

Qualification: CIPD Diploma in Applied Human Resources

Module Name: 5ARTP Contributing to Resource and Talent Planning the Organisation

Assessment: Portfolio of Evidence

Student Name: Jessica Rainbow

Student Number: 1904613

CIPD Membership Number: 54071923

| Candidate name: Jessica Rainbow   |                                                               |                         |                                                                   | CIPD Membership/registration No.: 54071923 |                   |                         |
|-----------------------------------|---------------------------------------------------------------|-------------------------|-------------------------------------------------------------------|--------------------------------------------|-------------------|-------------------------|
| Qualification title: CIPD Level 5 |                                                               |                         |                                                                   | Unique Learner No. (ULN): 1904613          |                   |                         |
| Unit code                         | Unit title                                                    | Assessment criteria no. | Evidence description                                              | Evidence reference number                  | Assessor initials | I/V initials if sampled |
| 5ARTP                             | Contributing to Resource and Talent Planning the Organisation | 1.1, 1.2,               | Email – industry analysis of competitor                           | EV1                                        |                   |                         |
|                                   |                                                               | 1.1, 1.2,               | Leaver demographics                                               | EV2                                        |                   |                         |
|                                   |                                                               | 1.1, 1.2,               | Workforce demographics                                            | EV3                                        |                   |                         |
|                                   |                                                               | 1.1, 1.2, 1.3           | Recruitment overview – July 2021                                  | EV4                                        |                   |                         |
|                                   |                                                               | 1.1, 1.2, 1.3, 2.1      | People Services Strategy                                          | EV5                                        |                   |                         |
|                                   |                                                               | 1.1, 1.2, 1.3, 2.1      | People Services Action Matrix                                     | EV6                                        |                   |                         |
|                                   |                                                               | 1.1, 1.2, 1.3, 2.1      | Performance Policy                                                | EV7                                        |                   |                         |
|                                   |                                                               | 1.1, 1.2, 1.3, 2.1      | Performance Review Process Resources                              | EV8                                        |                   |                         |
|                                   |                                                               | 1.1, 1.2, 1.3, 2.1      | Implementing exit interview process as part of retention strategy | EV9                                        |                   |                         |
|                                   |                                                               | 1.2, 2.1                | Onboarding bonus initiative as part of retention strategy         | EV10                                       |                   |                         |
|                                   |                                                               | 1.1, 1.2, 1.3, 2.1      | Template succession plan                                          | EV11                                       |                   |                         |
|                                   |                                                               | 1.1, 1.2, 1.3, 2.1      | Performance Appraisal Review                                      | EV12                                       |                   |                         |
|                                   |                                                               | 1.1, 1.2, 1.3, 2.1      | Development Plan                                                  | EV13                                       |                   |                         |
|                                   |                                                               | 1.1, 1.2, 1.3, 2.1      | Training and Development Plan                                     | EV14                                       |                   |                         |
|                                   |                                                               | 1.1, 1.2, 1.3, 2.1      | Senior Manager Competency Framework                               | EV15                                       |                   |                         |
|                                   |                                                               | 1.1, 1.2, 1.3, 2.1      | Behaviour guides                                                  | EV16                                       |                   |                         |
|                                   |                                                               | 1.1, 1.2, 1.3, 2.1      | Job Description example                                           | EV17                                       |                   |                         |
|                                   |                                                               | 1.1, 1.2, 1.3, 2.1, 2.1 | Induction materials                                               | EV18                                       |                   |                         |
|                                   |                                                               | 1.1, 1.2, 1.3, 2.1, 2.1 | Training matrix                                                   | EV19                                       |                   |                         |

|  |  |                         |                                                     |      |  |  |
|--|--|-------------------------|-----------------------------------------------------|------|--|--|
|  |  | 1.1, 1.2, 1.3, 2.1, 2.1 | Organisation Structure                              | EV20 |  |  |
|  |  | 1.1, 1.2, 1.3, 2.1, 2.1 | Social media posts -employer branding               | EV21 |  |  |
|  |  | 1.1, 1.2, 1.3, 2.1, 2.1 | Bluestone perception survey                         | EV22 |  |  |
|  |  | 3.1,                    | Role justification/ business care                   | EV23 |  |  |
|  |  | 3.2, 3.4                | Email confirming responsibilities                   | EV24 |  |  |
|  |  | 3.1,                    | Job description for role                            | EV25 |  |  |
|  |  | 3.2, 3.3                | Recruitment and Selection Policy                    | EV26 |  |  |
|  |  | 3.3                     | Equal Opportunities Policy                          | EV27 |  |  |
|  |  | 3.5, 3.6                | Email to stakeholders / confirming met requirements | EV28 |  |  |
|  |  |                         |                                                     |      |  |  |

**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:**

**J Rainbow**

**Date:**

**15/12/2021**

## **1 Be able to review and evaluate an organisation's approach to talent planning.**

The purpose of talent planning is to attract, identify, develop, engage, retain and deploy those individuals in an organisation who are considered particularly valuable. When this is achieved strategically, a high-performance workplace can be built alongside a learning climate, employer brand and diversity. Workforce planning is a core business process aligning people strategy with the changing needs of the organisation. Workforce planning can provide market and industry intelligence to enable organisations to highlight challenges and issues and prepare initiatives which will contribute to long term goals (CIPD, 2021). Bluestone undertakes a number of talent planning activities in line with its number one people strategic aim – to attract and recruit individuals that enable us to build a skilled and competent workforce (EV5). This begins with employer brand and advertising the business as an employer of choice – the business initially carried out an internal perception survey (EV22), rather than purely defining the brand, efforts were made to understand the reality in the organisation. The brand is also advertised via our social media platforms (EV21). All our social media posts direct potential talent to our website, where all our vacancies are advertised with a simple application process. EV11 demonstrates Bluestone's approach to succession planning based on our top performers and identifying our underperformers. This is one method of identifying potential talent requires and future skill needs. Other methods include reviewing the direction of the business – for example during the pandemic, the business moved to being a cashless site. We had 3 employees recruited purely to manage the cash office – and these roles were no longer required. Bluestone is committed to retention of employees via a number of activities – building employee engagement, reward and recognition, recruiting the right employees, an engaging onboarding experience, professional development, ensure employees want to be part of the culture, manage to retain, focussing on wellbeing to prevent burnout. Bluestone strives to maintain engagement from recruitment through to onboarding by providing through induction and initial training (EV18), ongoing 1:1 conversation, coaching and feedback (EV8), training and development (EV19), (EV12), (EV13), (EV14). Bluestone is also committed to workforce planning both internally and externally. EV1 demonstrates an external data review of risk of loss of talent due to a competitor opening in the local area – by reviewing the demographics of our workforce in terms of living in close proximity to the competitor. Internally, EV2 and EV3 is a review of demographics of both leavers and current workforce according to sex, age and length of service to enable us to plan strategies in line with what are our target markets are for recruitment and what is the available recruitment pool locally.

Succession planning is essential for long term success of an organisation, and a basic definition is the development of talent to move into leadership positions, should they depart. For effective successful plans, it is vital to understand the skills and performance levels of employees within the organisation. At Bluestone, following a recent change in our performance management framework, it required us to score our employees based on levels of performance in categories of A's – top performers going over and above, B's – acceptable performance, C's – underperforming (EV8), (EV11). For the A's identified within the organisation, it was necessary to develop a succession plan, as these individuals are the ones ready to develop and progress. It is also necessary for business continuity. Bluestone retains skills matrices based on performance, and succession plans are used in conjunction with workforce plans. Succession planning has become key at Bluestone, whilst we navigate through a recruitment crisis, attracting talent has become even more of a challenge. This has resulted in a real focus internally and developing and promoting from the home-grown talent pool. Bluestone have found this beneficial as there is already organisation-specific knowledge in business-critical roles. We have also found that our investment internally to succession planning and having open conversations with teams about succession plans for them personally, it has supported the retention of talented individuals as they are aware of the opportunities ahead of them to progress their careers. Following the pandemic, it has become even more central to our internal talent management efforts. Bluestone has also seen changes in succession planning consideration, where individuals may wish to move sideways into a different department or role in order to gain experience, and due to the recruitment challenges, this has particularly helpful. We have also introduced secondment opportunities to support this and provide wider development opportunities (CIPD, 2021). EV20 demonstrates a slide show of current organisation structure, which was recently collated, identifying requirements and equally roles which were surplus to requirements. Bluestone would also benefit from doing external data for example local demographics around age profiles, those available for work, those in employment particularly in the hospitality industry, our competitors and their offerings i.e., pay/benefits.

Our succession plans, identify those individuals who are high performers with potential to develop into more senior positions, and also highlights the time scales which their seniors believe they will be ready for this progression (EV11). These structures have been compiled with the Director of People Services, myself (People Services Manager) and the senior management within departments, aligning it with a traditional highly structures and top-down succession scheme by identifying internal successors and planning their career pathways. However, according to CIPD (2021), given the current labour market having growing uncertainty and the increasing speed of change, this type of succession planning has declined due to a number of issues. One being that it does not do enough to take into account of non-managerial positions, despite many roles being crucial to the future of the business or aligning to the future needs and potential roles with the current pool of internal talent we have. Currently, where a brand-new role is identified, we tend to seek talent externally, however where possible more could be done to forecast these roles and develop our internal talent pool as part of our succession plans. It is also important to note that for some roles, particularly senior positions, recruiting externally for

new ideas and approaches can be important. Gaining a balance between external recruitment and internal development is key. Retention is a current concern for the business, and succession plans could do more to support this with identifying potential opportunities and ensuring employees are aware of these during their performance conversations. Consideration should also be given to organisation structure – as they are becoming less hierarchical with fewer management layers which is the case at Bluestone. Previously, it is assumed during succession planning that employees want to make upwards moves. However, a sideways move into a different department or role, even without compensation, is what employees seek for gaining experience. Bluestone could explore this further, by opening up succession plans to all levels of the business and having succession conversations during all performance conversations and allowing employees to identify for themselves their aspirations, in a supportive learning environment. It could also be explored further by having a qualification matrix, to understand the internal pool of talent (CIPD, 2021).

## 2 Be able to recommend ways to improve an organisation's approach to talent planning.

There are a number of considerations to Bluestone's current approach to talent planning. Firstly, workforce planning is often triggered by a specific event, which is certainly true for Bluestone. Following the pandemic, and within the current recruitment and retention crisis, Bluestone was forced to come up with innovative ways to address this. One of these was to carry out reactive succession plans, to identify internal talent to develop and plug the gap of our resource challenges, and talent planning to look externally at attracting key people. Bluestone would benefit from broader workforce planning, to avoid reactive hiring and firing responses and neglecting long term investments such as skills and development. To address this, the recommended solution would be to identify both a strategic workforce plan and an operational workforce plan. Bluestone's strategic plan would align to the business strategy addressing internal business drivers, goals, external environment developments which would impact upon the business. This would need to be a 3-5 year plan, identifying critical job roles and capabilities needed to meet goals of the future. Operational planning is more short term i.e. 3-12 months and will be more focussed on skill gaps, requirements for immediate needs and processes involved e.g. recruitment and training. The strategic direction of the business is often created and discussed within the board, and often not shared in detail to those responsible for delivering strategic objectives. This is essential to workforce and talent planning. Bluestone would benefit from a shared strategic direction, to enable timeframes to be identified. During the pandemic, the ways of working has also been highlighted i.e., working from home, flexible working arrangements. These working conditions are now often sought after by potential talent, therefore considered and co-ordinated approaches to resourcing is evident taking into account a holistic view of the individuals. The needs of our customer base have also changed and workforce planning should account for this i.e. a high number of our customers wish to make and manage bookings online rather than utilising our contact centre, this is likely to increase over time.

As previously mentioned, due to the recruitment and retention crisis, Bluestone has experienced a number of resource challenges. Some recommendations are required to address shortages or even skill mismatches, and prior to this the needs gaps and action areas must be identified. Following this, Bluestone could implement an action plan selecting the priority critical gaps, identifying actions and prioritising actions. Bluestone would benefit from planning for greater flexibility, which has been evident in how we have had to respond to uncertainty. Across a range of tasks such as recruitment, training – functional flexibility can be applied for example through multi-skilling. Flexibility could also be applied to contracts of employment e.g., temporary, seasonal, zero hour contracts which offer flexibility around the numbers employed. And in regard to working time. Another consideration is talent flexibility, whereby alternative education pathways can provide varied sources of talent with varying characteristics. Bluestone could explore this further and continue to encourage professional development, creating opportunities for skills and knowledge to be developed through innovative methods e.g., secondments, projects, deployment. Lastly, adaptive flexibility, whereby management pay attending to individual development within their team and involvement them in change management. This results in employees who are in touch with the changing business needs and are more readily able to adjust as they have an understanding of why change is being made (CIPD, 2018).

Attracting talent is a key area in which recommendations can be made. To attract the best talent to Bluestone, our employer branding will significantly impact on our ability. This is particularly challenging following the pandemic where it has been required to make difficult economic decisions which may impact on business reputation. Resource should be invested in the overall image of the business for example identifying unique employee benefits and offerings. Corporate responsibility is another factor influencing brand, and a topic where a high portion of younger talent is passionate about, therefore enhancing this aspect of our brand can also widen the pool of potential talent. To support this, considered and well embedded policies on diversity and inclusion can equally widen the pool of talent to attract. This can be achieved by the business increasing its social media presence with positive employer image content. Identifying talent is another key area, Bluestone has faced a number of challenges and for a period had a recruitment freeze. However, more could be done to understand any under-utilised talent within the existing workforce to fill skills gaps and critical roles. Identifying such talent can be achieved through various methods including mentoring programmes and performance reviews. Internal talent is already culturally integrated and aligned with the business values and objectives and may be willing to move sideways into alternative roles as opposed to purely progressing upwards. Developing the identified talent, and also the recruited talent, ensuring they continue to develop the necessary skills and experience to achieve their full potential whilst working for Bluestone is key to talent planning, succession planning and resourcing. Due to the pandemic, a number of people activities were deemed non-essential for example training and development initiatives, however it is recommended that Bluestone implement skills programmes, professional networking and secondment, encourage a climate of continuous learning. Investing in skills training, will result in developing the workforce strengths. Another key factor is ensuring talent is engaged. There are a number of activities that fall within engagement, for example Bluestone must be sure to offer career support and support professional development, alongside innovative ways to bring out the best in the workforce. One consideration could be providing a dedicated channel to raise ideas or express concerns and demonstrating that these are being listened to. It is also recommended that wellbeing programmes providing the right support alongside a healthy work life balance will also add to employees feeling valued to perform better. Another recommendation is around motivating talent, which is closely linked to employee engagement. Succession planning can be key here, in demonstrating opportunities for all employees to develop and grow. Retention is another key factor in talent planning and is equally key to business

success. Bluestone must ensure that the talent planning strategy not only focusses on recruitment initiatives to attract potential talent and recruit them, but also retaining them. Recommendations could include competitive benefits, a positive working environment, wellbeing is highly valued (Morris, 2021).

