

Qualification: CIPD Diploma in Applied Human Resources

Contributing to Employee Engagement in the Organisation

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Activity 1- 955

Activity 2- 905

Activity 3- 1020

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Student Number: 2005792

CIPD Membership Number: 5665681X

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

Signed:

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

Date: 13 March 2022

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Candidate name: Carys Ratcliffe				CIPD Membership/registration No.: 5665681X			
Qualification title: CIPD Diploma in Applied HR				Unique Learner No. (ULN): 2005792			
Unit code	Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled	
5AEEG	Contributing to Employee Engagement in the Organisation.	1.1, 1.3, 2.1, 2.2.	A report showing an analysis of leavers from Bluestone in the last 12 months.	EV1			
5AEEG	Contributing to Employee Engagement in the Organisation.	1.1, 1.2, 1.3, 1.4, 2.1, 2.2, 3.1, 3.2, 3.3.	Employee Engagement Survey (Word draft before being inputted on Instant Insight).	EV2			
5AEEG	Contributing to Employee Engagement in the Organisation.	1.1, 1.2, 1.3, 1.4, 2.1, 2.2, 3.1, 3.2, 3.3.	A screenshot showing my Instant Insight portal.	EV3			
5AEEG	Contributing to Employee Engagement in the Organisation.	1.1, 1.2, 1.3, 1.4, 2.1, 2.2, 3.1, 3.2, 3.3.	The launch of the employee engagement survey being communicated to our employees via Bluestone @WorkandHome.	EV4			
5AEEG	Contributing to Employee Engagement in the Organisation.	1.1, 1.2, 1.3, 1.4, 2.1, 2.2, 3.1, 3.2, 3.3.	A screenshot showing an analysis of survey results.	EV5			
5AEEG	Contributing to Employee Engagement in the Organisation.	1.1, 1.2, 1.3, 1.4, 2.1, 2.2, 3.1, 3.2, 3.3.	A screenshot showing the overall fair treatment and recognition section of the survey scores.	EV6			
5AEEG	Contributing to Employee Engagement in the Organisation.	1.1, 1.2, 1.3, 1.4, 2.1, 2.2, 3.1, 3.2, 3.3.	An extract from Bluestone's Equality, Diversity and Inclusion policy.	EV7			
5AEEG	Contributing to Employee Engagement in the Organisation.	1.1, 1.2, 1.3, 1.4, 2.1, 2.2, 3.1, 3.2, 3.3.	A screenshot showing the overall staff response to 'on a scale of 0-10, how likely are you to recommend Bluestone as an employer?'	EV8			
5AEEG	Contributing to Employee Engagement in the Organisation.	1.1, 1.2, 1.3, 1.4, 2.1, 2.2, 3.1, 3.2, 3.3.	A screenshot showing employee NPS score by department.	EV9			
5AEEG	Contributing to Employee Engagement in the Organisation.	1.1, 1.2, 1.3, 1.4, 2.1, 2.2, 3.1, 3.2, 3.3.	Screenshots showing each department's section of the survey results.	EV10			

5AEEG	Contributing to Employee Engagement in the Organisation.	1.1, 1.2, 1.3, 1.4, 2.1, 2.2, 3.1, 3.2, 3.3.	An extract from Bluestone's Hybrid Working policy.	EV11	
5AEEG	Contributing to Employee Engagement in the Organisation.	1.1, 1.2, 1.3, 1.4, 2.1, 2.2, 3.1, 3.2, 3.3.	Screenshots showing some of Bluestone's internal and external learning and development programs.	EV12	
5AEEG	Contributing to Employee Engagement in the Organisation.	1.1, 1.2, 1.3, 1.4, 2.1, 2.2, 3.1, 3.2, 3.3.	Some examples of how our employee app is used for live recognition.	EV13	
Candidate declaration:					
- I confirm that the work/evidence presented for assessment is my own unaided work. - I have read the assessment regulations and understand that if I am found to have 'copied' from published work without acknowledgement, or from other candidate's work, this may be regarded as plagiarism which is an offence against the assessment regulations and leads to failure in the relevant unit and formal disciplinary action. - I agree to this work being subjected to scrutiny by textual analysis software if required. - I understand that my work may be used for future academic/quality assurance purposes in accordance with the provisions of the Data Protection Act 1998. - I understand that the work/evidence submitted for assessment may not be returned to me and that I have retained a copy for my records. - I understand that until such time as the assessment grade has been ratified through internal and external quality assurance processes it is not final.					
Signature:		Carys Ratcliffe		Date:	13 March 2022

LO1- Be able to assess levels of employee engagement within an organisation.

Bluestone (Wales) National Park Resort is a family-run private sector business with over 800 employees based in Pembrokeshire (Business Wales 2016). It is vital that all our employees are connected and engaged with the organisation to ensure a pleasant working environment is created with each individual being productive and committed to Bluestone (Healthy Virtuoso 2021). This positively affects the performances of other employees and ensures that our guests receive the 5-star services promised.

