goals, and sets the appropriate objectives for the management team(s) to succeed in meeting these objectives - Is assertive. Is decisive and takes a firm but fair stance when appropriate - Consistently maintains a “watching brief” over the team to evaluate performance and development - Says “thank you” for the sustained efforts of the team and gives recognition for individual contributions	- Consistently applies sound judgement in making decisions, applying the business ethics of fairness and integrity - Has a thorough understanding of their own strengths and development needs, and those of the team - Actively coaches deputy and line managers in accordance with the appropriate succession plans - Is seen as influential and recognised by others as a role model, networker and achiever

CONTINUOUS DEVELOPMENT (Self and Others)

Is committed to improving own performance and the performance of the team members. Seeks out and actively participates in learning and development opportunities and encourages team members to do the same. Behaviours and actions reflect business ethos and acts as a role model.

Negative Indicators:	Positive Indicators	Advanced Indicators
- No evidence of personal development plans for self or team members - Lack of progress made in skill development and achievement of key targets for self and team - Does not monitor team members and feedback on progress following learning intervention - No succession plans in place for self or key team members	- Has a good team structure with roles and responsibilities clearly defined and understood by team members and the business - Takes ownership of own career path, seeking training, development and opportunities in line with own career opportunities - Regularly observes team members in action and is able to provide constructive feedback on behaviours - Regularly holds one to one meetings to review and set mutually agreed objectives in line with the individual's development plan	- Strong self-awareness and has a defined idea of how they wish to be perceived as a leader and maintains development plans in relation to this - Regularly runs team meetings and training sessions with team to motivate, drive performance and develop skills and ability - Analyses the individual L&D needs within their team, creating and maintaining tailored plans for each member, in line with business objectives - Holds pre and post-training discussions with team members, to increase and maintain the impact of training and to ensure that learning is embedded

COMMUNICATING and MANAGING RELATIONSHIPS

Able to communicate effectively with other people. Successfully uses interpersonal skills to deal with guests and colleagues.

Negative Indicators:	Positive Indicators	Advanced Indicators
- Does not communicate regularly with others - Responds in an unhelpful or hostile manner when dealing with others	- Will speak to colleagues regularly to gain advice, support and share information - Promotes engagement to deliver loyalty, ownership, accountability and commitment - Makes an active contribution to team spirit and a climate of co-operation within the resort - Perceptive, able to judge how others will react to a situation and respond appropriately	- Drives the motivation and team spirit within the department and wider resort - Offers practical suggestions for improving relationships

SENIOR MANAGER COMPETENCY FRAMEWORK

PRODUCT			
COMMITMENT TO QUALITY and STANDARDS of EXCELLENCE			
Cares about and works to ensure the accuracy and quality of their work and the organisation's work.			
Negative Indicators:		Positive Indicators	Advanced Indicators
- Is satisfied with "average" - Doesn't set high personal standards - Fails to comply with health and safety requirements		- Champions a culture of "excellence" and getting things right first time, understanding the impact of errors on the business - Demonstrates personal commitment to continue to improve quality and safety standards - Takes responsibility for maintaining the quality and health & safety standards through the department - Attends to details of their work while remaining aware of the broader picture.	- Is never satisfied with the quality standards - Uses formal and informal feedback to maintain the quality of work across the department and business - Encourages learning from mistakes in a "no blame" environment - Makes a valuable contribution to quality and standards beyond their own department
PLANNING and ORGANISING			
Looks ahead and works towards the desired outcome. Takes a structured approach to the implementation of projects or plans.			
Negative Indicators:		Positive Indicators	Advanced Indicators
- Doesn't plan ahead – prefers "crisis management" as a course of action - Fails to anticipate the outcomes or implications of a particular course of action or inaction - Allocates unrealistic time scales and inadequate or excessive resources		- Prioritises and delegates work to ensure that deadlines are met - Accounts and manages budgetary implications of allocation resources - Manages the implications of changes to operations and any existing processes - Organises meetings and appointments to make effective use of the time of all involved	- Establishes a clear process for the delivery of and implementation of business strategy - Proactively seeks to implement desired change and cultural change programmes effectively
PROBLEM SOLVING and ANALYSIS			
Looks ahead and works towards the desired outcome. Takes a structured approach to the implementation of projects or plans.			
Negative Indicators:		Positive Indicators	Advanced Indicators
- Makes assumptions and offers solutions without sufficient investigation - Does not identify problems which require a different approach		- Evaluates information logically in order to make recommendations - Ensures pressure or own emotions does not affect their problem solving or decision making process - Able to make tough decisions that may not always be popular with everyone when necessary	- Consistently provides solutions that satisfy the needs of all parties - Anticipates problems based on experience and information received and takes appropriate action - Able to see trends in data and events to establish possible causal elements

SENIOR MANAGER COMPETENCY FRAMEWORK

PROFIT		
COMMERCIAL and ORGANISATIONAL AWARENESS		
<i>Has a strong belief in Bluestone's brand and understands the commercial factors that affect profitability and growth. Looks beyond day-to-day issues to long-term business objectives</i>		
Negative Indicators:	Positive Indicators	Advanced Indicators
- Lacks awareness of the key commercial metrics and trends - Fails to actively review management information - Adopts a "silo mentality", is committed to own department performance rather than the whole business - Focuses on fire fighting and doesn't plan forward	- Understand the value and drivers of key commercial metrics - Able to analyse management information, trends and prioritise actions - Thinks creatively to achieve commercial opportunities - Is forward thinking and consider long term needs of the business, identifying risks and opportunities that arise	- Quickly able to recognise trends and the direction of performance - Able to adjust inputs in real time, making hard decisions when required in the long term interest of the business - Develops creative business solutions and identifies key factors affecting the business - Is prepared to take calculated risks or to try out bold ideas to gain a business advantage

SENIOR MANAGER COMPETENCY FRAMEWORK

BEHAVIOURAL

Emotional Intelligence Competencies		When Low	When High
SELF-AWARENESS	Self-Knowing (Emotional Awareness, Behavioural Awareness, Non-verbal communication)	- Not good at recognizing own emotions - Difficulty putting feelings into words - Surprised by own emotional reactions <i>May not recognise how feelings and emotions impact on their opinions and attitudes – how they come across to others</i>	- In touch and aware of own emotions - Able to link feelings to appropriate causes - Understands impact of behaviour on others <i>Have the capacity to recognise how their feelings and emotions impact on their personal opinions, attitudes and judgements</i>
	Straightforwardness (Assertiveness, Self-Control, Acknowledges Others)	- Difficulty communicating ideas to others - Avoids standing up for own opinions - Passive and easily intimidated <i>Has difficulty being straightforward with people of delivering messages credibly</i>	- Communicates honestly and directly - Finds it easy to be straightforward - Able to say no when needs be <i>Able to express feelings and points of view openly while respecting that other may hold a different opinion.</i>
SELF-MANAGEMENT	Self-Control (Calmness, Rational Minded, Disciplined)	- Gets emotional in stressful situations - Finds it difficult to control anxiety - Often impulsive and unpredictable <i>Demonstrates volatility or displays of irritation or tendency to dramatise situations or decision-making appears impulsive</i>	- Can withstand daily pressure - Stays composed in stressful situations - Not impulsive; tolerance for frustration <i>Able to manage emotions well and restrain actions until they have had time to think rationally. Able to stay calm in stressful situations and maintain productivity. Project a composed and reliable presence.</i>
	Self-Confidence (Self-Liking, Self-Competence, Self-Assured)	- Doubts ability to do well – not confident - Unhappy with being oneself - Low self-esteem <i>Tendency to undervalue themselves</i>	- Accepting of self - Self assured – confident in own abilities - Feels good about self and own actions <i>Confident in their skills, abilities and judgements and possess the emotional resources necessary to maintain motivation to achieve challenging goals.</i>
	Self-Reliance (Independence, Self-Belief, Responsibility)	- Relies on others to lead or take control - Difficulty making decisions by oneself - Needs protection or support <i>Tendency to prioritise other people's agendas ahead of their own and find it difficult to act independently</i>	- Enjoys taking control and directing others - Self determined - Free from emotional dependence <i>Self-reliant in developing ideas and making significant decisions. They recognise that they are a complete and self-directed person with the power to choose between options and make decisions</i>