### **3 Be able to contribute to people resourcing activities.**

The specific resourcing activity to be discussed is recruitment, which is required when either a new job role is created within the business, or if a current member of staff leaves the business. Prior to carrying out any recruitment activities, a number of considerations must be given, including determining that there is an actual need to recruit i.e., could the tasks be distributed to other existing members of staff, and if it is determined there is a need for a vacancy – what skills and experience are required. In order to obtain this information, Bluestone undertakes a job analysis, collating information from varying sources i.e., duties, responsibilities, performance requirements and requirements of education and experience. If the job is an existing job, then a large proportion of information will be obtained from current role-holders. On this occasion, it was identified that due to a restructure in the People Services Department, and due to a change in our learning and development offering moving to an e-learning platform for a large portion of our training, there was a need for a new role in the department – Learning and Development Coordinator (EV23) (Taylor and Woodhams, 2016). Once the role has been identified, the hiring manager is responsible for collating the job description which is then sense checked by the people services team. The job description is one of the key documents in recruitment and selection, and ongoing through performance management. EV25 is a job description written by me for the role and submitted as part of the business case for approval by the board (EV23). EV24 is an email to our Talent Acquisition Manager – agreeing roles and responsibilities. Our Talent Acquisition Manager will advertise the vacancy and the hiring manager is responsible for screening, interviewing, providing interview feedback and rejecting or progressing candidates. The main organisation policy and procedure to adhere to when carrying out recruitment activities is the recruitment and selection policy (EV26). The internal policy outlines the roles and responsibilities of those involved in the process, alongside the procedure and compliance/noncompliance issues. It also highlights our code of practice. The other policy to consider is our equal opportunities policy, which applies to applicants as well as current employees, ensuring non-discrimination and equality of opportunity. Legal requirements of recruitment and selection are the basis for our policies and procedures, but also need to be considered when carrying out activities. The Equality Act 2010 outlines that there is a legal responsibility for employees to ensure that no unlawful discrimination occurs during the process based on any of the protected characteristics. Legally, considerations also need to be given on how employees are inducted, alongside checking their right to work in the UK and issuing a contract of employment. Employers also have a responsibility to ensure fair access to opportunity by considering advertising methods to target a diverse population and offering provisions during application and selection (Taylor and Woodhams, 2016).

Following completion of the job description, the next stage is to identify appropriate advertising methods. Bluestone utilises its website for advertising positions and all applications are made online. On occasion, depending on the role, we will utilise other advertising methods such as local radio, job centre, employment agencies and education services. On this occasion, it was sufficient to advertise via the website and job centre, utilising social media for promotion. Other methods often come at a cost; therefore, it was decided that we would review the number of applicants via these channels in the first instance. Following this, applications are received which require screening. In accordance with our service level agreements, screening is done within two weeks of receiving the application. The screening is a review of the CV and covering letter in line with the job description. This is also done via our recruitment system, and I identified those individuals required for interview. Prior to interview, a review of the interview form is required ensuring it matches the job description and requirements for the role, alongside relevant scoring criteria. It is also necessary to identify the interview method, and due to the pandemic, these have predominantly been online. Interviews are organised and HR are present to take notes and be impartial, supporting the scoring criteria. Following on from the interview, I inputted the feedback onto our recruitment system, identifying the unsuccessful candidates. Once the successful candidate was identified, the recruiter information is collated i.e., the rate of pay, the agreed start date and time, the line manager. These are then used to create a contract which is sent prior to the start date. References are also requested in line with our company policy alongside carrying out right to work checks. The required objective was to secure a candidate for a newly identified role, and this was achieved. Bluestone has a robust recruitment process, supported by a clear policy and procedure offering guidance. We also have the benefit of an online system, which sends hiring managers reminder emails to notify them when they have a specific action to undertake on the system i.e., screen an applicant, schedule an interview. The system also sends out automatic notifications and communications to candidates i.e., their interview information, their contract etc. Due to the volume of recruitment and applicants, this allows Bluestone to be efficient and apply resource to other elements of the recruitment process i.e., attracting talent via social media platforms or inducting employees. The service level agreements outlined in the recruitment policy were adhered to. Consideration could have been given to the advertising methods utilised, as the basic methods were chosen, however, to widen the pool in an attempt to attract a more diverse candidate base, other methods of advertisement could have been considered.

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Evidence 1 EV1

Roles.xlsx



JR

Jessica Krelle

To  Debbie Rainbow

Cc  Stuart Jaynes

 Reply

 Reply All

 Forward



Mon 22/03/2021 22:54

 Roles.xlsx

26 KB



Hi Debbie

Please see below data requested RE potential jobs at risk considering the Celtic Manor hotel at Milford Waterfront. I have attached the raw data but below is an overview. I have included employees in Milford Haven and surrounding rural areas up to and including Haverfordwest town. This includes 50% of our housekeeping assistants! Let me know if I can provide any further info.

| Roles                                         | People | Percentage of current employees in role |
|-----------------------------------------------|--------|-----------------------------------------|
| <b>Food &amp; Beverage</b>                    |        |                                         |
| Chef                                          | 12     | 55%                                     |
| Assistant                                     | 25     | 43%                                     |
| Kitchen Porter                                | 3      | 27%                                     |
| Supervisor                                    | 8      | 57%                                     |
| <b>Housekeeping</b>                           |        |                                         |
| Self checker/Senior Self Checker/ Team Leader | 42     | 62%                                     |
| Assistant                                     | 100    | 50%                                     |
| Supervisor/Senior Supervisor/Management       | 13     | 52%                                     |
| <b>Other</b>                                  |        |                                         |
| Security Officer                              | 9      | 43%                                     |
| Guest Services Officer                        | 12     | 67%                                     |
| Guest Services Supervisor                     | 2      | 40%                                     |
| Sales Consultants                             | 4      | 19%                                     |
| Maintenance                                   | 7      | 25%                                     |

Areas - Milford Haven, Neyland, Haverfordwest and surrounding rural areas.

## Evidence 2 EV2

### Analysis of Leavers – as at 31<sup>st</sup> August 2021

| Analysis of Leavers - Last 12 months | Total | By Sex |        | By Length of Service |         |            |       | By Age |       |       |      |
|--------------------------------------|-------|--------|--------|----------------------|---------|------------|-------|--------|-------|-------|------|
| 31-Aug-21                            | Heads | Male   | Female | < 6m                 | 7m-1 yr | 1yr - 2 yr | > 2yr | <18    | 18-21 | 21-25 | >25  |
| Housekeeping                         | 168   | 14%    | 86%    | 24%                  | 23%     | 21%        | 32%   | 5%     | 13%   | 11%   | 71%  |
| Food & Beverage                      | 58    | 57%    | 43%    | 14%                  | 7%      | 19%        | 60%   | 5%     | 26%   | 28%   | 41%  |
| Retail                               | 3     | 0%     | 100%   | 33%                  | 0%      | 33%        | 33%   | 0%     | 33%   | 67%   | 0%   |
| Activities                           | 9     | 44%    | 56%    | 33%                  | 0%      | 22%        | 44%   | 11%    | 33%   | 0%    | 56%  |
| Entertainment                        | 7     | 43%    | 57%    | 43%                  | 29%     | 0%         | 29%   | 0%     | 0%    | 29%   | 71%  |
| Christmasland                        | 0     | 0%     | 0%     | 0%                   | 0%      | 0%         | 0%    | 0%     | 0%    | 0%    | 0%   |
| Bike Hire                            | 1     | 100%   | 0%     | 0%                   | 0%      | 0%         | 100%  | 0%     | 0%    | 0%    | 100% |
| Spa                                  | 9     | 0%     | 100%   | 0%                   | 11%     | 11%        | 78%   | 0%     | 22%   | 33%   | 44%  |
| Blue Lagoon                          | 31    | 74%    | 26%    | 13%                  | 3%      | 35%        | 48%   | 6%     | 42%   | 29%   | 23%  |
| Security                             | 4     | 100%   | 0%     | 0%                   | 25%     | 0%         | 75%   | 0%     | 0%    | 0%    | 100% |
| FOH                                  | 10    | 20%    | 80%    | 0%                   | 0%      | 10%        | 90%   | 0%     | 0%    | 10%   | 90%  |
| Finance                              | 4     | 0%     | 100%   | 0%                   | 0%      | 0%         | 100%  | 0%     | 0%    | 25%   | 75%  |
| Commercial                           | 1     | 0%     | 100%   | 0%                   | 0%      | 0%         | 100%  | 0%     | 0%    | 0%    | 100% |
| Environmental                        | 1     | 100%   | 0%     | 0%                   | 0%      | 0%         | 100%  | 0%     | 0%    | 0%    | 100% |
| Directors                            | 2     | 0%     | 100%   | 0%                   | 0%      | 0%         | 100%  | 0%     | 0%    | 0%    | 100% |
| HR                                   | 0     | 0%     | 0%     | 0%                   | 0%      | 0%         | 0%    | 0%     | 0%    | 0%    | 0%   |
| IT                                   | 0     | 0%     | 0%     | 0%                   | 0%      | 0%         | 0%    | 0%     | 0%    | 0%    | 0%   |
| Maintenance                          | 6     | 100%   | 0%     | 33%                  | 0%      | 0%         | 67%   | 0%     | 0%    | 0%    | 100% |
| Blue Lagoon Technical Services       | 0     | 0%     | 0%     | 0%                   | 0%      | 0%         | 0%    | 0%     | 0%    | 0%    | 0%   |
| Sales                                | 5     | 20%    | 80%    | 0%                   | 0%      | 20%        | 80%   | 0%     | 0%    | 40%   | 60%  |
| Marketing                            | 2     | 50%    | 50%    | 0%                   | 0%      | 0%         | 100%  | 0%     | 0%    | 0%    | 100% |
| Overall                              | 321   | 103    | 218    | 62                   | 47      | 63         | 149   | 14     | 56    | 55    | 196  |
|                                      | 100%  | 32%    | 68%    | 19%                  | 15%     | 20%        | 46%   | 4%     | 17%   | 17%   | 61%  |

\* All leavers including casual and dismissed

## EV3 Workforce demographics

### Analysis of Headcount – as at 31<sup>st</sup> August 2021

| Analysis of Headcount          | Total | By Sex |        | By Length of Service |         |            |       | By Age |       |       |      |
|--------------------------------|-------|--------|--------|----------------------|---------|------------|-------|--------|-------|-------|------|
| 31-Aug-21                      | Heads | Male   | Female | < 6m                 | 7m-1 yr | 1yr - 2 yr | > 2yr | <18    | 18-21 | 21-25 | >25  |
| Housekeeping                   | 275   | 22%    | 78%    | 25%                  | 10%     | 13%        | 52%   | 4%     | 6%    | 7%    | 83%  |
| Food & Beverage                | 103   | 70%    | 30%    | 47%                  | 2%      | 17%        | 34%   | 27%    | 27%   | 12%   | 34%  |
| Retail                         | 18    | 33%    | 67%    | 33%                  | 0%      | 6%         | 61%   | 0%     | 28%   | 11%   | 61%  |
| Activities                     | 40    | 50%    | 50%    | 45%                  | 0%      | 13%        | 43%   | 15%    | 38%   | 10%   | 38%  |
| Entertainment                  | 11    | 36%    | 64%    | 9%                   | 9%      | 0%         | 82%   | 0%     | 0%    | 18%   | 82%  |
| Bike Hire                      | 4     | 100%   | 0%     | 25%                  | 0%      | 0%         | 75%   | 0%     | 25%   | 25%   | 50%  |
| Spa                            | 22    | 0%     | 100%   | 36%                  | 0%      | 9%         | 55%   | 5%     | 18%   | 18%   | 59%  |
| Blue Lagoon                    | 41    | 56%    | 44%    | 49%                  | 7%      | 10%        | 34%   | 22%    | 41%   | 10%   | 27%  |
| Security                       | 21    | 90%    | 10%    | 10%                  | 0%      | 14%        | 76%   | 0%     | 0%    | 5%    | 95%  |
| FOH                            | 23    | 22%    | 78%    | 26%                  | 9%      | 0%         | 65%   | 0%     | 4%    | 22%   | 74%  |
| Finance                        | 9     | 33%    | 67%    | 11%                  | 0%      | 11%        | 78%   | 0%     | 0%    | 11%   | 89%  |
| Commercial                     | 2     | 0%     | 100%   | 0%                   | 0%      | 0%         | 100%  | 0%     | 0%    | 0%    | 100% |
| Environmental                  | 9     | 78%    | 22%    | 11%                  | 0%      | 0%         | 89%   | 0%     | 0%    | 0%    | 100% |
| Directors                      | 8     | 38%    | 63%    | 13%                  | 13%     | 13%        | 63%   | 0%     | 0%    | 13%   | 88%  |
| HR                             | 16    | 31%    | 69%    | 6%                   | 0%      | 6%         | 88%   | 0%     | 0%    | 13%   | 88%  |
| IT                             | 11    | 82%    | 18%    | 0%                   | 0%      | 9%         | 91%   | 0%     | 0%    | 0%    | 100% |
| Maintenance                    | 27    | 93%    | 7%     | 15%                  | 7%      | 7%         | 70%   | 0%     | 0%    | 4%    | 96%  |
| Blue Lagoon Technical Services | 3     | 100%   | 0%     | 0%                   | 0%      | 0%         | 100%  | 0%     | 0%    | 0%    | 100% |
| Sales                          | 20    | 30%    | 70%    | 15%                  | 15%     | 0%         | 70%   | 0%     | 0%    | 10%   | 90%  |
| Marketing                      | 15    | 33%    | 67%    | 7%                   | 0%      | 13%        | 80%   | 0%     | 0%    | 7%    | 93%  |
| Overall                        | 678   | 280    | 398    | 192                  | 42      | 76         | 368   | 55     | 88    | 62    | 473  |
|                                | 100%  | 41%    | 59%    | 28%                  | 6%      | 11%        | 54%   | 8%     | 13%   | 9%    | 70%  |

Recruitment - Applications

July 2021 - 155

Active candidates (52):

- 12 in Screening
- 36 New Starters
- 4 in Interview Feedback

Withdrawn candidates (32):

- 24 at Screening stage
- 2 in Interview Decision stage
- 4 following being offered a job
- 2 after accepting their offer

Rejected candidates (31):

- 22 from initial screening
- 9 following interview

August 2021 - 106

Active candidates (73):

- 37 in Screening
- 17 in Interview Feedback
- 19 New Starters

Withdrawn candidates (14):

- 8 at Screening stage
- 2 at Interview stage
- 4 following being offered a job

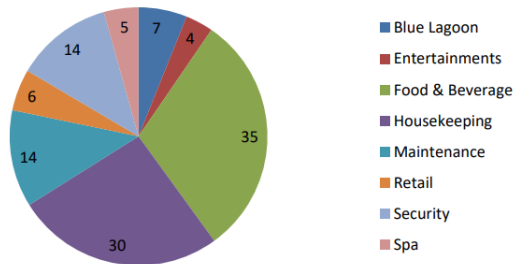
Rejected candidates (19):

- 15 from initial screening
- 4 following interview

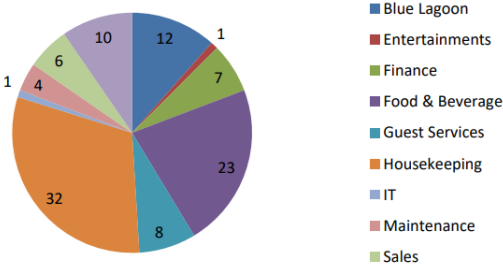
Recruitment Activity

- Door drop went out – increased traffic / amount of applications
- Two open days held resulting in further applications
- Advert in Western Telegraph
- Adverts on Radio Pembrokeshire
- Posts on social media
- Kickstart Cohort 2

