

Qualification: CIPD Diploma in Applied Human Resources

Contributing to Improving Organisational Performance

Word Count: 2898

Activity 1- 975

Activity 2- 1037

Activity 3- 886

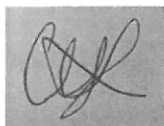
Student Name: Carys Ratcliffe

Student Number: 2005792

CIPD Membership Number: 5665681X

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:

A square box containing a handwritten signature in black ink, which appears to be 'Carys Ratcliffe'.

Date: 05 September 2021

Candidate name: Carys Ratcliffe			CIPD Membership/registration No.: 5665681X			
Qualification title: CIPD Diploma in Applied HR			Unique Learner No. (ULN): 2005792			
Unit code	Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled
5AIOIP	Contributing to Improving Organisational Performance.	1.1,1.2,3.1	Employee briefing for the 1:2:1 process.	EV1		
5AIOIP	Contributing to Improving Organisational Performance.	1.1,1.2,2.2,2.3,3.1	Screenshot of a blank Personal Development Plan.	EV2		
5AIOIP	Contributing to Improving Organisational Performance	1.1,1.2,2.2,2.3,3.1	Email sent to a regarding Personal Development Plans	EV3		
5AIOIP	Contributing to Improving Organisational Performance.	1.1,1.3,2.1,2.3,	Email showing advice given to line managers regarding the 1:2:1 process.	EV4		
5AIOIP	Contributing to Improving Organisational Performance.	1.1,1.2,2.1,2.2,3.1	Bluestone's Managing Performance Policy: Guidance for Managers.	EV5		
5AIOIP	Contributing to Improving Organisational Performance.	1.1,1.2,2.1,2.2,3.1	Bluestone's Reward and Recognition Policy.	EV6		
5AIOIP	Contributing to Improving Organisational Performance.	1.1,3.1	Screenshot showing 'Star of the Week'.	EV7		
5AIOIP	Contributing to Improving Organisational Performance.	1.1,3.1	Screenshot showing information regarding Bluestone's 'ACE Awards'	EV8		
5AIOIP	Contributing to Improving Organisational Performance.	1.1,2.2,2.3,3.1	Standard 1:2:1 Documentation.	EV9		
5AIOIP	Contributing to Improving Organisational Performance.	1.1,1.3,2.1,2.2,2.3,3.1	1:2:1 data collated via Excel Spreadsheet.	EV10		
5AIOIP	Contributing to Improving Organisational Performance	1.1,1.2,2.1,2.2,3.1	Bluestone's formal Performance Management Process	EV11		
5AIOIP	Contributing to Improving Organisational Performance.	1.1,1.3,2.1,3.1	FLOW- Bluestone's training platform.	EV12		
5AIOIP	Contributing to Improving Organisational Performance.	1.1,1.3,2.1,2.3	Email showing advice given to line managers regarding performance management.	EV13		
5AIOIP	Contributing to Improving Organisational Performance.	1.1,1.3,2.1,2.2,2.3,3.1	1:2:1 data collated via Excel Spreadsheet.	EV14		
5AIOIP	Contributing to Improving Organisational Performance.	1.1,1.3,2.1,2.2,2.3	Screenshot showing 1:2:1/performance management training emailed to managers.	EV15		

5A1OP	Contributing to Improving Organisational Performance.	1.1,1.2,2.1,2.2,3.1	Bluestone's Capability and Performance Policy/Procedure.	EV16	
5A1OP	Contributing to Improving Organisational Performance.	1.1,1.2,1.3,2.2,2.3	Performance outcome letter, sent following a performance management meeting.	EV17	
5A1OP	Contributing to Improving Organisational Performance.	1.1,1.2,2.1,2.2,3.1	Bluestone's Data Protection Policy.	EV18	
5A1OP	Contributing to Improving Organisational Performance.	2.1,2.2,2.3,3.1,3.3	Screenshot showing how the extent of 1:2:1 conversations varies by department and/or manager.	EV19	
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:		Carys Ratcliffe		Date:	19/09/2021

Activity 1- Be able to provide information on performance management activity within an organisation.

Bluestone (Wales) National Park Resort is a family-run private sector business with nearly 800 employees based in Pembrokeshire (Business Wales 2016).

Employees are key to achieving the organisation's strategic plans and objectives. Continuous and effective performance management is vital within our organisation to ensure that employees are performing to the best of their ability and are striving towards achieving both personal and overall organisational objectives (Natural HR 2019). This also ensures that open communication is happening between the individual, their line manager and teams as a whole.

To ensure effective performance management occurs we have several policies and processes in place.

Bluestone transitioned from 'forced' six monthly/annual appraisals in 2020 as they were very admin heavy with the success depending on the department. Feedback stated that this process left employees feeling demoralized potentially contributing to increased turnover rates. Therefore, at the start of 2021, Bluestone launched the 121 process. This focuses on five 1:2:1 conversations (EV1) between an employee and their line manager, one compulsory and four on an if needed, when needed basis. Each of these conversations should be based on a different subject:

1- How's it going? (Compulsory). This should focus on progress/feedback. Morale? Any obstacles? How am I doing as your manager? At this stage line managers should work with the employee to compose a Personal Development Plan (EV2/3).