SENIOR MANAGER COMPETENCY FRAMEWORK

BEHAVIOURAL

Emotional Intelligence Competencies		When Low	When High
SOCIAL SKILLS	Relationships Skills (Equality, Mutuality, Empowerment)	- Difficulties engaging well with others - Seen by others as aloof or impersonal - No interests in relationships <i>People may not feel accepted or valued by them</i>	- Enjoys others' company and making new friends - Gets on well with colleagues - Likes helping people achieve what they want <i>Have the knack for establishing and maintaining collaborative and rewarding relationships.</i>
	Adaptability (Flexibility, Open Mindedness, Acceptance)	Prefers a predictable daily routine Finds it difficult to change an opinion Likes to stick with the tested and true <i>Difficulties shifting their point of view and may appear closed-minded and unreceptive to new ideas</i>	Adapts to changing conditions; goes with flow Open to new opinions; change of behaviours Enjoys challenge of adjusting to new situations <i>Able to adapt their thinking, feelings and actions in response to changing circumstances. Adaptable leaders are tolerant of others and receptive to new ideas and different points of view. They are champions of change.</i>
	Optimism (Opportunity Sensing, Positive Mood, Resilience)	Pessimistic and worries about the future Gets discouraged easily Focuses on the negative <i>May have difficulty maintaining an optimistic perspective, may focus on negatives rather than seeing inherent opportunities</i>	Able to remain optimistic despite setbacks Positive outlook and opportunity seeking Bounces back from defeat <i>Able to sense opportunity even in the face of adversity. They are resilient, can see the big picture and where they are going. Able to focus on the possibilities of what can be achieved.</i>
	Self-Actualisation (Passion, Work-life balance, Achievement Drive)	Does not pursue enjoyable activities Shrinks from setting challenging goals Lacks clear purpose and direction <i>Allows pressure and stress of work to dominate their mood</i>	Enjoys setting and achieving challenging goals Passionate and excited about own interests Values a meaningful and balanced lifestyle <i>Maintains an enthusiastic commitment to long-term goals. They have achieved a work-life balance and and enjoy setting challenging personal and professional goals.</i>
SOCIAL AWARENESS		Empathy (Listening, Curiosity, Emotional Connection) <i>Has difficulty in conveying that they understand others and appreciate their feelings</i>	Good at understanding others' feelings Described by others as a 'good listener' Sensitive to feelings of others <i>Have the capacity to be aware of, understand other people's feelings and thoughts. Listen well and take into account other people's feelings and circumstances before communicating their message or making a decision.</i>

Doc No:	TLT-JD-001	Leisure Services Deputy HOD	
Rev No:	REV1		
Created:	31/03/2019		
Last Review:	31/03/2019		

Job Title: Leisure Services Deputy HOD
 Reporting to: Head of Leisure Services
 Reporting to Job Holder: Blue Lagoon, Activities, KOTE and Entertainments managers.

PRINCIPAL PURPOSE OF ROLE:

To provide management and leadership to the Leisure departments, ensuring high levels of safe operation and guest satisfaction whilst maximising revenue opportunities and achieving agreed financial objectives. Also responsible for the quality, delivery standards and compliance of the facilities, services and products across the leisure function.

KEY RESPONSIBILITIES: (the duties and tasks outlined are not intended to be exhaustive and other duties may be required from time to time):

SPECIFIC:

- Achieve the highest levels of guest expectation.
- Ensure that the Company's Health & Safety policy and operating procedures are in place and adhered to at all times.
- To oversee implementation and delivery of all events, entertainments and activity programmes.
- Monitor NPS and ensure team address areas of concern.
- Delegated responsibility in Leisure HOD's absence. To act as Deputy.
- To establish a working atmosphere of co-operation, fun and enthusiasm between staff, departments and guests
- Focus on staff development, motivation and engagement.
- In conjunction with the Leisure HOD conduct formal reviews with managers and create personal development plans.
- Lead inspection preparation from the likes of the EHO, ROSPA and insurers etc.

GENERAL:

People

- Recruit, train and develop staff as appropriate.
- To acknowledge and promote the company culture
- Operate a 'high visual profile' style and be available for guests and staff in a proactive manner.
- To ensure optimum staffing levels; appropriate training, inductions and qualifications as required.
- To maintain own personal development and professional requirements relevant to this post
- Ensure that own knowledge is kept up to date in respect of current initiatives and business priorities for Bluestone
- To maintain a solution based approach to management.
- Contribute to overall leadership and strategic direction of the business
- Ability to work independently and collaboratively with other departments
- Ensure development plans are created and progressed for all team members
- You may be required to carry out other tasks within your department and within other departments which naturally fall within the reasonable expectations of the post.

Product

- To ensure the smooth running of facilities and programmes that fall within Leisure

Doc No:	TLT-JD-001	Leisure Services Deputy HOD	
Rev No:	REV1		
Created:	31/03/2019		
Last Review:	31/03/2019		

• Ensure compliance across all areas. • Monitor measure and report on operational performance, issues, opportunities and development plans within agreed formats and timescales. • To undertake ad hoc projects, from time to time, as directed by the Leisure HOD. • Together with the management team, develop, implement and monitor all procedures required in the day to day operation of the department. • Evaluate departmental processes and working practices • Monitor and maintain the highest quality and delivery standards • Operate a safe and compliant business • To carry out Resort Manager shifts on a rota basis, including weekends and be fully au fait with critical incident procedures • Fully comply with brand standards and values in the execution of the role
Profit • Contribute to the delivery of revenue and profit growth • Demonstrate clear understanding of commerciality in department and able to identify opportunities for profit improvement • To prepare budgets in conjunction with the Leisure HOD and Finance department. • Manage payroll efficiencies and departmental contribution

PERSON SPECIFICATION:**EXPERIENCE/KNOWLEDGE / SKILLS / UNDERSTANDING:**Essential

- A minimum of 5 years working in a managerial role with budgetary and people accountability
- Sound understanding and compliance of current Health & Safety Regulations
- Demonstrable track record of progression and achievement
- Flexible approach to working routines

Desirable

- Leisure Management Certificate NVQ Level III or equivalent
- NEBOSH General Certificate or equivalent

PERSONAL ATTRIBUTES / COMPETENCIES REQUIRED FOR POST HOLDER:

• Results driven • Exceptional Communications Skills • Self-confident • Enthusiastic Team player • Ambitious • Commercial Acumen • Innovative • Solution-focused • Positive "can-do" attitude. • Enthusiastic team player • Attention to detail, methodical and thorough
--

