

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Contributing to Employee Engagement in the Organization

Activity 1 - 3

Word Count: 3000

Student Name: Melanie Goldsworthy

Student Number: 1905548

CIPD Membership Number: 55478711

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

Signed: MGoldsworthy

Date: 07/11/2020

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Evidence Matrix

Candidate name: Melanie Goldsworthy				CIPD Membership/registration No.: 55478711		
Qualification title: CIPD Diploma in Applied Human Resources				Unique Learner No. (ULN): 1905548		
Unit code	Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled
5AEEG	Contributing to Employee Engagement in the Organisation	1.2	Meeting notes from phone conversation with manager regarding data collection methods	E1		
5AEEG	Contributing to Employee Engagement in the Organisation	1.2	Chart showing Male/Female employees within the Blue Lagoon	E2		
5AEEG	Contributing to Employee Engagement in the Organisation	1.2	Chart showing ages of employee within the Blue Lagoon	E3		
5AEEG	Contributing to Employee Engagement in the Organisation	1.4	Types of employment contract within the Blue Lagoon	E4		
5AEEG	Contributing to Employee Engagement in the Organisation	1.4	Screen shot of survey results (questions in blue with responses below)	E5		
5AEEG	Contributing to Employee Engagement in the Organisation	1.4	'I plan to stay at Bluestone to progress my career' pie chart result	E6		
5AEEG	Contributing to Employee Engagement in the Organisation	1.4	'I have received the right training to carry out my role' pie chart result	E7		
5AEEG	Contributing to Employee Engagement in the Organisation	1.4	'I receive regular, fair and accurate feedback about my work' pie chart results	E8		
5AEEG	Contributing to Employee	1.4	'I Plan to leave Bluestone within the next 6 months'	E9		

	Engagement in the Organisation		pie chart results			
5AEEG	Contributing to Employee Engagement in the Organisation	1.4	'Since new covid-19 measures have been in place, do you feel safe at work?' pie chart results	E10		
5AEEG	Contributing to Employee Engagement in the Organisation	2.1	Screen shot of Newsletter – shows transparency within organization	E11		
5AEEG	Contributing to Employee Engagement in the Organisation	2.1	Training program for employees to apply for	E12		
5AEEG	Contributing to Employee Engagement in the Organisation	2.1	Housekeeping Appreciation month within the Family Newsletter	E13		
5AEEG	Contributing to Employee Engagement in the Organisation	2.1	Internal job vacancies advertised	E14		
5AEEG	Contributing to Employee Engagement in the Organisation	2.2	Screen shot of probation meetings for 2020	E15		
5AEEG	Contributing to Employee Engagement in the Organisation	2.2	Screen shot of disciplinary meeting for 2020	E16		
5AEEG	Contributing to Employee Engagement in the Organisation	3.2	Notes from conversation regarding overcoming barriers around employee engagement strategy	E17		
5AEEG	Contributing to Employee Engagement in the Organisation	3.3	Witness testimony from manager to confirm Bluestone are considering my EE proposal	E18		
5AEEG	Contributing to Employee Engagement in the Organisation	3.3	SWOT Analysis of proposals	E19		
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:

A handwritten signature in black ink, appearing to read 'M. Coddington'.

Date:

07/11/2020

Contributing to Employee Engagement in the Organisation

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

Employee engagement is a state of functioning in an organisation where employees are motivated to contribute to the business's success. Employees do their best and make additional effort to achieve important tasks in order to reach common goals (Employee Engagement Definition and Benefits - LumApps, 2020).

Employees who are engaged and committed to their work give companies crucial competitive advantage which includes higher productivity and lower employee turnover. For this reason organizations of all sizes and types invest in policies and practices that promote engagement and commitment in their workforces (Vance, n.d.).

I have considered different ways to collect data from Bluestone regarding employee engagement and have chosen to use a staff survey. I had considered other types of data collection such as practical observation, focus groups and interviews but each had its own challenges that I was unable to overcome within the timeframe I have. When I considered focus groups, interviews and practical observations my obstacles and restrictions were:

- The legal implications of requesting employees to take part at this time - As Bluestone is currently closed they cannot take part in work activities whilst they are furloughed.
- Ensuring any selected employees all had access to the use of 'Zoom' and sufficient internet connection.
- Time – my time to complete this task is limited and I need to complete my research in the most efficient and safe way I can.
- Covid-19 restrictions - Employees are only supposed to go to other outlets and buildings if it is an absolute must and for this reason I could not reasonably observe practical work being carried out.

With these considerations in mind, the only reasonable way for me to carry out this research was through a survey. A survey would allow me to write specific questions or use a model such as Gallup Q12, and are cheaper and faster to administer. The only issue with using surveys is that I cannot prompt employees to provide more details or use complex questions without difficulty. The survey needs to be easy to answer with either 'open' or 'closed' questions and not overly long. This is to ensure it is not off putting for the employees completing it so that the response rate is reasonable (Taylor and Woodhams, 2016).

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

Whilst using a new survey was the best option this also had its challenges as surveys need to be approved by a Director and the IT team would need to create it. As Directors and the IT team are particularly busy with covid-19 rules developing and operating on restricted staffing levels, I decided to speak with my manager (E1) who suggested using a survey that was conducted in August 2020. My manager suggested using the Blue Lagoon department's results as they had 41 employees complete it. Due to being in work for only 2 days a week and having to compress much of her work into those days, she could only provide me with these results as it would be too time consuming to get the results for each department.