2- 'Spotlight' Objectives. If one of the 'three triggers' exists new objectives will need to be set. These should be agreed by both the line manager and employee. The three triggers for spotlight objectives are:

- **Concerning Day Job Gap.** At this stage objectives need to be set which would help the employee get to the right standard.
- **Day Job Priorities- 'Not easy for me'.** Spotlight objectives would help increase an employee's capability by presenting them with opportunities and areas to improve.
- **Beyond Day Job.** At this stage, objectives would set employees a bigger long-term challenge.

3- Ideas. Has the employee got any ideas, improvements, or better ways of working? How can they make use of their strengths?

4- Learning. This enables the organisation to begin succession planning. What training and/or up-skilling opportunities are needed to develop the individual?

5- Career. What is next for the employee? How do they get there?

In each of these conversations, managers are encouraged to use SMART objectives and ensure all goals set align the individual's PDP and organisational objectives. As an organisation, we find that the 121 process gives managers more freedom in how they structure their check-ins and review sessions as well as having more discretion over promotions (Valamis 2020). I have often provided timely and accurate advice and information to line managers regarding this process (EV4).

According to Bluestone's Managing Performance: Guidance for Managers (2020)- if performance fails to meet the required standards, despite all reasonable development activities then the issue may need to be resolved in a more formal manner (EV5).

However, a key principle which forms the basis of all performance management in Bluestone is that 'most people respond better to carrots than to sticks.' In other words, measures to motivate, and encourage employees are far more effective than those which cause insecurity and/or anxiety. Our Reward and Recognition policy ensures that employees feel valued and are rewarded for their contribution to the organisation (EV6). In our weekly newsletter 'Bluestone @Home&Work', we publish a section called 'star of the week'. This can be any employee/s who have been nominated by a colleague, manager, or guest (EV7). We also have an annual awards ceremony- the ACE Awards focuses on Attitude, Culture and Excellence- recognising both individuals and teams for exceeding expectations and bringing our organisation's Root Beliefs to life (EV8).

What role do HR, Line Managers, Team Members and Employees play in performance management in Bluestone?

The day-to-day practice of performance management is primarily a job for line managers (CIPD 2020). In our organisation, the role of HR in performance management is to give advice, make policies and design standardised documentation used in this process.

HR are responsible for designing the standardised documentation used in the 121 process (EV9). My role within this process is to collate and analyse data (EV10) at allocated times throughout the year whilst maintaining quality control.

- Are the 121 conversations being carried out?
- Are these conversations being carried out to the correct standard?
- Are employees getting what they need? In terms of their day-to-day work, training, and progression opportunities.

Line managers are responsible for the day-to-day practice of performance management (CIPD 2020). Their role in this includes:

- Completing the 121 conversations with their employees.
- Assisting with PDPs (SpriggHR 2019).
- Delivering positive/constructive feedback.
- Monitoring performance.
- Rewarding good performance through incentives and progression opportunities.
- Managing poor performance through formal channels (Juneja 2015).

Employees must:

- Work towards achieving their goals.
- Take responsibility for their own professional development.
- Accept constructive feedback.

Colleagues have an important role in performance management too by giving feedback and recognition to each other (Pote 2016).

What sources of information underpin performance management activities?

The Equality Act 2010 prevents individuals from unfair treatment, promoting a fair and equal society. This applies in employment too- all employees should have opportunity to participate in training and be encouraged to develop to their full potential.

98 (2) (a) of the ERA 1996 makes capability/lack of qualifications a potentially fair reason to dismiss an employee. However, the employer must show they have taken all necessary steps before this including PDPs and performance review meetings.

ACAS detail best practice towards performance management. Organisations should have a:

- Performance appraisal/review system.
- Formal framework for feedback/recognising performance.
- Build a performance-aligned culture.
- Keep it professional, not personal.
- Recognise and reward performance publicly and frequently.

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Activity 2- Be able to support line managers to deliver performance management activities within the organisation.

The introduction of policies and procedures are a vital part of HR 's role in the organisation. They detail the satisfactory level of performance and the procedure which will be followed if performance is considered unsatisfactory. This is vital within an organisation as policies detail the threshold for unsatisfactory performance and how line managers should deal with this in a fair and consistent manner.

HR are responsible for providing technical advice regarding legislation and regulation within the field of employment law. HR can support line managers in this process, by:

- Gathering evidence helping to get to the root of the issue. Is poor performance due to unrealistic expectations? Has the employee been made aware of the concerns? What steps have been taken to address the problem? Is this documented?
- Encouraging managers to try informal approaches first (Lucas 2018).
- Build manager competence. In Bluestone, each department has a representee who deals with people issues. This individual and HR meet once a month to discuss managing people effectively, goal setting, delegating effectively and having challenging conversations. This supports the line manager and builds on their confidence when dealing with difficult situations.
- If the informal process doesn't result in the desired performance improvement, the formal performance management process (EV11) needs to begin. HR must support the line manager to carry this out (Dale 2021).

In Bluestone, Human Resources are also responsible for Learning and Development. HR professionals must support line managers to offer the correct, relevant, and needed training and development opportunities in a timely manner. To do this, Bluestone utilise a training platform called Flow (EV12). Training is unique to each individual, their job title and long-term development, with the line manager and HR working collaboratively to decide their training needs and subsequent training modules.