Applications by Dept - July



Applications by Dept - August



Evidence 5 EV5

|              |            |                               |                                                                                   |
|--------------|------------|-------------------------------|-----------------------------------------------------------------------------------|
| Doc No:      | HR-ST-002  | Human Resources Strategy 2020 |  |
| Rev No:      | REV1       |                               |                                                                                   |
| Created:     | 18/12/2019 |                               |                                                                                   |
| Last Review: | 18/12/2019 |                               |                                                                                   |

**Strategic Aim 1**      **Attract and Recruit individuals that enable us to build a skilled and competent workforce**

**Actions:**

- Develop departmental recruitment processes that ensure we have the right people in the business at the right time. Work closely with key operational departments such as Housekeeping, F&B & Leisure to plan and create a more proactive approach.
- To create a "Bleutone Way" branded onboarding experience and ensure that every new starter has the opportunity to participate as a mandatory requirement of the recruitment process.
- As part of the on-boarding process, HR to oversee the department Probationary Period to ensure new starters have all of the training and tools to the role to improve retention. Compile learnings from leavers trends and inform recruitment approach.
- Put together an Annual outreach Programme, in conjunction with CSR, that enables us to engage with educational establishments and community groups.
- For beginning of Q1, put targets in place to measure performance in recruitment i.e. number of applications per vacancy, time to fill vacancy, and SLA's in service delivery i.e. time to respond to candidates, end to end recruitment timescales. Analyse levels of success of recruitment programs, via reporting from Reach and iFourth, and communicate findings to managers.
- Implement a candidate experience feedback mechanism using [iFourth](#) and [Power BI](#) automatically via reach and analyse levels of success and areas for improvements.
- Continue to ensure all Reach users are competent and receive regular refresher training.
- In conjunction with All Way, devise a internal and local PR Plan to engage with the community to improve organisation reputation and market as an employer of choice including success stories.
- Review employee age profiles and determine what works and what opportunities exist and develop an effective plan.
- Ensure all supervisor and entry level job descriptions are up to date and compliant with the 3 P's standards.
- Implement a recruitment policy, ensure compliance with all relevant legislation, document control and store on the Management Resource Centre.
- Produce HR publications including the employee handbook, benefits booklet and Marketing materials and products for Recruitment, such as video bi's social media adverts and written articles working with [All Way](#).
- Utilise linked in and Instagram for recruitment and sharing success stories.
- To ensure maximum attendance at each company induction, ensuring all new starters attend a company induction within the first 3 months of employment.

Page 5 of 10

(HR-57-002) Created: 18/12/2019 Last review: 13/02/2019 Next Review: 18/01/2019 Owner: J. K. 5

|              |            |                               |                                                                                   |
|--------------|------------|-------------------------------|-----------------------------------------------------------------------------------|
| Doc No:      | HR-ST-002  | Human Resources Strategy 2020 |  |
| Rev No:      | REV1       |                               |                                                                                   |
| Created:     | 18/12/2019 |                               |                                                                                   |
| Last Review: | 18/12/2019 |                               |                                                                                   |

**Strategic Aim 3** To improve employee **relations**

- To conduct an Annual Survey and 2 pulse surveys per year and measure engagement levels across the business
- Ensure each department has a Employee Engagement and Retention Plan that addresses the main disaffiliators based on the 2019 Annual Survey feedback
- To continue promoting and facilitating the online leave survey and achieve a 90% completion rate, with the aim of reporting back the data by the business by Q1
- To achieve a 100% rate of complete Return to Work forms and report on same
- To work with ~~HR~~ **HR** to review the current internal communication methods and make improvements
- To work with ~~HR~~ **HR** and create and publish an annual social and volunteering events calendar for staff and families – Spring, Summer, Winter, Autumn
- Each department to hold an annual departmental team Recognition event ~~(Q4/Q1/2020)~~ **(Q4/Q1/2021)**
- To ensure that all staff are given the opportunity to be briefing added to the list of people in our people and provide a positive start to the day
- To action the Red Kite review of HR policies and procedures and ensure an online company handbook, ensuring compliance with employment law and promoting our company culture
- To create a user friendly manager resource center
- To create an up to date company handbook that focuses on our culture and ensure this is available online for all to access
- To ensure that all staff have been given the opportunity to be briefing added to the list of people in our people and have a greater positive start to the day
- To ensure that all staff have been given the opportunity to be briefing added to the list of people in our people and have a greater positive start to the day
- To staff and managers, and work closely with other support areas such as CSR, H&S, Payroll, and L&D, and Marketing for regional businesses, to ensure optimal achievement of reaching the overall company aims and objectives. (see p.9)
- To ensure that all staff have been given the opportunity to be briefing added to the list of people in our people and have a greater positive start to the day

|              |            |                               |                                                                                     |
|--------------|------------|-------------------------------|-------------------------------------------------------------------------------------|
| Doc No:      | HR-ST-002  | Human Resources Strategy 2020 |  |
| Rev No:      | REV1       |                               |                                                                                     |
| Created:     | 18/12/2009 |                               |                                                                                     |
| Last Review: | 18/12/2009 |                               |                                                                                     |

**Strategic Aim 2** To implement an effective and appropriate approach to Employee Reward and Recognition

**Actions:**

- To review company Pay Review Guidelines and ensure they are agreed, adjusted to and enable better discipline around pay increases
- To Review the Reward and recognition Scheme, including improving the ACE Awards categories, and communicate to staff by end Q1
- To implement control measures to ensure that we are operating a compliant business e.g. working hours, rest breaks, zero hours by end Q2
- To devise fair and equitable department incentive schemes, including staff benefits, such as Bluestone points, and other reward and recognition factors by end Q2
- To develop the Wellbeing Initiatives and ensure end to end processes with measurable outputs by end Q1
- Continue to manage Occupational Health commitments i.e. workplace audits, assessment and referrals ensuring compliance
- Manage a social & volunteering events calendar on the Intranet

Page 6 of 31

[HR-57-002] Created: 18/12/2019 Last review: 13/02/2019 Next Review: 18/01/2019 Owner: J. Kraljic

|              |            |                               |                                                                                     |
|--------------|------------|-------------------------------|-------------------------------------------------------------------------------------|
| Doc No:      | HR-ST-002  | Human Resources Strategy 2020 |  |
| Rev No:      | REV1       |                               |                                                                                     |
| Created:     | 18/11/2019 |                               |                                                                                     |
| Last Review: | 18/11/2019 |                               |                                                                                     |

**Strategic Aim 4** To develop a competent and engaged workforce

**Actions:**

- To update all HR Policies and Procedures (Document Control) and create an electronic Human Resource Centre
- Improve Management competency in the practical application of all HR Policies and Procedures through a range of workshops, coaching and mentoring sessions, and ACAS online modules via Flow
- To ensure all HR team members have individual Development Plans and opportunities to keep their skills, knowledge and experience up to date. Each team member will keep a Continuous Professional Development Log to demonstrate competence and attending relevant and worthwhile training courses (via LinkedIn / MHR Solicitors, ACAS, CPD etc) to enhance knowledge and skill set
- To support the L&D function with the Leadership Development Programme "The Bluestone Way"
- Re-engage with Job Centre and other relevant organisations (including colleges & schools) to assist with recruitment aspects and raise our profile as an employer of choice.

Evidence 6 EV6

AutoSaveOff

People Services Action Plan.xlsx - Read-Only

Search (Alt+Q)

Jessica RainbowJR

ShareComment

FileHomeInsertDrawPage LayoutFormulasDataReviewViewHelp

Clipboard

Font

Alignment

Number

Styles

Cells

Editing

Analysis

Sensitivity

A12

|    | A | B                                           | C                                                                                             | D                                                                                                                                 | E                    | F                  | G                                                                                             |
|----|---|---------------------------------------------|-----------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|----------------------|--------------------|-----------------------------------------------------------------------------------------------|
| 1  |   | PEOPLE SERVICES ACTION MATRIX 2021          |                                                                                               |                                                                                                                                   | Owner: Stuart Jaynes |                    |                                                                                               |
| 3  |   | TOPIC                                       | ACTION REQUIRED                                                                               | UPDATE                                                                                                                            | BY WHOM              | BY WHEN            | PROGRESS COMMENTS                                                                             |
| 4  |   | 1. People Strategy                          | a. Review Strategic Plan vs Objectives/Targets and Milestones                                 | Following update of the action plan, revise the strategy and include Targets, KPIs                                                | SI                   | August 2021        |                                                                                               |
| 5  |   |                                             | b. Communicating & Embedding the Plan                                                         | Share action plan with the PS Team and make it accessible for the team to update their sections and add new actions as necessary. | SI                   | Team Mtg 17th Aug  | Meeting planned with PS team to agree matrix accountabilities and share the plan. Save on x-c |
| 6  |   | 2. Workforce Development Plan               | a. Consider against 5+ Year Master plan                                                       | DAR to write paper outlining approach to be submitted to the Board                                                                | DAR                  | 23 July 2021       |                                                                                               |
| 7  |   |                                             | b. Structure                                                                                  |                                                                                                                                   |                      |                    |                                                                                               |
| 8  |   |                                             | c. Skills / Training Needs Analysis                                                           |                                                                                                                                   |                      |                    |                                                                                               |
| 9  |   |                                             | d. Talent Management / Specialist Skills                                                      |                                                                                                                                   |                      |                    |                                                                                               |
| 10 |   |                                             | e. Recruitment Pipeline, including Academy                                                    |                                                                                                                                   |                      |                    |                                                                                               |
| 11 |   | 3. The Bluestone Way Performance Management | a. Evaluation and Reporting                                                                   | Collating data and quality feedback and analysing to present back to the business                                                 | SI                   | 9th August         |                                                                                               |
| 12 |   |                                             | b. Agree next steps                                                                           | Meet with Paul Marsh and review Strategy / KPI Tracker to develop plan                                                            | DAR                  | w/c 19 July 2021   |                                                                                               |
| 13 |   |                                             | c. Capture list of As & Cs by department                                                      | Email issued to HODs and TLT - 30 July.                                                                                           | SI                   | w/c 9 August 2021  |                                                                                               |
| 14 |   |                                             | d. Capture sample of employee to understand if 1to1's have been held in last 90 days.         | Email issued to sample of a cross section of 20 employees - 30 July                                                               | JR                   | w/c 9 August 2021  | Sample issued - follow up with reminder 06 Au                                                 |
| 15 |   |                                             | e. Establish roll-out plan of BSW 1to1 process to below TLT (Junior Mgrs & Supervisory roles) |                                                                                                                                   | SI                   | w/c 16 August 2021 | Prioritise F&B, agree approach and dates.                                                     |
| 16 |   |                                             | f. Prepare 'user' document for line managers to reference 1To1 Process                        |                                                                                                                                   | SI                   | w/c 02 August 2021 | Completed - Share for feedback 05 August, roll wc 9th August                                  |
| 17 |   |                                             | g. Agree process to communicate and collate timely 1to1 MI.                                   |                                                                                                                                   |                      | w/c 16 August 2021 |                                                                                               |
| 18 |   |                                             | f. Set up successional planning matrix for key roles                                          |                                                                                                                                   |                      |                    |                                                                                               |
| 19 |   |                                             | g. All team to have live PDP end of August                                                    |                                                                                                                                   | JR/SI                | End of August 2021 |                                                                                               |
| 20 |   |                                             | h. Review digital solution for PM framework.                                                  | Explore with Flow and review.                                                                                                     | SI/JR                | End of August 2021 |                                                                                               |
|    |   | 1A Blue Business                            | 1A Approach and Next Steps                                                                    | 1A Presentation of BSW 1to1 to DAR                                                                                                | 1A                   | 1A 16th July 2021  |                                                                                               |

|           |      |                                              |                                                                                                                                    |                                                                                                                                                     |            |                             |                                         |        |      |
|-----------|------|----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----------------------------|-----------------------------------------|--------|------|
| AutoSave  |      | People Services Action Plan.xlsx - Read-Only |                                                                                                                                    | Search (Alt+Q)                                                                                                                                      |            | Jessica Rainbow JR          |                                         |        |      |
| File      | Home | Insert                                       | Draw                                                                                                                               | Page Layout                                                                                                                                         | Formulas   | Data                        | Review                                  | View   | Help |
| Clipboard |      | Font                                         |                                                                                                                                    | Alignment                                                                                                                                           |            | Number                      |                                         | Styles |      |
| A12       |      |                                              |                                                                                                                                    |                                                                                                                                                     |            |                             |                                         |        |      |
|           | A    | B                                            | C                                                                                                                                  | D                                                                                                                                                   | E          | F                           | G                                       |        |      |
| 16        |      |                                              | c. Corporate Health Standard – Gold Revalidation and Platinum Application                                                          | Wellbeing Steering Group to ensure the CHS standard is maintained at Gold and to prepare for Platinum                                               | SI /AG /JR | End of August 2021          | Revisit previous action matrix          |        |      |
| 17        |      | 8. Equality, Diversity & Inclusion           | a. Policy to be agreed ECG                                                                                                         | Awaiting ECG Feedback                                                                                                                               | SI         | w/e 23 July 2021            | Completed                               |        |      |
| 18        |      |                                              | b. Policy to be formally shared with the business                                                                                  |                                                                                                                                                     |            |                             | Completed shared with HODs and via Flow |        |      |
| 19        |      |                                              | c. Training to be rolled out to business                                                                                           | Training Prepared                                                                                                                                   | KK         | wc 16 Aug                   | ACAS training uploaded onto Flow        |        |      |
| 20        |      |                                              | d. Senior Leadership training to be delivered                                                                                      | Awaiting feedback from BITC re. specialist training                                                                                                 | DAR        | 16 July 2021                |                                         |        |      |
| 21        |      | 9. Bluestone Branded Employee Experience     | a. Review all aspects of the recruitment cycle to ensure it reflects the Bluestone Brand, Core Values and Bluestone Way Behaviours |                                                                                                                                                     |            | Progress review end of Sept |                                         |        |      |
| 22        |      |                                              | b. Review Recruitment Guides / correspondence.                                                                                     |                                                                                                                                                     |            | Progress review end of Sept |                                         |        |      |
| 23        |      |                                              | c. Review off-boarding process                                                                                                     | Re-visit exit interview, process and data analysis. For the business.                                                                               | JR / MG    | Mid-Sept                    |                                         |        |      |
| 24        |      |                                              | d. Review template library with Redkite                                                                                            |                                                                                                                                                     | JR         | End of Sept                 |                                         |        |      |
| 25        |      | 10. Analytics                                | a. To review current information, reports and analytics                                                                            | People Services, L&D, Employee Wellbeing and agree what metrics can be used to provide meaningful information to the business and demonstrate value | JR         | End August 2021             |                                         |        |      |
| 26        |      | 11. People Services - Self Service           | a. Review existing policies and required policies.                                                                                 |                                                                                                                                                     | JR         | Nov2021                     |                                         |        |      |
| 27        |      |                                              | b. creating guidance documents                                                                                                     |                                                                                                                                                     |            |                             |                                         |        |      |
| 28        |      |                                              | c. Resources page set up on HRHub                                                                                                  |                                                                                                                                                     |            |                             |                                         |        |      |
| 29        |      |                                              | d. Review self service training solution.                                                                                          |                                                                                                                                                     |            |                             |                                         |        |      |
| 30        |      |                                              | e. Paperless solution.                                                                                                             |                                                                                                                                                     |            | Nov- 2021                   |                                         |        |      |
| 31        |      | 12. Flexible Working                         | a. Create guidance for flexible working                                                                                            |                                                                                                                                                     | JR / SI    | Mid- Sept                   |                                         |        |      |
| 32        |      |                                              | b. review live examples across the business.                                                                                       |                                                                                                                                                     |            |                             |                                         |        |      |
| 33        |      |                                              | c. Training / Engagement solution for flexible working.                                                                            |                                                                                                                                                     |            |                             |                                         |        |      |
| 34        |      | 13. Recruitment Strategy                     | a. recruitment ideas meeting to identify target markets.                                                                           |                                                                                                                                                     |            |                             |                                         |        |      |
| 35        |      |                                              | b. recruitment campaign                                                                                                            |                                                                                                                                                     | CR/SI      | Mid-sept                    |                                         |        |      |
| 36        |      |                                              | c. Recruitment open evenings                                                                                                       |                                                                                                                                                     |            | September                   |                                         |        |      |
| 37        |      | 14. Review of contracted hours               | a. review of zero hour contracts                                                                                                   |                                                                                                                                                     | SI/JR      | End of August               |                                         |        |      |
| 38        |      |                                              | b. contract fulfilment                                                                                                             |                                                                                                                                                     |            |                             |                                         |        |      |
| 39        |      |                                              |                                                                                                                                    |                                                                                                                                                     |            |                             |                                         |        |      |
| 40        |      |                                              |                                                                                                                                    |                                                                                                                                                     |            |                             |                                         |        |      |
| 41        |      |                                              |                                                                                                                                    |                                                                                                                                                     |            |                             |                                         |        |      |
| 42        |      |                                              |                                                                                                                                    |                                                                                                                                                     |            |                             |                                         |        |      |
| 43        |      |                                              |                                                                                                                                    |                                                                                                                                                     |            |                             |                                         |        |      |

