

Qualification: CIPD Diploma in Applied Human Resources

Module Name: 5A1OP Contributing to Improving Organizational Performance

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

Signed: MGoldsworthy

Date: 21/09/2020

Evidence List (Examples are at end of portfolio, below Bibliography)

- E1 – Managing performance guidance for managers
- E2 – Appraisal document example
- E3 – Personal development plan example and email correspondence
- E4 - Development opportunities within benefits policy
- E5 – Recognition and reward scheme policy
- E6 – The “Bluestone Way” Guidance document for competency frameworks
- E7 - Recognition and reward Policy – Awards
- E8 – Capability and performance policy
- E9 – Job description example
- E10 - Bluestone values, culture, vision and brand values document
- E11 – Induction Checklist
- E12 – Blue Lagoon Induction example
- E13 - Online e-learning course- Health and Safety at work level 2
- E14 – Probation Policy
- E15 - Attendance and time keeping Policy
- E16 - Substance and Alcohol misuse policy
- E17 - ACAS Guidance on performance management
- E18 - Appraisal scoring criteria
- E19 – Vision & Mission objectives
- E20 - Wellbeing initiative example
- E21 – Email correspondence regarding supporting line managers to make ethical decisions
- E22 – Employee survey results

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Unit code	Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor Initials	I/V initials if sampled
5AIOP	Contributing to improving organisational performance		Managing performance guidance for managers	E1		
5AIOP	Contributing to improving organisational performance		Appraisal document example	E2		
5AIOP	Contributing to improving organisational performance		Personal development plan example and email correspondence	E3		
5AIOP	Contributing to improving organisational performance		Development opportunities within benefits policy	E4		
5AIOP	Contributing to improving organisational performance		Recognition and Reward Scheme Policy	E5		
5AIOP	Contributing to improving organisational performance		The Bluestone Way guidance document for company frameworks	E6		
5AIOP	Contributing to improving organisational performance		Recognition and Reward Policy - Awards	E7		

5AIOP	Contributing to improving organisational performance		Capability and Performance Policy	E8		
5AIOP	Contributing to improving organisational performance		Job description example	E9		
5AIOP	Contributing to improving organisational performance		Bluestone values, culture, vision and brand values document	E10		
5AIOP	Contributing to improving organisational performance		Induction checklist example	E11		
5AIOP	Contributing to improving organisational performance		Blue Lagoon induction example	E12		
5AIOP	Contributing to improving organisational performance		Online e-learning course (Flow)– Health and Safety at work level 2	E13		
5AIOP	Contributing to improving organisational performance		Probation Policy	E14		
5AIOP	Contributing to improving organisational performance		Attendance and Time Keeping Policy	E15		
5AIOP	Contributing to improving organisational performance		Substance and Alcohol Misuse Policy	E16		
5AIOP	Contributing to improving organisational performance		ACAS Guidance on performance management	E17		

5AIOP	Contributing to improving organisational performance		Appraisal scoring criteria	E18		
5AIOP	Contributing to improving organisational performance		Vision and Mission Objectives	E19		
5AIOP	Contributing to improving organisational performance		Wellbeing Initiative example	E20		
5AIOP	Contributing to improving organisational performance		Email correspondence regarding supporting line managers to make ethical decisions	E21		
5AIOP	Contributing to improving organisational performance		Employee Survey Results	E22		

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:	21/09/2020
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Introduction

Good performance management is crucial for a successful organisation as people are the greatest creators of value. If the people are good at what they do and their performance is managed well, the organisation is more likely to be successful. Employers should ensure that employees understand what is expected of them and be capable of managing and motivating them to do their best. Employees also need the necessary skills, support, and resources to achieve their goals. To maintain and improve employee performance in line with organisations objectives, performance management activities and processes should be followed. Performance can be managed through a range of HR activities and processes (Performance Management | Factsheets | CIPD, 2019).

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

Within Bluestone Resorts we use particular policies in relation to performance management; these are the “Managing Performance: Guidance for Managers” (E1) and “Capability and Performance Policy” (E8). E1 covers the basic principles of the Performance Development Framework at Bluestone, and gives guidance on how to get the best from all employees, as well as how to tackle poor performance, including a disciplinary route for cases where informal management activity is not successful. The probation Policy (E14) regards appointment of all new employees or promotion of existing staff and will be based on the demonstration of capability and suitability for the post by means of a competency based interview. The document defines the process and procedures of this probationary period and is in the best interests of both the business and the employee.

E8 is Bluestones Capability and Performance Policy designed to be used instead of the Disciplinary Procedure where an employee is believed to be genuinely unable, for whatever reason, to perform their duties to the required standard. Initially the line manager will use E1 or E14 in an attempt to resolve any performance management issues informally and by themselves. If this fails, the line manager may contact the Learning and Development team to assist with creating a performance improvement plan for the employee with specific objectives and a time frame to achieve these objectives. If the employee still fails to progress the line manager will normally resort to contacting HR and either go through the capability and performance process, the probation review process or disciplinary process, depending on the nature of the employees issues. If the employee is not performing to the required standard to, for example, ill health they will use the capability and performance procedure. The line manager and HR will have a formal meeting to obtain an understanding of the employees dip in performance and to establish whether there is any reasonable adjustments to be made to their role or if they can

be re-deployed; if not, the employee may be dismissed due to ill health capability. If the employees' issues with performance are due to their own conduct but they are fully capable of carrying out their role, the line manager and HR will usually progress this issue through the disciplinary process, although this is a poor way of motivating employees to progress, sometimes it is needed. A more popular way of managing employee performance is to provide them with learning and development opportunities and promoting collaborative behaviour but also setting SMART (Specific, Measureable, Achievable, Relevant, and Time-bound) objectives (Performance Management | Factsheets | CIPD, 2019).

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

Bluestones key sources of information when creating policies that relate to employees need to operate within the law and so we use guidance from ACAS (Advisory, Conciliation and Arbitration Service), CIPD and Gov.uk. There are also other sources but these are the main ones we have used. The performance management process, probation policy, and capability and performance policy Bluestone has in place follows best practice as they are demonstrated in reliable sources such as the CIPD website. Other legislation Bluestone always uses is, The Equality Act 2010, Employment Rights Act 1996, Employment Relations Act 2004, GDPR 2020 and The Equality Pay Act 2010. These are in place to assist managers and HR in making fair and lawful decisions in the performance management process. Whilst this is ideal, it still requires line managers to keep track of and monitor employee performance and if they don't, these policies aren't of much use. For example, a manager may suddenly want to address an employee's performance but hasn't addressed it previously and has no records of poor performance. If the manager dismissed the employee without proper documentation to support the decision, Bluestone wouldn't be operating within the law and the employee could take us to tribunal through ACAS. As Bluestone has policies in place to stop this, the tribunal would not favour the decision knowing that Bluestone is aware of the correct process which would likely result in the ex employee making a successful claim and Bluestone having to pay compensation. This doesn't just affect organisations financially as the organisations reputation is at stake when they act unethically; this can be very damaging which is why it is important to follow best practice (Performance management | Acas, n.d.).

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

Evidence 3 (E3) is a screen shot of email correspondence and a personal improvement plan (PIP) for an employee who has been under performing in relation to his behaviour and attitude. The employee's performance is generally good but his behaviour and attitude affects him working in a team, with

other departments and when dealing with guests. Myself and the manager (Steve), discussed how to implement a PIP and how we could measure his behaviour and attitude. We decided on using a 360 degree review as part of the employee's PIP as this is the most accurate way of measuring this along with other suggestions. A 360 degree review is effective in this situation as feedback will be gathered from a wide range of commentators (Performance Reviews | Factsheets | CIPD, 2019). Some of the people selected will work closely with the employee and some won't. We will carry out the 360 degree review at the start of the PIP and again near the end to see if the perceptions of the other employees are any different. Carrying out the 30 degree review within the PIP should give the employee an idea of how he is currently perceived and how his negative attitude and behaviour affects others and his work. My email to the manager explains amendments I've made and why, including when the 360 degree feedback will be carried out and that we will need to consider some specific questions to be used; this is so others don't use this opportunity to promote themselves and use it as an opportunity to get back at the employee if they are disliked, the aim is to gather a balanced account of the employee's work and how they come across (Taylor and Woodhams, 2016). The employee's PIP will start on the 9th October and last for a period of 12 weeks to allow time for progress and to measure it effectively.

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

Currently most line managers' work closely with HR in relation to performance management and there are policies and procedures to back up what we do. Managers have access to all documents in relation to performance management such as, the "Managing performance, guidance for managers" (E1), "Capability and Performance Policy" (E8), "Recognition and reward scheme policy" (E7), and "Bluestones values, culture, vision, and brand values document" (E10). Sometimes a performance issue isn't s black and white or straight forward, and so following the policy so strictly wouldn't be as effective/ethical in some cases; there has been an example previously where an employee was consuming alcohol during work and whilst we do have a "Substance and Alcohol Misuse Policy" (E16), it wouldn't have been ethical to strictly follow this policy due to the circumstances around this incident. If a performance management issue is quite straight forward the manager will deal with it in accordance with the policy and inform HR as per procedure, for example a time and attendance issue which is detailed in the "Attendance and Time Keeping Policy", (E15). Time and attendance issues are relatively common and managers are used to dealing with and addressing these issues accordingly. HR will then review what the manager has done and either edit/discuss a different approach or confirms that the action taken is appropriate and proportionate for the situation; this is where the line managers are strong. When a situation occurs that doesn't fit what the policy/procedure details sometimes the managers become creative in how to tackle the issue. Sometimes this means that they don't inform HR at all and we don't have an input, this sometimes leads to unethical practice or unfair treatment. In other situations the managers will not know what to do at all and either rely heavily on HR to find a solution or ignore the issue altogether until it is unmanageable and requires a far more formal and delicate process. In these situations HR try to guide the managers to find a reasonable solution so that it is not solely coming from HR. As this is a weak point for some managers, HR may need to intervene and stop something happening that could affect the

business and individuals involved in a negative way. It is important for HR to focus on and encourage line managers to show positive behaviours when dealing with performance issues and to develop their skills as they are the face of the organisation to the employees (Line Managers' Role in Supporting the People Profession | Factsheets | CIPD, 2019).

An example of this is an employee who is currently on a PIP. This employee has a bit of a language barrier issue as she generally speaks German but can speak some English. During a conversation about her PIP review where she is likely to fail and thus be dismissed, the manager suggested that we use a translator in for this meeting. I objected by stating that it would look unfavourably on us if we are seen to acknowledge that there is an language barrier and that we only request a translator when the employee is likely to fail their PIP, not as part of ensuring that she understands what is expected. E21 is an example of the email correspondence between me and the managers to explain why we need to ensure we are being fair and consistent.

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

The ability of line managers being able to carry out their HR duties is crucial for the effective implementation of HR policies. If line managers don't have the capability to carry out these competencies, the outcome will be poor. HR should guide managers and develop them in order to gain the skills needed to implement these policies; whilst this is effective if the line managers understand the importance of the policies, it isn't when the line managers don't understand the importance or disagree with it. Line managers are often caught in a cross fire between implementing HR policies effectively and focusing on strategic business targets and the financial aspects of their operation. It is important that line managers understand and want to implement the HR policies as they can often be seen as being an unhelpful bureaucracy and want to ignore them (Trullen, Stirpe, Bonache and Valverde, 2016).

Managers within Bluestone will often contact HR when delivering performance management activities to ensure they are being carried out correctly but there are policies in place which explain how to carry out the particular process and why it is important to carry it out that way. Line managers have access to all of the relevant policies on the Bluestone intranet and are encouraged speak with HR in relation to carrying out performance management activities. In E14, there is an example of the reason for the process and is explained so line managers understand why this process is being carried out.

The policy states:

"To ensure that all new employees receive appropriate supervision, guidance and support during this initial period of employment.

To facilitate the understanding of the company's expectations in conjunction with the job purpose, induction and Employee Handbook.

To ensure that new employees are able to demonstrate their capability within the post they are appointed to, and to provide a mechanism for regular review of their capability by their supervisor/line manager.