To do this, line managers require support and guidance from HR as they can recommend best practice, discuss specific issues, and provide technical advice regarding laws and legislations (Armstrong and Taylor 2016).

What is my role in supporting line managers' capability to deliver performance management activities?

My role in supporting line managers to deliver performance management activities involves providing timely and accurate information and advice (EV13). Whether this be directing managers to our performance management policy which can be found on the intranet or recommending a course of action to manage performance.

Additionally, as a HR profession, one of my main roles in performance management is to provide admin support for the 121 process. At allocated times throughout the year, I collate and analyse data gained through our performance conversations (EV14). This is then submitted to the Head of Department who conducts a sampling exercise to ensure these conversations are being conducted in a fair and consistent manner. I am also responsible for maintaining quality control:

- Are the 121 conversations being carried out?
- Are these conversations being carried out to the correct standard?

- Are employees getting what they need? In terms of their day-to-day work, training, and progression opportunities.

Setting and reviewing objectives falls to the line manager and employee. When we implemented this process at the start of the year, we decided three triggers. Line managers are encouraged to use these, and base objectives based off them:

- **Concerning Day Job Gap.** At this stage objectives need to be set which would help the employee get to the right standard. At this stage, we encourage line managers to carry out a Performance Improvement Plan (EV2), HR play a role in advising, overseeing, and reviewing this plan and the employee's progress.
- **Day Job Priorities- 'Not easy for me'.** Spotlight objectives would help increase an employee's capability by presenting them with opportunities and areas to improve.
- **Beyond Day Job.** At this stage, objectives would set employees a bigger long-term challenge.

HR conduct random spot-check on both the 121 process and objectives set. It is important that these objectives align the employee, team, and organisational goals. This is what makes a company, a High-Performance Workplace. LSA Global found that aligned organisations are 72% more profitable than those that aren't, along with improved employee engagement, retention, and customer satisfaction (Ryba 2021).

Part of my role within performance management involves training and coaching line managers. I have organised training sessions based on the 121 process (EV15). Additionally, if an employee identifies a development need in their PDP, I work to source training or coaching opportunities which may assist them in achieving this aim.

When performance fails to meet the required standards, despite all reasonable development activities then the issue may need to be resolved in a more formal manner such as through the capability and performance policy/procedure (EV16). My role within this is to work with the line manager to advise, decide on a course of action and support them during this process to ensure a fair and reasonable decision is made. I also act as a note taker during formal performance meetings, these are made available to the parties presenting following the meeting. A letter detailing the outcome of the meeting (EV17) will then be sent to the individual which is also stored on their employee file (University of York 2011).

How do we manage/store performance & development review information?

The Data Protection Act 2018, GDPR and other legislation governs data protection in the UK. This impacts everything HR does, including performance management (CIPD 2021). In Bluestone, we have a Data Protection Policy (2011) which details the way we keep personal data about our employees (EV18). As an organisation, we only obtain, keep, use, access, disclose or destroy information about our employees which is necessary to manage or administer the relationship between employee and organisation. Employee records are stored within a restricted area on the company's IT system, only available to the HR team as they have a legitimate reason to see it. Some examples of information maintained about employees to comply with both legal obligations as an employer and Data Protection laws include but aren't limited to:

- Important dates and records created during employment.
- Details of specific skills, qualifications, and training record.
- Application form, appraisals, and disciplinary and grievance records.

Our employees are entitled to request to see the information we maintain about them.

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Activity 3- Be able to assess the impact of performance management activities on organisational performance and make recommendations for enhancement.

A performance review is a formal feedback mechanism in which line managers assess an employee's performance (Qualtrics). The purpose of this is to:

- Identify an employee's strengths and weaknesses.
- Offer constructive feedback.
- Assist with goal setting for future performance (Qualtrics).
- Help employees understand what is expected of them.
- Recognize high performing employees.
- Encourage growth and development.
- Correct issues before they become insurmountable.
- Communicate expectations (BambooHR 2019).

Part of a performance review includes implementing Personal Development Plans (PDP) for employees to help improve their performance (EV2). This is a structured framework helping employees achieve everything identified in their performance review.

In Bluestone we use the 121 process (EV1) as our framework to complete performance reviews. This method uses five conversation starters to assist line managers in analysing an employee's performance. These are:

1- How's it going? (Compulsory). This should focus on progress/feedback. At this stage, line managers must work with the employee to create and implement a PDP.

2- 'Spotlight' Objectives. The line manager and employee should work together to create objectives using SMART.

3- Ideas. Has the employee got any ideas, improvements, or better ways of working?

4- Learning. What training and/or up-skilling opportunities are needed to develop the individual?

5- Career. What is next for the employee? How do they get there?

This is based off Baker's Five Conversations Framework (2013). This framework suggests five separate conversations, each focused on a different aspect of performance at work. These could all form part of a formal performance appraisal, so what is different? Baker suggests that the Five Conversations Framework is more flexible, focused, and frequent requiring a more informal approach.