The image is a presentation slide for BlueStone National Park Resort. The top left features the logo with 'bluestone' in a large, blue, serif font, and 'national park resort' in a smaller, blue, sans-serif font below it. A dark blue horizontal bar with the text 'Capability and Performance Policy' in white, sans-serif font is positioned below the logo. The central part of the slide is a photograph of a resort building with a dark roof and light-colored siding, set against a backdrop of a lush green valley and a winding river. The bottom right corner of the slide is a solid light blue area containing the text 'Debbie Rainbow' and 'BlueStone Resorts Ltd.' in a small, black, sans-serif font.

| <b>Contents</b>                                   |          |
|---------------------------------------------------|----------|
| <b>1. Capability and Performance Policy</b> ..... | <b>3</b> |
| 1.1 Introduction.....                             | 3        |
| 1.2 The Policy.....                               | 3        |
| 1.3 Skill or aptitude.....                        | 4        |
| 1.4 Reviewing progress.....                       | 4        |
| 1.5 At the end of the improvement period.....     | 4        |
| 1.6 Ill-health.....                               | 5        |
| 1.7 Appeals.....                                  | 6        |

## Evidence 8 EV8

[Record of conversation - Blues...](#)
[HR Hub - Home](#)

[Use Actions](#)
[Feedback](#)
[Browse](#)
[Page](#)

[Home](#)
[How To Use This Library](#)

[Libraries](#)
[Wellbeing A-Z](#)
[People Services Policies](#)
[Job Descriptions](#)
[Online Forms](#)
[Advice/Guidance A-Z](#)
[Site Pages](#)
[Manager Resource Centre](#)
[The Bluestone Way](#)

[Lists](#)
[Social Calendar](#)
[Tasks](#)
[Training Room](#)
[Training](#)
[POD Calendar](#)

[Discussions](#)
[Team Discussion](#)

[Recycle Bin](#)
[All Site Content](#)



# Our Performance Review Process


[The Bluestone Way Employee Briefing.pdf](#)


[The Bluestone Way Guidance Document.pdf](#)

The 121 Process

Managers Monthly Prompts

Objectives Template

Conversations Tracker

Goal Finder: Objectives Library

Creating Objectives: Ask For Help

## Behaviour Guides

For support roles e.g. HR, IT, Sales/Marketing, Finance -  
 [Business Support Behaviour Guide.pdf](#)

For guest facing roles: Food & Beverage, Housekeeping, Guest Services, Leisure, Spa, Retail -  
 [Guest Facing Behaviour Guide.pdf](#)

For operational support roles: Maintenance, Environment, Security -  
 [Operational Support Behaviour Guide.pdf](#)

For people-management roles -  
 [People-Management Behaviour Guide.pdf](#)

# Evidence 9 EV9

## Exit Interview Process

JR

✓

Jessica Rainbow

↶

↷

→

⋮

To **Heads of Department**; 

○

 Samantha Hewer; 12/11/2021

○

 Jenna Cleevely

Cc **HR Staff**; 

●

 Debbie Rainbow; 

●

 Emma Davies

i

 You replied to this message on 11/12/2021 21:29.

PDF

PS-P-052 Leaver Policy.pdf

384 KB

✓

Hi All

Retaining good people has always been a primary focus for Bluestone, but even more so in the current recruitment environment where there is tough competition for people. Like many businesses in our industry, we have experienced an increased number of leavers over the past 12 months and whilst we have put together a number of measures to support staff retention, there is more that could be done.

For us to shape our strategies, we need to know first-hand why people leave our business. Therefore, it is vital that we ask that line managers conduct exit interviews with ALL LEAVERS before they actually leave the business.

The exit interview format has been structured for ease of use and to ensure that we can capture as much relevant information as possible. This data will be collated by People Services and presented back in a monthly report, detailing the key findings and trends by department, completion rates of exit interviews vs leavers by department and so on.

Attached is the Exit Interview Policy and Procedure, and below is the link for the exit interview. This is currently located on the HR Hub under online forms, but will also be accessible for managers on the Bluestone Employee App, once launched.

<https://BluestoneSafetyChecker.instant-insight.co.uk/app/survey?instancekey=E4359F90430011ECACDF23C91C1E19E>

We would ask that you implement with immediate effect - please share with your direct line managers.

Kind regards

Jessica Rainbow  
People Services Manager  
Bluestone National Park Resort  
T: +44 (0) 1834 869900 ext 436  
Bluestone Resorts Ltd  
Canaston Bridge  
Narberth  
Pembrokeshire  
SA67 8DE





## Onboarding Bonus Policy



Jessica Rainbow  
Bluestone Resorts Ltd  
10/7/2021

---

The purpose of this policy is to set out the reward arrangements for a successful onboarding bonus scheme.

### **Bluestone's Responsibilities**

All applicants to Bluestone will receive a fair, robust application, onboarding and induction process in accordance with Bluestone's standard recruitment practices and in line with the relevant employment legislation.

An employee's eligible for the scheme will be informed that this has taken place, alongside details of the dates and amounts of reward to be made.

All eligible employees are permitted to take part in this reward scheme.

### **The reward**

The reward scheme will be split into two parts:

#### **Joining bonus**

Employee will be issued a one off payment upon successful completion of their 3 month probationary review.

#### **Retention bonus**

Existing F&B employees will be eligible for a retention bonus following 3 months of continuous service following successful completion of the employees probationary period.

### **Eligibility criteria**

In order to receive the reward, the following criteria must be met:

- This joining bonus will be applicable to all new F&B employees [specify roles] employed between [DATES].
- The one-off joining bonus will be paid after successful completion of the probationary period
- Where an employee's probationary period has been extended, the bonus payment will be withheld until the probationary period has been passed
- Subject to the relevant Head of Department and Line Manager approval.
- Employees must be employed on a permanent contract.
- The employee must be employed by the business on the day of the reward payment.
- The employee must not have announced their intention to resign, either verbally or in writing.
- The employee must not be working their notice period in accordance with their contract following a resignation.
- The employee must not have any live sanctions from a disciplinary hearing.

## Evidence 11 EV11

[illegible]

# Evidence 12 EV12

Subject

People Review - Private & Confidential

 Successional Planning Matrix A's.xlsx  
77 KB

 Performance Management Matrix Cs.xlsx  
76 KB

 Quarterly submission -blank.xlsx  
22 KB

 Organisation Structure Sept 21.pptx  
317 KB

Hi Both,

Great to catch up with you yesterday to discuss 'all things people.' Whilst we know the hospitality sector (Bluestone included) is seeing significant resource challenges, it is crucially important to retain, invest and grow our existing people under the Bluestone Way Approach. I have captured some of the actions we agreed:

RM / SD Complete the 'A' successional planning document for Duty Managers and Senior Outlet managers to map across future talent for the F&B and business.  
Outlet Managers to complete the 'A' successional planning document for their respective teams within their own outlets.  
Complete the list of C employees.  
RM / SD to call in and record monthly Bluestone Way conversations and objectives using the quarterly submission document attached.

In addition I have attached a copy of the business org structure, feel free to edit to capture any future pipeline thoughts and aspirations.

I'll schedule a meeting within the next weeks to review, let me know if I can support in the meantime.

Have a great weekend.

Kind regards

**Jessica Rainbow**  
**People Services Manager**  
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## Development Plan

|                                                              |                        |                                   |                                            |                                         |                                               |             |
|--------------------------------------------------------------|------------------------|-----------------------------------|--------------------------------------------|-----------------------------------------|-----------------------------------------------|-------------|
| <b>Employee Name:</b>                                        |                        | <b>Department</b>                 | <b>Position<br/>Unit<br/>Manager</b>       | <b>Date<br/>Implemented</b>             | <b>Reason for<br/>Development Plan</b>        |             |
| <b>Line Manager:</b>                                         |                        |                                   | <b>Person Overseeing Improvement Plan:</b> |                                         |                                               |             |
| <b>Performance In Need of<br/>Development</b>                | <b>Action Required</b> | <b>To Be<br/>Completed<br/>By</b> | <b>Date of<br/>Progress<br/>Review</b>     | <b>Date<br/>Completed<br/>and Noted</b> | <b>Reviewing<br/>Manager(s)<br/>Signature</b> | <b>Date</b> |
|                                                              |                        |                                   |                                            |                                         |                                               |             |
|                                                              |                        |                                   |                                            |                                         |                                               |             |
|                                                              |                        |                                   |                                            |                                         |                                               |             |
| <b>Commentary (to be noted following each review point):</b> |                        |                                   |                                            |                                         |                                               |             |
|                                                              |                        |                                   |                                            |                                         |                                               |             |
| <b>Signed:</b>                                               |                        | <b>Signed:</b>                    |                                            |                                         |                                               |             |
| (Employee)                                                   |                        | (on behalf of Bluestone)          |                                            |                                         |                                               |             |

Evidence 14 EV14

Training and Development Policy

Bluestone recognises that training and development is essential for all of its employees, to support them in their job roles, to meet team goals and to meet the objectives of the business.

We are committed to the training and development of all employees in line with their job role and company objectives, ensuring mandatory and legislative training is completed as a minimum. We will take action to train and develop individuals from the time of their recruitment and throughout their period of employment with the organisation.

It is our policy that training and development activities will be available to all employees regardless of job role, race, national origin, nationality, colour, ethnic origin, religion or belief, gender, sexual orientation, gender reassignment, age, marital or civil partnership status, working patterns, or disability.

Where possible we will seek to encourage employees to undertake training which will enhance their personal development and potential. Prior to undertaking training, employees will be made aware of why the training is necessary and what the expected results will be from the training. Employees are expected to participate in the evaluation of any training they undertake to make sure it is meeting both theirs and the organisation's needs.

Prior to undertaking training, employees will be made aware of why the training is necessary and what the expected results will be from the training. Employees are expected to participate in the evaluation of any training they undertake to make sure it is meeting both their and the organisation's needs.

Procedure  
We will:

Regularly review overall Training and Development needs in the light of changes to the business objectives and changes in the market place, as well as specific requirements under Health and Safety and other relevant legislation to ensure full competency in specified activities.

Ensure that all managers are aware of their role with regard to their staff's training and development, and that they have the skills and knowledge required to support their staff in identifying training and development needs and to follow through with the implementation of that training and development in the workplace.

Encourage employees to pursue development over and above their job role and to give consideration to career development.

Allocate adequate resources to meet the Training and Development needs of individuals and the organisation e.g. finance, equipment, time and opportunities.

Agree learning objectives for learning activities and evaluate the results.

Encourage employees to obtain formal qualifications and professional memberships, as appropriate.

Encourage employees to pursue development over and above their job role and to give consideration to career development.

**Training Costs**  
We consider training to be an investment in our employees and therefore consider it fair to request a reasonable amount of length of employment from the employee following completion of training/learning activity.

An employee may be required to sign an undertaking to reimburse the company for all, or part of the cost of any training programme that represents a significant investment by the organisation.

Should the employee be provided with training in the course of employment, they undertake that on termination of their employment for whatever reason, they may be required to repay Bluestone as follows:

- 100% of the training costs, up to a maximum of £2,000, if employment terminates during the period of 12 months immediately after any training has been completed;
- 66% of the training costs, up to a maximum of £2,000, if employment terminates more than 12 but no more than 18 months after any training has been completed; or
- 33% of the training costs, up to a maximum of £2,000, if employment terminates more than 18 but no more than 24 months after any training has been completed.

Thereafter, no repayment will be required.

The Company may also recover from an employee the entire costs of training where the employee fails to complete the course. A full copy of this policy is available from the Human Resources Department.