To provide an opportunity to proactively deal with concerns over a new employees performance, set targets for improvement and provide the most appropriate support to enable an employee to improve.”

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

Line managers are responsible for delivering employee performance reviews and there are process in place for them to follow such as the “Appraisal scoring criteria” (E18) & “Development opportunities within benefits policy” (E4). The role of HR in this process is to train and develop line managers in delivering this process and to support if the delivery doesn’t go as planned. In E18, it details how managers can score their employees and what attributes and behaviours they are looking for, and what constitutes particular grades. The policy goes into detail regarding employees’ behaviour and attitudes and why having a positive behaviour and attitude towards work is important and necessary. It is important that the performance reviews remain confidential to the employee as this is personal to them and something that they may not want to share with others. Managers should be competent in asking the right questions, actively listening to take on what is being said by the employee, and giving constructive feedback by focusing on the evidence and examples and reinforcing the positives. Line managers should have a health relationship with the employees and also be able to tell when to be directive and when to coach their employees as this will be most effective (Performance Reviews | Factsheets | CIPD, 2019).

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

Within Bluestone, we do have robust policies and procedures such as E1, E4, E5, E6, E8, E17, and E18, in place to ensure we are following ethical and best practice guidance in relation to performance management. These are linked closely to the organisations vision, values and mission statement shown in E6 and E10. Whilst the policies are robust, the delivery of them can differ between managers. L&D and HR have an obligation to assist and coach managers where possible to deliver these policies and procedures effectively, and provide feedback when necessary. Bluestone has a review process in place and has utilised the 360 degree review process previously but it is not currently the one we use for all employees. It would be more beneficial if all Bluestone employees underwent the 360 degree review process as its strength is used for development purposes, and requires feedback from others at all levels who work with the individual. This type of review will provide the individual with feedback that is not from one person and gives a more rounded view on their performance and behaviours (Taylor and Woodhams, 2016). The Bluestone reward system which is carried out annually and depends on employee reviews

(E7) supports the objectives by revolving around particular categories that support the business strategy, such as “Delivering excellence”, “Trainee of the year”, and “Honesty and Respect award”. This is a way that Bluestone can recognise and reward employees that have these particular attributes and encourage other employees to do the same by proving them with a monetary reward. As Bluestone policies are generally robust but the implementation of them can vary, my recommendations are for Bluestone to use the 360 degree review system for all employees, and to have a six monthly HR workshop training for line managers for them to become better at dealing with ER issues and to ask questions in a safe space before putting their new skills to the test. Holmes, (2011) states that training line managers in an environment that allows them to use real life examples, have discussions and an opportunity to learn from these events in a safe environment will provide them with the confidence they need.

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

After reviewing Bluestone performance management policies, I have found that within the “Managing performance – guidance for managers” (E1) is the process of what to do if someone is usually a HP worker and dips in performance; the policies don’t state what to do to get someone to perform as a high performance worker and maintain this. The other policy relating to HPW is the “Recognition and Rewards Policy – Awards” as this policy recognises HPW and rewards those who have those attributes with a monetary reward. There is currently no policy in between that provides managers or HR with guidance on how to train staff to be HP workers, but even if this existed a part of being a HP worker is also down to AMO (Ability, Motivation, and Opportunity). If we look at it this way, then there may be opportunities for employees to be HP workers through their training, understanding their job descriptions (E9), and performance reviews which gives them the ability to do the role. The motivation is generally up to the employee but managers can also affect how motivated an individual is. With regards to opportunities, there are often internal vacancies for new roles where employees can move into a new department or climb the ladder if their supervisor or manager has been promoted, for example. Rees and French, (2016) state that whilst PM may contribute to organisational success, the vital issue is how to retain talented employees, and develop and utilise this to add value to the organisation. It is most effective for organisations to develop and nurture current employees, this includes providing them with the opportunities to develop and gain skills.

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

If Bluestone can get the basics right through robust policies and practices, and line manager capability, the rest should fall into place. If we look at the 2employee life cycle and the policies that are used at different stages, this should show us where we are and what we can improve to enhance the impact on performance.

An employee starts their employment at Bluestone and is given an induction specific to their department (E12) is an example of the Blue Lagoon induction. This includes all of the relevant information they need for that role, H&S protocols, SOP's, EAP and include shadowing another employee in the same role. The employee will also read and understand the "Bluestone values, culture, vision and brand values document" (E10) and the "Vision and Mission Objectives" (E19) during an induction training session. They will also receive a login to "Flow" which is our online learning hub and complete training such as "Health and Safety at work level 2" to ensure they are competent (E13). The line manager will complete an induction checklist (E11) which details everything a new employee needs such as a name badge, ID card, and right to work documents, once all are ticked off the employee is ready to go. The employee will receive a 2 week, 4 week, 8 week and 12 week review initially to closely monitor their ability to fulfil the role and guide them if they are going off track. If they aren't up to standard the line manager will use the probation policy (E14) to decide what course of action to take; this could be to extend the employee's probation by one month, for example. If the employee does pass probation, they will then only have reviews once every six months with their line manager, an example of the "Appraisal document" layout is E2. However, this may change as Bluestone has just implemented the "Bluestone Way" Policy (E6) which is different to the review process we currently use. During the employee's employment they will complete a six monthly survey regarding their thoughts and feelings about the job, an example is the employee survey results (E22). There are also different initiatives such as the wellbeing initiative example (E20) where Bluestone try and engage their staff in different ways such as getting corporate gym memberships for them and encouraging employees to do team sports outside of work.

I carried out a SWOT (Strengths, Weaknesses, Opportunities and Threats) based on the above information. The results are listed below:

- Strengths: Policies and practices are written well and are robust ; some LM's understand and carry out the policies well
- Weaknesses: Delivery of the policies from LM'S can vary and in some extreme cases be delivered unethically or unfairly due to interpretation
- Opportunities: HR & L&D to coach and develop LM's in the delivery of the HR policies and practices as they are intended to be
- Threats: Too many documents for LM's to be fully aware of; LM's may still find grey areas that they are not equipped to deal with in relation to PM issues; LM's may not see the importance of delivering these policies even after training and coaching

Bluestone will need to close the gaps to ensure that the whole process from start to finish is delivered and adhered to as intended. This is so that we are operating within the law and are being responsible employers. Bluestone would benefit by the types of intervention below

- Human process interventions – coaching, mentoring, training, group work facilitation, action learning.
- Human resource interventions for LM's– performance management of the LM's, reward and motivation, psychometrics

These are mainly focused on improving line managers' delivery of the policies as this is the weakest point, and what to do if they still fail to deliver the policies to an appropriate standard. Our aim is to get these things right which will ultimately have a positive knock on effect on organisational performance (Organisational development, 2020).

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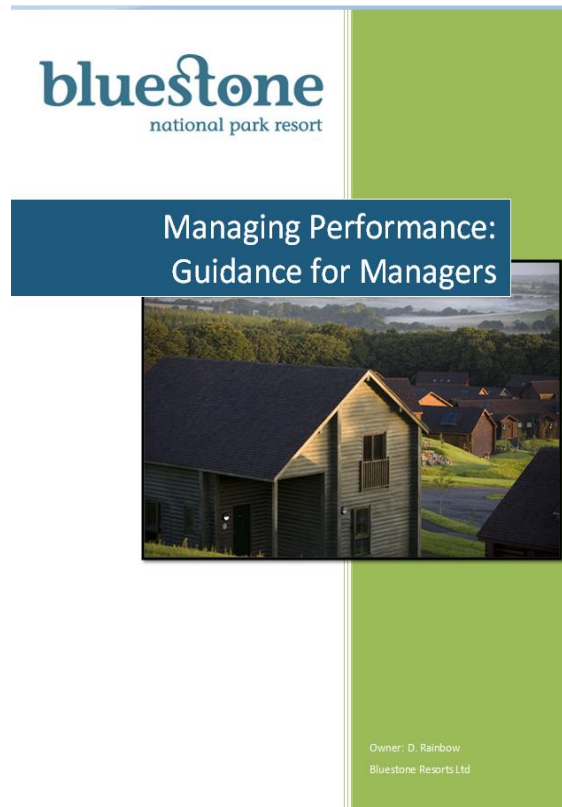
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Contributing to improving organisational performance evidence

E1

Managing performance guidance for managers



Monitoring Performance

The key to successful performance management is knowing what those you supervise/manage are doing. It is then possible to relate this to the performance you expect of that person, and to judge whether they are performing to a standard which is acceptable to you and the Company.

Gathering Data

The actual data that you need to gather in order to judge someone's performance depends very much on the nature of the job they do. Some roles within the company allow very close monitoring of task completion and outcomes, whereas other roles may have much longer time-frames and wider task definition. The work of Sales and Reservations reps, for example, can be monitored with mathematical precision (call stats, revenues), whereas the work of a project manager may only be measured by long-term outcomes. It is important for the individual manager to decide what data will be useful in measuring performance (taking into account the KPIs in the employee's job specification), and to ensure that the data collected is accurate and reliable. Examples of useful performance data might be:

- Adherence to budgets
- Financial results
- Timesheets and logs
- Quality monitoring scores
- Guest satisfaction results

(If the information is provided by the employee him/herself, it would be wise to check the accuracy of the information discreetly once in a while. One of the first signs of poor performance is falsifying to cover a problem).

It is not fair or helpful to judge a person's performance by occasionally checking on their performance – such a snapshot will only give a limited picture and cannot be relied upon. To be effective, performance monitoring must be regular and consistent. It is only by frequent and regular monitoring that trends can be spotted and the appropriate action taken in a timely manner.

Once the information has been gathered, it needs to be put into context:

- Individual performance compared to team and department performance
- Individual performance compared with own previous performance.

This information will only make sense and be useable if it is clearly organised and easily understood as it will be used as the basis of the meeting with the employee. Be sure to prepare this information in advance as lack of preparation can result in misunderstandings during the meeting.

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Judging Performance

Having information on an individual's performance is no use unless the supervisor/manager has a clear idea of what performance levels are expected from, and achievable by, that individual. It is therefore necessary to have a clear idea of the standards expected from each member of the team.

These standards will normally include the core competencies laid down, together with any agreed objectives or key performance indicators. The main areas of responsibility of a particular post will be written in the employee's Job Description. This document should have been given to the employee at the time of his/her recruitment, so the role should be well known and understood by employee and supervisor/manager from day one of employment. In addition, set objectives and core competencies will be communicated to the individual. As long as regular feedback is given (see above), then if performance standards are not being met, this should come as no surprise to anyone.

For new starters, some of the core competencies and objectives of the role may be modified to give weekly and monthly targets that are both demanding and achievable. This approach has two advantages:

- Demanding but achievable goals are a great motivator, at a time when the employee is at his/her most impressionable. Good habits laid down now will be carried on for the rest of that person's career. On the other hand, failing miserably to reach unrealistic targets in the first month of employment can be highly de-motivating.
- Modified standards allow the manager to be just as rigorous in his/her judgements with the new starter as they are with more experienced employees. This is preferable to applying existing (higher) standards loosely to the new starter, and then having to artificially tighten them up later.

It should not be forgotten that employees also work to competencies which are common to all, such as good behaviour, positive attitudes, regular attendance and so on. These should be taken into account when judging performance, and the employee who meets all his/her performance targets but fails to meet the generic competencies is just as much in need of performance management as the employee who fails to meet revenue or call targets.

To be worthwhile, and to have credibility, the supervisor's/manager's judgement of performance must follow certain principles. These might be summarised as:

- Impartial – the supervisor/manager should not let personal feelings (friendly or otherwise) get in the way of exercising his/her judgement
- Fair – all relevant circumstances must be taken into consideration
- Realistic – performance must be viewed in the context of what it is reasonable to expect of that employee
- Regular – performance assessments must be carried out in a planned and transparent way to ensure that employees are fully aware of what is expected of them
- Rigorous – standards must be consistently applied, and as far as possible with no grey areas.