The data collected is cross-sectional as there are a variety of different job types such as Lifeguards, Housekeepers, Front of House staff, Duty Managers, Supervisors and The Technical services team. This provides me with a range of contracts such as part-time, full-time and seasonal (E4); different age groups & sex (E2 & E3), and different skills sets/qualifications. The evidence below shows that the majority of employees are Gen Z or Millennial.

E1

Phone convo - Jess Krelli (Manager)
- Contributing - Employee engagement module
2 November 2020
Time - 10:30am

MA - Need to discuss what approach to E1:
data collection.

JK - OK - What ideas / ways are you thinking?

MA - Thought about interviews but can't do those
as most staff on foreign & not supposed to be
in same room for meetings. Some sort of issue
for participant observation. Focus group could be
done but can be challenging if we use zoom &
staff have pos with or don't understand how to
use zoom. Thought survey/questionnaire would
be best - can access it from home & ask
specific questions. Only issue is that there's
not a lot of time to create one & staff are of so
could be challenging asking them to complete it?

JK - Can use survey from August 2020 - sent out
an annual survey then. Asks questions about
what they like/dislike about their jobs etc...
can send you the results for the Blue Lagoon -
they had 41 staff complete them.

MA - That's a good idea. Hopefully some info I
can use. It's recent so a lot of comments
will probably still be relevant.

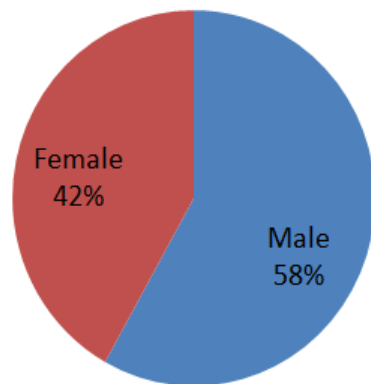
JK - Same - still useful info. Will have to give
you BL only - don't have time to get
results for each department - only working 2
days per week and have admin & work to
do.

MA - That's fine. 41 results from BL will be
enough. Thanks for talking to me about
this.

JK - OK - will email them to you shortly.

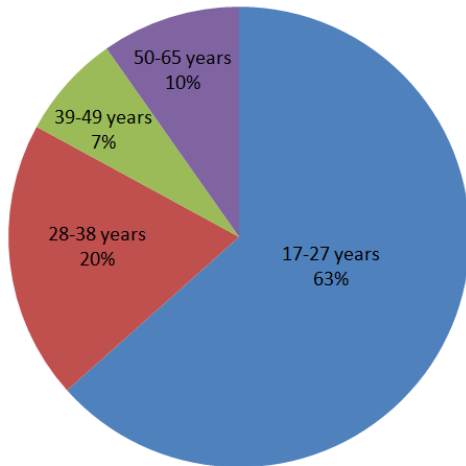
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Male/Female Employees within the Blue Lagoon



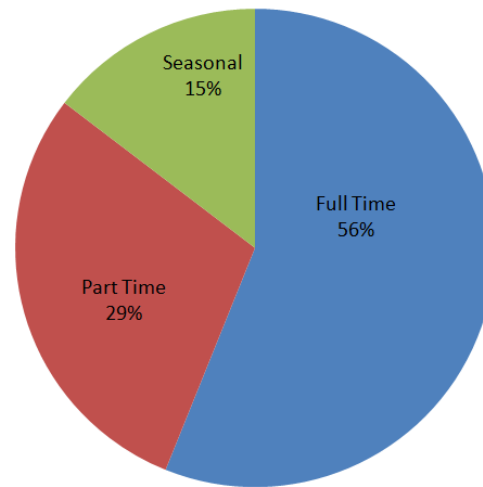
E3

Ages of Blue Lagoon Employees



E4

Types of Employment Contract



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

As I was unable to create and administer a specific survey myself, I can only comment on what I would have done differently or changed in this process.

I would have liked to create my own questions regarding employee engagement as the results would be more specific to my own research however, the questions from the August 2020 survey are relevant enough for me to use.

The number of employees I have survey results for (44) is a good number of employees so I would not have changed this unless I had a much longer timeframe to complete this research. If I did have much longer, I would have liked to ask specific questions to every employee (approx 750 employees) to enable me to see trends in different departments. Surveying all employees would identify how different parts of the organisation compare, and show what the main factors that motivate or de-motivate employees (Employee Engagement & Motivation | Factsheets | CIPD, 2019).

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

The results from the pulse survey for the Blue Lagoon department is shown in E5; to make it easier to understand and pick out key themes I have selected 5 questions from the survey that I think are more closely linked with engagement and created pie charts based on the answers. The questions asked can be answered using one of four options 'Strongly Agree', 'Agree', 'Disagree', and 'Strongly Disagree'. The pie charts for the 5 questions are shown below and are listed as E6, E7, E8, E9, & E10.

The patterns and correlations I found for questions E6, E7, E8 & E10 where the questions are related to how positive/safe they feel at work the answers for 'Strongly Agree' and 'Agree' are scored the highest with only a few in 'Disagree' and 'Strongly Disagree'. The most positive results were for the question regarding training (E7) where there was only 2% of the 41 staff surveyed that answered 'Disagree' and no staff answered 'Strongly Disagree'. For the question regarding leaving Bluestone within the next 6 months (E9), it shows that most staff didn't want to leave within 6 months. If I compare question E9 to questions E6 (regarding staying to progress their career at Bluestone), the answers almost mirror each other, showing that generally staff weren't planning on leaving and that 24% 'Strongly Agreed' that they wanted to stay to progress their career.