In practice, does this serve any useful purpose in our organisation? According to Taylor (2016) strong performers will do well and a weak performer poorly regardless of how often/formally they are appraised. It is difficult to analyse the effectiveness of the 121 process and the impact it has on performance as it has only been implemented in Bluestone since the start of 2021. One thing, we do know is that the extent that 121 conversations occur depend massively on department and their manager/s (EV19). This is something that needs to change otherwise, Bluestone is missing the opportunity to develop and support their employees.

To performance manage line managers and HODs, Bluestone could in the future use 360 Degree Feedback. This process involves obtaining anonymous feedback from both colleagues and supervisors using online questionnaires. 360 Degree Feedback would build on our company culture which is to be 'open and honest' with each other (Qualtrics).

How do organisations collect and analyse performance data?

The quality of gathering, monitoring, and evaluating data relies on the organisation's ability to collect and analyse quantitative and qualitative data. Gathering data on employee's performance is important because:

- Identifies, provides evidence, and confirms an employee's weakness.
- Establishes baseline measurements.
- Increases motivation.
- Identify performance strengths.
- Measure success of improvements made by employee.
- Plan targets.
- Set short/long term goals.
- Monitor progress (BBC Bitesize).

Monitoring performance is a crucial element in all organisations to identify how effective employees, teams and departments are and how this can be improved. To monitor performance, organisations could:

- Observe their employees and/or team/s.
- Create work/induction plans.
- Provide feedback.
- Encourage and provide training opportunities (Lang 2021).

How does Bluestone collect and analyse data?

When managers have completed the 121 conversation/s with their employees, they must submit this information in an Excel Spreadsheet to Human Resources. This is then collated and analysed (EV14) at allocated times throughout the year, whilst ensuring quality control:

- Are the 121 conversations being carried out?
- Are these conversations being carried out to the correct standard?
- Are employees getting what they need? In terms of their day-to-day work, training, and progression opportunities.

This gives us the opportunity to identify trends, themes, and patterns- including any workforce gaps which may require additional support from HR. This can include advice, training and/or coaching opportunities. Analysing evidence also allows us to ensure that the 121 process and objectives set in this procedure align with organisational aims. Ensuring we are all striving to the same goal, makes our company a High-Performance Workplace.

How do performance management processes support high performance working (HPW) and contribute to sustained organisational performance?

Seeking to improve and maximise employee performance in the workplace is a central objective of HRM. High Performance Working (HPW) can be defined as a 'bundle of distinct human resource management policies and practices introduced in an organisation at the same time and are mutually reinforcing' (Saridakis, Lai and Cooper 2016) The precise combinations of the bundle have never been agreed but it is recommended that they should include practices that promote employee commitment and involvement creating superior organisational performance.

High performance work practices involve a huge investment in human capital to empower employees through developing their skills, motivation, and knowledge. In return, employees expect that their employer will provide them with the opportunity to deliver input in the workplace (Van Buren & Werner 1996). This empowers employees, encouraging them to adapt quickly in turn improving efficiency and performance (Becker & Huselid 1998).

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Evidence

Evidence 1- Employee briefing for the 1:2:1 process.

JOB RESULTS
What

+

BEHAVIOUR/VALUES
How

I'm OK You're OK?

If you're happy with how things are going and your manager is happy then you may not need to have lots of private 121 conversations
... but how does your manager know you are ok?!

New 121 Process

- Paperwork completed as appropriate if needed
- Focus on five ongoing private 121 conversations (one compulsory and four on an if needed, when needed basis) rather than forced annual or six-monthly process
- Prompts page acts as a reminder for Managers
- A more flexible approach to objective-setting
- New 'quality control' role for HR

Evidence 2- A blank Personal Development Plan



"THE BLUESTONE WAY"

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

PERSONAL DEVELOPMENT PLAN

Covering Period from: _____ to: _____

CONTINUOUS PROFESSIONAL DEVELOPMENT RECORD

Include Seminars/Webinars, Training Courses, Practical Learning Experiences, Skill Sharing, etc

Key Dates	What did you do?	Why?	What did you learn from this?	How have/will you use this?