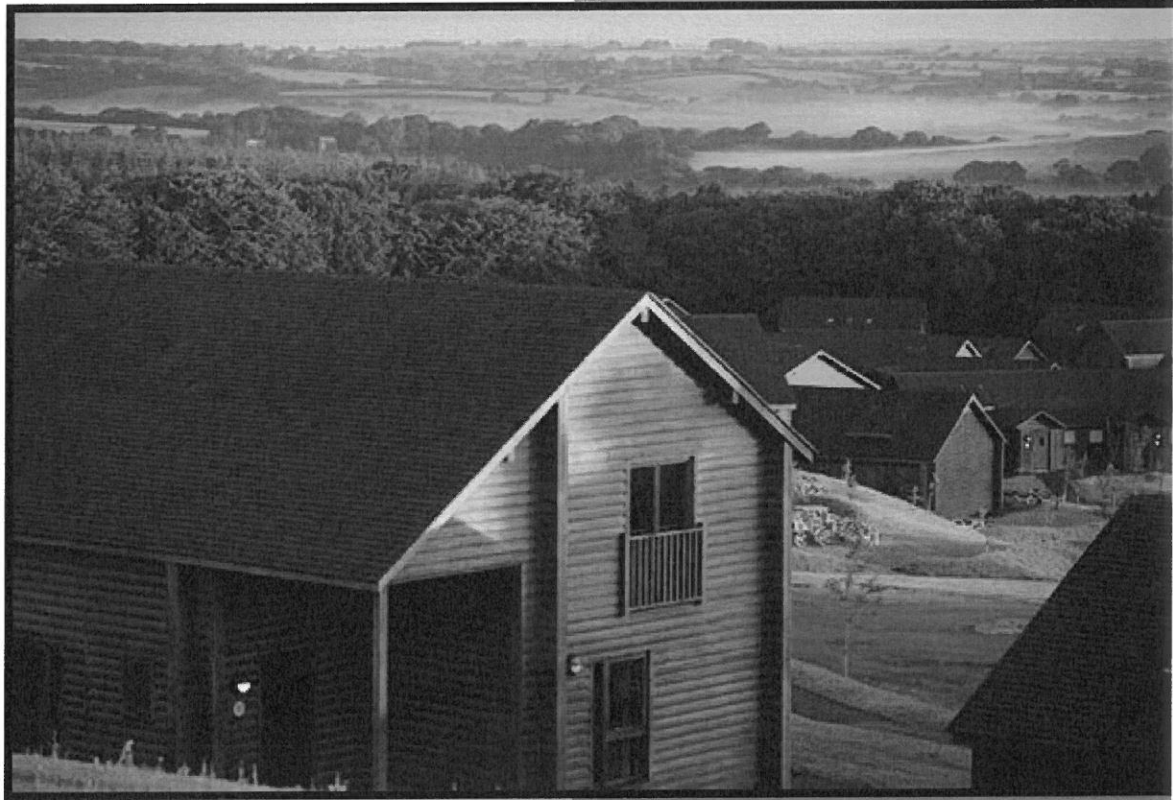
Doc No:	TLT-JD-001	Leisure Services Deputy HOD	bluestone national park resort
Rev No:	REV1		
Created:	31/03/2019		
Last Review:	31/03/2019		

- Excellent communication skills (verbal and written)
- Firm guest focus to ensure only the highest standards are achieved
- Ability to prioritise and organise the work of a team

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Recruitment and Selection Policy



Debbie Rainbow

Bluestone Resorts Ltd

12/1/2007

Doc No:	PS-P-001	Recruitment & Selection Policy	
Rev No:	REV2		
Created:	01/12/2007		
Last Review:	29/08/2017		

Contents

1. Recruitment and selection policy.....	3
2. Recruitment and selection code of practice.....	4
(i) Purpose.....	4
(ii) Scope.....	4
(iii) Role and Responsibilities.....	4
(iv) Authority to recruit.....	4
3. Procedure.....	5
(v) Pre-Recruitment considerations.....	5
(vi) Planning.....	5
(vii) Application Request.....	6
(viii) Shortlisting.....	7
(ix) Selection Process.....	7
(x) Verification and Vetting.....	8
(xi) Record Keeping.....	8
(xii) Probation.....	9
(xiii) Induction.....	9
(xiv) Compliance.....	9
(xv) Monitoring.....	9
(xvi) Training.....	10
(xvii) Internal Applications.....	10

Appendices

(i) Recruitment process guide for Managers.....	11
(ii) REACH Recruitment Management System – standard process.....	12
(iii) Reach user guide for HR staff.....	14
(iv) Reach user guide for managers.....	23
Internal application form.....	29
(v) Job Description Template	

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Recognition and Reward Scheme Policy



D. Rainbow

Bluestone Resorts Ltd

01/02/2016

Doc No:	PS-P-037	Recognition and Reward Scheme Policy	
Rev No:	1		
Created:	01/02/2016		
Last Review:	26/11/2018		

Introduction

The year of 2016 is a good opportunity to re-focus our people on the Culture, Values and Root Beliefs of the business. To promote this and provide examples of *'what good looks like'* in our business, the reward and recognition scheme has been revised to align with these values. By celebrating good practice and showing real evidence of people *"living the culture"*, we can showcase role models to echo the *"way we do things around here"*.

The Annual Awards Ceremony will continue to be the main focus for overall achievement for the year – albeit we are stepping this up a few notches! In addition, it is intended that these categories will provide criteria for monthly nominations across the business where we will pick individuals who deserve a commendation and where there is a clear stand out individual we may award an Employee of the Month.

Nominations can be made by anyone across the organisation, provided they are in line with the guidelines of the scheme.

The scheme has been renamed the **ACE Awards** as the focus is on Attitude, Culture and Excellence and is broken down into eight categories that reflect the Bluestone Culture and Root Beliefs. These awards are about recognising and celebrating those individuals and/or teams who have consistently demonstrated that they have exceeded expectations and have clearly brought our Root Beliefs to life.

The Eight Root Beliefs

We aspire to excellence

We aspire to excellence and we are continuously seeking to improve ourselves, our relationships, our processes and the company's performance.

We have ownership

We make decisions in the best interests of the company as a whole understanding the impact of the decision on the success of the team. We accept responsibility for all our actions and are passionate about our company and our purpose within it.

We are understanding

We strive to develop understanding by listening to all points of view in our relationships. We value individual differences as a source of inspiration and innovation.

We have a 'can do' attitude

We have a positive attitude and always look for ways in which we can help each other do what is right for the Company. We are forward thinking, innovative and can demonstrate that we consider every alternative.

We are open and honest

We have integrity, are honest and open about ourselves and others.

We communicate well

We are available and respond in a timely manner to all communications.

We are professional

We set and maintain clear objectives, we understand the importance of detail, prepare well, and are continuously improving our understanding and expertise.

Teamwork

We achieve through clear and positive communication in all our relationships.

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Managing Performance: Guidance for Managers



Owner: D. Rainbow
Bluestone Resorts Ltd

Doc No:	PS-P-041	Managing performance: guidance for managers	
Rev No:	001		
Created:			
Last Review:	17/11/2018		

Contents

Introduction.....	3
• Gathering information • Other information • Successful meetings	
Monitoring Performance	4
Judging Performance.....	6
Dealing with Excellence.....	7
Dealing with the acceptable.....	8
Dealing with the unacceptable.....	9
• Recent poor performance • Long-term poor performance	

HR-PM-001
Issue: 001
Date: Nov 14

Annual Appraisal Performance Review

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ASSESSMENT FORM (to be completed by Appraiser)

Name:		Position:	
Department:	Period Covered:		
Time in present position:		Length of service:	
Appraisal date & time:	Appraisal venue:	Appraiser:	

A1

1. Briefly list the key responsibility areas set for the appraisee in the last appraisal

A2 Discussion points:

1. Have the last year been good/bad/satisfactory or otherwise? Please detail all notable performance, including what the individual has done well and needs to develop. Include detail of how the individual is performing with the objectives set in the last appraisal (exceeding/on track/below track)

HR-PM-001
Issue: 001
Date: Nov 14

**Annual Appraisal
Performance Review**



2. What training and development actions have been carried out to assist in improving performance since the last appraisal?

3. What other steps have been taken to improve the individual's performance further?

HR-PM-001
Issue: 001
Date: Nov 14

Annual Appraisal Performance Review

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COMPETENCY REVIEW

Guest	Tick to Select	Reason
Level 1 - Lower		Please list at least 2 examples of the employee's performance at your chosen level this year:
Level 1 - Medium		
Level 1 - Higher		
Level 2 - Lower		
Level 2 - Medium		
Level 2 - Higher		
Level 3 - Lower		
Level 3 - Medium		
Level 3 - Higher		
What development is needed in this area?		
Product	Tick to Select	Reason
Level 1 - Lower		Please list at least 2 examples of the employee's performance at your chosen level this year:
Level 1 - Medium		
Level 1 - Higher		
Level 2 - Lower		
Level 2 - Medium		
Level 2 - Higher		
Level 3 - Lower		
Level 3 - Medium		
Level 3 - Higher		
What development is needed in this area?		
Profit	Tick to Select	Reason
Level 1 - Lower		Please list at least 2 examples of the employee's performance at your chosen level this year:
Level 1 - Medium		
Level 1 - Higher		
Level 2 - Lower		
Level 2 - Medium		
Level 2 - Higher		
Level 3 - Lower		
Level 3 - Medium		
Level 3 - Higher		
What development is needed in this area?		