My conclusion is that generally the employees of the Blue Lagoon department are satisfied with their employer and that whilst this doesn't directly mean that they are engaged in their work, the results show that they generally want to continue their employment, receive sufficient training, receive regular feedback, and feel safe at work. Employees do need these things to be engaged and an employee with a positive perception of their work is more likely put

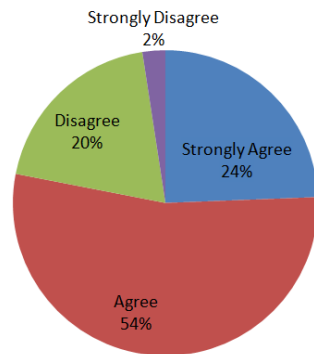
in discretionary effort, be satisfied and enthusiastic about their work (CIPD, 2018). As the Blue Lagoon is non-profit department (staying guests don't pay to visit the pool and day guests are currently not allowed due to covid-19), it is hard to evidence if the Blue Lagoon employees being happy and engaged with their work positively impacts on the organization.

E5

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
	Do you work full time or part time or seasonal? Bluestone?	How long have you worked at Bluestone?	I plan to stay at Bluestone to progress my career	I plan to stay within the leisure and hospitality industry	I have received the right training to carry out my role	The training I have received has increased my motivation within my role	I receive regular, fair and accurate feedback about my work	There is someone at work who encourages my progression and development	I know where to find information about vacancies within the business	I plan to apply for another role within Bluestone	I plan to leave Bluestone within the next 6 months	Since new covid 19 measures have been in place, do you feel safe at work?	Are there any further comments that you feel need to be mentioned or expanded upon?	I would recommend my department as a place to work (0 Not Recommend)	Any other comments about your department	I recommend Bluestone as a place to work (0 Not recommend at all 10 Strongly Recommend)
1	Full Time	4-5 Years	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Disagree	Disagree	Agree	I strongly want to stay at bluestone as I enjoy my role really enjoying working the Blue Lagoon, all the teams really nice really enjoyed our team build at the water park.	9		9
3	Part Time	3-6 Months	Agree	Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree		10		10
4	Full Time	2-3 Years	Disagree	Agree	Agree	Agree	Agree	Disagree	Agree	Disagree	Disagree	Agree		7		8
5	Full Time	6+ Years	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Disagree	Agree		7		8
6	Full Time	9-12 Months	Strongly Agree	Strongly Agree	Agree	Strongly Agree	Strongly Agree	Disagree	Agree	Strongly Agree	Strongly Agree	Strongly Agree		10		10
7	Full Time	5-6 Years	Disagree	Disagree	Strongly Agree	Strongly Agree	Disagree	Disagree	Disagree	Strongly Agree	Strongly Agree	Strongly Agree		10		10
8	Full Time	3-6 Months	Agree	Agree	Strongly Agree	Agree	Agree	Agree	Agree	Disagree	Disagree	Disagree		8		8
9	Part Time	0-3 Months	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Disagree	Disagree	Agree		8		10
10	Full Time	3-6 Months	Disagree	Disagree	Strongly Agree	Agree	Strongly Agree	Disagree	Agree	Strongly Agree	Disagree	Disagree		10		10
11	Full Time	1-2 Years	Agree	Agree	Agree	Disagree	Agree	Agree	Agree	Strongly Agree	Disagree	Agree		9		9
12	Seasonal	1-2 Years	Disagree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Agree	Disagree	Agree	Agree		8		8
13	Full Time	6+ Years	Agree	Agree	Agree	Agree	Agree	Agree	Disagree	Disagree	Disagree	Disagree		8		8
14	Part Time	1-2 Years	Disagree	Disagree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Disagree	Disagree	Strongly Agree		8		8
15	Part Time	3-6 Months	Agree	Disagree	Strongly Agree	Strongly Agree	Agree	Agree	Agree	Agree	Disagree	Agree		8	I think the covid rules are good - I'm nervous about catching it and am glad that the managers and SNPs are being strict with	8
16	Part Time	2-3 Years	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Strongly Agree	Disagree	Agree		8	department and think the managers and lifeguards have done an amazing job with keeping up to date and enforcing the new covid rules with staff and guests.	8
17	Full Time	2-3 Years	Agree	Agree	Strongly Agree	Agree	Agree	Strongly Agree	Strongly Agree	Disagree	Disagree	Strongly Agree		8	A great department with friendly and welcoming staff and a great environment.	8
18	Full Time	2-3 Years	Disagree	Disagree	Agree	Disagree	Disagree	Disagree	Disagree	Agree	Agree	Disagree		2	All the managers at the bluelagoon are very understanding but I don't feel that the new covid rules are helping, they are just hindering	7
19	Part Time	0-3 Months	Disagree	Agree	Strongly Agree	Agree	Agree	Agree	Agree	Disagree	Disagree	Agree		10	Enjoy working in the department, the managers are helpful and all the team are fab to work with	10
20	Full Time	2-3 Years	Strongly Agree	Agree	Agree	Agree	Agree	Agree	Disagree	Agree	Disagree	Disagree	I struggle with childcare, after 6pm, which allowances should be made for single parents, also having no childcare on a weekend is a massive problem, as there are no nursery open on	6		6
21	Part Time	1-2 Years	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Agree	Agree	Disagree	Agree		10		8