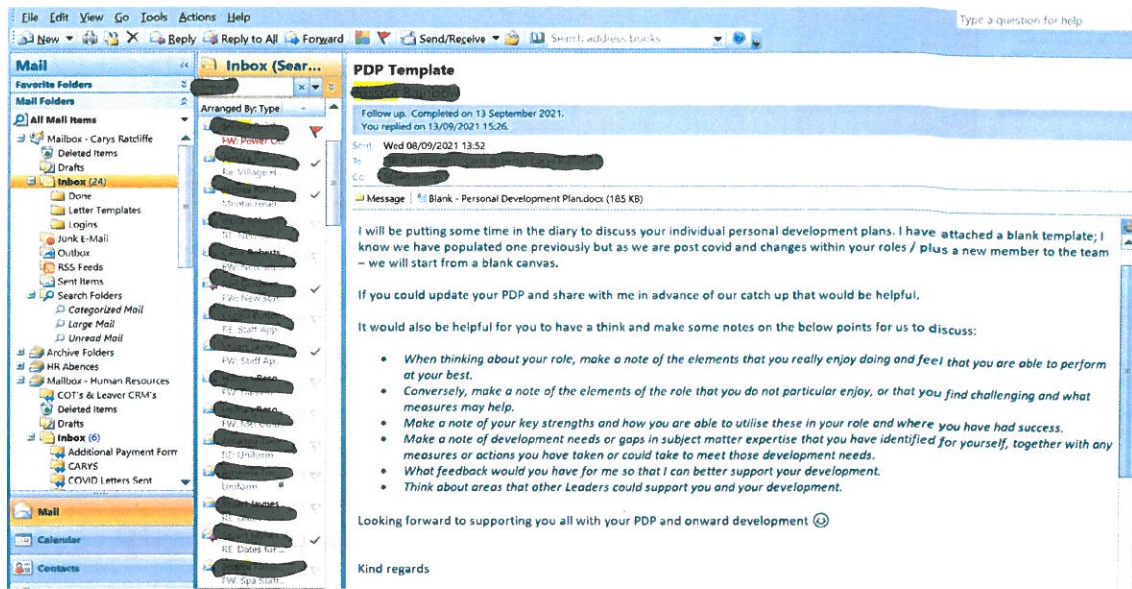
PERSONAL DEVELOPMENT PLAN

Covering Period from:

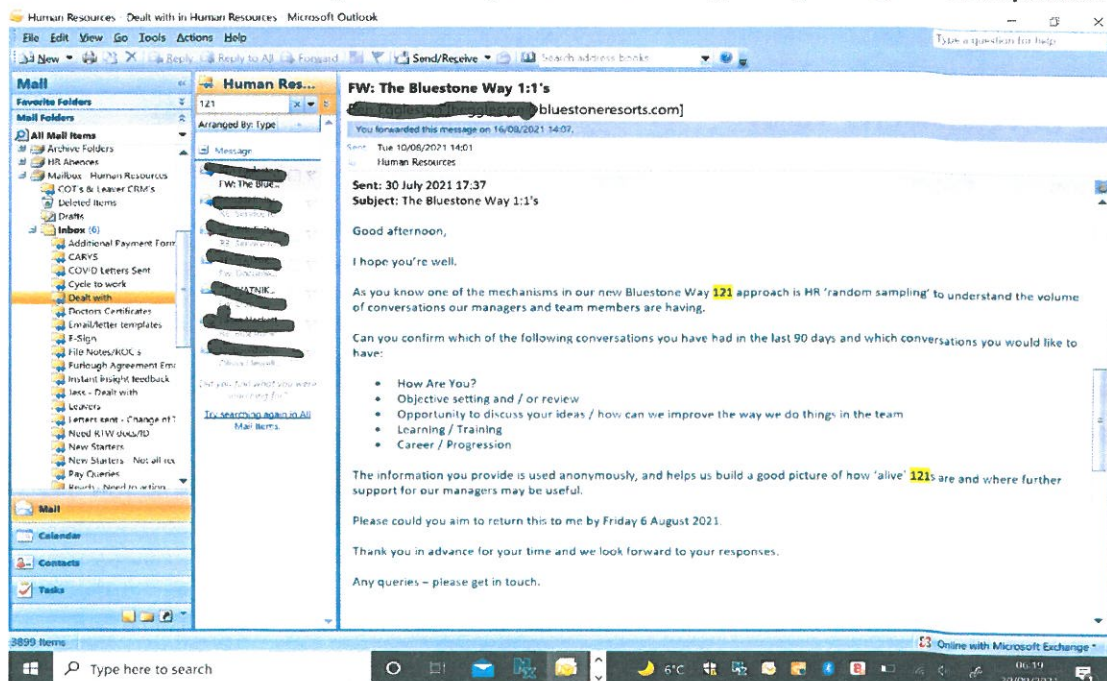
to:

Development Areas	What will I do to achieve this?	What resources or support will I need?	What will my success criteria be?	Target dated for review and completion

Evidence 3- Email sent to a line manager regarding Personal Development Plans



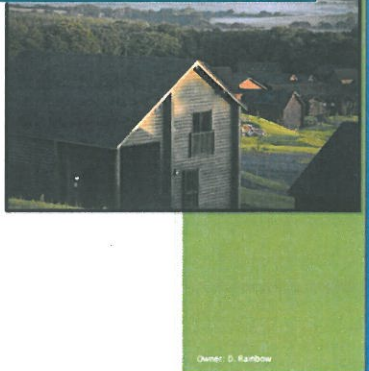
Evidence 4- Email showing reminders given to line managers regarding the 1:2:1 process.



Evidence 5- Bluestone's Managing Performance Policy: Guidance for Managers

bluestone
national park resort

Managing Performance: Guidance for Managers



Owner: D. Rainbow

Doc No:	MS-P-02	Managing performance guidance for managers	bluestone
Rev No:	1		
Created:	01/02/2016		
Last Review:	04/08/2021		

Managing Performance: guidance for managers

Introduction

This is a guide to managing performance for Supervisors and Managers. It 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. It should be read in conjunction with the other relevant documents, such as the employee's job description, core competencies document, attendance management policy and the capability and performance policy.