## Evidence 15 EV15



### SENIOR MANAGER COMPETENCY FRAMEWORK

| PEOPLE                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| LEADERSHIP and INSPIRING OTHERS                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <i>Demonstrates a high level of confidence and knowledge in all areas of department management, setting the direction for the team(s). Effectively coaches, motivates, inspires and develops others. Takes responsibility for self-improvement.</i>                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Negative Indicators:                                                                                                                                                                                                                                                                                                                                                                     | Positive Indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Advanced Indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <ul style="list-style-type: none"> <li>Defensive – unwilling to share responsibility for failure, looking for others to blame</li> </ul>                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>Communicates clear vision, direction and departmental goals, and sets the appropriate objectives for the management team(s) to succeed in meeting these objectives</li> <li>Is assertive. Is decisive and takes a firm but fair stance when appropriate</li> <li>Consistently maintains a "watching brief" over the team to evaluate performance and development</li> <li>Says "thank you" for the sustained efforts of the team and gives recognition for individual contributions</li> </ul>                                 | <ul style="list-style-type: none"> <li>Consistently applies sound judgement in making decisions, applying the business ethics of fairness and integrity</li> <li>Has a thorough understanding of their own strengths and development needs, and those of the team</li> <li>Actively coaches deputy and line managers in accordance with the appropriate succession plans</li> <li>Is seen as influential and recognised by others as a role model, networker and achiever</li> </ul>                                                                                                                                                                        |
| CONTINUOUS DEVELOPMENT (Self and Others)                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <i>Is committed to improving own performance and the performance of the team members. Seeks out and actively participates in learning and development opportunities and encourages team members to do the same. Behaviours and actions reflect business ethos and acts as a role model.</i>                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Negative Indicators:                                                                                                                                                                                                                                                                                                                                                                     | Positive Indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Advanced Indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <ul style="list-style-type: none"> <li>No evidence of personal develop plans for self or team members</li> <li>Lack of progress made in skill development and achievement of key targets for self and team</li> <li>Does not monitor team members and feedback on progress following learning intervention</li> <li>No succession plans in place for self or key team members</li> </ul> | <ul style="list-style-type: none"> <li>Has a good team structure with roles and responsibilities clearly defined and understood by team members and the business</li> <li>Takes ownership of own career path, seeking training, development and opportunities in line with own career opportunities</li> <li>Regularly observes team members in action and is able to provide constructive feedback on behaviours</li> <li>Regularly holds one to one meetings to review and set mutually agreed objectives in line with the individual's development plan</li> </ul> | <ul style="list-style-type: none"> <li>Strong self-awareness and has a defined idea of how they wish to be perceived as a leader and maintains development plans in relation to this</li> <li>Regularly runs team meetings and training sessions with team to motivate, drive performance and develop skills and ability</li> <li>Analyses the individual L&amp;D needs within their team, creating and maintaining tailored plans for each member, in line with business objectives</li> <li>Holds pre and post-training discussions with team members, to increase and maintain the impact of training and to ensure that learning is embedded</li> </ul> |
| COMMUNICATING and MANAGING RELATIONSHIPS                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <i>Able to communicate effectively with other people. Successfully uses interpersonal skills to deal with guests and colleagues.</i>                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Negative Indicators:                                                                                                                                                                                                                                                                                                                                                                     | Positive Indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Advanced Indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <ul style="list-style-type: none"> <li>Does not communicate regularly with others</li> <li>Responds in an unhelpful or hostile manner when dealing with others</li> </ul>                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>Will speak to colleagues regularly to gain advice, support and share information</li> <li>Promotes engagement to deliver loyalty, ownership, accountability and commitment</li> <li>Makes an active contribution to team spirit and a climate of co-operation within the resort</li> <li>Perceptive, able to judge how others will react to a situation and respond appropriately</li> </ul>                                                                                                                                   | <ul style="list-style-type: none"> <li>Drives the motivation and team spirit within the department and wider resort</li> <li>Offers practical suggestions for improving relationships</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

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

## SENIOR MANAGER COMPETENCY FRAMEWORK

| PROFIT                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| COMMERCIAL and ORGANISATIONAL AWARENESS                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <i>Has a strong belief in Bluestone's brand and understands the commercial factors that affect profitability and growth. Looks beyond day-to-day issues to long-term business objectives</i>                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Negative Indicators:                                                                                                                                                                                                                                                                                                                         | Positive Indicators                                                                                                                                                                                                                                                                                                                                                                  | Advanced Indicators                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <ul style="list-style-type: none"> <li>Lacks awareness of the key commercial metrics and trends</li> <li>Fails to actively review management information</li> <li>Adopts a "silo mentality", is committed to own department performance rather than the whole business</li> <li>Focuses on fire fighting and doesn't plan forward</li> </ul> | <ul style="list-style-type: none"> <li>Understand the value and drivers of key commercial metrics</li> <li>Able to analyse management information, trends and prioritise actions</li> <li>Thinks creatively to achieve commercial opportunities</li> <li>Is forward thinking and consider long term needs of the business, identifying risks and opportunities that arise</li> </ul> | <ul style="list-style-type: none"> <li>Quickly able to recognise trends and the direction of performance</li> <li>Able to adjust inputs in real time, making hard decisions when required in the long term interest of the business</li> <li>Develops creative business solutions and identifies key factors affecting the business</li> <li>Is prepared to take calculated risks or to try out bold ideas to gain a business advantage</li> </ul> |

## Evidence 16 EV16

BEHAVIOUR GUIDE FOR PEOPLE-MANAGEMENT ROLES (in addition to the appropriate team member guide that should also be followed)

| GENUINE CARE                                                                                                                               |                                                                                                                                              |                                                                                                                                                                         |
|--------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| We show genuine care for ourselves, our team, our guests, and the environment.                                                             |                                                                                                                                              |                                                                                                                                                                         |
| NEEDS WORK/BELOW EXPECTATION                                                                                                               | OK/GOOD                                                                                                                                      | GREAT/ROLE-MODEL                                                                                                                                                        |
| I can be seen as a 'downer'/having negative energy which can impact morale of people around me.                                            | I'm perceived as friendly and approachable, say 'hello' to people, get to know the team and others on a personal level.                      | I'm seen as someone with great empathy, a 'mood lifter' who can inspire others to feel great about themselves.                                                          |
| I cut corners with the recruitment and interviewing process; stick to my 'standard script' and can often 'rush to recruit'.                | I follow a thorough recruitment and interviewing process focusing on quality rather than rushing to get someone in.                          | I suggest and get involved with different ways of attracting, interviewing and testing potential employees.                                                             |
| I don't plan induction, activities are last-minute and the new starter is often left with little to do or confused!                        | I follow a thorough induction process with clearly defined measures and milestones.                                                          | I bring new things to induction that other peers don't, exposing new starter more to what others do and how pieces fit together.                                        |
| I'll generally meet targets and expectations – may, however, only be 'just enough to get by'.                                              | I'll generally work to beat agreed team targets and expectations.                                                                            | I agree stretching targets and goals and will always strive to achieve and exceed them/encourage others to do so.                                                       |
| I may be too overly involved in team in a way that is difficult for others to know who the manager is or alternatively be too 'hands off'. | I'll roll up my sleeves and get involved in team activity from time to time as needed – I have a good working knowledge around what they do. | I strike right balance in getting involved in team activity to help motivate versus stepping back and allowing them to carry out activity/resolve their own issues etc. |
| I don't always pay much attention to the workload someone has – be it too little or too much.                                              | I pay careful attention to make sure everyone has the right amount of workload.                                                              | I anticipate future workload, how this impacts people and what plans need to be in place.                                                                               |

**BEHAVIOUR GUIDE FOR PEOPLE-MANAGEMENT ROLES (in addition to the appropriate team member guide that should also be followed)**

|                                                                                                                            |                                                                                                                                    |                                                                                                                                        |
|----------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|
| I show little regard for difficulties a team member may be experiencing outside of work.                                   | I support the team around domestic issues or where emotional support is needed (in continuing consultation with HR).               | I suggest/make the right adjustments to help employees through difficult times and will support others where their roles are impacted. |
| I'll often take for granted my good people and perhaps not stimulate their role any further or give them too much to do.   | I'm conscious that good people may get demotivated or even leave and will often talk about new work opportunities with them.       | I'll expose my good people to higher profile/more complex activity even if it puts me in the background more!                          |
| I ignore dips in morale or have to have it brought to my attention by others.                                              | I can spot where team morale is dipping and put in place activities to address.                                                    | I regularly check in with the team to understand biggest obstacles to morale to 'nip things in the bud' early on.                      |
| I would rather deal with what is going on in front of me each day rather than taking a step back to review service levels. | I will often review service with the team: is it doing what it should, is communication the right quality, get their feedback etc. | I'll work with my colleagues/peers to help them review their own service provision/where it may conflict with what we are doing.       |
| I defend my team as appropriate but sometimes even when the team or an individual is in the wrong.                         | I defend my team but only when it is right to and will help positively progress a situation.                                       | I'll take steps to ensure individuals and my team do not repeat mistakes that impact clients/other teams.                              |

Evidence 17 EV17

|              |            |                                                   |                                                                                   |
|--------------|------------|---------------------------------------------------|-----------------------------------------------------------------------------------|
| Doc No:      | HOD-JD-001 | Head of Learning & Development<br>Job Description |  |
| Rev No:      | REV1       |                                                   |                                                                                   |
| Created:     | 12/12/2018 |                                                   |                                                                                   |
| Last Review: | 12/12/2018 |                                                   |                                                                                   |



|                          |                                                        |
|--------------------------|--------------------------------------------------------|
| Job Title:               | Head of Learning & Development                         |
| Reporting to:            | Commercial Director                                    |
| Reporting to Job Holder: | Performance Coach, Learning & Development Co-Ordinator |

PRINCIPAL PURPOSE OF ROLE:

This role is to fundamentally assist in the Company's success, by coaching and developing its people. The role holder is responsible for devising people development strategies and to create and deliver training that will ensure that all staff have the skills, knowledge and development opportunities required to help the organisation achieve its business objectives.

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

SPECIFIC:

- To work closely with various leaders across the business and have a full understanding of their departments training requirements
- To develop coaching and mentoring schemes to support employee development and individual Personal Development Plans
- Design and deliver a leadership management programme to ensure effective succession planning
- To ensure essential training & development is available and accessible to all employees embracing different styles of training techniques, including e-learning, tutorial sessions or coaching
- Participate fully in organisational development and strategic planning meetings.
- To manage the allocated budget and have an ability to find solutions in order to implement the required training
- To lead motivate and develop the Learning & Development team, delegating effectively as necessary.
- Acting as the go to within the business for anyone with questions or queries regarding training and development plans

GENERAL:

- People**
- To uphold the Company Culture
  - Contribute to overall leadership and strategic direction of the business
  - Ability to work independently and collaboratively with department heads
  - Demonstrate best practise leadership; taking ownership of people challenges and finding appropriate solutions in a timely manner
  - Ensure development plans are created and progressed for all team members
  - Develop engagement and retention strategies to drive productivity and individual contribution

|              |            |                                                   |                                                                                     |
|--------------|------------|---------------------------------------------------|-------------------------------------------------------------------------------------|
| Doc No:      | HOD-JD-001 | Head of Learning & Development<br>Job Description |  |
| Rev No:      | REV1       |                                                   |                                                                                     |
| Created:     | 12/12/2018 |                                                   |                                                                                     |
| Last Review: | 12/12/2018 |                                                   |                                                                                     |

- Product**
- Create and develop a culture of service excellence, continuous improvement and innovation
  - Evaluate departmental processes and working practices
  - Establish, monitor and maintain the highest quality and delivery standards
  - Operate a safe and compliant business
  - To carry out Resort Manager escalation shifts on a rota basis, including weekends and be fully au fait with critical incident procedures
  - Fully comply with brand standards and values in the execution of the role
- Profit**
- Responsible for delivery of revenue and profit growth
  - Create and deliver the departmental annual budget in line with company budgeting protocols
  - Demonstrate clear understanding of commerciality in department and able to identify opportunities for profit improvement
  - Manage payroll efficiencies and departmental contribution

PERSON SPECIFICATION

EXPERIENCE/KNOWLEDGE / SKILLS / UNDERSTANDING:

- Essential**
- Degree, CPD or equivalent
  - Minimum of 3 years experience within the industry
  - Experience of working at senior management level
  - Proven at leading and motivating a successful team
  - Proven track record of delivering profitability
  - Management, development and talent training
  - Designing and supplying a variety of training styles
  - Building relationships with external suppliers
  - Confident in both written and spoken communication with the ability to present to large audiences
  - Organisational skills

PERSONAL ATTRIBUTES / COMPETENCIES REQUIRED FOR POST HOLDER:

- Member of CPD or other relevant professional body
- Post graduate qualification in relative field
- Successful experience of maximising development opportunities
- Experience in Learning techniques and theory including technology based methods
- Strong Coaching & Mentoring skills
- Excellent communication and interpersonal skills
- Proven leadership and motivational skills
- Organised and able to plan
- Results driven
- Exceptional Communications Skills
- Self-confident
- Team player
- Ambitious

|              |            |                 |                                                                                   |
|--------------|------------|-----------------|-----------------------------------------------------------------------------------|
| Doc No:      | HOD-JD-005 | Head of Leisure |  |
| Rev No:      | REV1       |                 |                                                                                   |
| Created:     | 01/11/2018 |                 |                                                                                   |
| Last Review: | 01/11/2018 |                 |                                                                                   |

|                          |                                                                                          |
|--------------------------|------------------------------------------------------------------------------------------|
| Job Title:               | Head of Leisure Services                                                                 |
| Reporting to:            | CEO                                                                                      |
| Reporting to Job Holder: | Deputy Head of Leisure (Blue Lagoon Manager, Activities Manager, Entertainments Manager) |

#### PRINCIPAL PURPOSE OF ROLE:

To lead the leisure department's day-to-day operations with full compliance and with delivery of budgetary control and targeted financial performance. To deliver product innovation commensurate with guest demographics and expectation. To deliver all activities and entertainments through a highly motivated, well-trained and happy team.

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

#### SPECIFIC:

|         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|---------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People  | <ul style="list-style-type: none"> <li>To provide inspirational leadership to the leisure team through the clear communication of the company and departmental objectives and strategy, supported by crisp decision-making and appropriate deployment of resources.</li> <li>To ensure the delivery of all leisure services with the appropriate team structure, operating at the maximum efficiency in terms of processes and payroll.</li> <li>To manage and motivate the leisure team, fostering their welfare and personal development through the promotion of Learning &amp; Development opportunities; appropriate communication and regular feedback; ongoing coaching and mentoring; and a culture of reward and recognition.</li> </ul>                                                                                                        |
| Product | <ul style="list-style-type: none"> <li>To monitor the Net Promoter Score and regularly review guest comments to ensure positive trends both departmentally and for the overall company NPS.</li> <li>To deliver consistently excellent service through the implementation of Standard Operating Procedures at every touch point, monitored through observations and feedback.</li> <li>To manage the quality and safety of the physical infrastructure of the leisure product, ensuring brand values are upheld through Sense of Place and all operations are fully compliant at all times.</li> <li>To ensure the delivery of an efficient Core Planner, catering for guest demand both now and into the future, regularly updated with new and innovative products.</li> <li>To maintain a culture of 'safety first' in a product delivery.</li> </ul> |
| Profit  | <ul style="list-style-type: none"> <li>To ensure the effective management and delivery of the departmental annual budget.</li> <li>To have a clear understanding of the commerciality of the department through COS, PTS and OPEX, resulting in targeted Contribution.</li> <li>To have a clear understanding of the commerciality of individual activities and entertainments, achieving the appropriate balance between service and revenue generating endeavours.</li> <li>To understand the Sales and Marketing functions associated with Leisure to deliver team initiatives which drive revenue.</li> </ul>                                                                                                                                                                                                                                        |

#### GENERAL:

|        |                                                                                                                            |
|--------|----------------------------------------------------------------------------------------------------------------------------|
| People | <ul style="list-style-type: none"> <li>Contribute to overall leadership and strategic direction of the business</li> </ul> |
|--------|----------------------------------------------------------------------------------------------------------------------------|