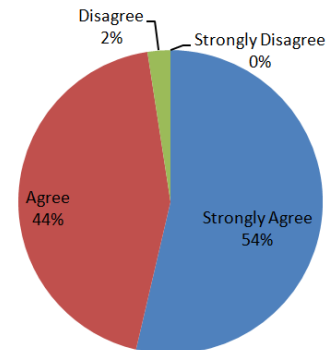
E6

'I plant to stay at Bluestone to progress my career'



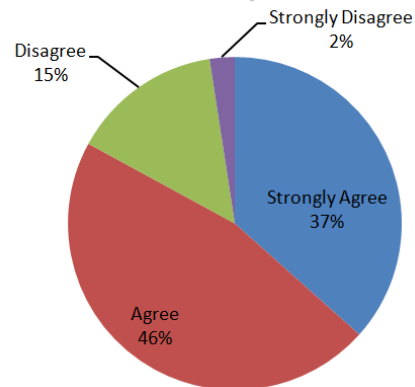
E7

'I have received the right training to carry out my role'



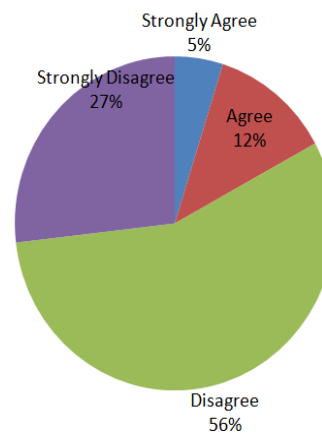
E8

'I receive regular, fair and accurate feedback about my work'



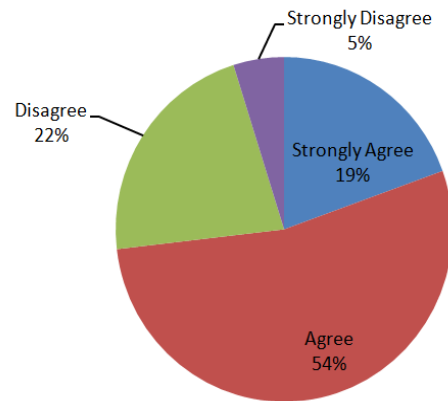
E9

'I plan to leave Bluestone within the next 6 months'



E10

'Since new covid-19 measures have been in place, do you feel safe at work?'



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

At Bluestone the principal drivers for employee engagement are communication & involvement in decision making, transparency about the business, training and development, opportunities and trust. Some of the way we do this is evidenced below as examples.

For communication and transparency I have a copy of the first page of our 'Family Newsletter' (E11). This shows the communication and transparency regarding the second lockdown and Bluestone are quick to point out that we don't have all of the answers and information on what that means for the business and employees. It also gives a link in another page if employees need additional support during this time.

E12 shows a new training program where employees can apply to train as a Resort Manager. This offers training and opportunities to develop within the organisation. Resort Managers were previously selected to do this role due to job title (Resort Managers would need to be managers within their department to be able to receive this training). Bluestone has considered employees at all levels and that they are potentially capable to take on this role. There would be selection criteria and the employee would need to pass the training but the business is offering the opportunity to all and not just a select few.

E13 is a clip from the Family Newsletter that shows a page on 'Housekeeping Appreciation month' where the Housekeeping team are thanked for their hard work from their department and others across resort.

E14 is a job vacancy list for internal communications. This means that the jobs advertised are available for internal employees to apply. The process for applying for a role within the organisation if you are already an employee is far quicker than those who aren't already employed. The vacancies shown in E14 would also be advertised on the Bluestone website for external people to apply.

Each of these is positive for the business and employees but there are a few things that could be missing in certain roles/departments. Taylor and Woodhams, (2016) state that other enablers of employee engagement are:

- Satisfaction with the work itself
- Satisfaction with the amount of pay
- Job challenge

I cannot answer whether Bluestone or Blue Lagoon employees are satisfied with factors such as pay and job challenge/satisfaction as these questions weren't part of the survey. The question is *why* weren't they part of the survey? The survey results show that the Blue Lagoon employees felt that received sufficient training, wanted to stay employed at Bluestone and generally had a positive view of work but we don't really know what their views are regarding pay and job satisfaction/challenge. The questions asked within the Blue Lagoon survey are similar to Gallup Q12 but aren't the same and there are some

questions not included at all however, neither survey asks the employees in put on pay. The advantage of the Gallup Q12 survey is that the results can be compared with other results in their database and their research shows the link between employee engagement and organizational outcomes (Gallup Employee Engagement Center, n.d.).

Based on this I think Bluestone should ask questions regarding pay and job satisfaction/challenge. Understandably there are jobs that will not be that challenging or jobs that will not be paid more than minimum wage but it would be beneficial to find out the employees views and if they have any recommendations for these types of jobs.