In Bluestone there are over 20 teams in 18 different departments. For this assignment I will focus on the whole organisation to undertake an assessment on employee engagement levels. It is evident that employee engagement within most departments is low, this is reflected in high rates of absenteeism, increased turnover (EV1) and general low mood. The whole organisation has had a difficult 2 years due to COVID-19 and the ever-changing rules/regulations, now we are getting back to normal with minimal rules, I would like to conduct an assessment on employee engagement. This is because we are now able to actively focus on engagement again and implement strategies to improve.

To complete an assessment of employee engagement, there are several suitable diagnostic tools I could use:

- One of which is the use of employee surveys to gather feedback and gain ideas regarding employee feelings and attitudes to understand employees' motivations, passions, job satisfaction levels and quality of working relationships (TriNet 2017). One positive of using surveys is that they can be completed and submitted anonymously, this increases participation rates and allows for more honest responses from employees. However, some argue that the use of the annual engagement survey is outdated, with 29% of employees thinking that engagement surveys are a 'waste of time' (Armstrong 2018).
- The Gallup Employee Engagement survey is one of the most effective diagnostic tools to create a stronger and more engaged workplace. This is because it allows for easy detection of factors influencing the efficient and effective operation of the organisation. This survey enables employees to get to know themselves, allows employers to discover the strengths and weaknesses of each employee and entire teams and how to use these leading talents throughout the business (Startquestion).
- Stay interviews are used to help identify what's working in an organisation and what needs improvement. Some questions include what's working at the company as well as what's not, this face-to-face conversation gives employees the opportunity to make suggestions for improvement. This allows organisations to retain and engage employees (Seigfired).
- Another tool which could be used to assess employee engagement within our organisation is exit interviews. They reflect why employees choose to depart the company, provide an opportunity for valuable feedback, and help identify areas of improvement to help both attract and retain employees (TriNet 2017).

To effectively assess employee engagement at Bluestone, I will use an online employee survey (EV2). I used Instant Insight to distribute this survey to save paper, for ease and as it analyses survey results immediately (EV3). When creating this employee engagement survey, I based a number of my questions on the Gallup Employee Engagement survey as it is rated one of the most effective diagnostic tools to create a stronger and more engaged workforce (Startquestion). This will be sent to employees via our bi-weekly comms brief- Bluestone @WorkandHome (EV4) and will be completely anonymous to gain a true insight on employee's feelings and attitudes to work, job satisfaction levels and the quality of working relationships.

I created the employee engagement survey (EV2) and distributed this to the whole organisation. I gave the organisation a month to complete this hoping this is enough time for the whole organisation to complete the survey if they wish. This ensured that the diagnostic tool was applied accurately as it is an effective way to gather honest results quickly.

After a month, we surpassed our 80% completion rate target, with a whopping 87% of our employees sharing their thoughts, feelings, and feedback with us. 603 employees in total responded to the survey. As I used Instant Insight to distribute the survey to employees, the responses were analysed automatically (EV5).

In regards to the survey questions which covered inclusion, fair treatment and recognition. 77% of employees agreed with the statements meaning 23% either disagreed or strongly disagreed with the questions (EV6). This shows that although we have placed an increased focus on Diversity and Inclusion in the workplace (EV7) in attempt to create a diverse and fair culture to encourage an innovative and engaged workforce, more work is needed to be done to increase this score. This is because 140 employees still don't agree with the statements in the questionnaire which cover fair treatment and recognition.

Additionally, the survey revealed that our NPS score is +34. 'On a scale of 0-10 how likely are you to recommend Bluestone as an employer?' 24.5% of our employees are detractors meaning they answered 0-6 on the sliding scale. However, a positive 50% of our employees would recommend Bluestone as a place to work, this reinforces that 302 employees who completed the questionnaire are engaged and loyal to Bluestone (EV8). I then broke our NPS score down into departments. Finance, Arrivals, IT, Activities and Marketing all received an NPS score of +70. This demonstrates that the employees in these departments are highly engaged. However, Retail, Security and F&B all received minus NPS scores, this reinforces that there are engagement issues which need to be addressed before they lead to high turnover rates (EV9).

I broke each section of the survey down into departments to be able to analyse the results in more detail. This allowed me to identify key themes in written feedback also (EV10).

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Evidence-

EV1- Report showing an analysis of leavers from Bluestone in the last 12 months.

Analysis of Leavers – last 12 months – reasons for leaving

Month END date	31-Jan-22
12 month start date	1-Feb-21
Days in month	31
Month start	1-Jan-22