(HOD-JD-005) Created: 01/11/2018 Last review: 01/11/2018 Next Review: 01/11/2020 Owner: D.Rajabov

|              |            |                 |                                                                                     |
|--------------|------------|-----------------|-------------------------------------------------------------------------------------|
| Doc No:      | HOD-JD-005 | Head of Leisure |  |
| Rev No:      | REV1       |                 |                                                                                     |
| Created:     | 01/11/2018 |                 |                                                                                     |
| Last Review: | 01/11/2018 |                 |                                                                                     |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Ability to work independently and collaboratively with department heads</li> <li>Demonstrate best practice leadership; taking ownership of people challenges and finding appropriate solutions in a timely manner</li> <li>Ensure development plans are created and progressed for all team members</li> <li>Develop engagement and retention strategies to drive productivity and individual contribution</li> </ul>                                                                                                                                      |
| <b>Product</b> <ul style="list-style-type: none"> <li>Create and develop a culture of service excellence, continuous improvement and innovation</li> <li>Evaluate departmental processes and working practices</li> <li>Establish, monitor and maintain the highest quality and delivery standards</li> <li>Operate a safe and compliant business</li> <li>To carry out Resort Manager escalation shifts on a rota basis, including weekends and be fully au fait with critical incident procedures</li> <li>Fully comply with brand standards and values in the execution of the role</li> </ul> |
| <b>Profit</b> <ul style="list-style-type: none"> <li>Responsible for delivery of revenue and profit growth</li> <li>Create and deliver the departmental annual budget in line with company budgeting protocols</li> <li>Demonstrate clear understanding of commerciality in department and able to identify opportunities for profit improvement</li> <li>Manage payroll efficiencies and departmental contribution</li> </ul>                                                                                                                                                                    |

#### PERSON SPECIFICATION:

##### EXPERIENCE/KNOWLEDGE / SKILLS / UNDERSTANDING:

|           |                                                                                                                                                                                                                                                                                                                                                                                      |
|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Essential | <ul style="list-style-type: none"> <li>Business Degree or equivalent</li> <li>Minimum of 5 years experience in operations akin to a 5* multi-faceted holiday village</li> <li>Experience of working at senior management level</li> <li>Proven at leading and motivating a successful team of minimum 200 people</li> <li>Proven track record of delivering profitability</li> </ul> |
| Desirable | <ul style="list-style-type: none"> <li>Professional qualification and membership</li> <li>A genuine interest in outdoor pursuits</li> <li>Enthusiasm for and understanding of the performing arts</li> </ul>                                                                                                                                                                         |

##### PERSONAL ATTRIBUTES / COMPETENCIES REQUIRED FOR POST HOLDER:

|                                                                                                                                                                                                                                                                                                    |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Results driven</li> <li>Exceptional Communication and Interpersonal Skills</li> <li>Self-confident</li> <li>Team player</li> <li>Ambitious</li> <li>Motivational Leader</li> <li>Commercial Acumen</li> <li>Innovative</li> <li>Solution-focused</li> </ul> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

(HOD-JD-005) Created: 01/11/2018 Last review: 01/11/2018 Next Review: 01/11/2020 Owner: D.Rajabov

HR – IND – 002  
Last updated [5.4.16](#)



Induction Checklist

I confirm that I have received the following as part of the Bluestone New Employee Induction:

|                                  |                          |
|----------------------------------|--------------------------|
| Handbook                         | <input type="checkbox"/> |
| New Starter Checklist            | <input type="checkbox"/> |
| Health & Safety Induction        | <input type="checkbox"/> |
| Uniform Policy                   | <input type="checkbox"/> |
| Absence Line Phone Number        | <input type="checkbox"/> |
| Confidentiality Agreement        | <input type="checkbox"/> |
| Health Questionnaire             | <input type="checkbox"/> |
| Bluestone Lottery Enrolment Form | <input type="checkbox"/> |
| Name Badge                       | <input type="checkbox"/> |
| ID Badge                         | <input type="checkbox"/> |
| Identification x2 (photocopied)  | <input type="checkbox"/> |

## Induction materials

1

Company Induction



2

Agenda for the day



3

Learn the



4

Company - August 2011



5

Our People



6

Our Products



7

Our Company Structure



8

Our Company Structure



# Agenda for the day

- Bluestone Overview
- Meet the People
- Our Mission
- Our Culture
- Our Brand
- Policies
- Wellness and Wellbeing
- Health and Safety
- Product Knowledge and Tour
- Meet William/Director Q&A
- Paperwork



Click to add notes

Modules List

Module Builder - Portfolio

Show 10 entries

| Icon                                                                              | Name                     |
|-----------------------------------------------------------------------------------|--------------------------|
|  | Kitchen Master           |
|  | Kitchen Master Blueagoon |
|  | Power BI & Excel         |
|  | Safe isolation pr        |
|  | Working at Helg          |
|  | Working at Helg          |

Preview module

flow

COSHH

0%



SOUND

CONTENTS

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NEXT

HTML5 Player

Preview in full screen

Close

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Bluestone  
National Park resort

INTRODUCTION

0%



Try tapping this for further insights.



## Health and Safety

We've all got the right to be safe at work, and hospitality is a labour intensive industry. This means there's lots of potential for hazards - making workplace injuries and illnesses far too common.

You and your colleagues' safety is paramount to a good working environment. In this module, you'll



SOUND



CONTENTS



BACK



NEXT

Evidence 19 EV19

AutoSave

Compliance matrix (1).xls - Read-Only - Compatibility Mode - Excel

Jessica Rainbow

FileHomeInsertDrawPage LayoutFormulasDataReviewViewHelp

ClipboardFontAlignmentNumberStylesCellsEditingAnalysis

ShareComments

|    | A | B                                    | C           | D             | E                          | F          | G          | H                  | I                        | J                     | K           | L                            | M                     | N              | O                   | P            | Q                  | R          | S          | T          | U          | V          | W          | X          | Y          | Z          |
|----|---|--------------------------------------|-------------|---------------|----------------------------|------------|------------|--------------------|--------------------------|-----------------------|-------------|------------------------------|-----------------------|----------------|---------------------|--------------|--------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| 1  |   |                                      |             |               | Head of Equipment          | TV         | BA         | Welding Management | Senior Management (Data) | Superintendent (Data) | Team Leader | Senior Assistant (Therapist) | Technician (Blue Box) | Panel Services | Executive Assistant | Receptionist | Head of Operations | Therapist  | Coach      | Stores     | Security   | Events     | HR Team    |            |            |            |
| 2  |   |                                      |             |               |                            |            |            |                    |                          |                       |             |                              |                       |                |                     |              |                    |            |            |            |            |            |            |            |            |            |
| 3  |   |                                      |             |               |                            |            |            |                    |                          |                       |             |                              |                       |                |                     |              |                    |            |            |            |            |            |            |            |            |            |
| 4  |   |                                      |             |               |                            |            |            |                    |                          |                       |             |                              |                       |                |                     |              |                    |            |            |            |            |            |            |            |            |            |
| 5  |   |                                      |             |               |                            |            |            |                    |                          |                       |             |                              |                       |                |                     |              |                    |            |            |            |            |            |            |            |            |            |
| 6  |   |                                      |             |               |                            |            |            |                    |                          |                       |             |                              |                       |                |                     |              |                    |            |            |            |            |            |            |            |            |            |
| 7  |   | Training Required                    | Frequency   | Training Type | Company Training Available |            |            |                    |                          |                       |             |                              |                       |                |                     |              |                    |            |            |            |            |            |            |            |            |            |
| 8  |   | First Aid at Work                    | 3 Years     | Classroom     | ✓                          |            |            | ✓                  | ✓                        |                       |             | ✓                            | ✓                     | ✓              |                     |              | ✓                  | ✓          |            | ✓          | ✓          |            |            |            |            |            |
| 9  |   | Emergency First Aid                  | 3 Years     | Classroom     | ✓                          |            |            | ✓                  | ✓                        | ✓                     |             | ✓                            | ✓                     | ✓              |                     |              | ✓                  | ✓          |            | ✓          | ✓          |            |            |            |            |            |
| 10 |   | Paediatric First Aid                 | 3 Years     | Classroom     | ✓                          |            |            | ✓                  | ✓                        | ✓                     |             | ✓                            | ✓                     | ✓              |                     |              | ✓                  | ✓          |            | ✓          | ✓          |            |            |            |            |            |
| 11 |   | IOSH Managing Safety                 | 3 Years     | Classroom     | ✓                          |            | ✓          | ✓                  | ✓                        | ✓                     | Facilities  |                              |                       |                |                     |              | ✓                  | ✓          |            | ✓          | ✓          |            |            |            |            |            |
| 12 |   | IOSH Working Safely                  | 3 Years     | Classroom     | ✓                          |            |            | ✓                  | ✓                        | ✓                     | ✓           | ✓                            | ✓                     |                |                     |              | ✓                  | ✓          |            | ✓          | ✓          |            |            |            |            |            |
| 13 |   | IOSH Managing Safety Refresher       | 3 Years     | Classroom     | ✓                          |            | ✓          | ✓                  | ✓                        | ✓                     | ✓           | ✓                            | ✓                     |                |                     |              | ✓                  | ✓          |            | ✓          | ✓          |            |            |            |            |            |
| 14 |   | General Compliance Manual (F&B/IOSH) | As required | Classroom     | ✓                          |            | ✓          | ✓                  | ✓                        | ✓                     | ✓           | ✓                            | ✓                     | ✓              | ✓                   | ✓            | ✓                  | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          |
| 15 |   | Fire Marshal                         | 3 Years     | Classroom     | ✓                          |            |            | ✓                  | ✓                        | ✓                     | ✓           | ✓                            | ✓                     | ✓              | ✓                   | ✓            | ✓                  | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          |
| 16 |   | Fire Evacuation                      | 6 Months    | Classroom     | ✓                          |            | ✓          | ✓                  | ✓                        | ✓                     | ✓           | ✓                            | ✓                     | ✓              | ✓                   | ✓            | ✓                  | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          |
| 17 |   | Defibrillation                       | As required | Classroom     | ✓                          |            | ✓          | ✓                  | ✓                        | ✓                     | ✓           | ✓                            | ✓                     | ✓              | ✓                   | ✓            | ✓                  | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          |
| 18 |   | Child Protection                     | 1/2 Year    | Classroom     | ✓                          |            | ✓          | ✓                  | ✓                        | ✓                     | ✓           | ✓                            | ✓                     | ✓              | ✓                   | ✓            | ✓                  | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          |
| 19 |   | Ladder Training                      | 3 year      | Classroom     | ✓                          |            | ✓          | ✓                  | ✓                        | ✓                     | ✓           | ✓                            | ✓                     | ✓              | ✓                   | ✓            | ✓                  | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          |
| 20 |   | High Ropes Safety Training           | 3 year      | Classroom     | External                   | Activities | Activities | Activities         | Activities               | Activities            | Activities  | Activities                   | Activities            | Activities     | Activities          | Activities   | Activities         | Activities | Activities | Activities | Activities | Activities | Activities | Activities | Activities | Activities |
| 21 |   | Lake Safety Training                 | As required | Classroom     | ✓                          | Activities | Activities | Activities         | Activities               | Activities            | Activities  | Activities                   | Activities            | Activities     | Activities          | Activities   | Activities         | Activities | Activities | Activities | Activities | Activities | Activities | Activities | Activities | Activities |
| 22 |   | Emergency Call Procedures            | As required | Classroom     | ✓                          |            | ✓          | ✓                  | ✓                        | ✓                     | ✓           | ✓                            | ✓                     | ✓              | ✓                   | ✓            | ✓                  | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          |
| 23 |   | Pack Lift Operation                  | As required | Practical     | ✓                          |            | ✓          | ✓                  | ✓                        | ✓                     | ✓           | ✓                            | ✓                     | ✓              | ✓                   | ✓            | ✓                  | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          |
| 24 |   | Layb Coaching and Guiding            | 3 year      | Classroom     | External                   | Activities | Activities | Activities         | Activities               | Activities            | Activities  | Activities                   | Activities            | Activities     | Activities          | Activities   | Activities         | Activities | Activities | Activities | Activities | Activities | Activities | Activities | Activities | Activities |
| 25 |   | Personal Licence                     | 3 years     | Classroom     | ✓                          | F&B        | F&B        | F&B                | F&B                      | F&B                   | F&B         | F&B                          | F&B                   | F&B            | F&B                 | F&B          | F&B                | F&B        | F&B        | F&B        | F&B        | F&B        | F&B        | F&B        | F&B        |            |
| 26 |   | SIA                                  | As required | Classroom     | ✓                          | Security   | Security   | Security           | Security                 | Security              | Security    | Security                     | Security              | Security       | Security            | Security     | Security           | Security   | Security   | Security   | Security   | Security   | Security   | Security   | Security   | Security   |
| 27 |   | COLR                                 | 3 year      | Classroom     | ✓                          |            | ✓          | ✓                  | ✓                        | ✓                     | ✓           | ✓                            | ✓                     | ✓              | ✓                   | ✓            | ✓                  | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          |
| 28 |   | PWVDR                                | 3 year      | Classroom     | ✓                          | Mar        | Mar        | Mar                | Mar                      | Mar                   | Mar         | Mar                          | Mar                   | Mar            | Mar                 | Mar          | Mar                | Mar        | Mar        | Mar        | Mar        | Mar        | Mar        | Mar        | Mar        | Mar        |
| 29 |   | First Aid & Violence                 | 3 year      | Classroom     | ✓                          | Mar        | Mar        | Mar                | Mar                      | Mar                   | Mar         | Mar                          | Mar                   | Mar            | Mar                 | Mar          | Mar                | Mar        | Mar        | Mar        | Mar        | Mar        | Mar        | Mar        | Mar        | Mar        |
| 30 |   | Abusive Words                        | 3 year      | Classroom     | ✓                          | Mar        | Mar        | Mar                | Mar                      | Mar                   | Mar         | Mar                          | Mar                   | Mar            | Mar                 | Mar          | Mar                | Mar        | Mar        | Mar        | Mar        | Mar        | Mar        | Mar        | Mar        | Mar        |
| 31 |   | Incident Investigation               | 3 year      | Classroom     | ✓                          | ✓          | ✓          | ✓                  | ✓                        | ✓                     | ✓           | ✓                            | ✓                     | ✓              | ✓                   | ✓            | ✓                  | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          |
| 32 |   | Legionella                           | 2 Year      | Classroom     | ✓                          | Mar        | Mar        | Mar                | Mar                      | Mar                   | Mar         | Mar                          | Mar                   | Mar            | Mar                 | Mar          | Mar                | Mar        | Mar        | Mar        | Mar        | Mar        | Mar        | Mar        | Mar        | Mar        |
| 33 |   | Permit to Work Training              | As required | Classroom     | ✓                          | AR         | AR         | AR                 | AR                       | AR                    | AR          | AR                           | AR                    | AR             | AR                  | AR           | AR                 | AR         | AR         | AR         | AR         | AR         | AR         | AR         | AR         | AR         |
| 34 |   | Food Hygiene Basic                   | 3 year      | Classroom     | ✓                          |            |            |                    |                          |                       |             |                              |                       |                |                     |              |                    |            |            |            |            |            |            |            |            |            |
| 35 |   | Food Hygiene Level 2                 | As required | Classroom     | ✓                          |            |            |                    |                          |                       |             |                              |                       |                |                     |              |                    |            |            |            |            |            |            |            |            |            |
| 36 |   | Food Hygiene Level 3                 | As required | Classroom     | ✓                          |            |            |                    |                          |                       |             |                              |                       |                |                     |              |                    |            |            |            |            |            |            |            |            |            |