Judging performance is never an exact science, so the actions that flow from judgements on performance will differ according to the nature of the work, the personality of the employee and (in some cases) the law. For the purposes of this Guide, we shall consider performance assessments in three categories:

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- Excellent performance
- Acceptable performance
- Unacceptable performance.

These are not definitive categories – most employees will fall somewhere between – but they give guidance on how to approach the main elements of performance management with all types of employee.

Dealing with Excellence

The employee with excellent performance will generally:

- Consistently achieve and exceed set targets
- Set him/herself high personal standards and strive to improve
- Be energetic and have a positive approach to work and colleagues
- Have an excellent attendance and punctuality record.

We would assume that an employee displaying these features would be easy to manage. However, there is a danger that some employees who reach a certain level of competence are allowed to drift and are not actively managed. This can lead to an employee who is not achieving as much as he/she is capable of (and as such is a waste of a resource), and can also start a gradual slide into demotivation, as this type of employee usually thrives on challenge.

The first thing to do with this employee is to give praise for their successes. Most people are willing to work hard and conscientiously, provided that they feel their efforts are recognised and appreciated. A "thank you" for a job well done goes a long way towards keeping an employee motivated and happy at work. It costs nothing, and is probably the most cost-effective tool in the manager's toolkit. Depending on the incentive arrangements in the department, and the nature of the employee's achievements, a manager may consider some kind of reward for high achievement.

The next stage is to consider how the person's performance could be improved. This may consist of raising targets still higher (although beware of seeming to reward hard work with a demand for even more!). However, in some cases this may not be possible, as the employee is already achieving all that could be reasonably expected. There is a temptation here to say "just keep on doing what you are doing", but this approach does not challenge the employee, and nor does it make the most of his/her talent.

One approach may be to look for areas outside the employee's current remit for them to tackle as a new challenge as well as maintaining the standard they have set in their normal work. The exact challenge will depend very much on the nature of the business activity and the manager's assessment of the employee's suitability, but some ideas might be:

- Deputising for the supervisor/manager for short periods
- Taking some other supervisory-related or mentoring role
- Taking responsibility for a specific area or new development
- Dealing more proactively with customers
- Allow a certain amount of autonomy.

Doc No:	PS-P-041	Managing performance: guidance for managers	
Rev No:	002		
Created:			
Last Review:	14/09/2020		

Dealing with the excellent employee is in some ways harder than dealing with the poor performer, as it demands creative thinking from the supervisor/manager in order to devise a development plan which will be achievable and useful, and give the employee the scope and challenge that will enable them to continue to develop.

It is important to take this seriously, as the excellent employee is the one who, if allowed to stagnate, will be seeking other jobs and taking all their skills and experience elsewhere. Intelligent development of the employee's role is therefore an important tool for retention of staff as well as desirable from the individual employee's point of view.

This solution must be written up formally, as it will effectively form a change to the employee's job description and therefore the basis of future performance management activity.

Dealing with the Acceptable

The employee with acceptable performance will generally:

- Achieve set targets most of the time
- Have acceptable behaviour and a good attitude
- Work well within a team
- Attend regularly and be reasonably punctual, but -
- Have certain areas of performance which could be improved, and -
- Work to meet, but not exceed, what is expected

Employees who reach an acceptable standard in their work are probably the easiest people to manage from a performance point of view. They have sufficient skills to perform their tasks reasonably well, and yet will all have areas where improvements can be made.

As with the excellent employee, and for the same reasons, always give praise for what the employee has done well. This could cover many areas – delivering service excellence, good attendance, being a positive influence within the team – and starts the meeting off on a good note.

The next thing is to identify areas for development – areas where the employee is not performing as well as expected, or where standards are not being met. A supervisor/manager in possession of all the relevant data should have no difficulty in identifying where the gaps are and how much needs to be done to rectify the situation. A supervisor/manager with a good knowledge of the people he/she supervises/manages will also be able to pick out the areas where success is most likely to be achieved, and the best ways to approach the employee to make this happen.

It is best if these development areas are identified with the agreement of the employee – or even by the employee alone, under the supervisor's/manager's guidance. Goals/targets set by the supervisor/manager before the meeting starts, without reference to the employee's own input, are unlikely to be taken to heart or acted upon with any enthusiasm. If the employee sees his/her own shortfalls, and can devise a credible plan to improve performance to meet standards and targets, and then agree that with the supervisor/manager, it is far more likely that the development plan will be delivered successfully. If the employee lacks the awareness to see their own failings, or be able to plan to overcome them, the supervisor/manager must step in to guide the employee towards a demanding but achievable plan for the future.

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This might be a good time to consider whether a training input might help the employee to improve. Company training surveys have consistently shown that employees value training very highly, and carefully-targeted training sessions are proven to lift performance and help employee morale. If the trainer is from outside the team, this also gives the manager a useful second opinion on any issues raised regarding performance, and another source of ideas on how they may be addressed. Therefore, it is advisable that the manager discuss the issues with the Organisational Development Manager or a member of the HR team.

However it is achieved, it is vital that any plans for future development are written down, agreed and signed by both parties, so that future performance appraisals are based on a clear understanding of targets and goals.

Remember the "You, Me, Agree" approach to discussing performance. Ask the individual to talk about their own performance and progress in the role. Ask them to consider any areas of development they have identified themselves. This can be effective as many individuals will be aware of their development needs. It is then the turn of the manager to provide feedback that is factual and evidence based. Never "attack the soul"; instead ensure that feedback is focused on the effects of certain behaviours. Then aim to gain agreement on the actions and next steps. At the end of the meeting, review the main areas of discussion and any actions agreed, and then finish on a bright note – look to achievements in the future, assure the employee that you will support them in their efforts, give them a bit of confidence, and smile. If the meeting ends well, the impression taken away by both supervisor/manager and employee is a positive one, no matter what has gone on in the middle, and any actions agreed are more likely to be acted upon.

Keep a close eye on the data you are basing your judgements on. If you notice an improvement after the meeting, let the employee know you have seen it, and thank them for it. This will reinforce the message of the meeting and give the employee confidence.

Continue to monitor as before.

Dealing with the Unacceptable

The employee with unacceptable performance will generally:

- Fail to achieve set targets, either through inability or apathy, and/or
- Behave unacceptably whilst at work, and/or
- Have a poor attitude, and/or
- Not work well within a team, and/or
- Have poor attendance or be unpunctual.

(N.B. Poor attendance should be identified and dealt with through the procedures in the Attendance Management Policy – see separate documentation. It is included here because irregular or poor attendance is often an indicator of poor performance generally and the two problems may be interlinked. Poor performance may lead to poor attendance, and the reverse. A strategy for dealing with one may well have a positive impact on the other.)

Dealing with performance which is at an unacceptable level is never easy, and there are no one-size-fits-all solutions. The guidance which follows is therefore fairly general and managers are advised to seek further advice from the Capability and Performance Procedure. Any manager who has an

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employee who fits the criteria for unacceptable performance is strongly advised to seek guidance from his/her line manager or department head.

The first question to ask is whether the poor performance is a recent phenomenon, or whether it is part of a longer-term pattern. If a previously good employee suddenly shows a sharp decline in performance, it should be dealt with very differently from an employee who has always given less than expected and who is a constant problem to his/her managers.

Recent poor performance

Where an employee who has normally performed acceptably suddenly shows a decline in performance, there will usually be a good reason. The manager's task is to find out what the reason is, and when this is identified, to take all reasonable steps, within the limits of the workplace, to rectify the problem and allow the employee to return to his/her previous satisfactory standards of work. Remember, however, that you are not medically trained and should not probe too deeply into medical issues or attempt amateur psychoanalysis. The employee is entitled to his/her privacy, and an over-zealous manager who tries to treat a medical or psychological problem is in danger of making the problem worse and putting the Company in a difficult position. In general, the manager should show a genuine interest in the employee's welfare, and while respecting the employee's privacy find out enough about the background to the problem to ascertain if there are any workplace measures that can be carried out to make things easier. Things that might have a negative affect on an employee's performance might include:

- Home
 - Health problem, physical or mental
 - Marriage/partnership difficulties
 - Family death or illness
 - Debt or financial worries
- Work
 - Stress
 - Bullying
 - Recent change of workload or focus
 - Experience of discrimination (e.g sex, race, age)
 - Recent negative event (e.g. failed promotion)
 - Team dynamics and personality clashes

In general, where a "home" issue is identified, the manager's actions should be limited to lending a sympathetic ear and perhaps arranging time off for the employee to deal with the issues, seek professional medical advice, refer to the Employee Assistance Programme or take a necessary break.

If the issue is in the workplace, however, the manager is in a good position to put it right – and in law would have been expected to put it right if a case every came to a court or employment tribunal.

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Guidance on how to deal with these issues will be found elsewhere, as this is not the place to go into detail. For example, where there are clear signs of stress, the manager should refer to the Stress Policy and seek the advice of the HR department. However, as far as any of these issues affects performance, it is the manager's duty to investigate and rectify any workplace issues that are diminishing people's ability or willingness to work to the standards expected. Issues such as stress, bullying and discrimination now have case law to support a claim of unfair dismissal, so these need to be investigated and rectified quickly and effectively to protect the Company as well as the individual concerned.

As with the acceptably-performing employee, it is important to start any performance assessment meeting with praise for any good things that the manager has seen, however hard they are to find. Similarly, weaknesses should be identified and isolated, so that an effective plan can be drawn up to develop the employee's skills and experience, and rectify the problem. It is perhaps even more important in these circumstances to consider whether there is a training need for the employee. If the cause of the poor performance is outside the workplace, and the employee's work has always been acceptable before, this may not be the case, but the offer of extra training may still be welcome.

The aim of the meeting should be to emerge with a formal action plan which can structure the return to acceptable performance. In essence, an action plan should:

- Identify the employee's develop needs
- Describe the way in which these development needs will be addressed (including training input if appropriate)
- Set targets and goals (these should be SMART)¹
- Be agreed, rather than imposed
- Be recorded, signed and filed.

The manager's job is now to monitor progress against the action plan, praise any achievement and ensure that promises made in the plan (to the employee, e.g. for extra training) are delivered.

If the plan fails to achieve its objectives, and the employee continues to fall below accepted standards, then the Performance & Capability approach (below) may unfortunately be necessary.

Long-term poor performance

If an employee has a history of poor performance, and has been through all the strategies listed above to try to improve, then an approach through the Performance & Capability procedure may be considered. Managers are recommended to involve their senior managers at this stage of the process.

Using this type of approach and threats of sanctions is generally a poor way of improving motivation and performance, but for some employees, and in some circumstances, it is the only way. It should be regarded as a last resort, however, and not the first port of call when an employee slips below the standard required.

E2

Appraisal document example

Doc No:	LD-SF-011	Leadership Performance Review	
Rev No:	001		
Created:	18/12/2019		
Last Review:	18/12/2019		

"Bluestone is a place where loved ones reconnect, we make people smile" – (OUR WHY)

LEADERSHIP PERFORMANCE REVIEW

PERSONAL DETAILS

Name:	Position:
-------	-----------

BEHAVIOURAL REVIEW – (OUR HOW)

(See separate Behavioral Document for Definition)

BEHAVIOURAL	COMMENTS & EVIDENCE	RATING
Genuine Care		
True Ownership		
Grow as a Team		
What areas for development and actions have been identified?		