HR-PM-001

Issue: 001

Date: Nov 14

Annual Appraisal Performance Review

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Team	Tick to Select	Reason
Level 1 - Lower		Please list at least 2 examples of the employee's performance at your chosen level this year:
Level 1 - Medium		
Level 1 - Higher		
Level 2 - Lower		
Level 2 - Medium		
Level 2 - Higher		
Level 3 - Lower		
Level 3 - Medium		
Level 3 - Higher		
What development is needed in this area?		
Safety	Tick to Select	Reason
Level 1 - Lower		Please list at least 2 examples of the employee's performance at your chosen level this year:
Level 1 - Medium		
Level 1 - Higher		
Level 2 - Lower		
Level 2 - Medium		
Level 2 - Higher		
Level 3 - Lower		
Level 3 - Medium		
Level 3 - Higher		
What development is needed in this area?		
Self	Tick to Select	Reason
Level 1 - Lower		Please list at least 2 examples of the employee's performance at your chosen level this year:
Level 1 - Medium		
Level 1 - Higher		
Level 2 - Lower		
Level 2 - Medium		
Level 2 - Higher		
Level 3 - Lower		
Level 3 - Medium		
Level 3 - Higher		
What development is needed in this area?		

HR-PM-001
Issue: 001
Date: Nov 14

Annual Appraisal Performance Review

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B1 – FUTURE FOCUS

Key focus and objectives for the next 6 months:

DEVELOPMENT PLAN

Training/Development Area	Skills Required (to link to performance criteria)	Level of Urgency and Desired Completion Date	Uploaded to PDP? (tick to confirm)

B2 - ADDITIONAL COMMENTS

Other points agreed during discussion

Signed:

Dated:

HR -PM002
Issue: 001
Date: June 16

Every Person Counts Self Assessment Form

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SELF ASSESSMENT FORM

Appraisee to complete before the interview and return to the appraiser 10 days prior to Review Meeting

Name:		Position:	
Department:	Period Covered:		
Time in present position:		Length of service:	
Appraisal date & time:	Appraisal venue:	Appraiser:	

A1

1. How have the last 6 months been for you personally in terms of your health and wellbeing?

2. Do you take part in any of the company Wellbeing initiatives? If so, do you feel that it is has made a positive impact on your wellbeing and performance at work?

3. Briefly list your key responsibility areas and roughly the percentage of time spent on each area

A2 Discussion points:

1. Has the past year been good/bad/satisfactory or otherwise for you and why?

2. What do you consider you have done particularly well during the past year i.e. what are your most important achievements?

HR -PM002
Issue: 001
Date: June 16

**Every Person Counts
Self Assessment Form**

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3. By your own standards, what do you feel you have done least well during the past year?

4. What elements of your job interest you the most, and least?

HR-PM002
Issue: 001
Date: June 16

Every Person Counts Self Assessment Form

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A4 – COMPETENCY REVIEW

Guest	Tick to Select	Reason
Level 1 - Lower		Please list at least 2 examples of your performance at your chosen level this year:
Level 1 - Medium		
Level 1 - Higher		
Level 2 - Lower		
Level 2 - Medium		
Level 2 - Higher		
Level 3 - Lower		
Level 3 - Medium		
Level 3 - Higher		
How would you like to develop in this area?		
Product	Tick to Select	Reason
Level 1 - Lower		Please list at least 2 examples of your performance at your chosen level this year:
Level 1 - Medium		
Level 1 - Higher		
Level 2 - Lower		
Level 2 - Medium		
Level 2 - Higher		
Level 3 - Lower		
Level 3 - Medium		
Level 3 - Higher		
How would you like to develop in this area?		
Profit	Tick to Select	Reason
Level 1 - Lower		Please list at least 2 examples of your performance at your chosen level this year:
Level 1 - Medium		
Level 1 - Higher		
Level 2 - Lower		
Level 2 - Medium		
Level 2 - Higher		
Level 3 - Lower		
Level 3 - Medium		
Level 3 - Higher		
How would you like to develop in this area?		

HR -PM002
Issue: 001
Date: June 16

Every Person Counts Self Assessment Form

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Team	Tick to Select	Reason
Level 1 - Lower		Please list at least 2 examples of your performance at your chosen level this year:
Level 1 - Medium		
Level 1 - Higher		
Level 2 - Lower		
Level 2 - Medium		
Level 2 - Higher		
Level 3 - Lower		
Level 3 - Medium		
Level 3 - Higher		
How would you like to develop in this area?		
Safety		
Level 1 - Lower		Please list at least 2 examples of your performance at your chosen level this year:
Level 1 - Medium		
Level 1 - Higher		
Level 2 - Lower		
Level 2 - Medium		
Level 2 - Higher		
Level 3 - Lower		
Level 3 - Medium		
Level 3 - Higher		
How would you like to develop in this area?		
Self		
Level 1 - Lower		Please list at least 2 examples of your performance at your chosen level this year:
Level 1 - Medium		
Level 1 - Higher		
Level 2 - Lower		
Level 2 - Medium		
Level 2 - Higher		
Level 3 - Lower		
Level 3 - Medium		
Level 3 - Higher		
How would you like to develop in this area?		

HR -PM002
Issue: 001
Date: June 16

**Every Person Counts
Self Assessment Form**

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A5 – FUTURE FOCUS

In light of your current capabilities, your performance against past objectives, and your future personal growth and/or job aspirations, what activities and tasks would you like to focus on during the next year?

A6 - ADDITIONAL COMMENTS

Is there anything else you wish to discuss during your appraisal?

Signed:

Dated:

HR-PM002
Issue: 001
Date: June 16

**Every Person Counts
Self Assessment Form**



Guide to grading:

Lower – I meet some of the criteria for this level

Medium – I meet more than half of the criteria for this level

Higher – I meet all/almost all of the criteria for this level

For example:

Guest – If you find that your performance meets 5 of the 8 criteria listed for level 2 then you would mark yourself as performing at Level 2 – Medium

Please ask your line manager/supervisor or a member of HR if you require any further support with this

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Flow SOP



C Roberts

Bluestone Resorts Ltd

16/12/2017

Doc No:	TRA-SOP-001	Flow SOP	
Rev No:	000		
Created:	16/12/2017		
Last Review:	16/12/2017		

Scope

This procedure applies to all Flow 'training managers' that manage staff training within their departments.

Purpose

The purpose of this document is to enable the correct understanding of the system and the responsibilities of managers/supervisors to allow for learning and development of staff members.

Definition

Flow is Bluestone's online learning and development platform. This is set up for every member of staff to be used as a tool to monitor their competence and further their knowledge and progression.

Features

Flow serves a variety of functions including:

- Online training modules (including Module Builder)
- Training record log
- Appraisals
- Competence log
- Career Path
- News and Noticeboard communications
- Reporting

Logging In

The Flow link can be found under the 'quick links' of the intranet. There are two sections of Flow; Manage Trainees and My Own Training. Manage Trainees is the option to select if using it to manage staff. My Own Training is only to be used to log into your personal account.

Permissions

Flow is set up for all employees; within 24 hours of being set up on the Fourth payroll system they will appear on Flow with the relevant training and appraisals allocated to them. Flow training managers are set up manually by the L&D team and permissions are granted so that managers/supervisors can see staff within their remit.

Online Training Modules

Flow has pre-populated training modules that feature training content and competence tests. This includes modules that focus on compliance, service, workplace standards and department specific training. Flow training managers are able to assign this training to employees using the 'Create a Course' tab. Training modules can also be created by managers using the Module builder function, allowing online training to be bespoke to Bluestone using our content from text to images, videos and module tests. Bluestone courses currently include Net Promoter Score, Product Knowledge and Energy, Waste and Water.

Training Records Log

When a training course takes place, a training record should be filled in by all attendees (found on the Intranet under Human Resources > Learning and Development). The training then needs to be marked as completed for every person that has signed the training record, using the External Training tab within each employee's profile. Notes must be entered in the notes section to say who the trainer was and how long the training took. This is so that the training hours can be reported on and sent to the Payroll department. Therefore, this needs to be done within the same month that the training takes place. If the training course is not listed on the employee's list of external training, it will need to be assigned to them by using the Create a Course tab and then selecting the course from the External Training drop down list.