E11

VOL. 15 22 OCTOBER 2020

BLUESTONE@WORK&HOME

Official Bluestone Family Newsletter

Preparing for Lockdown II

BY EMMA DAVIES

This issue was a tough one to put together as we are set to move into another lockdown (just two weeks this time). Whilst we wait for the guidance to be published by the Welsh and UK Governments, we have tried to provide as much information as possible about what we do know. This includes information about the lockdown itself (Page 02), a note from Debbie to update you on Bluestone's current position (Page 03) and an overview of the new job support scheme due to commence on 1st November (Page 04). It is this area in particular where we are currently lacking detail as the Government say it is not ready yet, but we have told you as much as we can. As we all navigate our way through the next couple of weeks, there is some great advice available from the NHS which we have included on Page 04 - this will help you to manage your mental health at this challenging time. We have also signposted further advice and support that you are able to access on Pages 09-10, including how to download and register with the new Health Assured App. If you are not familiar with this service it is well worth a look - see pages 09-10 for all the details.

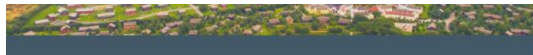
And last but by no means least, on our family news pages we are celebrating our Stars of the Week and the amazing achievements of the Bluestone team, including a selection of very touching feedback we have received from our guests.

Don't forget, we are keen to hear from you about what you would like to see in the next issue - please do get in touch.

Email edavies@bluestonewales.com | Phone 01834 862440 |

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- Guest Feedback
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- Health Hub
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NEW RESORT MANAGER TRAINEE PROGRAMME – AND BUSINESS WIDE MENTORING

We are really excited to announce the launch of a new programme, to train our Resort Managers of the future!

Our Resort Managers play a really important role in the operations of the Resort – leading and taking ownership of the smooth, safe and consistent running of the entire Resort, delivering operational excellence at all times and resolving any issues escalated from the Managers on Duty to ensure the utmost Guest experience.

The new structured programme, which starts this week, will run over the next three months. As part of the programme, trainees will get exposure to all different areas of the business and will shadow existing Resort Managers. The course will be alongside day-to-day roles and the aim is that the first cohort will be ready to support our existing Resort Manager team on a rotational basis from the New Year.

The first cohort have been selected as rising stars across the Bluestone Family – they're already striving in their current roles and we want to recognise this and give them the opportunity to develop further. The Trainee Resort Manager Programme will also open the door for further leadership training.

The first cohort for the Trainee Resort Manager Programme are:

- Jessica Krell (People Services Manager)
- Lucy Holroyd (Acting Health & Safety Manager)
- Matthew Mantripp (Security Manager)
- Kelly Jackson (Entertainment Manager)
- Clare Thomas-Codd (Activities Manager on Duty (Training & Compliance))
- Ian Miles (Environmental Manager)
- Jack Wainwright (Theatre Manager on Duty)
- Abi Wye (Head of Communications & Public Affairs)

These new trainees will help to supplement the existing resort management team, currently split between midweek and weekend cover, as follows:

Midweek Resort Managers:

Steve Slaughter, Chris Emery, Debbie Downes, Mike Slack, John Doona, Frank Rose, Sarah Davies, Melanie Sharrad-Hughes, Ryan Goldsworthy, Josh Harries, Kial Keane.

Weekend Resort Managers:

Andrew Charlton, Claire Lewis, Michael Frampton, Giles McNamara, James McNamara, Liz Wendon, Neil Hillary, Stan Strazek, Yvonne Buckingham, Marlen Lewis.

Alongside the Resort Manager Trainee Programme we are launching a company-wide mentoring programme, to support personal development across the business. The Bluestone Mentoring programme will enable more inexperienced team members to benefit from the insight, knowledge and experience of colleagues.

How can you get involved?

The Mentoring Programme will run throughout the year and the Resort Manager Trainee Programme will run with a new cohort each quarter.

The Learning and Development team would love to hear from anyone who would be interested in taking part in either programme, please get in touch with Claire Lewis at clewis@bluestonewales.com or on extension 508 to find out more.



E13

Housekeeping Appreciation Month

Over the last two weeks we have been surprising our housekeeping team with little treats as a way of showing our appreciation for their hard work and dedication. We started off with sweets all round, followed by brownies, ice creams and a National Lottery Scratchcard each. Here are some pictures so far.....



We have lots more planned for them over the next two weeks and will include further details and photographs in the next edition of the newsletter.

E14



WE'RE HIRING!

Lifeguard | Permanent, Part Time | Flexible Hours | Closing date 28th September.

F&B Assistant | Permanent contract | 14-16 hours per week | Closing date 29th September.

Housekeeper | Permanent contract | 11 hours per week | Closing date 31st September.
(REMEMBER: We have the Refer a Friend offer on this role throughout September. Please see the poster on the next page for full details on the scheme).

Blue Lagoon Housekeeper | Fixed term contract| 30 hours per week | Closing date 30th September.

If you are interested in any of these vacancies, please email recruitment@bluestonewales.com and you will be sent an internal application form and the job description

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

Bluestone as an organisation is very fast pace and employees are always particularly busy. Why would we employ three people to do a job when we can get one person to do it? Whilst this isn't always the best approach, it is true of how we operate but the reward is equal to this output. For example, the Blue Lagoon employees operate in a very warm environment to keep swimmers warm; this has an effect on the Housekeeping team for example, who have a very physical job that still needs to be done to the best standards despite the temperature. A Housekeeper at Bluestone (on resort, not at the Blue Lagoon) after their 6 weeks training program is complete will be expected to clean 3 lodges within their 5.5hr shift. This may seem unreasonable but there are 286 other employees in the same department that generally manage this with the training provided.