BEHAVIOURAL RATING

Rating (1 – 5)	Comments

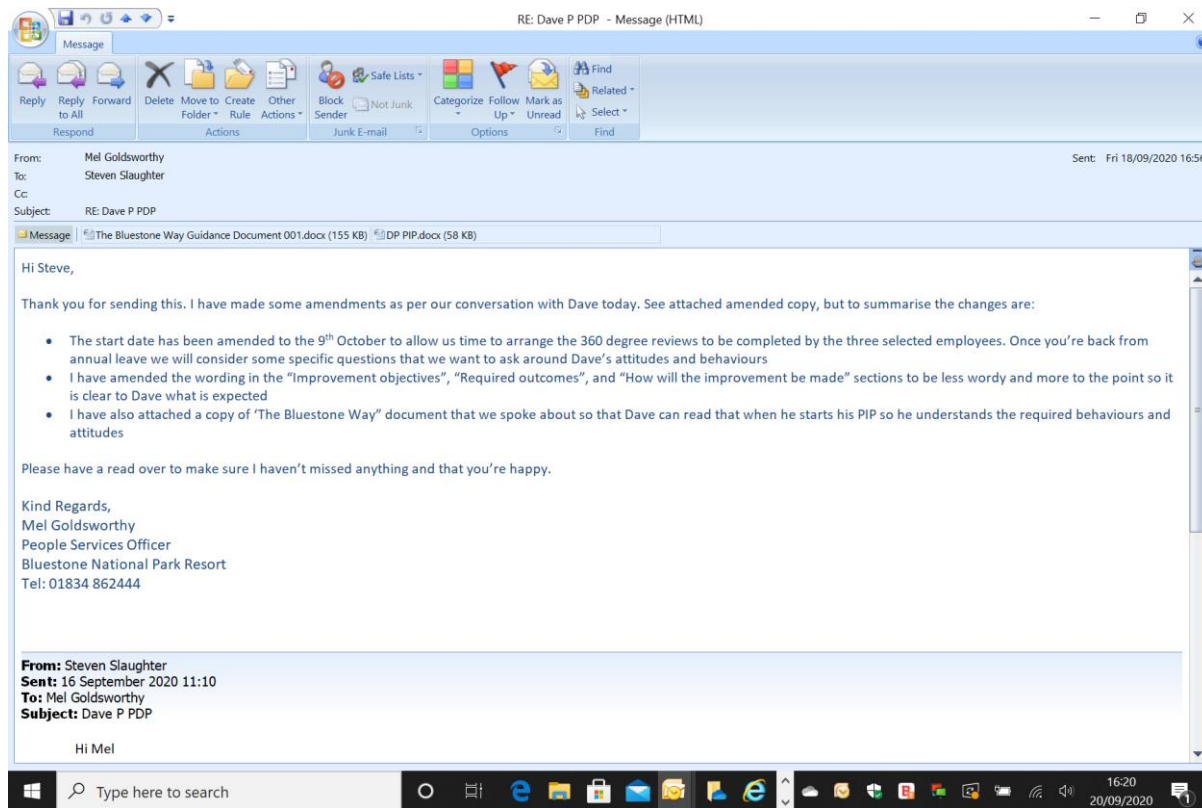
Doc No:	LD-SF-011	Leadership Performance Review	
Rev No:	001		
Created:	18/12/2019		
Last Review:	18/12/2019		

ACHIEVEMENT OF MEASURABLE TARGETS – (OUR WHAT)

List the objectives you have set out to achieve over the next 12 months in order to deliver your part in achieving the departmental KPI's.		Set out your agreed actions and timescales.		Interim/Final review – how did you do?	
KPI	Objectives	Actions	Timeline	Rating	Comment
People					
Product					
Profit					

E3

Personal development plan example and email correspondence



Tools - Screen 1 of 2 - View Options - Close

Employee Name: <i>David Phillipsen</i>	Job Title & Department: <i>Maintenance Technician</i>	Date PIP Implemented: <i>9th October 2020</i>	Period of Plan <i>09/10/20 to 04/01/21</i>	Review date(s) <i>06/11/20 & 4/12/20</i>	Final Review date <i>W/C 04/01/21</i>
Performance Improvement Objective(s):	- To address and correct negative behaviours and attitudes that affect the team and other employees you work with - To have a 'can do' attitude when being assigned tasks and to try and complete them - To be proactive and solution focused - To take ownership of your attitude and behaviour in work				
Required Outcomes:	To see a reasonable improvement in all of the above points and for this improvement to continue once the PIP objectives have been achieved and completed				
How will the improvement be made:	- Carry out a 360 degree review in order to understand how Dave is perceived by himself and others - To act on the feedback from the 360 degree reviews and complete these again towards the end of the PIP to measure progress - Supervisors to monitor performance and provide feedback where necessary (to be factual and evidence based) - Complete the two reviews scheduled above and act on feedback - Dave has been suggested to have a diary to reflect on the days' activities and how he has dealt with them and if he could have dealt with them differently - Read and understand the Bluestone way document, implement behaviour changes as required				
Consequences:	If these issues are not addressed and overcome the potential consequences are: - Progress to disciplinary to address these behaviours as a conduct issue - If these behaviours and attitudes continue they will affect Dave's progression opportunities in Bluestone in the future				

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Tools - Screen 2 of 2 - View Options - Close

Employee Self-Assessment	
Manager Assessment	
Plan Update	
Additional Commentary	
Employee signature:	Line Manager Name & Signature:

Type here to search 16:29 20/09/2020

E4

Development opportunities within benefits policy

Doc No:	PS-P-053	Employee Benefits Policy	
Rev No:	001		
Created:	03/12/2018		
Last Review:	03/12/2018		

Communication & Information

Flow- Our online communication learning & development platform

As well as an extensive range of classroom-based training, we also have an online learning and development platform, Flow. This tool allows employees to take part in online training modules covering a range of topics from Food Hygiene through to Product Knowledge. We can also send employees notice board items and news articles about Bluestone, keeping you up to date with what's going on. Flow will also keep a log of training courses that employees have completed and any certificates employees have gained, as well as showing employees what training is required for their role. Employee's performance criteria will be available for them to view on Flow so that they know what is expected of them at work and what 'excellence' within their role looks like. Flow is available to download as an app as well as on the website, making it accessible to all staff. For further information or assistance with Flow, please contact the Learning and Development team.

Learning and Development

Working for Bluestone, employees will receive on-the-job training and have opportunities for development. Learning and development at Bluestone is key to ensuring that our staff are motivated and engaged to perform to the highest standard within their role. Staff can expect to be trained within their role and also within the areas of focus and culture that we promote within the company. At Bluestone, we work with a range of providers to allow employees to complete work-based qualifications. Subject areas include Sales, Customer Service, IT, Business Admin, Housekeeping, Childcare and more! Other qualifications that employees have completed externally include Level 3 Education and Training, NEBOSH General Certificate and several maintenance courses. For more information contact our Learning & Development team.

Shout it Out

We want to hear your ideas! Bluestone recognises the contribution that its employees make to the business and values their good ideas. The aim of the scheme is to turn employees good ideas into actions. The suggestion scheme is open to all Employees of Bluestone. The scheme aims to give employees the opportunity to contribute ideas for continually improving quality, service and profitability. If an employee's idea is accepted then a monetary award will be made and this would be determined by the assessment panel. Even if the idea is rejected employees could still win an award - so don't despair and try again!

To submit an idea, simply complete a 'Shout it Out' Form which you will find on the intranet, or from your line manager. For more information about the Shout it Out scheme please contact People Services.

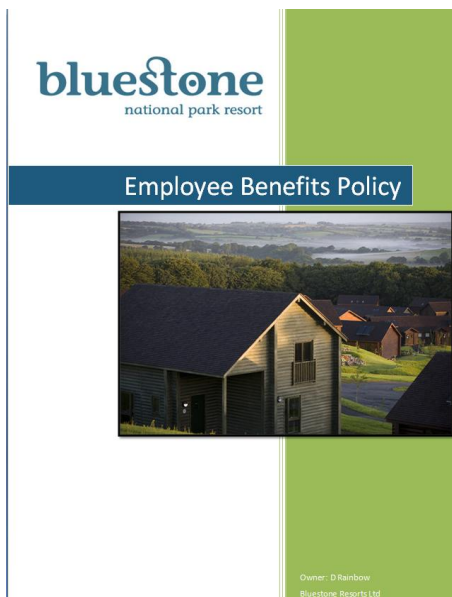
Health & Wellbeing

Bluestone Employee Wellbeing Programme

At the heart of Bluestone's 'Every person Counts' philosophy, is a genuine care for employee health, safety and wellbeing. This includes physical and mental health utilising our wellbeing programme initiatives. In 2016 we launched our employee wellbeing programme, which is available to all employees across all departments and encourages staff to take an interest in their personal wellbeing.

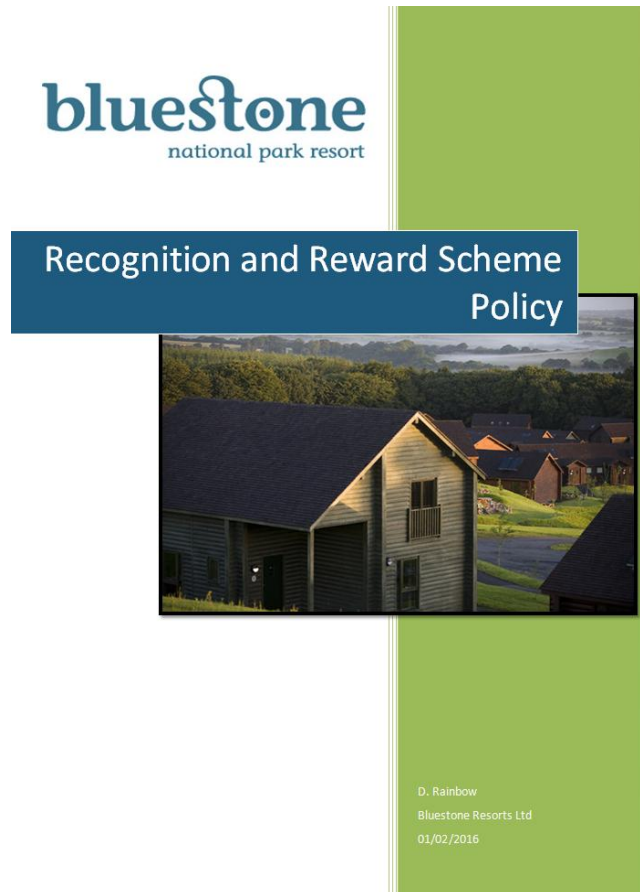
From exercise classes and sports teams, one to one session with our Wellbeing and fitness advisor to one to one sessions for nutritional guidance, to mindfulness, counselling and mental health support we understand the need for employees to access assistance which covers all aspects of their lives in and out of work.

For more information on what we offer, please visit the Health and Wellbeing at Work Policy, the comms brief or our wellbeing resource centre.



E5

Recognition and reward scheme policy



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 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.

(Do No) Created: 00/00/0000 Last review: 00/00/0000 Next Review: 00/00/0000 Owner: A.AAAA 2

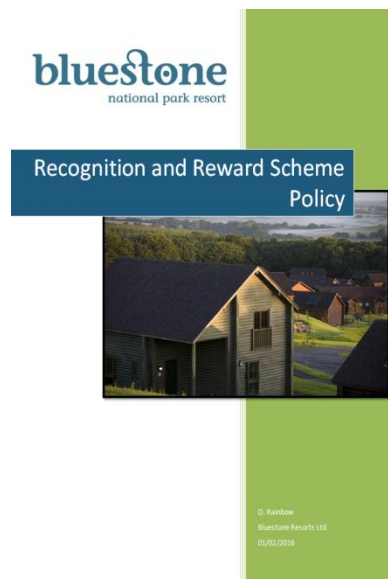
E6

The Bluestone Way guidance document



**Genuine Care
True Ownership
Grow as a Team**

(LD-SOP-007) Created: 18/12/2019 Last review: 18/12/2019 Next Review: 18/12/2020 Owner: D. Rainbow



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

Award Categories

Bringing these beliefs to life can be achieved by making a positive contribution to Bluestone's performance, through outstanding leadership, excellent guest focus or exceptional teamwork.

There are ten award categories, each recognising excellence in their own area. We have provided an explanation of each category to help you choose the most appropriate award category for your nomination:

Delivering Excellence Award

This is about improving ourselves, our relationships, our processes and the company's performance.

Nominations should show that they:

- find the positives in every challenge
- create realistic solutions that deliver results
- take personal responsibility and are accountable for actions and outcomes
- work towards team goals and utilise the skills and experience of others to achieve more
- have the energy and enthusiasm to motivate others
- take pride and ownership in what they do
- learn from successes and mistakes, continuously improving as customer expectations rise
- inspire drive and commitment in others

WOW Award

This is about putting our customers at the heart of everything we do (guests and internal customers).