Doc No:	TRA-SOP-001	Flow SOP	
Rev No:	000		
Created:	16/12/2017		
Last Review:	16/12/2017		

Appraisals

Probationary reviews and annual / 6 month appraisals are to be done on Flow and not in paper format. This limits paper usage and makes it easier for managers and the employees to view past appraisals. As part of each employee's probationary period, they will receive a 2 week, 8 week and 12 week review. The forms are pre-assigned automatically on Flow under the 'Appraisal' tab; managers/supervisors are required to fill in the pre-existing forms and do a 1:1 review with the employee as close as possible to the date it specifies. The annual and mid-year appraisals are also to be completed using Flow, with the annual appraisal requiring a self assessment to be filled in by each employee.

Competence Log

The competence log is available for each employee under their profile and can be used for several documents. When a new employee commences employment at Bluestone, the manager/supervisor should upload their performance criteria on Flow under the Competence tab. Other forms of evidence of competence can also be uploaded such as competence observation forms, certificates, developments plans and competence tests.

Career Path

This function configures career paths for employees by providing them with clear visibility of how their career can progress within Bluestone. Employees will be able to see which online modules, classroom based training and competencies are required for them to progress to the next level. Managers can add a career path for their employees under the 'Details' tab within the 'Edit Trainee' option. Development opportunities should be discussed within appraisals so that the relevant career path can be added by the manager/supervisor.

News and Noticeboard

The news and noticeboard functions are excellent communication tools between managers and their employees. It can be used for a variety of reasons such as new menus, updated activity planners, the comms brief and any relevant policies. The noticeboard is used to upload any PDF document such as those just listed. The news section is used to send out direct information that is created on Flow (rather than being created as a PDF and then uploaded). Examples of news items could be the launch of a new product/service, a list of upcoming training courses or even information about an upcoming teambuilding event.

Reporting

The reporting function provides an in-depth view of all training taken place by employees. The reports can be exported to Excel so that data can be filtered and sorted. Reports include information such as the pass marks for online modules, a breakdown of completed training for individuals, a list of who has/hasn't read noticeboard items, amongst others reports.

Flow Training Managers Training

For full training on how to use the Manage Trainees section of Flow, please contact Carla Roberts within the Learning and Development team.

From: Carla Roberts
Sent: 08 July 2019 17:52
To: Debbie Downes
Subject: Employee Update

Hi Debbie,

Further to our meeting last week, I have looked into the issues with the employees and would advise the following:

Kayleigh Edwards – invite to a probation meeting on Monday 15th July to discuss her performance and attendance (probation due in August so can either fail or ask to see an improvement by then)

Courtney Blake – invite to a probation meeting on Monday 15th July to discuss her performance (probation due 24th July so can ask to see an improvement by then, or could extend or fail)

Nicola Winkless – invited to a probation meeting regarding performance and attendance, she called in absent so have rearranged for Friday. She is overdue her probation so need to pass/extend/fail.

Abi Walkey – as she went on maternity before she passed her probation she will return to her probation period. I would recommend offering re-training. However, she can use KIT days and holiday until she is ready to return.

Hayley Bennett – this would be a disciplinary rather than a capability, due to the level of absences but we know she can work. We will need to discount her dependant leave when we discuss the absences that have led to a disciplinary, but we can raise them as a concern.

Sarah John – we can invite her in for a capability review meeting as she is currently on 2 lodges and needs to get back to 3 lodges. We can arrange this for next week.

Karla Rogers – we will monitor her absences this week, her probation has already been extended so we can meet with her and then either carry on until her extended probation period ends, or fail it based on not meeting the required improvement.

Laura Luke – invite her for a final probation meeting on Monday 15th July to discuss her performance.

Jill Jones – could you call her on Tuesday to see if she is returning on Friday? If not, she will have had 4 consecutive weeks off so we can therefore invite her for an absence review meeting to support her back into the workplace and to understand when she thinks she will return.

Seasonal staff – we will treat them the same as if they were permanent staff members, so will meet with the three employees who have a high level of absences.

Occupational health – the next one is on August 28th so the four employees you mentioned can be booked on, I have emailed Jess to make sure they are on her list.

Any questions, please let me know. Thank you.

Kind Regards,

Carla Roberts

Recruitment Officer

Bluestone National Park Resort

Tel: 01834 869900 ext. 456

Web: www.bluestonewales.com

From: Michael Frampton
Sent: 02 July 2019 15:20
To: Carla Roberts
Subject: Re: Steve / Developer

Excellent. Thanks

Get [Outlook for iOS](#)

<!--[if !supportLineBreakNewLine]-->
<!--[endif]-->

On Tue, Jul 2, 2019 at 2:55 PM +0100, "Carla Roberts" <CRoberts@bluestonewales.com> wrote:

Hiya,

Spoke to Steve earlier and he seemed quite happy but is going to have a think and let me know 😊

Kind Regards,

Carla Roberts

Recruitment Officer

Bluestone National Park Resort

Tel: 01834 869900 ext. 456

Web: www.bluestonewales.com

From: Michael Frampton
Sent: 30 June 2019 16:58
To: Carla Roberts
Subject: Steve / Developer

Hi Carla,

Can you please call Steven and let him know that he was unsuccessful for the senior developer role. Another candidate had greater experience and certifications.

However, we, were very impressed with him and don't want to miss an opportunity to work with him. We feel he's a good fit for the team and will have valuable contributions.

We'd like to make him an offer as follows:

- Salary of £47,500 plus £2,500 bonus (based on project deadlines) – He wanted an offer of £50k; this is the only way I can do it!
- The position is for Senior Developer for a fixed term of 24 months
- We're happy to wait the 2 month notice period he has
- Some homeworking is likely but based on a common sense approach

Please let him know we're really keen to work with him and Fixed Term Contract is the only way I have enough budget to be able to afford him. We will remain open minded about the future of the role 😊

I'm away from the office Monday & Tuesday but he's expecting a call tomorrow. If he likes the idea and has further questions I can give him a call from home.

I'll be checking my emails so please let me know how it goes.

Stephen's contact details are: Phone – 07833 097045

Thanks,
Michael

From: Carla Roberts
Sent: 11 June 2019 11:24
To: Pratik Bose
Subject: RE: Nigel Davies Probation

Hiya,

Is he likely to pass?

Kind Regards,

Carla Roberts

Recruitment Officer

Bluestone National Park Resort

Tel: 01834 869900 ext. 456

Web: www.bluestonewales.com

From: Pratik Bose
Sent: 11 June 2019 08:02
To: Carla Roberts
Subject: RE: Nigel Davies Probation

Hi Carla,

Neil and I are catching up with him if that's okay with HR. Nigel has been on holiday and returned to work yesterday.

Thanks,

Pratik

From: Carla Roberts
Sent: 10 June 2019 15:31
To: Pratik Bose
Subject: Nigel Davies Probation

Hi Pratik,

Nigel's probation was extended for 6 weeks which would have been until the beginning of June. Do we need to arrange a meeting with him to decide on an outcome?

Kind Regards,

Carla Roberts

Recruitment Officer

Bluestone National Park Resort

Tel: 01834 869900 ext. 456

Web: www.bluestonewales.com

Carla Roberts

From: Carla Roberts
Sent: 22 July 2019 18:47
To: Carla Roberts
Subject: RE: Babs Maternity

From: Sian Straczek
Sent: 10 July 2019 15:18
To: Carla Roberts
Subject: RE: Babs Maternity

Hi Carla

Thanks very much for doing this. I will put a case together tomorrow.

I understand it is completely out of the norm, and I wouldn't have normally asked, but due to circumstances we really need the help.

Really appreciate your support.