In the event that performance fails to meet the required standards, despite all reasonable development activities, then it may be necessary to deal with the issue in a more formal way such as the capability and performance policy and procedure, which may result in dismissal or dismissal. It is essential, therefore, that all stages of the process are thoroughly and carefully documented and all documents are filed meticulously. This instruction applies to email correspondence as well as to paper records. For security reasons, it is recommended that you make a printed copy of all email messages sent or received in relation to performance issues, and file them with the paper records in the employee's personnel file. Any or all documents may be requested by the employee or his/her representatives, so those writing the documentation should ensure that objective facts are evidenced only and not personal opinion.

The performance of individual employees is crucial to the success of the business. Whether it is revenue from sales, effective control of finance, providing excellent guest service, the smooth running of the ducts, or the focus of management teams, if employees are performing at less than their optimum level, the business will suffer. This guide is for all supervisors and managers, both at team and department level, to assist them in getting the best possible performance out of those they supervise/manage.

There are certain principles which form the basis of the processes in this guide:

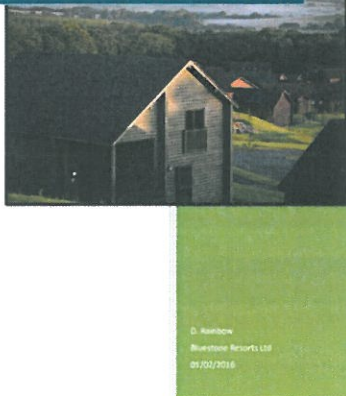
1. Most people want to do a good job and appreciate any help they are given towards achieving their goals.
2. Most people respond better to words than to sticks - in other words, measures which motivate and encourage are usually far more effective than those which cause anxiety and insecurity.
3. Close personal knowledge of those we manage is invaluable in getting the best out of them.
4. The manager who is in command of the detail of his/her team's performance is in the best position to influence that performance.
5. Where an employee cannot or will not improve his/her performance to an acceptable level, measures must be clear, swift, fair and effective.

Most Supervisors/Managers, depending on experience, should be able to follow this guidance with regard to routine monitoring of performance and take the appropriate steps to effect improvements. However, if a particular situation is proving difficult to handle, and especially if formal disciplinary measures are contemplated, the issue should be raised with the Department Head and Human Resources. In this way, Department Heads are aware of difficulties before they become serious issues, and can plan accordingly and give their Supervisors/Managers the appropriate support and guidance.

Evidence 6- Bluestone's Reward and Recognition Policy

bluestone
national park resort

Recognition and Reward Scheme Policy



D. Rainbow
Bluestone Resorts Ltd
01/02/2016

Doc No:	MS-P-03	Recognition and Reward Scheme Policy	bluestone
Rev No:	1		
Created:	01/02/2016		
Last Review:	04/08/2021		

Introduction

We're lucky at Bluestone to have a dedicated team filled with bright, enthusiastic, and hardworking people, whose extra effort makes a big impact on guests and their 'home stuff'. Now it's time to celebrate them at the wonderful A&S Awards!

To promote our culture, values, root beliefs and provide examples of 'what good looks like' in our business, the reward and recognition scheme has been revised to align with these values. The awards are an opportunity to recognise and reward those who have been the stand-out role models, and those who have gone to extra mile to bring the Bluestone way to life.

The Annual Awards Ceremony will continue to be the main focus for overall achievement for the year - after we are stepping this up a few notches! There are seven award categories, ranging from Customer Care to Volunteer/Functioner of the Year, and the CEO's Innovation Award. You will no doubt know of a team member, supervisor, colleague or Head of Department to have gone above and beyond in the course of their work. Nominations can be made by anyone across the organisation, provided they are in line with the guidelines of the scheme.

The ACE Awards focus on Attitude, Culture and Excellence. 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 Root Beliefs

We aspire to excellence
We aspire to excellence and we are continuously working 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.

MS-P-03: Created: 01/02/2016 Last review: 04/08/2021 Next Review: 04/08/2022 Owner: D. Rainbow 2

Evidence 7- Star of the Week



Evidence 8- ACE Awards

Doc Ref:	PS-P-037	Recognition and Reward Scheme Policy	
Rev No:	1		
Created:	01/02/2016		
Last Review:	04/08/2021		

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.

Award Categories

True Ownership (Delivering Excellence Award) - This is about taking ownership to improve ourselves, our relationships, our process and the company's performance.

Genuine Care (WOW the Guest Award) - This is about demonstrating genuine care by putting our guests at the heart of everything we do and creating memorable moments.

Grow as a team (Leadership Award) - The goal of The Bluestone Way is to develop our people in a way that reflects our company culture and values.

Can do (Attitude Award) - This is about turning a challenging situation into a positive outcome, through determination and a positive approach to problem-solving.

The Bluestone Way (Employee of the Year Award) - An individual who is clearly a role model for all of The Bluestone Way values and who consistently delivers to a high level of performance for the benefit of guests and/or internal customers.

Volunteer/Fundraiser of the Year Award - This is about supporting the Bluestone Foundation and contributing personal time to volunteer/fundraise in the community.

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

Nominations

Not everyone will be able to win, so we're looking for those who are exceptional, here are a few pointers to help.

- We are looking for evidence of:
- outstanding leadership
 - excellent guest focus
 - driving commercial benefit
 - exceptional teamwork
 - continuous improvement

Annual Awards Event

All nominations will be fully assessed before a shortlist is released.