Nominations should show that they:

- get the basics right and provide reliable, efficient and consistent service, product and guest experience
- are accountable to the needs and wishes of guests and/or internal customers
- build successful and positive relationships
- are passionate about Bluestone and make a difference
- use feedback constructively to understand and improve guest/internal customer experience
- are positive ambassadors for Bluestone at all times
- provide surprise and delight moments

'Can do' Attitude Award

This is about turning a challenging situation into a positive outcome, through determination and a positive approach to problem solving.

Nominations should show that they:

- see challenges as an opportunity to surpass expectations
- are able to identify solutions to achieve a positive outcome for guests/internal customers
- is open and willing to try new ideas and encourages others to look for better ways to do things for the good of the Company
- always considers other views when problem solving to achieve the best possible outcome
- is sought out as a go to person for advice and support for others facing challenges
- remains optimistic and positive even through pressured situations

Innovation Award

This award recognises where an individual or team have demonstrated striving towards 'being the best' by looking for better ways of doing things, through creativity, forward thinking and learning.

Nominations should show that they:

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Doc No:	PS-P-037	Recognition and Reward Scheme Policy	
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Last Review:	26/11/2018		

- constantly strive for better ways to deliver our product and/or services and processes
- respond positively to change and seek out new challenges for the future
- are prepared to take responsible risks to explore outside our normal boundaries
- have an open-mind, flexible approach enabling them to explore all options and be prepared to make decisions
- are enterprising and creative by sharing best practice
- seek opportunities to learn from others

Honesty & Respect Award

This is about how we behave ethically and with transparency, embracing diversity and treating everyone fairly, including colleagues, guests and internal customers.

Nominations should show that they:

- consistently demonstrate the right behaviours
- treat people with courtesy, compassion and consideration
- build relationships based on trust, respect and by being caring, demonstrated through their approach to working
- value individual differences and are inclusive
- takes responsibility for own actions and ensures everyone is treated fairly
- recognises that our strength is always our people and actively shares and seeks out ideas and knowledge
- identifies opportunity to improve accessibility of our products and services for all guests

Outstanding Contribution

This is about an individual or team that has exceeded the levels expected of them and is considered to have made a truly outstanding contribution to Bluestone.

Nominations should show that they:

- can demonstrate an outstanding contribution to the team and/or bluestone
- have made a significant contribution to bluestone's plans and objectives
- have gone over and above for the benefit of colleagues, guests and/or internal customers and the benefit of Bluestone
- have acted as a role model for bluestone's values and root beliefs

Leadership Award

This is about an individual that has demonstrated outstanding leadership qualities. This could include leading a department, a team or a specific project which enables employees to carry out their work, perform well and develop to their full potential.

Nominations should show that they:

- give vision and direction and plan for and manage high performance
- focus on the needs of our guests and/or internal customers
- demonstrate enthusiasm, integrity and commitment
- engage everyone and invests in the development of team members
- foster learning and continuous improvement
- show impeccable leadership through consistent demonstration of Bluestone core values in behaviours, over an extended period of time

Employee of the Year

An individual who is clearly a role model for all of Bluestone's values and who consistently delivers to a high level of performance for the benefit of guests and/or internal customers.

(Do No) Created: 00/00/0000 Last review: 00/00/0000 Next Review: 00/00/0000 Owner: A.AAAA 4

Capability and Performance Policy



Stallie Rainbow
Bluestone Resorts Ltd
Created Date 2009

Doc No:	PS-P-026	Capability and Performance Policy	bluestone national park resort
Rev No:	002		
Created:	00/00/2009		
Last Review:	16/07/2018		

CAPABILITY AND PERFORMANCE POLICY

1.1.1 Introduction

Bluestone maintains a Capability and Performance Policy designed to be used instead of the Disciplinary Procedure where you are believed to be genuinely unable, for whatever reason, to perform your duties to the required standard. This may cover for example:-

- repeated lapses of application to duty
- errors in work
- failure to perform duties satisfactorily or in a timely manner
- poor attitude or flexibility
- above average sickness absence levels

In such circumstances, Bluestone acknowledges:

- that warnings although important, may alone fail to bring about the required changes in performance of behaviour
- it has a responsibility to provide training (if appropriate), support and assistance to help you meet the standards required
- the need to distinguish between conduct related performance issues and ability related performance issues.

1.2 The Policy

Performance problems and the operation of this policy will vary from individual case to case. For example, matters relating to ill health should be treated differently to those relating to skill or aptitude. Although the response to a particular situation may be different on each occasion, Bluestone will deal with all performance matters in a fair and reasonable manner.

As with the Disciplinary Procedure, all meetings under the policy, which may result in a warning or dismissal employees are entitled to be accompanied.

Bluestone reserves the right to apply only the statutory minimum procedures in force from time to time for those on Probation.

1.1.2 Skill or aptitude

In most cases the following procedure, or a procedure as close as is practicable in the circumstances of each individual case will be adopted:

Bluestone will write to you requesting that you attend a meeting with the relevant Line Manager to discuss a failure or inability to achieve or maintain the required level of performance and to develop an individual work plan to remedy the situation. It will be made clear what the expected standards are and how you fall short of this. The consequences of failing to improve will be explained to you.

Doc No:	PS-P-026	Capability and Performance Policy	bluestone national park resort
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Last Review:	16/07/2018		

An individual work plan will state:

- The nature of the reasons for the shortfall in performance;
- The improvements required and any support which has been agreed to assist you;
- The likely timeframe to be allowed for an improvement in performance to occur and a statement as to when performance will be formally monitored during this period and that you will be informed as to your progress;
- That if you are unable to reach the required standard by the end of the improvement period you may be disciplined or dismissed on notice.

The length of an improvement period will vary from case to case depending on the nature of the performance problem and the extent of your control over any outcome. The improvement period may be altered during the monitoring process.

1.4 Reviewing Progress

Any meeting between you and the Line Manager under the procedure will be recorded and a letter confirming your position will be sent to you. You will also receive a letter explaining to you why you have been invited to any meeting that takes place under this policy and the purpose of the meeting.

Any letter sent during the review period is without prejudice to any final determination made by Bluestone at the end of the review period, such a decision being made on the assessment of monitoring of you throughout the whole of the improvement period.

1.5 At the end of the improvement period

The Line Manager will write to you at the end of the improvement period to arrange a further meeting. At this meeting there will be a discussion of whether sufficient progress has been made by you during the improvement period.

If it is agreed that there has been sufficient progress, you will be informed of the need to maintain the improved level of performance in future. The matter will be recorded on file and after 12 months will cease to have effect, but it will not be referred to by Bluestone for any purpose other than disciplinary matters which arise during that period or if further performance issues arise.

If insufficient progress has been made during the improvement period, you will be informed of the specific nature of the shortfall in performance. Where Bluestone has maintained all of its stated obligations during the improvement period, Bluestone may be entitled to issue further warnings or to dismiss you on notice on the grounds of capability. This will be discussed in a meeting with the employee at which you have an opportunity to make representations and be accompanied by a work colleague. Alternative employment or demotion may be considered where this is appropriate.

As soon as is reasonably practicable, Bluestone will formally confirm its decision in writing to you.

1.6 Ill-health

In cases of long term or frequent short-term absence through ill-health rendering you incapable of performing your duties to the required standard or attending work with sufficient regularity or reliability, Bluestone will invoke the following procedure:

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- (a) Bluestone will identify the frequency and reason for the absences and ensure that you are aware that the absence record is giving cause for concern. You will be made aware that that persistent short term absences are unacceptable, alternatively Bluestone may undertake a home visit to discuss long-term sickness absence (absence of more than 30 days consecutively) for the purpose of discussing the absence and ways to facilitate a return to work;
- (b) Bluestone may refer you to a medical practitioner to investigate the nature of any medical condition, its likely duration and its impact upon the business; You will be required to authorise Bluestone (in accordance with the Access to Medical Records Act 1988) to obtain a medical report from your GP/Consultant. Alternatively, you may be required to see a medical practitioner appointed by Bluestone.
- (c) Bluestone will consult with you (in a meeting) to ascertain the extent and practical effect of your medical position, obtain your view as to when you will be able to resume your duties fully and make it clear to you if your continued incapability is placing your employment in your current position with Bluestone at risk.
- (d) Bluestone will give consideration to what other support may be available to you
- (e) If appropriate Bluestone will agree a reasonable period of time over which your attendance can be monitored and indicate in writing what the next step will be if you fail to significantly improve your attendance. This may include dismissal.
- (f) Bluestone will consider all reasonable possible methods of retaining your skills and accommodating your medical condition if a full return to work is not anticipated. Among the possible alternatives to be considered would include amending day to day working arrangements, including duties and access to and the condition of the workplace itself, and moving you to suitable alternative work. All alternative arrangements will be discussed in direct consultation with you.
- (g) Where expected improvements do not occur, no adjustments can reasonably be made or no suitable alternatives found, you will be dismissed upon notice. No dismissal will take place without you being invited in writing to a meeting at which your absence record can be discussed.
- (h) You may be accompanied at all meetings arranged under this procedure.

Following all meetings you will be sent letters confirming precisely what was discussed and specifying the action (if any) that needs to be taken. It will also state what will happen if attendance fails to improve, for instance, disciplinary action. This letter will be sent to you and copied to your personnel file.

1.7 Appeals

You will have the right to appeal against any performance capability decision made by Bluestone to a more senior Manager. Any appeal must be made in writing to the Human Resources Manager within 5 working days of confirmation of the decision in question. The letter should set out the grounds for appeal and any information in support of those grounds. Upon receiving the notice of appeal, the person who made the original decision will be informed that an appeal has been made, and an

Doc No:	PS-P-026	Capability and Performance Policy	
Rev No:	002		
Created:	00/00/2009		
Last Review:	16/07/2018		

independent Appeal Manager will be appointed. A date for an appeal hearing will be arranged as soon as is reasonably practicable.

At the appeal hearing, the Appeal Manager will conduct the hearing and will be supported by a member of Human Resources. The Appeal Manager will consider you or your companion's representations and any made by the maker of the original decision in considering the case fully before communicating their decision in writing as soon as is practicable. The decision of any appeal is final.

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Created:	00/00/2009		
Last Review:	16/07/2018		

2. Performance Capability: guidance for managers

STEP 1

1. Manager to raise with the HR Officer
2. HR Officer to meet with the manager and manage process, HR Officer to liaise with L&D team if training interventions are required, if issue is related to performance. If issue is conduct related, refer to the disciplinary process.
3. If performance capability related, Manager to document an improvement plan with objectives which must be S.M.A.R.T.
4. Manager to meet with employee to agree plan and ensure employee understands what is expected of them, and issue an improvement notice for an appropriate time frame, depending upon the issue.
5. Manager to monitor plan with employee at regular intervals. At the end of the improvement notice, Manager to notify HR if the plan has been successful.

STEP 2

1. If there are insufficient improvements, Manager to invite employee to a formal capability review meeting in which a member of Human Resources will attend. No decision is made as to the outcome of the meeting until the meeting is held.
2. Has every avenue been exhausted? If not, review possibility of extending the plan. If yes, go to STEP 3.
3. Time frame made clear and letter to confirm outcome of meeting, including what happens if improvements not made.
4. A warning may be issued in writing and will be live for a period of 12 months. If sufficient improvements have not been made, or if there is a relapse in performance in this time, the employee should be aware a further formal capability review may be undertaken, and there could be a possibility of dismissal.
5. The employee will have a right of appeal, which should be made in writing within 5 working days of receiving an outcome.

STEP 3

1. If there are insufficient improvements, Manager to invite employee to a formal capability review meeting in which a member of Human Resources will attend. No decision is made as to the outcome of the meeting until the meeting is held. It may be necessary to appoint an independent manager to hear the capability review. If this is the case, this will be explained to the employee concerned.
2. Has every avenue been exhausted? If not, review possibility of extending the plan. Time frame made clear and letter to confirm outcome of meeting, including what happens if improvements not made.
3. If all lines of support have been exhausted and there is insufficient improvement, the employee may be dismissed.
4. The employee will have a right of appeal, which should be made in writing within 5 working days of receiving an outcome.