Thanks

Sian

Name	Department	Doc. Manager	PSM Rep (N/C)	Reason - N/C / N/A/Part	Detail	Date of meeting	Issue With	Section expiry	Final Decision	Appealed?	In appeal on file?	Appeal Manager	PSM Rep (N/C, L/R)	Reason for appeal	Date of appeal hearing	Outcome - appeal overturned	Other comments
Aime Staffing	Housekeeping	Debbie Downes	CR	Performance	Completing 3 lodges in timeframes	07/07/2019	Probation extended by 4 weeks	04/02/2019	Passed probation								
Berthany-Jane Jenkins	Housekeeping	Debbie Downes	CR	Attendance	4 absences within probation and one N/C	07/07/2019	Probation extended by 4 weeks	04/02/2019	Passed probation								
Tessa Wilkinson	Housekeeping	Debbie Downes	CR	Attendance	8 absences, majority N/Cs	11/07/2019	Probation extended by 4 weeks	04/02/2019	Passed probation								
Christine Gow	Housekeeping	Debbie Downes	CR	Attendance	2 absences, majority N/Cs	11/07/2019	Probation extended by 4 weeks	04/02/2019	Passed probation								
Dylan Macdonald	Shut Lagoon	Debbie Downes	CR	Attendance	2 absences with unsatisfactory reasons, inc. one N/C	11/07/2019	Probation extended by 4 weeks	04/02/2019	Passed probation								
Michelle Wright	Housekeeping	Debbie Downes	CR	Attendance	High absences inc. one N/C	14/07/2019	Probation extended by 4 weeks	04/02/2019	Passed probation								
Pauline O'Brien	Housekeeping	Debbie Downes	CR	Attendance	High absences inc. one N/C	14/07/2019	Probation extended by 4 weeks	04/02/2019	Passed probation								
Charlie Saffler	Housekeeping	Debbie Downes	CR	Attendance	High absences inc. two N/Cs	14/07/2019	Probation extended by 4 weeks	04/02/2019	Passed probation								
Leah Wilson	Housekeeping	Sheena Blackadder	CR	Attendance and performance	High absences with probation	25/07/2019	Probation extended by 4 weeks	04/02/2019	Passed probation								
Gayle Copstead	Housekeeping	Debbie Downes	CR	Attendance	High absences with probation	25/07/2019	Probation extended by 4 weeks	04/02/2019	Passed probation								
Sophie Edwards	Housekeeping	Debbie Downes	CR	Attendance	High absences with probation	25/07/2019	Probation extended by 4 weeks	04/02/2019	Passed probation								
Teigan Johnson	Housekeeping	Debbie Downes	CR	Attendance	High absences with probation	25/07/2019	Probation extended by 4 weeks	04/02/2019	Passed probation								
Lowell Johnson	Housekeeping	Debbie Downes	CR	Attendance	High absences with probation	25/07/2019	Probation extended by 4 weeks	04/02/2019	Passed probation								
Gez Howell	Housekeeping	Debbie Downes	CR	Attendance	High absences with probation	25/07/2019	Probation extended by 4 weeks	04/02/2019	Passed probation								
Dan Marlow	Housekeeping	Debbie Downes	CR	Attendance	High absences with probation	25/07/2019	Probation extended by 4 weeks	04/02/2019	Passed probation								
Shania Louise Morris	Housekeeping	Debbie Downes	CR	Attendance	High absences with probation	25/07/2019	Probation extended by 4 weeks	04/02/2019	Passed probation								
Neil Baxton-Hughes	Housekeeping	Debbie Downes	CR	Attendance	High absences with probation	25/07/2019	Probation extended by 4 weeks	04/02/2019	Passed probation								
Nail O'Brien	Housekeeping	Debbie Downes	CR	Attendance	High absences with probation	25/07/2019	Probation extended by 4 weeks	04/02/2019	Passed probation								
Teigan Hodgson	Housekeeping	Debbie Downes	CR	Attendance	High absences with probation	25/07/2019	Probation extended by 4 weeks	04/02/2019	Passed probation								
Emily Griffiths	Housekeeping	Debbie Downes	CR	Attendance	High absences with probation	25/07/2019	Probation extended by 4 weeks	04/02/2019	Passed probation								
Charlie Saffler	Housekeeping	Debbie Downes	CR	Attendance	High absences with probation	25/07/2019	Probation extended by 4 weeks	04/02/2019	Passed probation								
Gabrielle Butler	Housekeeping	Debbie Downes	CR	Attendance	High absences with probation	25/07/2019	Probation extended by 4 weeks	04/02/2019	Passed probation								
Ulla Roswell	Housekeeping	Debbie Downes	CR	Attendance	High absences with probation	25/07/2019	Probation extended by 4 weeks	04/02/2019	Passed probation								
Danielle Rowell	Housekeeping	Debbie Downes	CR	Attendance	High absences with probation	25/07/2019	Probation extended by 4 weeks	04/02/2019	Passed probation								
John McMichael	Housekeeping	Debbie Downes	CR	Attendance	High absences with probation	25/07/2019	Probation extended by 4 weeks	04/02/2019	Passed probation								
Jessica Aile	Housekeeping	Debbie Downes	CR	Attendance	High absences with probation	25/07/2019	Probation extended by 4 weeks	04/02/2019	Passed probation								
Angela Jones	Housekeeping	Debbie Downes	CR	Attendance	High absences with probation	25/07/2019	Probation extended by 4 weeks	04/02/2019	Passed probation								
Julia Young	Housekeeping	Debbie Downes	CR	Attendance	High absences with probation	25/07/2019	Probation extended by 4 weeks	04/02/2019	Passed probation								
Karla Rogers	Housekeeping	Debbie Downes	CR	Attendance	High absences with probation	25/07/2019	Probation extended by 4 weeks	04/02/2019	Passed probation								
Jenna Leigh Marsh	Housekeeping	Debbie Downes	CR	Attendance	High absences with probation	25/07/2019	Probation extended by 4 weeks	04/02/2019	Passed probation								
Mollie Hall	Housekeeping	Debbie Downes	CR	Attendance	High absences with probation	25/07/2019	Probation extended by 4 weeks	04/02/2019	Passed probation								
Jakob Tapscott	Housekeeping	Debbie Downes	CR	Attendance	High absences with probation	25/07/2019	Probation extended by 4 weeks	04/02/2019	Passed probation								
Charmaine Beale	Housekeeping	Debbie Downes	CR	Attendance	High absences with probation	25/07/2019	Probation extended by 4 weeks	04/02/2019	Passed probation								
Jacqueline Williams	Housekeeping	Debbie Downes	CR	Attendance	High absences with probation	25/07/2019	Probation extended by 4 weeks	04/02/2019	Passed probation								
Tyler Merritt-Worrall	Housekeeping	Debbie Downes	CR	Attendance	High absences with probation	25/07/2019	Probation extended by 4 weeks	04/02/2019	Passed probation								
Rya Barrett	Housekeeping	Debbie Downes	CR	Attendance	High absences with probation	25/07/2019	Probation extended by 4 weeks	04/02/2019	Passed probation								
Laura Lister	Housekeeping	Debbie Downes	CR	Attendance	High absences with probation	25/07/2019	Probation extended by 4 weeks	04/02/2019	Passed probation								
Debbie Phillips	Housekeeping	Debbie Downes	CR	Attendance	High absences with probation	25/07/2019	Probation extended by 4 weeks	04/02/2019	Passed probation								
Oswain Nicholas	Housekeeping	Debbie Downes	CR	Attendance	High absences with probation	25/07/2019	Probation extended by 4 weeks	04/02/2019	Passed probation								
Suzanne Hughes	Housekeeping	Debbie Downes	CR	Attendance	High absences with probation	25/07/2019	Probation extended by 4 weeks	04/02/2019	Passed probation								
Lyn Reaite	Housekeeping	Debbie Downes	CR	Attendance	High absences with probation	25/07/2019	Probation extended by 4 weeks	04/02/2019	Passed probation								
Clementine Stevenson	Housekeeping	Debbie Downes	CR	Attendance	High absences with probation	25/07/2019	Probation extended by 4 weeks	04/02/2019	Passed probation								
Kayleigh Edwards	Housekeeping	Debbie Downes	CR	Attendance	High absences with probation	25/07/2019	Probation extended by 4 weeks	04/02/2019	Passed probation								
Courtney Blake	Housekeeping	Debbie Downes	CR	Attendance	High absences with probation	25/07/2019	Probation extended by 4 weeks	04/02/2019	Passed probation								
Katy Ferari	Housekeeping	Debbie Downes	CR	Attendance	High absences with probation	25/07/2019	Probation extended by 4 weeks	04/02/2019	Passed probation								
Emily McInnes	Housekeeping	Debbie Downes	CR	Attendance	High absences with probation	25/07/2019	Probation extended by 4 weeks	04/02/2019	Passed probation								
Cheraine Horn	Housekeeping	Debbie Downes	CR	Attendance	High absences with probation	25/07/2019	Probation extended by 4 weeks	04/02/2019	Passed probation								

From: Cara Deakin
Sent: 27 February 2019 10:57
To: Carla Roberts
Subject: RE: Bluestone - Guest Services 16 hours weekend

Yes this would be good Carla as I have no idea how it all works but would love to know for future etc!
When are you available 😊?