All shortlisted nominees will be invited to an exclusive awards ceremony at Plas Hyfryd Hotel in Harlech on the evening of Wednesday, 29th September for a prestigious ceremony, dinner, and dance! Winners will also receive a generous £1,000 prize, a trophy, and a Certificate of Achievement. Each Runner-Up will also receive £250 and a Certificate.

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Nomination Eligibility

Anyone can nominate an individual or team for the award at any time. Employees are not, however, allowed to nominate themselves. Thank you letters and calls from guests and other service users, suppliers, etc may form the basis for a nomination.

No limits are placed on:

- The number of nominations a person may make
- The number of occasions an employee is nominated for an award

The number of awards received by an individual employee will be limited to one annual award.

To ensure that we are able to properly recognise all achievements across the business, people cannot be nominated for the same activity or achievement more than once within the year.

Employees can nominate any other employee, except for their partner or a member of their family.

Employees are reminded that they must only nominate people they have direct knowledge of their work for which the nomination is being made.

Nominations can be made by completing the nomination form:
<https://www.bluestoneawards.com/bluestone-way/the-ace-awards>

Employee Recognition Panel

An Employee Recognition Panel will be established with Directors who will:

- Contribute to and support the development and implementation of the Employee Recognition Scheme
- Understand the criteria and select winners from the nominations based on this
- Receive nominations on a monthly basis and select one winner for each category annually
- Be transparent in their decisions

Monitoring of the Scheme

Use of the scheme will be monitored by the HR Department and reported annually to the Senior Management Team.

Evidence 9- Standard 1:2:1 Documentation

Subsidiary Template

The Objective (Include the individual's result measure)	Type of Objective (Self-appraisal)	Suggested Result Achievements	Agreed Support From Manager
By end of Aug	Personal Development	To be agreed	Support on time management
1. Set out a plan for personal development (including a plan for development (person with Objective))			
2. Develop a plan for a personal development (person with Objective)			
3. Design and build a new infrastructure for a personal development project			
4. Complete a module of the Level 3 Business Unit (Business Unit) qualification			

Guidance

- Cut and paste the above template into an email that can then be sent to your direct report after 12:1.
- Store your copy of the email in an outbox 12:1 folder (Targets 12:1) so you can review progress at subsequent 12:1 meetings.
- Trigger reminders:
 - o Concerning day-to-day: The person should not need the objective - it is an aspect of the work that is being undertaken and undertaken.
 - o Day-to-day: capturing something your person might struggle with (e.g. lack of confidence, lack of skills, lack of experience, new ways of working, etc.) - requires a bit of advice and support from manager etc.
 - o Beyond day-to-day: something your person wants to do to which themselves more beyond what's expected - this may be something in it for them to do this (e.g. rise, promotion, personal development etc.)

CONVERSATIONS TEMPLATE - TRAINING/PERSONAL DEVELOPMENT PLAN

Self-Development Activities Agreed	Training Needs Agreed (Employee to submit to HR)	Related to Which Objective? (If applicable)
Strengths I want to develop further	Next Steps	

'Self-Development Activities' may also include recognising and dealing with Attitude/Behaviour themes that have been discussed

Evidence 10- 1:2:1 data collated via Excel Spreadsheet

BW Conversations.xlsx - Microsoft Excel

Conversations Tracking							
Name	Department	Compulsory		Perf Objectives Conversation	Current number of live objectives	As needed, when needed	
		How's It Going Conversation	Carried out by			Ideas/Improvements Conversation	Learning Conversation
		10/09/2021			22/09/2021		
		10/09/2021					
	Marketing				07/09/2021		07/09/2021
	Marketing				08/09/2021		08/09/2021
	Marketing				02/09/2021		02/09/2021
	Marketing				01/09/2021		01/09/2021
	Marketing				09/09/2021		09/09/2021
	Marketing				15/09/2021		15/09/2021
	Marketing				16/09/2021		16/09/2021
	Marketing				23/09/2021		23/09/2021
	Marketing				14/09/2021		14/09/2021
	Marketing			01/09/2021			01/09/2021
	Marketing			21/09/2021			21/09/2021
	Marketing			22/09/2021			22/09/2021
	Marketing			07/09/2021			07/09/2021
	Marketing			09/09/2021			09/09/2021
	Marketing			28/09/2021			28/09/2021
	Marketing			30/09/2021			30/09/2021
	Marketing			28/09/2021			28/09/2021

H 4 5 6 7 8 9 10 11 12 January 2021 February 2021 March 2021 April 2021 May 2021 June 2021 July 2021 August 2021 September 2021

Evidence 11- Bluestone's Performance Management Process

2. Performance Capability: guidance for managers

STEP 1

- 1 Manager to raise the issue 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 i.e. weekly/bi-weekly. At the end of the improvement notice, Manager to notify HR if the plan has been successful