E9

Job description example



Job Title: Housekeeping Assistant
Reporting To: Housekeeping Supervisor

Principal Purpose of Role:

The Housekeeping Assistant position plays a vital role at Bluestone by ensuring that lodges are cleaned to a high standard. The role acts as a support for the area Supervisor and area team, ensuring that all policies and procedures are adhered to.

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

General:

- Promote and ensure the good reputation of Bluestone
- Ensure that all information of a confidential nature gained in the course of duty is not divulged to third parties

Notify the Housekeeping senior team, as soon as possible of your inability to report to duty for all periods of absence (in accordance with the Attendance Management Procedure)

Specific:

- To ensure the overall cleanliness and hygiene of designated lodges is maintained to the highest standard at all times.
- To follow the Bluestone General Assistant procedures and ensure that consistently high standards achieved
- To maintain high levels of customer care through positive engagement with Bluestone guests
- To attend training in particular, COSHH related training, ladder and manual handling training
- To complete disability awareness training
- Attend mandatory training days/courses, on or off site, as and when required
- Maintain professional knowledge and competence

Health & Safety

- Adhere to Bluestone's disposal of waste policy
- Report immediately to the Housekeeping Manager or Duty Manager, any illness of an infectious nature or accident incurred by a guest, colleague, self or another
- Understand and ensure the implementation of Bluestone's Health and Safety Policy and Emergency and Fire Procedures
- Report to the Accommodation Services Manager, or Duty Manager, any faulty appliances, damaged furniture, equipment or any potential hazard
- Promote safe working practice



EXPERIENCE/KNOWLEDGE / SKILLS / UNDERSTANDING:

Essential:

- Previous experience of working in an environment with quick turnaround times
- Ability to work unsupervised/to use own initiative
- Ability to respond to emergency situations in an effective manner

Desirable:

- NVQ 2 in Housekeeping
- COSHH related qualification

PERSONAL ATTRIBUTES / COMPETENCIES REQUIRED FOR POST HOLDER:

- Customer Focused
- Excellent personal presentation.
- Positive "can-do" attitude.
- Willingness to learn and take on board new skills
- Good approach to work and towards others
- Willing to deliver exceptional customer service and an awareness of your impact on the customer experience
- Flexible to the role, punctual and reliable
- Able to plan and organise workload
- Willingness to take personal responsibility

E10

Bluestone values, culture, vision and brand values document

Bluestone National Park Resort

Company Core Values



Culture

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

Believe it. Breathe it. Live it.

How We Operate

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

Page 1 of 3

Bluestone National Park Resort

Company Vision

The Dream

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

Mission Statement

The Action

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

Page 2 of 3

Time Out with William

Bluestone National Park Resort

Bluestone Brand Values



E11

Induction Checklist

HR – IND – 005 Last updated 23.5.16	
<u>Induction Checklist</u>	
I confirm that I have received the following as part of the Bluestone New Employee Induction:	
Handbook	☐
New Starter Checklist	☐
Health & Safety Induction	☐
Uniform Policy	☐
Absence Line Phone Number	☐
Confidentiality Agreement	☐
Health Questionnaire	☐
Bluestone Lottery Enrolment Form	☐
Equal Opportunities Questionnaire	☐
Name Badge	☐
ID Badge	☐
Identification x2 (photocopied)	☐

E12

Blue Lagoon Induction example



The image is a screenshot of a presentation slide titled "Blue Lagoon Induction". The slide features a large photograph of an indoor water park with a yellow and black inflatable slide and a blue slide. The text "Blue Lagoon Induction" is displayed in white on a blue background at the bottom of the slide. The presentation interface includes a sidebar on the left with a list of slides, a "Click to add notes" button at the bottom, and a status bar at the bottom left indicating "Slide 1 of 14" and "Completed".

Blue Lagoon Induction

Click to add notes

Slide 1 of 14 Completed

E13

Online e-learning course- Health and Safety at work level 2

The screenshot displays the Bluestone National Park Resort e-learning dashboard. The left sidebar contains navigation links: Dashboard, My Training, News, Noticeboard, My Library, and Appraisals. The main content area features a grid of course modules, each with a status icon (laptop for complete, person for external training, document for competences, and list for appraisals). The status legend at the top indicates: Complete (green), Fail (red), Overdue (red), In progress (blue), and Not yet started (grey). The 'Health and Safety Level 2' module is highlighted in red, indicating it is overdue. The right sidebar provides details for the selected module, including a 'START' button.

bluestone
national park resort

Dashboard

My Training

News

Noticeboard

My Library

Appraisals

Modules

External Training

Competences

Appraisals

Complete

Fail

Overdue

In progress

Not yet started

Let's Go

Net Promoter Score

6 Month Performance Review...

Probation Review Part 2 (...)

Probation Review Part 1 (...)

Probation Review Part 3 (...)

Probation Review Part 2 (...)

PWTAG swimming pool water

UV 101

Blue Lagoon Plant SOP's

Product Knowledge

SUPERVISOR - HOD 6 MONTH ...

Probation Review Part 3 (...)

Mid Year Appraisal 2018 (...)

Health and Safety Level 2

Blue Lagoon Tech Services

Probation Review Part 1 (...)

Probation Review Part 2 (...)

Probation Review Part 3 (...)

Reach Training

Kitchen Master - Housekee...

The Fire Marshal

Food Safety Level 2

Coronavirus: Looking Afte...

Coronavirus: Your Wellbei...

Coronavirus: Staying Safe

MODULE

Health and Safety Level 2

2018-07-31

Pass

To revisit the content in this module press start. Please note you will not be able to re-sit the exam.

Welcome to Health and Safety Level 2

This module will ensure you are fully aware of the importance of a safe and healthy working environment and how to protect yourself and others in the workplace.

You will cover:

Health and Safety at Work, Risk Assessments, Accidents at Work, Manual Handling, The Control of Hazardous Substances, Fire Prevention, First Aid at Work, Health and Hygiene at Work

• Download certificate

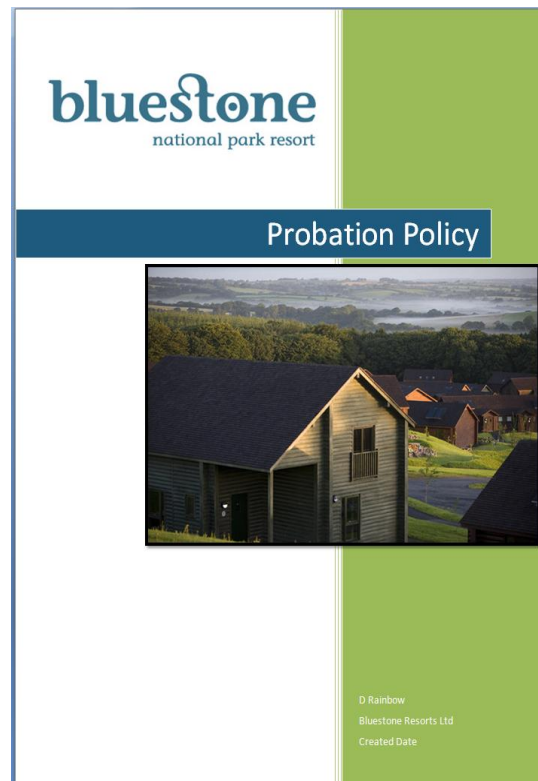
Available downloads

• HealthAndSafetyLevel2_YourInfo.pdf

START

E14

Probation Policy



3. Purpose

To ensure that all new employees receive appropriate supervision, guidance and support during this initial period of employment.

To facilitate the understanding of the company's expectations in conjunction with the job purpose, induction and Employee Handbook.

To ensure that new employees are able to demonstrate their capability within the post they are appointed to, and to provide a mechanism for regular review of their capability by their supervisor/line manager.

To provide an opportunity to proactively deal with concerns over a new employees performance, set targets for improvement and provide the most appropriate support to enable an employee to improve.

(PS-P-007) Created: 01/06/2008 Last review: 27/03/2019 Next Review: 27/03/2021 Owner: D Rainbow

5. The Process

Stage one – induction (to be completed at end of first two weeks)

Upon appointment or promotion, the supervisor/manager will arrange a meeting with the new employee and explain:

- Details of the probation scheme
- Timing of assessment
- Tasks, objectives or activities to be assessed based on skills, knowledge and experience
- Performance standards to be achieved
- Arrangements for induction and training
- Individuals involved in providing training or support

During this stage the supervisor/manager will monitor progress against the agreed objectives and performance standards, and meet with the new employee as appropriate to discuss their performance and feedback constructively.



(PS-P-007) Created: 01/06/2008 Last review: 27/03/2019 Next Review: 27/03/2021 Owner: D Rainbow 4

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Where there are particular areas of concern and the employee is not meeting the required standard the employee will not progress to the next stage of the process and guidance must be sought from the HR department.

A meeting will be held at the end of week two. The manager will then advise the employee of the outcome of the meeting and explain 'what' and 'how' to improve, and how Bluestone will support them in achieving this improvement.

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Last Review:	27/03/2019		

Where there are particular areas of concern and the employee is not meeting the required standard the employee will not progress to the next stage of the process and guidance must be sought from the HR department.

A meeting will be held at the end of week two. The manager will then advise the employee of the outcome of the meeting and explain 'what' and 'how' to improve, and how Bluestone will support them in achieving this improvement.

Further action may involve setting new objectives or targets, regular supervision, or further training and development.

Actions required and timescales for improvement will be agreed and recorded.

Stage one of the process may be extended to allow for reasonable time to make improvements.

A supplementary assessment meeting will take place within the agreed timescale for improvement and the employee will be assessed against the objectives set and agreed performance improvement standards.

Stage Two (to be completed at end of 8 week period)

The employee will be reviewed against the objectives and performance standards established as being appropriate for the second assessment stage in this particular post.

Throughout stage two of the process the supervisor/manager will monitor progress against the set objectives and meet with the new employee as required to discuss performance and feedback constructively.

If there are no areas of concern and performance is satisfactory this is recorded on the assessment form and the employee's objectives for the third stage of the probationary period are confirmed. The third stage review meeting can then be scheduled.

Where there are particular areas of concern and the employee is not meeting the required performance standards the employee will not progress to the next stage of the process and guidance must be sought from the HR department.

The manager will then advise the employee of the outcome of the meeting and explain 'what' and 'how' to improve, and how Bluestone will support them in achieving this improvement.

Further action may involve setting new objectives or targets, regular supervision, or further training and development.

Actions required and timescales for improvement will be agreed and recorded, including extension of the original probation period if it is felt necessary at this stage.

Stage two of the process will be extended to allow for reasonable time to make improvements.

A supplementary assessment meeting will take place within the agreed timescale for improvement and the employee will be assessed against the objectives set and agreed performance improvement standards.

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Stage Three - Final Assessment (ideally at least two weeks before the end of the probationary period)

If the employee's overall performance is judged to be satisfactory, the manager will confirm their appointment as an employee of Bluestone Resorts Limited or to the newly appointed position.

You will receive a link via email to a probationary assessment form which must be completed and forwarded to HR who will then provide written confirmation of the appointment.

Following confirmation the manager will meet with the employee and agree the objectives for the forthcoming year, renewable as part of their annual Appraisal Review.

Mandatory Attendance at the Bluestone Induction

Bluestone is committed to ensuring that new employees are integrated into the business as quickly as possible and that they feel part of the company as a whole, in addition to the department/unit/location that they work within.

To support this aim, all new employees are required to attend the Bluestone Induction. This covers:

- An understanding of the Bluestone business
- Vision, Mission and Culture
- Guest service
- Personnel policies and procedures
- Health and Safety matters
- Park Familiarisation
- Meeting with other new starters into the business
- Additional useful information

The Bluestone Induction normally lasts one day, although this may be adapted from time to time to meet business demands. It is expected that attendance take place within the first month and new employees will be provided with an attendance date on their first day of work. Employees cannot be confirmed in post without attending.