The rewards and benefits of working at Bluestone consist of a Christmas bonus which is dependent on length of service and salary, staff points that can be used to book accommodation and activities, free use of the Blue Lagoon, annual internal award ceremony (ACE Awards) where employees who have been nominated and win an award receive a £1000 cash prize and runners up each receive £250, a pension scheme, staff parties and events and the list goes on.

Whilst working at a fast pace and to strict deadlines is ideal for some, it is not for others. Some employees are employed and leave or fail their probation within the first three months; this is usually due to absences or performance. Below (E15) shows a screen shot of the HR register where we log all meeting outcomes for disciplinary, grievance, probation, investigations, capability and performance management.

The evidence below shows that despite Bluestone being closed from March-July and again for two weeks at the end of October and start of November that we have completed a total of 18 probation meetings, mainly in the Housekeeping department. E16 is a screen shot for the same time period that shows how many disciplinary meetings took place – the total is 14 but the reasons are not as often performance or attendance and are wider range of department. The survey results (E5) for the 41 Blue Lagoon employees were generally positive but I am curious if the same survey completed by the 286 Housekeeping employees would be different just from viewing their probation meeting levels.

The evidence for E15 could show that employees who are in probation may not be receiving sufficient training which is why there are performance issues or that they don't enjoy the job which is why their absence levels are high. Housekeeping is a department where they are always recruiting as they always need to replace staff that have left or not passed their probation. In some cases they will employ someone they might not normally and use the probation process if they aren't right. This is costly to the business time-wise and financially. E16 has far fewer issues for attendance and performance and all of these employees would have passed their probation. Most of the reasons in E16 are due to misconduct which is generally something someone has chosen to do as opposed to their capability to do it.

My recommendation to minimize new employees leaving or failing their probation period is to review their training program and to ensure it is fully effective. A review of the current selection process will also need to take place to ensure we are employing the right people and finally, to review the results from the other departments surveys to see if there are any differences/similarities/opportunities so we can learn from them. If the new employees

are engaged from the start and continue this through their employment there is a benefit to them and the business. The first impression of a business can influence an employee's decision to stay or leave a business which is why it is important to create a positive perception between their work efforts and the benefits they receive (Employee Turnover & Retention | Factsheets | CIPD, 2020).

E15

1	Department	Reason - Att / Mis/Perf	Detail	Date of meeting	Issued With	Sanction expires
104	Housekeeping	Attendance	Level of absences	03/02/2020	Improvement required by end of probation	11/03/2020
105	F&B	Conduct	Attitude towards colleagues	04/02/2020	Failed Probation (demoted back to Commis)	
106	Guest Services	Performance	Understanding systems and processes	16/02/2020	Extended probation for one month	16/03/2020
107	Housekeeping	Attendance	3 periods of absence in probation period	28/02/2020	Re-meet before end of probation to see if there has been improvement	
108	Housekeeping	Attendance	3 periods of absence in probation period	28/02/2020	Extended probation for 1 month	28/03/2020
109	Housekeeping	Attendance	10 days absent in probation period	24/02/2020	Extended probation for 1 month	23/03/2020
110	Housekeeping	Attendance	x4 days in 3 months	06/03/2020	Extended probation for 1 month	03/04/2020
111	Activities	Attendance	2 absences in 3 weeks	08/03/2020	Improvement required before end of probation	08/05/2020
112	Housekeeping	Performance	standards in lodges	07/08/2020	Extended probation for 1 month	07/09/2020
113	Housekeeping	Performance	Poor standards of cleaning	14/08/2020	Failed probation (advised to apply for F&B)	
114	Housekeeping	Absences	4 periods of absence in 3 weeks	21/08/2020	Rearranged for 24th August	24/08/2020
115	Housekeeping	Attendance	High level of absences in probation	08/09/2020	Passed probation	
116	Housekeeping	Attendance	2 periods of absence with 12 weeks	22/09/2020	Extended for 1 month	23/10/2020
117	Housekeeping	Performance	Not meeting standards required at this time in employment	16/10/2020	monitor performance for a further 2 weeks (not an extension)	N/A
118	Housekeeping	Performance	Not meeting standards required at this time in employment	16/10/2020	monitor performance for a further 3 weeks (not an extension)	N/A
119	Housekeeping	Attendance	High level of absences in probation	21/10/2020	extended probatin until 09/12/2020	
120	Housekeeping	Attendance	High level of absences in probation	21/10/2020	extended probation until 09/12/2020	
121	Housekeeping	Attendance	High level of absences in probation	21/10/2020	extended probation until 09/12/2020	
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E16

DZ1					
	A	B	C	D	E
1	Department	Reason: Alt / Mis / GMC	Issued with	Date of disp mtg	Sanction expires
2	Blue Lagoon	Misconduct	First written warning	08/01/2020	08/01/2021
3	Housekeeping	Attendance	First written warning	13/01/2020	13/01/2021
4	Housekeeping	Misconduct	No Sanction	13/01/2020	
5	Housekeeping	Attendance	Final Written Warning	20/01/2020	20/02/2021
6	Housekeeping	GMC	Dismissed	29/01/2020	N/A
7	Spa	Misconduct	Firt written warning	11/02/2020	11/02/2021
8	Security	Gross Misconduct	Final Written Warning	24/02/2020	24/02/2021
9	Security	Gross Misconduct	Final Written Warning	24/02/2020	24/02/2021
10	Blue Lagoon	Escilation from FinWW	N/A - Resigned	N/A	
11	F&B	Escalation from Final	PIP and warning remains on file	06/03/2020	01/01/2021
12	F&B	Misconduct	First written warning	04/03/2020	04/03/2021
13	Enviromental	Attitude and Behaviour	Final Written Warning	24/08/2020	24/08/2021
14	HSK	Attendnace	First written warning	22/09/2020	22/09/2021
15	HSK	Attendance	Final Written Warning	08/10/2020	08/10/2021
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Disciplinarys Probation Reviews Capability Investigations Grievances Perform