From: Carla Roberts
Sent: 25 February 2019 14:57
To: Cara Deakin
Subject: RE: Bluestone - Guest Services 16 hours weekend

Hey Cara,

It's to your discretion really, she won't have accrued the holiday by then so you could either let her take it as unpaid, or you could claw it back at a later date.

In terms of her contract, once the interview feedback has been done (I think Katie was going to do this with you), she will then be sent her contract once another form has been filled in on Reach with her hours, pay etc.

Might be worth us catching up about the recruitment process with some Reach training been as you're having input into this now? 😊

Kind Regards,

Carla Roberts

Recruitment Officer

Bluestone National Park Resort

Tel: 01834 869900 ext. 456

Web: www.bluestonewales.com

From: Cara Deakin
Sent: 25 February 2019 09:56
To: Carla Roberts
Subject: FW: Bluestone - Guest Services 16 hours weekend

Hi Carla

Are you able to help me? I have never done this before so unsure how this all works!

Thanks
Cara

From: Cori [<mailto:cori3@btopenworld.com>]
Sent: 23 February 2019 09:29
To: Cara Deakin
Subject: Re: Bluestone - Guest Services 16 hours weekend

Hi Cara,

It was lovely to meet you both last week, I would be more than happy to accept the position. I just wanted to mention as I'm not sure it came up in my interview- I have got a holiday booked on the 23rd April -7th may (two weeks inclusive) so would be unavailable for one of my scheduled weekends. It is the only planned holiday I will be having this year - but being as it would be so soon to me starting the position I thought it would be best to check before accepting the role as I don't want to leave you guys short.

I am in Narberth all this weekend and I am available on monday and Tuesday as well if you wanted me to come in and sign a contract or discuss this any further.

Look forward to your response

Many thanks

Cori

On 22 Feb 2019, at 3:44 pm, Cara Deakin <Cara.Deakin@bluestonewales.com> wrote:

Hi Cori,

Thank you for taking the time to meet with me and Emma last Friday for an interview for the Guest Services alternative weekend role. I am pleased to offer you the position if you wish to accept this?

I look forward to hearing from you.

Kindest Regards,

Cara Deakin
Guest Services Supervisor
01834 869900 ext 584

Please be aware that e-mail is not a secure medium. Please do not send any payment details electronically. If you wish to book anything, please visit 'Manage your Booking' or call us directly on 01834 862 400.

Sales Tel: +44 (0) 1834 862400
Admin Tel: +44 (0) 1834 869900
Fax : +44 (0) 1834 891408

Registered Office: Bluestone Resorts Ltd, The Grange, Canaston Wood, Narberth, Pembrokeshire, SA67 8DE
Bluestone Resorts Ltd is a company registered in England and Wales.
Company Registration Number: 06797991 and VAT number: 167498358

Check out our blog at <http://www.bluestonewales.com/blog> for all the latest news and what's going on at Bluestone.

www.bluestonewales.com www.bluelagoonwales.co.uk

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Please consider the environment - do you really need to print this email?

Doc No:	PS-P-072	Company Core Competencies	
Rev No:	002		
Created:	01/02/2018		
Last Review:	17/04/2018		

PIONEERING "Leave no stone unturned"			
Negative Indicators:	Positive Indicators	Advanced Indicators	
- Unwilling to change and adapt - Comfort in routine and process - Fear of change	- Challenges the status quo of product and procedure - Has the confidence to know what can be changed; what needs to be changed and what should definitely not be changed - Clearly understands that the product cannot stand still and must constantly innovate and evolve	- Innovation is the norm and is relentless - Creativity is encouraged and championed within their team - Clearly understands the impact of change and leads change management	
TENACIOUS "Results driven"			
Negative Indicators:	Positive Indicators	Advanced Indicators	
- Lack of confidence in own actions - Avoids difficult situations - Ignoring responsibilities within your role	- Determination and belief in the delivery of their actions - Timely resolution – "eat the frog" - Maintains momentum and follows through to completion	- Knows their subject inside out - Has instant recall of accurate facts and figure accurately and able to communicate them in a language their audience can understand	
PASSIONATE "Believe it. Breathe it. Live it"			
Negative Indicators:	Positive Indicators	Advanced Indicators	
- Tendency to find obstacles rather than solutions - Unapproachable demeanour, lacks endeavour - Tendency to procrastinate	- Approaches all tasks with enthusiasm, energy and good grace. - Constantly gives more for no expected reward - Genuinely enjoys what they do - Believes everything can always be improved and willing to lead that crusade - Has a hunger and drive to improve	- Creates a culture that excellence is the only acceptable outcome - Engenders passion in their team so that it becomes the norm - Makes their team want to be the best. - Knows that confidence and a little elitism are powerful motivators - Lights fires within people - Inspires people so that letting team down is unthinkable	
PEOPLE CENTRIC "Bluestone is our extended family"			
Negative Indicators:	Positive Indicators	Advanced Indicators	
- Act in self interests over interests of wider team - Favours authority rather than democracy	- Likes people – enjoys communicating - Trusts, respects and cares about their team and colleagues - Fair at all times and at all levels - Values individuality in team members and colleagues	- Unifies by nature - Approachable - An enabler - Personalises where possible.	

Doc No:	PS-P-072	Company Core Competencies	
Rev No:	002		
Created:	01/02/2018		
Last Review:	17/04/2018		

	- Invests in the learning and development of self and others - Has a sense of humour - Acknowledges that everyone has a gift – you must find it	- Shows genuine concern for others - Passes credit down
SINCERE <i>"Say what you mean – mean what you say"</i>		
Negative Indicators:	Positive Indicators	Advanced Indicators
- Dishonest and insincere - Speak unfavourably or in negative way that could bring Bluestone into disrepute - Lack of concern for others	- What is said is meant - Follows a creed of goodness - Positive body language - Genuine care for others	- Promotes truly and deeply felt unwavering beliefs – consistent and understood - Aware of strengths and weaknesses - Never arrogant
OPEN <i>"Accessible and Approachable"</i>		
Negative Indicators:	Positive Indicators	Advanced Indicators
- Believes knowledge is power - Stifles creativity through a negative attitude - Unapproachable and not open to changes or new ideas	- Truthful, genuine - Transparent, unambiguous 'Team player'	- Need not to know' rather than 'need to know' - Proactively seeks collaboration - Radiates support
HONEST <i>"Always embody the truth"</i>		
Negative Indicators:	Positive Indicators	Advanced Indicators
- Avoids delivering difficult feedback - Is negative or unacceptable of critical feedback - Dishonesty	- Remains impartial and factual at all times in the workplace - Consistent and genuine - Trusted and reliable - Earns respect of others	- Delivers difficult feedback in a forthright but sensitive manner to an effective outcome - Acknowledges own weaknesses and looks to others for support - Shows humility - Truthful but not hurtful

Feedback

NAME OF APPRAISEE

Key Strengths

Strength 1	Strength 2	Strength 3

Key Development Opportunities

Development 1	Development 2	Development 3

*Personal Development Review &
Personal Development Plan*

Insert Name

bluestone
national park resort

NAME Personal Development Meeting

Date:

Present:

Key Strengths

Strength 1	Strength 2	Strength 3

Key Development Opportunities

Development 1	Development 2	Development 3

Development Plan

Development Objective	Priority	Activities needed to achieve objective	Support / resources needed to achieve objective	Target Date	Review Date

Subject: FW: Probation Reviews

From: Carla Roberts
Sent: 2 July 2019 16:56
To: Manager
Subject: Probation Reviews

Hi all,

As you're aware, probation reviews are currently done via Flow. However, going forward they are going to be done via Reach. This enables us to schedule the reviews in automatically based on a new employee's start date.