All new employees must attend an induction on their first day to be registered on the payroll clocking system, issued with uniform and name badge, receive Health & Safety brief and generally welcomed to Bluestone.

Please note employees who have left Bluestone and returned with a gap of more than six months are required to attend the session again.

Improvement not Shown

If at any stage the employee's performance is judged to be unacceptable after taking all reasonable steps to improve, the manager must discuss the situation with their senior manager and the HR department.

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Following advice from HR, the employee will be advised by their manager, that it is possible that their employment contract will be terminated, or promotion not confirmed.

Non Confirmation in Post

Where evidence from the assessment review clearly indicates performance has not improved to a satisfactory standard, the employee will be invited to a formal meeting.

The meeting will be attended by the employee's manager, senior manager or a HR representative.

The employee will have the right to be accompanied at the meeting by a colleague or trade union representative.

The employee's senior manager will consider the evidence and based upon that evidence decide whether their employment will be terminated.

The meeting will follow the following format:

- The manager will present the evidence for the non-confirmation
- The employee will respond to the evidence
- The manager will sum up
- The employee will sum up

At the end of the meeting a decision will be made. If the decision is made to terminate the employee's employment they will be given the reasons for the termination in writing and will receive payment in lieu of contractual notice. The notice required by either party during probationary period is specified in the Contract of Employment.

If the decision is made to extend the probationary period further, guidelines will be set for a further period of supplementary assessment.

Promotions/Secondments not Confirmed

A formal meeting following the same format as outline above will take place.

Failure to successfully pass probationary may necessitate the employee returning to a vacant post at their original grade, return to original post cannot be assumed. Where there is no suitable comparable post, Bluestone will make every effort to redeploy.

Where all due efforts to redeploy have been exhausted, it may be necessary to terminate employment due to unsatisfactory performance. In such cases, the relevant contractual notice period would be paid and reasons for the termination would be given in writing.

Dismissal of Probationary Employees for Misconduct

Rev No:	000	Probation Policy	
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Last Review:	27/03/2019		

The Disciplinary Policy does not apply to staff within their probationary period and will only be used if they are alleged to have committed gross misconduct. If an employee is deemed to have committed gross misconduct, which results in dismissal, the dismissal will be summary.

Normally, if the employee does not meet the required standard during their probationary period then this will lead to their non-confirmation in post. However, in exceptional cases, the employee may be confirmed in post and issued with a first or final written warning depending upon the seriousness of the issue in question.

First written and Final written warnings will be disregarded for disciplinary purposes after 12 months, provided there is no misconduct during this period.

Any warnings will be confirmed in writing and will be placed on the employees personal file. The warning will state how long it is to remain 'live' for future purposes.

Appeal Against Non-Confirmation of Appointment

Where an employee is not confirmed in post following their probationary assessment, there is the right of appeal to the relevant Head of Department.

Advice and guidance on appeals must be provided by the HR department.

The employee's manager will present the case supporting the non confirmation of post at the Appeal Meeting.

Where appropriate the Chair of the Appeal meeting may be an appropriate senior manager from elsewhere within Bluestone.

All appeals should be made in writing by the employee to the relevant Head of Department within five working days of receipt of the written reasons for non confirmation.

The notification should set out the grounds for appeal, which may be:

- Severity of action
- A disagreement with the management case
- The findings of the interview
- A failure to adhere to the agreed procedure
- New evidence
- Mitigating circumstances

At the appeal hearing, the employee has the right to be accompanied by a colleague or trade union representative.

The appeal hearing will follow this format:

- The employee will present the reason for appeal
- The manager will respond
- The employee will sum up

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Probation Policy



Appendix ii - Probationary Period – 2 Week

Name:		Appraiser:		Date:	
Position:		Review Period:		2wk	6wk
Department:		Follow up Review Date:			
Assessment Area		Assessment Grade: A = Meets Bluestone Criteria B = Improvement needed C = Below standard			
Has attendance/timekeeping been acceptable?				Comment and agreed actions	
Assessment of Personal Attributes & Core Competencies	A	B	C		
Attitude					
Aptitude					
Appearance					
Communication					
Teamwork					
Customer Service					
Problem Solving					
List objectives which have been set for completion during the probationary period.	A	B	C		
An understanding of the Bluestone business					
Vision, Mission and Culture					
Guest Service					
Personnel policies and procedures					
Health and Safety matters					
Park Familiarisation					
Successful completion of departmental induction					

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Probation Policy



(assessment)				
Other objectives agreed:				
Outline any further training or development needed to support the achievement of the objectives.				
Any other comments				

E15

Attendance and time keeping Policy



Attendance and Timekeeping Policy



Owner: S. Jaynes
Bluestone Resorts Ltd

Doc No:	PS-P-032	Attendance and Timekeeping Policy	
Rev No:	001		
Created:	01/06/2008		
Last Review:	06/07/2020		

INTRODUCTION

This policy outlines the arrangements that Bluestone has in place to accurately capture individual employee working time, absences from the workplace and additional hours worked, to ensure that all colleagues are paid correctly and in a timely manner for hours actually worked. This policy applies to all Bluestone employees, regardless of position or type of employment.

Every employee will be issued a Contract of Employment before commencement of employment, which details the particulars of employment, including weekly contracted hours and any shift pattern arrangements. On commencement of employment, line managers will confirm the individuals working pattern and how the rota will be organised and communicated.

Bluestone operates a variety of shift patterns available and these will be dependent upon the department, specific role and indeed, business demand. For some individuals, their pattern will be fixed to standard hours and days of work and for others, they will have variable start/finish times and days of work.

The company requires managers to operate all rotas, working time, rest breaks and pay arrangements in accordance with the Working Time Regulations and National Minimum Wage Regulations, as well as adhering to company policy. Training is provided to managers to this effect.

The company has written policies, procedures and systems in place to manage holiday requests, absences from work, hours worked above contracted hours ('overtime') as well as lateness and irregular timekeeping.

Bluestone endeavours to operate in a fair, equitable and transparent way to ensure that all policies and procedures are applied consistently and understood by it's employees. There are a number of avenues for employees to raise complaints or disputes relating to discrepancies in pay, or general pay and hours arrangements. These include talking to or writing to their line manager, contacting the HR department and/or raising the issue with their Employee Consultative Group representative. In all cases, Bluestone is committed to resolving the issues in a timely manner and where appropriate or requested, confirm in writing the outcome of such complaints.

This policy should be read in conjunction with the following policies:

- Attendance Management Policy
- Disciplinary & Grievance Policy
- Family Friendly Policies
- Request for Flexible Working

Further reading:

- Working Time Regulations 1998 and Working Time Regulations (Coronavirus) (Amendment) 2020
- National Minimum Wages (Amendment) Regulations 2020

(PS-P-032) Created: 01/06/2018 Last review: 06/07/2020 Next Review: 06/07/2021 Owner: S. Jaynes 2

ABSENCE MANAGEMENT

The welfare of employees depends upon them taking the appropriate time off work when they are unfit through injuries or illness. Bluestone recognises that sickness absence can arise in different ways, for short intermittent periods of sickness to long term absence, and for different reasons, for example injuries; recurring conditions; or a serious illness requiring lengthy treatment. However, there may be occasions when the short-term sickness absence of an employee becomes persistent. Bluestone therefore wish to ensure that the reasons for sickness absence are understood in each case, investigated where necessary and that, where needed, measures are taken to assist those who have been absent by reason of sickness to return to work. Bluestone is aware that absence may be disability related. At each stage of this procedure particular consideration will be given to whether there are reasonable adjustments that could be made to the requirements of a job or other aspect of working arrangements that will provide support at work and/or assist a return to work.

This procedure is designed to help supervisors and Managers monitor sickness absenteeism and to manage their people with a sensible balance between concern for the well-being of their employees and managing individuals with a record of persistent absences.

It is far better for economic terms for Bluestone to keep existing staff rather than recruit, induct and train new employees. However, in the case of persistent sickness absenteeism an adverse effect on the business is created and it could result in formal action being taken under our capability procedure. Irregular attendance is a definition of those who have a high number of relatively short, apparently unrelated, spells of sickness. Persistent irregular attendance is unsatisfactory and may lead to capability action including dismissal. An irregular attender is defined for the purpose of this guide as a person who is:

- Absent on two occasions or more during any twelve week rolling period
- Absent for ten days or more during a twelve month rolling period

Any absences due to disability or pregnancy will not be discounted for this calculation.

Absence Reporting Procedure

Employees who are unable to attend for work or who know they are going to be late, for whatever reason, are required to call the Absence Line on 01834 862157 where they must leave their name, department, Line Manager details, reason for absence, together with an expected return date/time and a contact number for their Line Manager to contact them on (unless circumstances make this impossible). Absence must be reported at least 30 minutes before the time when they are expected to start work to allow arrangements to be made to cover the absence.

Failure to follow the correct procedure and notify may result in such absence being treated as unauthorised and being unpaid. Repeated lateness, absenteeism, failure to notify, or falsifying the reason for absence will be regarded as serious breaches of discipline and may lead to disciplinary action

reason for absence will be regarded as serious breaches of discipline and may lead to disciplinary action including possible dismissal. Employees must follow the above procedure if they know they are going to be late. Two or more instances of lateness within a 10 week period are considered to be unacceptable and this will be addressed by the Line Manager.

[PS-P-032] Created: 01/06/2018 Last review: 06/07/2020 Next Review: 06/07/2021 Owner: S. Jaynes 3

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Last Review:	06/07/2020		

Reporting Sickness Absence

If an employee is taken ill while at work they should report to their Line Manager and may be given permission to leave work. Managers should contact HR or Security to make arrangements for anyone who is unwell to be accompanied home and/or to receive medical treatment where necessary.

On the first day of any sickness absence employees must ensure that they call the Absence Line on 01834 862157 at the earliest opportunity and at least 30 minutes before the time they are expected to start work. Employees should also give details of the day on which they expect to return to work, contact details and any outstanding or urgent work that requires attention. Employees must inform the Company as soon as possible of any change in the date of their anticipated return to work.

Sickness absence of up to and including seven consecutive days must be fully supported by a self-certificate certifying that the employee has been absent for sickness giving relevant details (simply stating that employees have been "sick" or "unwell" will not be acceptable); and thereafter by one or more doctor's certificates provided to Human Resources within seven days of the first day of the sickness absence. Where sickness absence is ongoing, the employee is obliged to ensure that they keep Human Resources up to date through regular contact and through the submission of doctor's certificates in a timely manner to cover periods of ongoing absence. In the event that a doctor's certificate expires and the employee fails to contact Human Resources, then this will be considered to be an unauthorised absence.

E16

Substance and Alcohol misuse policy



D.Rainbow
Bluestone Resorts Ltd
6/10/2008

Doc No:	PS-P-013	Substance and Alcohol Misuse Policy	
Rev No:	003		
Created:	06/10/2008		
Last Review:	20/03/2018		

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- 2. Legal Responsibilities
- 3. Our Responsibilities
 - 3.1 Managers Responsibilities
 - 3.2 Employees Responsibilities
- 4. Definitions
 - 4.1 Alcohol
 - 4.2 Drugs
- 5. Policy Principles
- 6. Misuse or Abuse
- 7. Referral and Treatment
- 8. Alcohol at Work Events
 - 8.1 Expected behaviour at work events
 - 8.2 Our policy on harassment/bullying applies to work-related social events
 - 8.3 Events that are not normally considered work events, may be included in this policy
 - 8.4 Bringing a non employee to a work event
 - 8.5 Expected behaviour with clients, customers or third party events
- 9. Prescription Medicines
- 10. Screening and Testing
 - 10.1 Pre-employment screening
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 - 10.5 Test procedures
 - 10.6 Outcome

[PS-P-013] Created: 06/10/2008 Last review: 20/03/2018 Next Review: 20/03/2020 Owner: D.Rainbow 2

5. Policy Principles

Non prescribed/Illegal drugs and solvents must not be used, sold or possessed on our premises/sites. Use of non-prescribed/illegal drugs and solvents at work will be considered by Bluestone as an act of gross misconduct which may justify dismissal. "Premises" includes all premises that Bluestone is responsible for and Bluestone vehicles. The rules in this policy also apply to all occasions when an employee is on company business including social and corporate events.