Compliance Matrix

IOSH Housekeeping

IOSH Maintenance & Bike Hire

IOSH Security

IOSH RM-HODS

IOSH Leisure & Spa

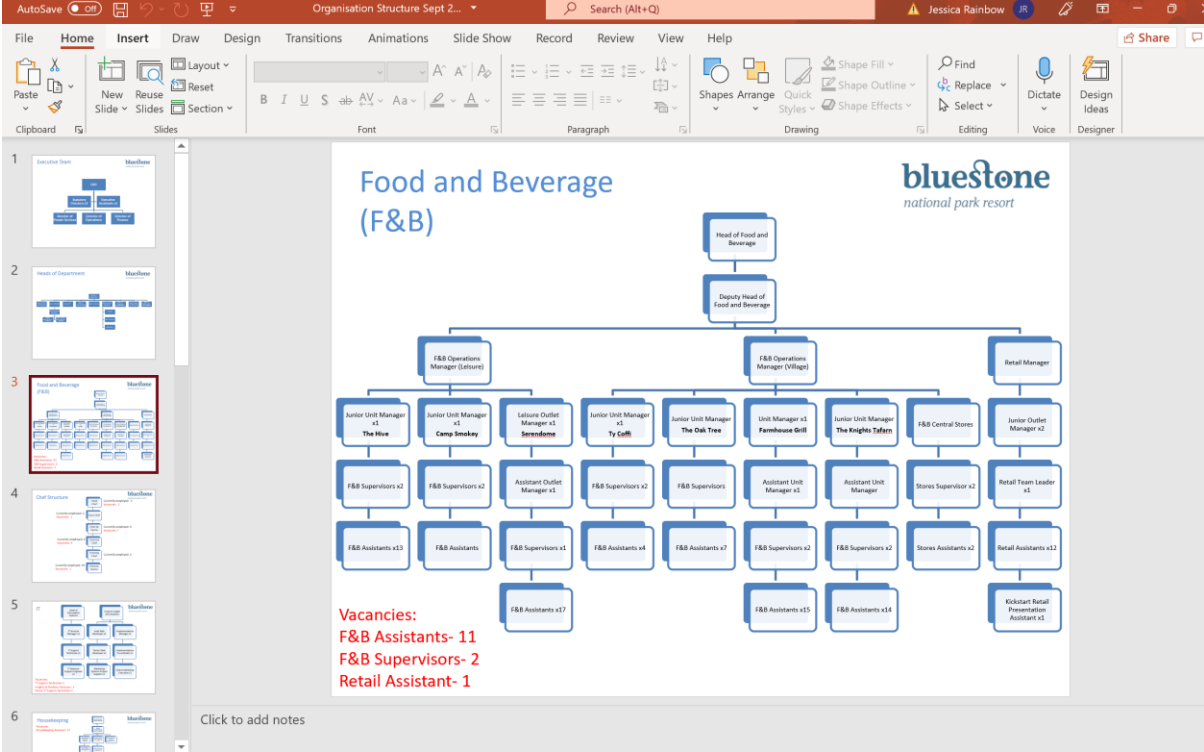
IOSH F&B & Retail & Stores

IOSH Guest Services & Sales

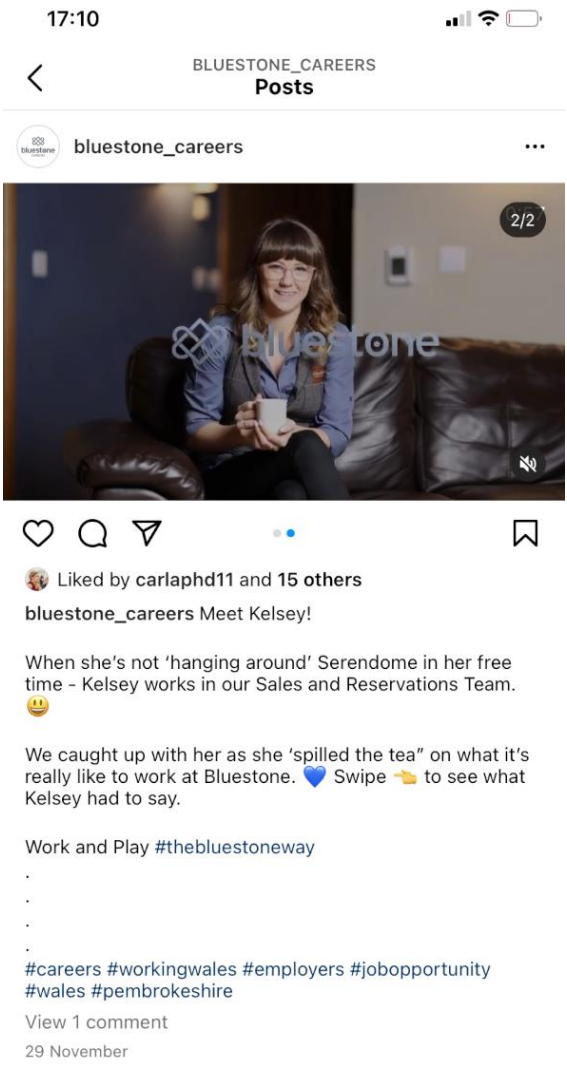
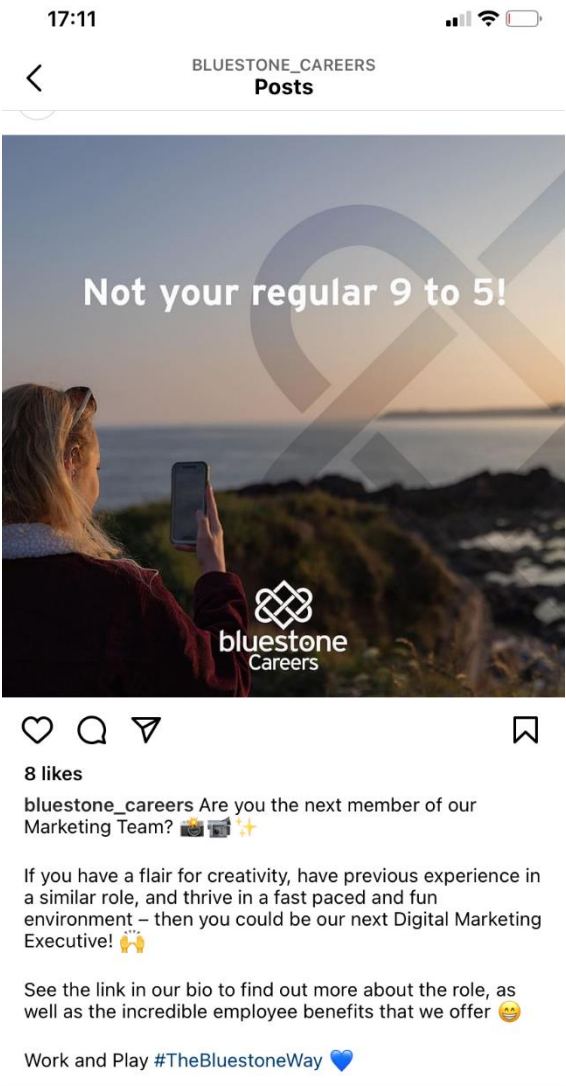
IOSH HR

M...

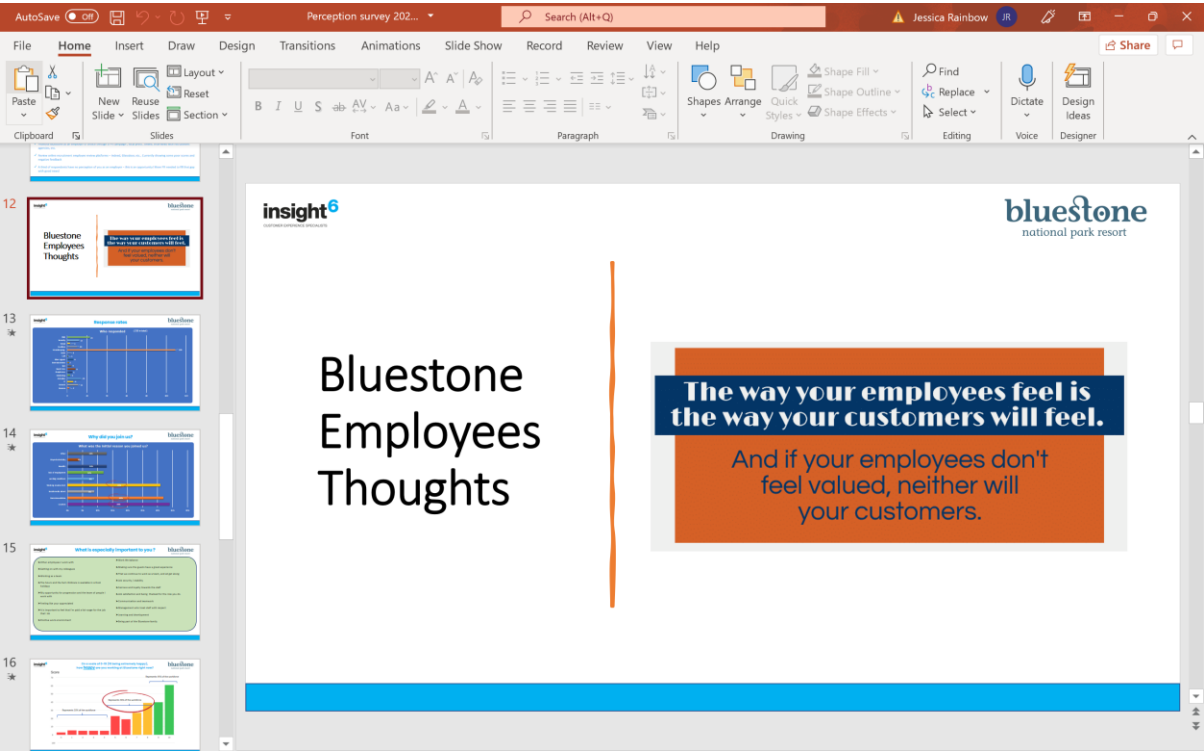
Evidence 20 EV20



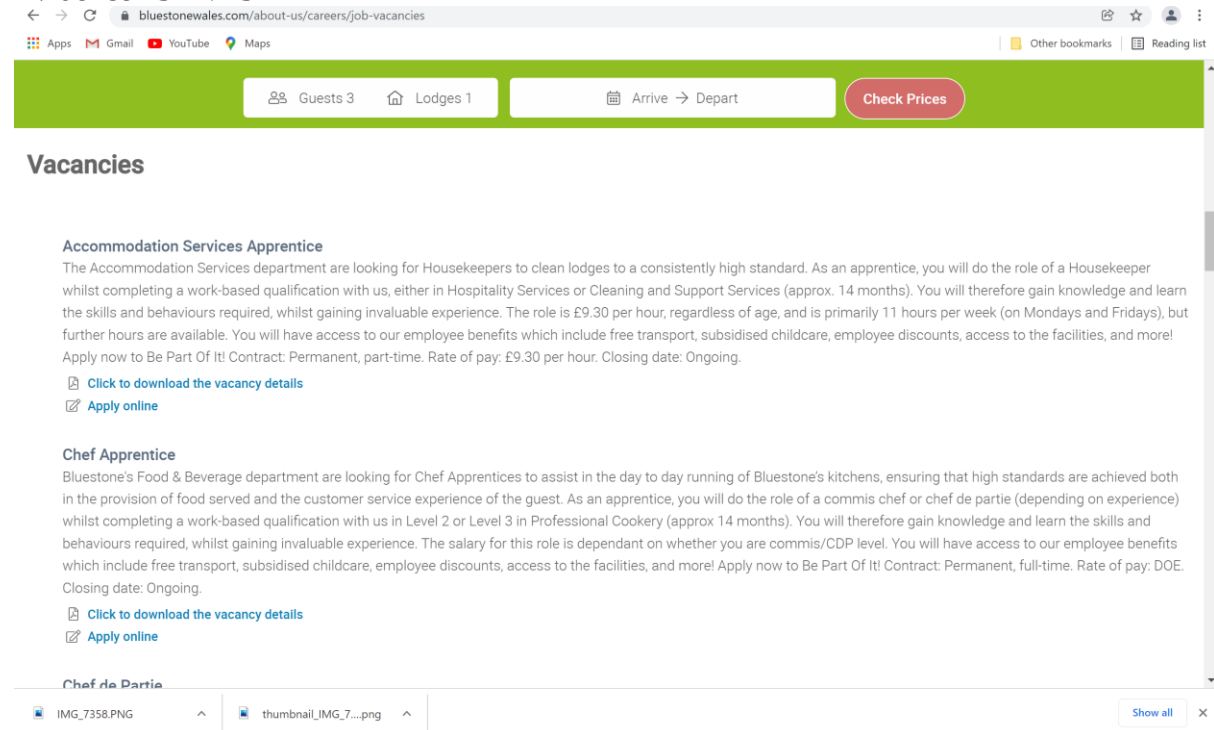
Evidence 21 EV21



Evidence 22 EV22



## Evidence 23 EV23



Evidence 23 EV23

Doc No: P5-SF-019

Rev No: 001

Created: 17/09/2021

Last Review: 17/09/2021

Next Review: 17/09/2022

Owner: J.JAYNES

New Role Request



NEW ROLE REQUEST

(To be submitted to the Director of People Services for consideration by the Operational Board)

Job Title:  
Learning and Development Administrator

Department:  
People Services

Head of Department:  
Stuart Jaynes

Proposed Salary: £19,968 (40 hours / £9.60)

Proposed Pay Banding [1-7]: 2

Reason for proposed role:  
(Provide a detailed business case with concise justification)

There have been some changes recently within the People Services structure:

- Claire as Head of Learning and Development has now moved to Guest Services
- Kial has moved into a Health & Safety role
- The L&D function has been split into 4 areas of responsibility
  - Bluestone Academy - Helen
  - Health & Safety Compliance - Lucy
  - People Compliance / Flow e-learning / Bluestone Way admin - Jess
  - Leadership training - Debbie and Stuart.

The above changes result in an increase in workload, with a large part of the L&D function now sitting with the HR team as an additional responsibility area.

This provides an opportunity for the team to:

- Utilise Flow to its full capabilities as an e-learning function
- Focus on supporting the development of our management teams
- Create a number of people compliance modules for management teams in line with the skills matrix
- Create career pathways and development opportunities in line with the pay banding and skills matrix, with identified learning and development opportunities, alongside promoting this in our recruitment campaigns
- Ensure company induction and all departmental inductions are taking place and are robust
- Support ad hoc training initiatives
- Provide full administrative support to the bluestone way roll out and leadership training

Whilst the above will be overseen by the People Services Manager and Director of People Services, implementing this solution will require a full time administrative role specific to learning and development, which will add value in ensuring business compliance, enabling learning and development activity, reporting back to the business on input and results.

There are a number of risks that can be associated with a lack of resource for this including:

- Non-compliance with maintaining training records
- Non-compliance with mandatory induction and training
- Inability to implement the L&D strategy as part of the overall people strategy

Doc No: P5-SF-019

Rev No: 001

Created: 17/09/2021

Last Review: 17/09/2021

Next Review: 17/09/2022

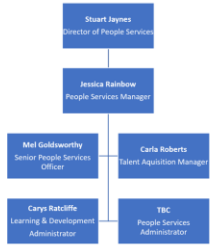
Owner: J.JAYNES

New Role Request



Attach Supporting Documents:  
(A job description and organisation structure must be provided).