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

One study I reviewed that was linked to employee engagement discussed employees' goals. Managers should make an effort to find out what their teams goals are and assist them in getting there whether it be by buying them a book on the topic or allowing them to take part in a project. Some employees may not know what they want or be reluctant in telling the manager if they are not in line with the business, but supporting them anyway will engage them in their work if they genuinely believe that you are helping them achieve their goals and are interested in them. Managers need to remember that employees won't necessarily work for you forever but assisting them in getting to where they want to be will mean that they are motivated and engaged whilst they are working for you (How to Help Your Team Achieve Their Goals, n.d.).

Another study I reviewed discussed giving employees freedom (within set boundaries) to make their own decisions. Giving employees the ability to make their own decisions is more likely to result in them solving a problem themselves without having to consult a manager which slows the whole process down. These efforts should be praised as praising efforts will encourage employees to learn and grow; it is the managers' responsibility to provide them with the room to grow and provide a path. In doing these things you will gain employees trust but you must also stand by them when times are hard (Kasanoff, 2016)

MVF have been voted one of the best companies to work for by the Sunday Times. According to the article, MVF's on boarding program consists of giving new starters a holistic overview into what they do, the teams and the impact they have. MVF also develop upcoming employees who are about to enter the world of management by entering them into an ILM accredited development program as well as in-house training and development opportunities. MVF believe in a healthy, inclusive workforce and have deliveries every morning of fresh fruit, bread and a variety of milk. They also have a variety of sports clubs and fitness activities that take place over lunch time. MVF have a generous maternity package and a family friendly 'school hours' contract that is offered to all staff. 94% or more staff who work for MVF agreed that the organization is run on strong values and principles, their manager is open and honest with them and the experience they gain from their job is valuable (MVF Have achieved a 3 star accreditation from Best Companies!, 2020).

After reviewing these external studies, it is clear that from these articles employees value and are engaged by trust, shared values, being valued, common goals, individual goals and opportunities along with a multitude of other factors.

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

After reviewing the best practice and what other companies have done to engage their employees there are clearly some changes that can be made at Bluestone however, there are also some barriers. Potential barriers within Bluestone are ensuring that each and every department views and enforces the employee engagement strategy the same. If some departments are less accepting or don't see its importance they may not be so committed to it resulting

in different levels of engagement in different departments. This is similar to the issue we have currently as there are different cultures in different departments and this should not be the case.

I spoke with my manager about my concerns regarding equal commitment from each department to improving employee engagement. I suggested that once an employee engagement strategy was agreed that we hold a training session for line managers where a member of Learning and Development & HR held the training. This way all line managers will receive the same training by the same people and will be able to ask questions or contribute to the session to get a better understanding of how this will positively impact their department. We can create scenarios for them to answer or give feedback to engage them in the session. If they are engaged in the session and the trainer caters to individual manager learning style (kinesthetic, audio and visual) they are more likely to themselves be engaged with the employee engagement strategy (Learning Styles: The Models, Myths and Misconceptions - and What They Mean for Your Learning, n.d.).

E17

Phone convo - Jess Kelle (manager)
contributing to employee engagement module
4 November 2020
Time: 1pm

MG: Hi, want to discuss potential barriers to employee engagement strategy.

JK: OK - what is your opinion?

MG: From the BL survey results and the records of probation meetings at HSE I think that each department may have different culture. I think that once we've decided on a strong employee engagement strategy, the barriers will be the managers of the departments being equally committed to the strategy. Could result in issue we have currently with different department having different levels of engagement.

JK: OK, I understand the issue. How will you overcome this?

MG: I think the best course of action would be to invite each line manager to a training session regarding the new employee engagement strategy. Someone from L&D and someone from HR will run the session. Hope to get equal commitment + understanding from LM's this way. We can cater to their learning styles and make it interactive so they are engaged in the session.

JK: OK, that sounds like a good idea. Let me know what strategy you think is best and when you'd like to hold the training session.

MG: Oh, I will need to plan and create the session so it's fully effective. I will run it by you first to get your input on it.

JK: OK, sounds good.