Under no circumstances will supplying drugs and solvents to others on our premises be tolerated; such an offence constitutes and will be regarded as gross misconduct justifying dismissal and any suspicions of illegal activity will be reported immediately to the Police.

No alcohol is to be sold or consumed on Bluestone premises save for official Bluestone functions e.g. Christmas dinner.

Any employee who is found consuming alcohol or some other illegal substance on Bluestone's premises or is found to be under the influence of alcohol, drug or other substance at work may face disciplinary action on the grounds of Gross Misconduct under the Disciplinary Procedure.

Employees must take care not to present themselves on Bluestone premises whilst under the influence of illegal, prescribed or over counter medicines or alcohol.

If an employee appears to be under the influence of alcohol, drugs, or any substances at work, Bluestone will suspend them from their duties, arrange for them to leave the premises and, if necessary, be accompanied home. Employees will be informed of the time and date of a subsequent interview that they will be required to attend.

Where employees have concerns about the conduct or behaviour of a fellow employee and there is suspicion that they could be under the influence of alcohol, drugs or any substances, or if their behaviour is due to substance abuse or misuse they can raise their concerns, in total confidence, providing any supporting evidence to a manager, Occupational Health, or a member of the Human Resources Team.

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ACAS Guidance on performance management

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Performance management

- **What is performance management?**
- **Why is managing performance important?**
- **How to get performance management right**
- **Measuring staff performance**
- **Maintaining effective performance management arrangements**
- **Developing staff**
- **Research and case studies**
- **Further Acas support on managing performance**

What is performance management?

Performance management describes the arrangements that employers use to maintain, and improve the performance of their workforce so that the organisation achieves its goals.

Most performance management arrangements involve:

- employees being set performance measurements
- meetings between a manager and each member of staff to discuss their performance
- assessing employees against their performance measures
- a record of performance being kept.

Appraisal scoring criteria

bluestone
national park resort

The Bluestone Way Guidance Document

Doc Ref:	12-03P-001	The Bluestone Way	
Rev Ref:	000		
Created:	18/12/2018		
Last Review:	18/12/2024		

Of course the business exists to make a profit, but it also exists to make a difference to people's lives. This is so powerful, purposeful and meaningful to those who work at Bluestone, as people don't just want a job, they want to be part of something that makes the world a better place. The purpose is the identity of the business, the glue, the common thread and the answer to the question 'why is my work important?' It helps to understand the full impact of what Bluestone does and why every person counts.

In order for the company's purpose to be truly embedded, everyone needs know what it is and how it can be brought to life through behaviours and actions.

3. Bluestone Behaviours (the How)

Behaviours are the practical application of the company values – translating them into day-to-day actions. It is essential therefore to identify the behaviours that will have the biggest impact on the achievement of the Bluestone Purpose. Behaviours effectively nail the detail of what we expect our people to do and how we expect them to do it.

Aligning behaviours and values, together with clear objectives enables us to hold people accountable and by integrating these into the performance management system, we can reward great behaviours and tackle any that don't reflect the company we want to be.

The behaviours set out reflect the acceptable norms at Bluestone; in other words, 'The Bluestone Way.'

At Bluestone, we have identified three key behaviours that we believe will create an environment where all of our people can flourish and deliver an exceptional business. These are:

BEHAVIOURS	NARRATIVE	EXECUTIVE TEAM ILLUSTRATIVE EXAMPLES
Genuine Care	We show genuine care for our self, our team and our guests. We look out for and notice what might have an effect on us and we are motivated to take action and find the best solution we can. We go the extra mile in doing this.	This is: - Starting every development process with a guest needs analysis - Reaching decisions that balance guest, team and commercial interests - Role modelling self care - Empathy - It's what people do not just what they say - Valuing everyone's input & opinions This isn't: - Centralised, isolated creativity - Commercial only decisions 24/7 working - Pretexting to Care

(12-03P-001) Created: 18/12/2018 Last Review: 18/12/2024 Next Review: 18/12/2028 Owner: D.N.Hoson

Doc Ref:	12-03P-001	The Bluestone Way	
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Last Review:	18/12/2024		

		- False - Playing Up Service
True Ownership	When there is an opportunity to take ownership of an issue, we do. We take the lead, involving others and taking reasonable risk to make a difference. We do not blame others for the situation faced and do not expect others to blame us for taking action.	This is: - Setting the vision and communicating game plan - Building the best teams - Empowering teams to take responsibility - Solution Focused - Open & honest - Accepting responsibility when things don't go well This isn't: - Selective referencing to the purpose - Stepping into issues that the team can handle - Giving all of the answers - A blame culture - There is no budget - Passing the buck
Grow as a Team	We generously share our knowledge with others. We celebrate our successes, acknowledging the contribution made by others. We seek out learning in every opportunity, identifying and trialing ways to do things better, improving what we do every day.	This is: - Seeking and saying a genuine thank you for a great job done - Networking for inspiration and ideas, then sharing - Asking questions that encourage FAST Learning – Measure > Experiment > Review - Believing and sharing experiences - Encouragement - Open Communication This isn't: - Hesdy, sloppy recognition - Taking all the plaudits - Coming down hard on a team for trying something new - Working in Silos - Defensiveness - Point Scoring

(12-03P-001) Created: 18/12/2018 Last Review: 18/12/2024 Next Review: 18/12/2028 Owner: D.N.Hoson

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4. How are behaviours measured at Bluestone?

Managing performance is not a one off event, it is a continuous cycle based on open dialogue and constructive feedback. However, this can only be as effective if effort is focused in the right direction.

Whilst it is important to have measurable objectives based on numerically quantifiable achievements, also referred to here as hard targets ('the what'), much of the focus in our ongoing review process will also be placed on the behavioural aspects of performance, ('the how').

The behaviours that matter will be described for leaders and Team Members and will be discussed and understood by everyone to provide meaning in the roles that they undertake and to ensure clarity around what good looks like and what it doesn't look like.

**GENUINE CARE
TRUE OWNERSHIP
GROW AS A TEAM**

THE PROCESS

5. The Process of evaluation

This process provides an opportunity for an individual to meet with their line manager with a view to recognising good performance and also to focus on their individual development needs. To succeed, it should be a collaborative process with both individuals making a meaningful contribution to the discussion and ultimately for the individual to take ownership of their own development whilst feeling supported by their line manager.

Ultimately, the intention is to improve the individual's future performance in the role and support personal and career development in line with talent mapping and succession plans.

The review process will include a forced ranking system, which contribute to decisions around pay awards.

Where ongoing under performance is identified, this will be dealt with under separate policies and procedures where more detailed guidance is given.

(12-03P-001) Created: 18/12/2018 Last Review: 18/12/2024 Next Review: 18/12/2028 Owner: D.N.Hoson

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Vision & mission objectives

Time Out with William
Bluestone National Park Resort

Company Core Values



Culture

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

Believe it. Breathe it. Live it.



Page 1 of 3

Time Out with William
Bluestone National Park Resort

Company Vision



Mission Statement



Page 2 of 3

Time Out with William
Bluestone National Park Resort

Bluestone Brand Values



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Wellbeing initiative example

FOCUS ON FITNESS

Bluestone Employee
Wellness
Programme *Focus on
Fitness*



FREE STAFF EVENT

FRIDAY 7TH FEBRUARY
BLUE LAGOON CAFE 4-6PM

We are holding a Focus on Fitness event at the Blue Lagoon followed by a free swim for you and your family and friends. The evening aims to give a better understanding of the fitness activities available in the local area, including information about local sports groups, fitness facilities and gym memberships as well as discounted rates for Bluestone employees.

BY ATTENDING YOU WILL BE ENTERED IN TO THE PRIZE DRAW RAFFLE AND BE IN WITH THE CHANCE OF WINNING THE PRIZES BELOW PLUS FREE & DISCOUNTED GYM MEMBERSHIPS, FREE HALF MARATHON OR 10K ENTRY, 2 FREE PLACES FOR A MONTH OF JUDO TUITION, BLUESTONE SPA VOUCHERS AND ESPA PRODUCTS - THERE IS ALSO AN OPTION TO PURCHASE MORE TICKETS - DON'T MISS OUT!



£50 Adidas Voucher



£199 Versus 2 Fitbit

GYMSHARK

£50 Gymshark Voucher



£50 Nike Voucher

We are delighted to confirm the following attendees:

- S7 Fitness Haverfordwest
- Bfit Gym Milford Haven
- 1 Formula Fitness
- Strength Academy Wales
- Activity Wales
- Pembrokeshire Leisure
- Synergy Fitness Pembroke Dock
- Haverfordwest Judo Club
- Zumba - Tracy Keane
- IRONLABS
- Pembrokeshire Tri Club
- Project Fitness
- Beth Howes Pilates
- Pembrokeshire Ladies Rugby
- Narberth Fitness
- Activity Wales
- Bluestone Netball & Rugby

PLEASE BE SURE TO ATTEND!

E21

Email correspondence regarding supporting line managers to make ethical decisions

From: Mel Goldsworthy
Sent: 10 September 2020 18:12
To: Sheonagh Blackadder
Cc: Housekeeping Senior Team
Subject: RE: HR Catch Up

Hi Sho,

As per our conversation regarding Nadine, I think the translator is a good idea to ensure she fully understands what is expected of her but maybe not if she's likely to fail her PIP. If we used the translator only to explain that she was dismissed due to performance then it could result in tribunal proceedings. It could come across that we were aware that there were translation issues and that we only decided to use a translator to dismiss her, knowing that she might not fully understand the extent of her performance issues.

The best course of action is to use the translator to help explain the performance issues and to confirm that she is fully aware of what is expected of her and what the potential outcomes of her not meeting the PIP objectives are. Once this is documented we can extend the PIP for a further month and go from there. If there are still issues where she may fail, we can use the translator again to explain how we will proceed. This will show that we have taken into account that there may be a language barrier and have taken all reasonable steps to resolve the performance issues.

Let me know if you have any questions regarding this otherwise I will see you at our next meeting on the 24th where we can schedule the PIP meetings.

-----Original Appointment-----

From: Sheonagh Blackadder
Sent: 01 September 2020 13:34
To: Sheonagh Blackadder; Mel Goldsworthy; Carla Roberts; Jessica Krelle
Subject: HR Catch Up
When: 02 September 2020 11:00-12:00 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.
Where: TBC

|
Just me! But my list so far is:

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Employee Survey results

Annual Survey Staff Department	2019 NPS	NPS Dept
Activities	5.3 %	-15.8%
Bike & Buggy Hire	No	No
Blue Lagoon	17.4 %	19.6%
Commercial	No	No
Commercial & Directors Support Services & Projects	No	No
Directors Support Services	No	No
Directors Support Services & Projects	No	No
Entertainments	-46.2 %	-50.0%
Environmental	No	No
Facilities (Maint/Enviro/Bike Hire)	22.0 %	28.2%
Finance	54.5 %	90.0%
Food & Beverage	9.8 %	0.0%
Guest Services	-6.5 %	30.4%
HODs (Heads of Departments)	75.0 %	83.3%
Housekeeping	-11.7 %	-24.5%
HR / H&S / CSR	45.5 %	50.0%
Human Resources	No	No
Information Systems/Technology	No	No
IT / MI / PAs & Projects	23.1 %	83.3%
Maintenance	No	No
Marketing	No	No

Marketing / Revenue Management	36.4 %	20.0%
Projects	No	No
Retail	-10.0 %	0.0%
Retail - Food	No	No
Retail - Non Food	No	No
Sales	25.0 %	71.4%
Security	-12.5 %	-54.5%
Spa	No	No
Spa / Learning & Development	26.1 %	21.7%
Total	7.9 %	5.5%