Current



```
graph TD; SJ[Stuart Jaynes  
Director of People Services] --> JR[Jessica Rainbow  
People Services Manager]; JR --> MG[Mel Goldsworthy  
Senior People Services Officer]; JR --> CR[Carla Roberts  
Talent Acquisition Manager]; MG --> CR; MG --> RA[Coryn Ratcliffe  
Learning & Development Administrator]; CR --> TBC[TBC  
People Services Administrator];
```

Date of Submission: 22.09.2021

OPERATIONAL BOARD PANEL OUTCOME

State decision and reason for outcome:

Signed: J Rainbow

Dated: 22.09.2021

Evidence 24 EV24

|                                                                                   |                                                                     |   |
|-----------------------------------------------------------------------------------|---------------------------------------------------------------------|---|
|  | HR-JD-012 Learning and Development Administrator REV1.docx<br>80 KB | ▼ |
|  | PS-SF-019 NEW ROLE REQUEST REV 1 .docx<br>110 KB                    | ▼ |

**From:** Jessica Rainbow  
**Sent:** 23 September 2021 10:22  
**To:** Carla Roberts <croberts@bluestonewales.com>  
**Subject:** RE: New Role Proposals 2022

Hi Carla

Following approval of the Learning and Development Administrator vacancy. Please could you advertise the vacancy via reach both internally and externally and assign me as the hiring manager. Could you give a 2 weeks closing date and also draft a social media post in relation to the [vacancy](#).

Following the closing date – I will schedule and diarise interviews if you could attend to take notes 😊

Many thanks

Jess

**From:** Jessica Rainbow  
**Sent:** 22 September 2021 16:23  
**To:** Stuart Jaynes <sjaynes@bluestonewales.com>  
**Subject:** RE: New Role Proposals 2022

Hi Stuart

Please see attached. Please input if there is anything I have missed.

Many thanks  
Jess

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                        |  |  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|--|--|
| Doc No: HR-JD-012<br>Rev No: REV1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Learning & Development |  |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                        |  |  |
| <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;"> <input type="checkbox"/> Job Title: Learning &amp; Development Administrator         </div> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;"> <input type="checkbox"/> Reporting to: People Services Manager         </div> <div style="border: 1px solid black; padding: 2px;"> <input type="checkbox"/> Reporting to Job Holder: Jessica Rainbow         </div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                        |  |  |
| <b>PRINCIPAL PURPOSE OF ROLE:</b><br>To co-ordinate training in line with the Learning and Development strategy by liaising with training providers, partners, and internal resources. To support the People Services Manager in all associated learning and development administrative tasks, ensuring records are maintained, relevant reporting is carried out and support with enhancing and developing performance throughout the company.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                        |  |  |
| <b>KEY RESPONSIBILITIES:</b> (the duties and tasks outlined are not intended to be exhaustive and other duties may be required from time to time):                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                        |  |  |
| <b>SPECIFIC:</b> <ul style="list-style-type: none"> <li>To work with the People Services Manager to identify training and development needs across the business through the bluestone way performance management system and the training needs analysis</li> <li>To consider the cost of planned training, making a record and keeping within budgets.</li> <li>Support the People Services Manager in sending monthly BSW prompts and collate BSW data for the PS report</li> <li>To implement a training calendar, enabling employees to see the available training and request to attend</li> <li>Mange the Village Hall calendar and liaising with housekeeping/F&amp;R to ensure facilities are maintained/prepared ahead of training sessions</li> <li>Provide monthly reports of training attendees / FLOW completion rates as part of the monthly PS report</li> <li>Keep all training records up to date</li> <li>To prepare, co-ordinate and set up training sessions</li> <li>Organise external courses for employees, making sure purchase orders are raised and that the correct procedures are followed to ensure timely payments</li> <li>To analyse training effectiveness by gathering feedback through course evaluations and submitting reporting for the PS report</li> <li>To support the People Services Manager to maintain and promote the e-learning system, making sure it is used to its capacity, providing relevant training modules, and also support in producing training materials for in-house modules as well as enabling it to be used as a performance management resource</li> <li>Maintain current electronic training sessions via FLOW as agreed by the People Services Manager</li> <li>To assist in other PS functions when needed</li> <li>Research industry standard and best practice in training and identify areas where these can be implemented to enhance practice</li> <li>To assist with general filing and administration, including data input when required</li> </ul> |                        |  |  |
| <b>GENERAL:</b><br><div style="border: 1px solid black; padding: 5px;"> <b>People</b> <ul style="list-style-type: none"> <li>Understand and promote Bluestone's culture beliefs</li> </ul> </div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                        |  |  |

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|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|--|--|
| Doc No: HR-JD-012<br>Rev No: REV1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Learning & Development Administrator |  |  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                      |  |  |
| <div style="border: 1px solid black; padding: 5px;"> <b>Engage with team members and ensure they fully understand what is expected of them and that they have the training and tools to perform at their best</b> <ul style="list-style-type: none"> <li>Assist employees to succeed in their roles</li> <li>Commit to personal development plans and assist staff in meeting theirs</li> <li>Demonstrate discretion and confidentiality when dealing with sensitive staff issues and ensure full compliance with GDPR guidelines</li> </ul> </div>                                                                                                                                                                                                                                                                                                                                                                                    |                                      |  |  |
| <b>Product</b> <ul style="list-style-type: none"> <li>Understand and promote Bluestone brand standards and values in the execution of the role</li> <li>Create a team culture of service and operational excellence through leading by example, recognition and praise</li> <li>Operate a safe and compliant business in line with Standard Operating Procedures and health and safety guidance</li> <li>Contribute to continuous improvement and work with unit/departments managers to develop the product offering, service delivery and operational excellence</li> <li>Promote good practice in terms of energy and waste management</li> </ul>                                                                                                                                                                                                                                                                                   |                                      |  |  |
| <b>Profit</b> <ul style="list-style-type: none"> <li>Assist managers to improve team member engagement, retention and absence rates</li> <li>Create a service that sells culture and positive promotion of Bluestone events, venues, activities, etc</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                      |  |  |
| <b>PERSON SPECIFICATION:</b><br><b>EXPERIENCE/KNOWLEDGE / SKILLS / UNDERSTANDING:</b><br><b>Essential</b> <ul style="list-style-type: none"> <li>Demonstrable experience within a HR role, support role or relevant transferable skills or experience</li> <li>A clear understanding of the HR function and how it works with the company aims and values</li> <li>Working knowledge and understanding of relevant in-house systems</li> <li>Strong Customer Service Skills</li> <li>Excellent communication and interpersonal skills</li> <li>Ability to work unsupervised/to use own initiative</li> <li>Sound and demonstrable knowledge of Health &amp; Safety legislation and best practice in the workplace</li> <li>Basic knowledge and understanding of financial targets along with commercial awareness</li> <li>Some knowledge and an interest in employment law</li> <li>Positive and proactive team work ethic</li> </ul> |                                      |  |  |
| <b>Desirable</b> <ul style="list-style-type: none"> <li>Professional qualification and membership, working towards or willing to</li> <li>Experience within a HR and/or HRIS Assistant role</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                      |  |  |
| <b>PERSONAL ATTRIBUTES / COMPETENCIES REQUIRED FOR POST HOLDER:</b> <ul style="list-style-type: none"> <li>Positive 'can do' attitude</li> <li>Ability to motivate and lead a team</li> <li>Flexible, committed and punctual</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                      |  |  |

Created: 06/10/2019    Last revised: 06/10/2019    Next Review: 06/10/2021    Owner: JAW/00000

Created: 06/10/2019    Last revised: 06/10/2019    Next Review: 06/10/2021    Owner: JAW/00000



## Recruitment and Selection Policy



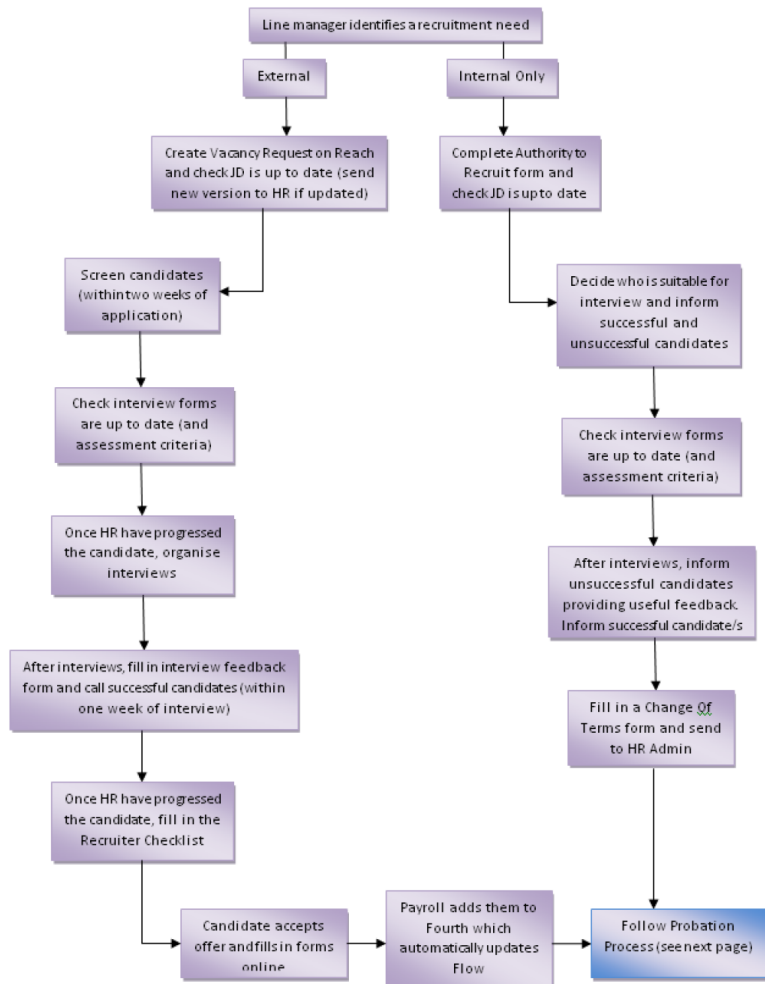
Debbie Rainbow  
Bluestone Resorts Ltd  
12/1/2007

|              |            |                                |                                                                                   |
|--------------|------------|--------------------------------|-----------------------------------------------------------------------------------|
| Doc No:      | PS-P-001   | Recruitment & Selection Policy |  |
| Rev No:      | REV3       |                                |                                                                                   |
| Created:     | 01/12/2007 |                                |                                                                                   |
| Last Review: | 04/08/2021 |                                |                                                                                   |

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|--------------|------------|--------------------------------|-----------------------------------------------------------------------------------|
| Doc No:      | PS-P-001   | Recruitment & Selection Policy |  |
| Rev No:      | REV3       |                                |                                                                                   |
| Created:     | 01/12/2007 |                                |                                                                                   |
| Last Review: | 04/08/2021 |                                |                                                                                   |





## Equal Opportunities Policy



Owner: D Rainbow  
Bluestone Resorts Ltd

|              |            |                            |                                                                                    |
|--------------|------------|----------------------------|------------------------------------------------------------------------------------|
| Doc No:      | PS-P-027   | Equal Opportunities Policy |  |
| Rev No:      | 001        |                            |                                                                                    |
| Created:     | 01/06/2008 |                            |                                                                                    |
| Last Review: | 04/08/2021 |                            |                                                                                    |

### Policy Statement

We do not discriminate against staff, visitors, customers or guests on the basis of their gender, sexual orientation, marital or civil partner status, gender reassignment, race, colour, nationality, ethnic or national origin, religion or belief, disability or age. The principle of non-discrimination and equality of opportunity applies equally to the treatment of former staff, visitors, customers and guests by members of our current workforce.

**Bluestone shall, at all times, strive to work within legislative requirements as well as promoting best practice.**

Bluestone's long-term aim is that the composition of our workforce should reflect that of the community and that all workers should be offered equal opportunities to achieve their full potential. This policy and the measures we take to implement it have been devised on the basis of advice from the relevant government and professional bodies. We are committed to a programme of action to make this policy effective and to bring it to the attention of all workers. The principle of non-discrimination and equality of opportunity applies equally to the treatment of visitors, clients, customers and suppliers by members of our workforce and also, in some circumstances, ex-employees.

The following paragraphs deal with the specific categories of workers and areas of work which we have identified as potentially giving rise to equal opportunities issues and provides more specific guidance on the parameters of our policy and approach to equal opportunities.

This policy is for guidance only and shall be provided to all workers, but does not form part of employees' contract of employment.

### To whom does this policy apply?

This policy applies to Bluestone's employees, whether permanent, temporary, casual, part-time or on fixed-term contracts, to ex-employees, to job applicants and to individuals such as agency staff and consultants and volunteers who are not our employees, but who work at Bluestone (collectively workers).

All workers have a duty to act in accordance with this policy, and therefore to treat colleagues with dignity at all times, and not to discriminate against or harass other members of staff, whether junior or senior to them. In some situations, Bluestone may be at risk of being held responsible for the acts of individual members of staff and will not therefore tolerate any discriminatory practices or behaviour.

The policy statement above applies equally to the treatment of our visitors, clients, customers and suppliers by our workers.

# Evidence 28 EV28

SubjectFW: New Role Proposals 2022

HR-JD-012 Learning and Development Administrator REV1.docx  
80 KB

**From:** Stuart Jaynes <[sjaynes@bluestonewales.com](mailto:sjaynes@bluestonewales.com)>  
**Sent:** 11 October 09:38  
**To:** Jessica Rainbow <[jrainbow@bluestonewales.com](mailto:jrainbow@bluestonewales.com)>  
**Subject:** Learning and Development Administrator

Hi Jess

Just a note to say well done on putting the proposal together for the new role, taking the lead in the recruitment process and successfully securing a candidate for the role.

Look forward to growing the team and seeing how they develop in the role.

Best Regards,

**Stuart Jaynes**  
**Director of People Services**  
Tel: +44 (0) 1834 869900 ext 541





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**From:** Stuart Jaynes <[sjaynes@bluestonewales.com](mailto:sjaynes@bluestonewales.com)>  
**Sent:** 17 September 2021 13:49  
**To:** Marten Lewis <[mlewis@bluestonewales.com](mailto:mlewis@bluestonewales.com)>; Sian Straczek <[sian.straczek@bluestonewales.com](mailto:sian.straczek@bluestonewales.com)>; Jessica Rainbow <[jrainbow@bluestonewales.com](mailto:jrainbow@bluestonewales.com)>; Michael Frampton



HR-JD-012 Learning and Development Administrator REV1.docx  
80 KB



**From:** Jessica Rainbow <[jrainbow@bluestonewales.com](mailto:jrainbow@bluestonewales.com)>

**Sent:** 11 October 09:58

**To:** Carla Roberts <[croberts@bluestonewales.com](mailto:croberts@bluestonewales.com)>

**Subject:** FW: Learning and Development Administrator

Hi Carla

Thank you for supporting with the below. We have successfully secured a candidate who begins in two weeks!

Many thanks

Jess

**From:** Stuart Jaynes <[sjaynes@bluestonewales.com](mailto:sjaynes@bluestonewales.com)>

**Sent:** 11 October 09:38

**To:** Jessica Rainbow <[jrainbow@bluestonewales.com](mailto:jrainbow@bluestonewales.com)>

**Subject:** Learning and Development Administrator

Hi Jess

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Look forward to growing the team and seeing how they develop in the role.

Best Regards,

**Stuart Jaynes**

**Director of People Services**

Tel: +44 (0) 1834 869900 ext 541

**bluestone**