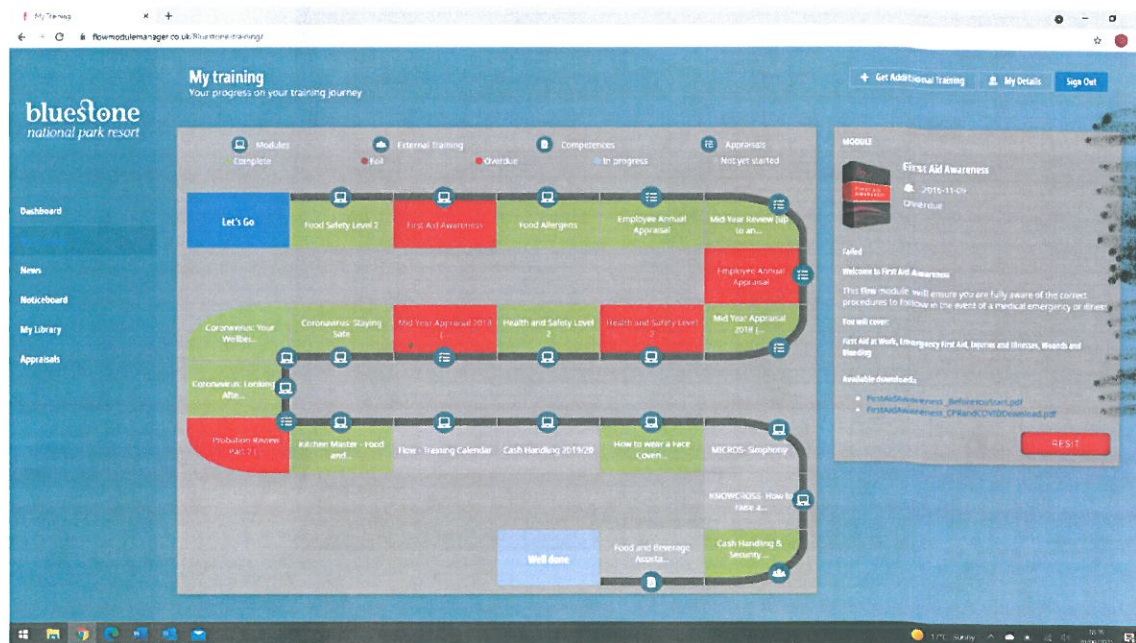
STEP 2

- 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.

Evidence 12- FLOW- Bluestone's training platform



Evidence 13- Email showing advice given to line managers regarding performance management. This is an email following a phone call with a line manager regarding the best way to proceed with some employees. The below is the course of action we agreed:

Disciplinary

EM- Absences

CP- Performance

Probation

SL- Final meeting W/C 20/09/2021

AP- monitor performance

Evidence 14- 1:2:1 data collated via Excel Spreadsheet

Evidence 15- Screenshot showing 1:2:1/Performance Management training- booked by Carys Ratcliffe in the Village Hall (our Training Room).

Evidence 16- Extract from Bluestone's Capability and Performance Policy/Procedure

1.1.1- 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. In such circumstance Bluestone acknowledges:

- That warnings although important, may alone fail to bring about the required changes in performance of behavior.
- It has a responsibility to provide training, support and assistance to help you meet the standards required.
- The need to distinguish between conduct related performance issues and ability related performance issues.

1.1.2- Performance problems and the operation of this policy will vary from individual case to case. 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.

Evidence 17- Performance Outcome letter. This is sent following a performance management meeting.

20 September 2021

Private & Confidential

NAME

WORK ADDRESS / LOCATION IF IN WORK

(ONLY HOME ADDRESS IF UNABLE TO DELIVER AT WORK)

Dear NAME,

Outcome of Disciplinary Meeting: MISCONDUCT / PERFORMANCE

Following the disciplinary meeting on DATE at PLACE, I write to confirm you were issued with AN IMPROVEMENT NOTICE / A FIRST WRITTEN WARNING/ A FINAL WRITTEN WARNING. The warning will remain on your file for 12 months.

To summarise, the reasons for the warning being given relate to your misconduct/performance, in particular:

- BULLET POINT REASONS CLEARLY

An immediate and sustained improvement is required. Should there be any more relating issues for the duration of the warning, further disciplinary action will be taken. (INCLUDE THE FOLLOWING SENTENCE IF ISSUING A FINAL WW ONLY>>>) As you are at the final stage of the disciplinary process, this means the next step would be a dismissal.

Please refer to the Employment Handbook and the Disciplinary, Appeals and Grievance Policy for further information.

You have the right to appeal this decision. Your appeal should be put in writing to the People Services Manager within 7 days of the decision being made.

Yours sincerely,

DEPARTMENT

The image is the front cover of a document titled "Data Protection and GDPR Policy". At the top left, the "bluestone" logo is displayed in a dark blue, lowercase, serif font, with "national park resort" in a smaller, lowercase, sans-serif font directly beneath it. A dark blue horizontal band spans the width of the page, containing the title "Data Protection and GDPR Policy" in white, bold, sans-serif capital letters. Below this band is a large, rectangular photograph of a rustic wooden building with a steep, dark roof, set against a backdrop of rolling green hills and a body of water under a hazy sky. The right side of the cover features a solid green background. In the bottom right corner of this green area, the text "© Bluestone", "Bluestone Resorts Ltd", and "15/05/2018" is printed in a small, white, sans-serif font, stacked vertically.

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