Ended: 1:20pm

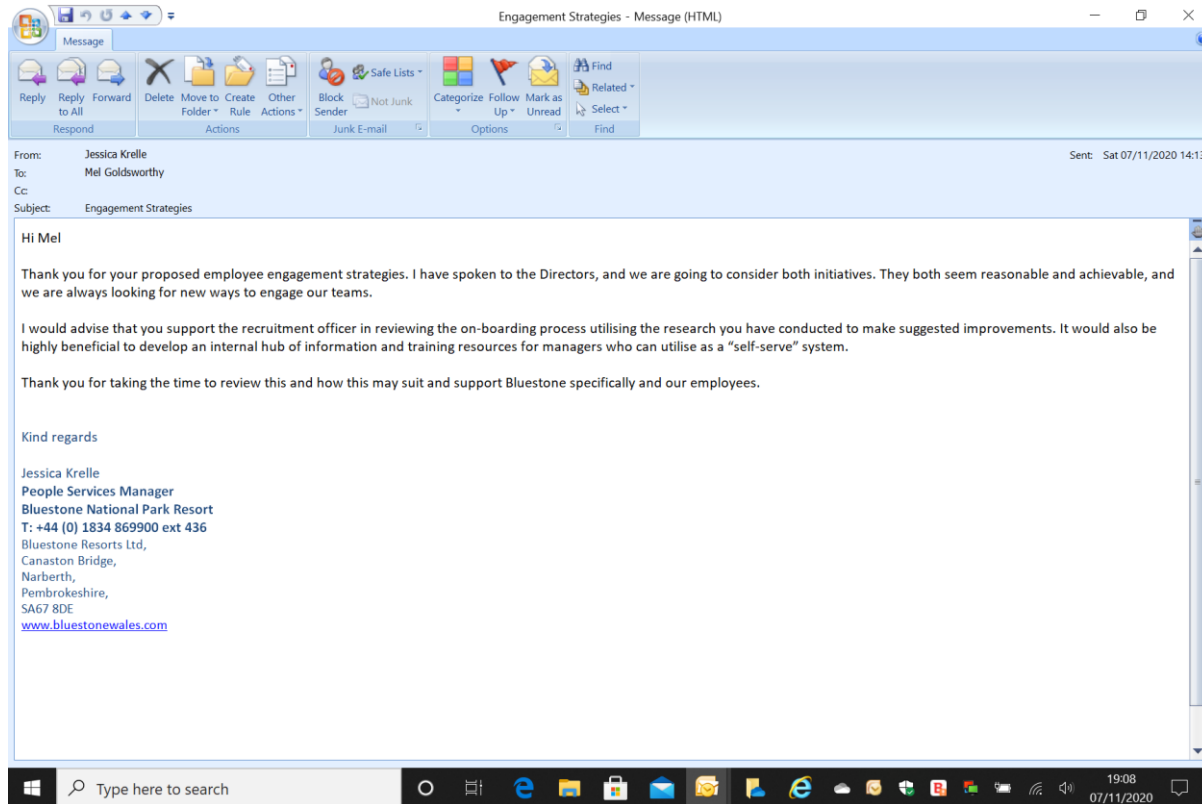
3.3 Propose strategies to raise levels of employee engagement, based on analysis of the organisation and external reviews of best practice, to key decision-makers.

From my research and analysis internally within Bluestone and externally I think the best course of action would be to review the on-boarding process. Ensuring we get the right people for the job is important and then providing them with an overview of the organization and how their contribution impacts the business, similar to what MVF have done. This is cost effective as we would be employing people anyway and if we review the interview scoring criteria and other on-boarding tools that we currently have in place, we can ensure they are the right people without spending money. The time may take slightly longer if we make changes to the on-boarding process but ultimately it will give us an advantage if it is effective. Employees who are employed and have good habits, a positive view of the organization and share the same values as the company are more likely to be engaged and remain engaged (Hearn, 2020).

Another strategy would be to have an internal hub on the Bluestone intranet where managers can get access to information and best practice on a variety of HR related topics including the employee engagement. We can tailor it in a way where managers can complete mini courses on a topic, similar to the ACAS system to further their knowledge and feel prepared and competent to motivate and engage their staff. Google has also developed a management training workshop to enable managers to operate at their best. If the mindset, values, emotional intelligence, coaching abilities, feedback abilities, and decision making abilities within the managers are enhanced this will enable them to have the tools and knowledge to engage and motivate their teams (Schneider, n.d.).

I discussed these strategies with my manager who supported them (E18). I also completed a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) on my suggestions as shown in E19. Whilst I have faith that these strategies will improve employee engagement within Bluestone I am aware that culture is stronger than strategy and that there needs to be a culture shift if the employee engagement strategy has any chance of being successful. I think that employee engagement will flourish if every organization could implement the same things that MVF have and have that citizenship and wholesome relationship with their employees.

E18



SWOT Analysis

On-boarding review:

Strengths:

- Analyse current system and update to enhance
- Will enable Bluestone to have a better calibre of new starters
- Cost effective and easy to achieve

Weaknesses:

- May not add as much value as hoped if the change is minimal
- Could become a time consuming task
- New starters may be engaged but longer serving staff will not change

Opportunities:

- From implementation all new starters will be engaged with their work lowering employee turnover
- Attract good potential employees
- Improve Bluestones reputation as an employer of choice

Threats:

- May not engage new starters as intended
- The consistencies of managers undertaking this process may vary
- If the labour market is not in Bluestones favour, we will need to employ people regardless of whether they are 'right' for us

Managers Online Hub

Strengths:

- Develop managers to be able to engage their staff
- Information for managers without needing to contact HR/can find info if HR isn't available
- Cost effective

Weaknesses:

- Will be time consuming to set up and heavily reliant on IT that are already very busy
- Consistency in communicating the importance of this Hub to all of the managers across resort
- Managers using it effectively

Opportunities:

- Managers become far more confident in dealing with and engaging their teams
- Engaged workforce
- More business profits as workforce are engaged

Threats:

- Difference in consistency of delivery of the information within the Hub
- Managers not using it at all
- Internet/web issues resulting in the Hub crashing or being unreliable

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