We believe this completes the onboarding process and will continue to follow the 2, 8 and 12 week reviews. When a probation review is due you will be sent a prompting email to get you to fill in the form. The questions are based on the current form which is on Flow.

If anyone needs any training on this please let me know, as I'm aware that several line managers / supervisors who conduct probation reviews will not be set up on Reach or will have received Reach training.

If you have any questions please let me know. Thank you.

Kind Regards,

Carla Roberts

Recruitment Officer

Bluestone National Park Resort

Tel: 01834 869900 ext. 456

Web: www.bluestonewales.com

Attrition & Headcount Report – as at 31st May 2019

Month END date

31-May-19

Department	Attrition A/(B+C)		Stability B/D		Current Month		Headcount & FTE		Attrition calculations based on these stats				2018 Actual
	Target	Actual	Var %		Leavers	Starters	Heads	FTE	A. Left in last 12M	B. More than 12M	C. Started in last 12M	D. Empl. 12M ago	
Housekeeping	32.0%	32.5%	-0.5%	61.9%	17	27	323	120	135	195	220	315	30.1%
Food & Beverage	18.0%	30.6%	-12.6%	72.6%	3	7	119	87	41	85	49	117	23.8%
Retail	5.0%	20.0%	-15.0%	76.9%	0	0	12	9	3	10	5	13	5.3%
Activities	5.0%	19.6%	-14.6%	65.7%	0	0	29	22	9	23	23	35	8.2%
Entertainment	32.0%	0.0%	32.0%	100.0%	0	0	15	14	0	13	2	13	27.8%
Bike Hire	25.0%	33.3%	-8.3%	75.0%	0	1	5	4	2	3	3	4	50.0%
Spa	28.0%	40.7%	-12.7%	66.7%	3	0	21	17	11	14	13	21	27.3%
Blue Lagoon	17.0%	40.7%	-23.7%	62.8%	1	3	45	21	22	27	27	43	24.4%
Security	22.0%	31.5%	-9.6%	68.4%	0	0	19	18	6	13	6	19	31.8%
FOH	0.0%	4.2%	-4.2%	81.5%	0	0	24	18	1	22	2	27	6.9%
Finance	0.0%	25.0%	-25.0%	71.4%	0	0	12	11	3	10	2	14	7.1%
Commercial	0.0%	0.0%	0.0%	100.0%	0	0	2	2	0	2	0	2	50.0%
Environmental	0.0%	0.0%	0.0%	100.0%	0	0	7	7	0	7	0	7	0.0%
Directors	0.0%	22.2%	-22.2%	80.0%	0	0	9	7	2	8	1	10	0.0%
HR	0.0%	18.8%	-18.8%	70.0%	0	0	15	13	3	14	2	20	0.0%
IT	0.0%	10.0%	-10.0%	88.9%	0	0	10	10	1	8	2	9	0.0%
Maintenance	4.0%	22.6%	-18.6%	78.8%	0	1	31	29	7	26	5	33	8.8%
Sales	0.0%	5.3%	-5.3%	95.0%	0	0	19	16	1	19	0	20	10.5%
Marketing	0.0%	8.3%	-8.3%	80.0%	0	0	12	11	1	8	4	10	0.0%
Overall	22.0%	28.4%	-6.4%	69.3%	24	39	729	436	248	507	366	732	22.9%
Total excluding housekeeping													16.7%
													113 312 146

• Overall attrition is down 1.2% from last month, however still 6.4% over target. We will shortly be putting together a working group together with some department managers to review this and present back.

Analysis of leavers – employees who have started and left within 12 months

Month END date

31-May-19

Reasons by department last 12 months

Summary - Leavers										
	Activities	Bike Hire	Blue Lagoon	KOTE	F&B	Housekeeping	HR	Maintenance	Retail	Spa
Seasonal	1	0	0	15	0	24	0	0	2	0
Dismissed - Failed Probation Period	0	0	1	0	1	19	0	0	0	1
Dismissed - Ill Health	0	0	0	0	1	2	0	0	0	1
Dismissed - Performance	0	0	0	0	0	8	0	0	0	1
Dismissed - Redundancy	0	0	0	0	0	0	0	0	0	0
Dismissed - Some Other Substantial Reason	0	0	0	0	0	1	0	0	0	0
Resigned - Better Salary	0	0	0	0	1	0	0	0	0	0
Resigned - Career Change (left Industry)	1	0	2	0	3	4	0	0	0	0
Resigned - Career Progression	0	0	0	0	0	2	1	0	0	0
Resigned - Culture	0	0	0	0	0	0	0	0	0	0
Resigned - Environment	0	0	0	0	0	0	0	0	0	0
Resigned - Family Related Reason	0	0	1	0	1	9	0	0	0	0
Resigned - Ill Health	0	0	0	0	0	10	0	0	0	0
Resigned - More Suitable Hours	0	0	0	0	2	7	0	1	0	1
Resigned - Nature Of Work	0	0	0	0	0	0	0	0	0	0
Resigned - Relationship With Colleagues	0	0	0	0	0	0	0	0	0	0
Resigned - Relocation	0	1	0	0	3	1	0	0	0	0
Resigned - Role Not Suitable	0	0	0	0	1	17	0	0	0	2
Resigned - Under Performance Management	0	0	0	0	0	0	0	0	0	0
Resigned - Walked Out / No Show	0	1	1	0	0	4	0	0	0	0
Resigned - Gone Travelling	0	0	1	0	0	0	0	0	0	0
XX - Other	2	0	4	0	0	3	0	0	0	0
LESS: Dismissed	4	2	10	15	19	111	1	1	2	5
LESS: Seasonal	0	0	1	0	0	30	0	0	0	2
NET LEAVERS	1	0	0	15	2	24	0	0	2	0
	3	2	9	0	17	57	1	1	2	3

From: Carla Roberts
Sent: 14 March 2019 15:58
To: Sian Straczek; HR Staff; Housekeeping Senior Team; Andrew Charlton; Steven Slaughter; Claire Lewis
Subject: RE: Housekeeping Efficiency Documents
Attachments: Current Vacancies March 2019.pdf

Hi all,

Please also see the resort-wide vacancies that are currently being advertised. Thank you.

Kind Regards,

Carla Roberts

Recruitment Officer

Bluestone National Park Resort

Tel: 01834 869900 ext. 456

Web: www.bluestonewales.com

From: Sian Straczek
Sent: 14 March 2019 15:29
To: HR Staff; Housekeeping Senior Team; Andrew Charlton; Steven Slaughter; Claire Lewis
Subject: Housekeeping Efficiency Documents

Hi All

Please see attached the documents discussed today in our briefing.

The First Individual Consultation Form – you must go through these questions in the consultation, and ask the employee to sign the form.

Suitable Alternatives – the ACAS document covering the guidelines in relation to offering suitable employment this will be included with the letter sent to all staff in the pool.

Housekeeping Proposal – this is the briefing document that will be read out tomorrow morning.

Positions Available Template – this is the grid with jobs available, I have added the rates of pay.

Letter to HSK – this is the letter that all staff will receive – very similar to the briefing.

To confirm, I will advise you who you are meeting with and what time I have allocated, hopefully by end of play tomorrow and I will forward the Job Descriptions at the same time.

If you have any queries, please do not hesitate to contact me.

Thank you so much for all your help, it is greatly appreciated.

Thanks

Sian

From: Carmel Gahan Googlemail [carmel.gahan@gmail.com]
Sent: 09 July 2015 12:17
To: Lucy Good; Carla Roberts
Cc: robert.parkera@gmail.com
Subject: Thanks for the excellent organisation - IIP

Dear Lucy and Carla

A quick word of thanks for the superb organisation of the IIP Assessment and the wonderful hospitality.

It was a real pleasure for Robert and I to carry out your Assessment.

Next stage now is to get the Assessment analysed in more detail and write the report.

I may be in touch to check one or two points of detail. I am sure I will see you again to discuss the report.

Thanks again for your unfailing support.

Carmel

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