Summary - Leavers	Previous 12 Months		Current Month		FY 2021	
	No	%	No	%	No	%
Seasonal	5	1%	2	5%	3	1%
Dismissed - Some Other Substantial Reason	7	2%	0	0%	7	2%
Dismissed - Failed Probation Period	11	3%	2	5%	9	3%
Dismissed - Gross Misconduct Other	1	0%	1	2%	0	0%
Dismissed - Ill Health	5	1%	1	2%	4	1%
Dismissed - Performance	8	2%	0	0%	8	2%
Dismissed - Redundancy	1	0%	0	0%	1	0%
Resigned - Family Related Reason	17	10%	3	7%	14	9%
Resigned - Ill Health	12	8%	3	7%	9	8%
Resigned - Role Not Suitable	16	4%	2	5%	14	4%
Resigned - More Suitable Hours	26	9%	8	0%	18	10%
Resigned - Walked Out / No Show	22	6%	1	2%	21	6%
Resigned - Relocation	17	4%	3	7%	14	4%
Resigned - Career Progression	14	4%	1	2%	13	4%
Resigned - Career Change (left industry)	71	18%	6	14%	65	19%
Resigned - Better Salary	10	3%	0	0%	10	3%
Resigned - Gone Travelling	1	0%	0	0%	1	0%
Resigned - Return To Education	17	4%	2	5%	15	4%
Resigned - Nature Of Work	18	5%	3	7%	15	4%
Resigned - Relationship With Colleagues	5	1%	0	0%	5	1%
Resigned - Retired	2	1%	0	0%	2	1%
XX - Other	44	11%	14	33%	30	13%
	360	100%	42	100%	360	100%
LESS: Dismissed	33		4		29	
LESS: Seasonal	5		2		3	
NET LEAVERS	340		36		328	

EV2- Employee Engagement Survey (before being inputted on Instant Insight).

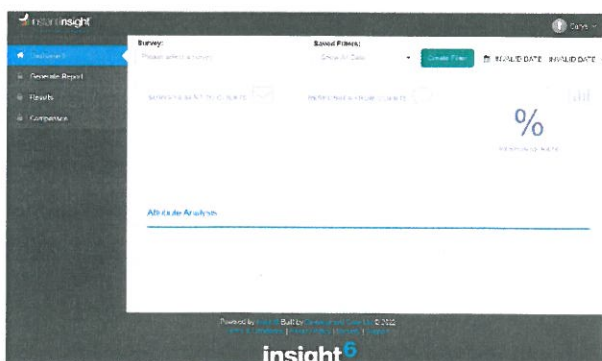
1. Do you work full time, part time or seasonal?
2. How long have you worked at Bluestone?
3. Which department do you work in? (If you work in more than one department, please state the one you spend the most time in).

Strongly agree, Agree, Disagree or Strongly disagree

4. I really care about the future of Bluestone.
5. I believe there is a positive culture in Bluestone.
6. I enjoy coming to work.
7. I understand how my role relates to Bluestone's goal and objectives.
8. Thinking about the 4 previous questions on Values and Vision do you have any additional comments?
9. I feel included in decisions that are made about my work.
10. I believe I am treated fairly at work.
11. I receive praise and recognition for doing a great job.
12. I believe the promotion opportunities are applied fairly.
13. Thinking about the 4 previous questions on Inclusion, fair treatment, and recognition, do you have any additional comments?
14. My line manager/supervisor ensures that I am clear about what is expected of me.
15. My line manager/supervisor cares about me as a person.
16. At work, my opinions seem to count.
17. I know who my Head of Department is.
18. My line manager is a great role model for the team.
19. Thinking about the 5 previous questions on direct line management, do you have any additional comments?

20. I have received sufficient training to carry out my job effectively.
 21. I believe that training opportunities are made available to me.
 22. The training I have received has positively impacted on my role.
 23. There is someone at work who encourages my development.
 24. Thinking about the 4 previous questions on Learning, do you have any additional comments?
-
25. Considering my role, I feel adequately compensated for the work I do.
 26. I understand what benefits are available to me.
 27. Please state what benefits you would like:
 28. I am actively looking for another job.
 29. Why?
 30. Thinking about the previous questions on pay and benefits, do you have any additional comments?
-
31. I have good friends at work.
 32. I believe my team is supportive of each other.
 33. I am encouraged to help other teams.
 34. I understand how my team/department contributes to Bluestone's success.
 35. I believe Bluestone is one big team.
 36. Thinking about the 5 previous questions on teamwork, do you have any additional comments?
-
37. Employee wellbeing is a priority at Bluestone.
 38. I am aware of EAP.
 39. Health, Safety and Welfare is regularly discussed in my department.
 40. Is there anything that you would like to be included in our Wellbeing Programme?
-
41. I am aware of what is going on in the business due to regular communication.
 42. I receive daily/weekly briefings.
 43. My line manager/supervisor speaks to me on a regular basis.
 44. Senior management regularly communicates to employees on an informal basis.
 45. I regularly talk to my ECG Representative.
 46. I feel Bluestone communicates important changes well.
 47. Thinking about the 6 previous questions on communication, how do you think we can improve it?

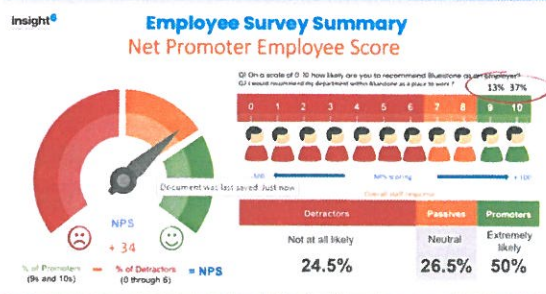
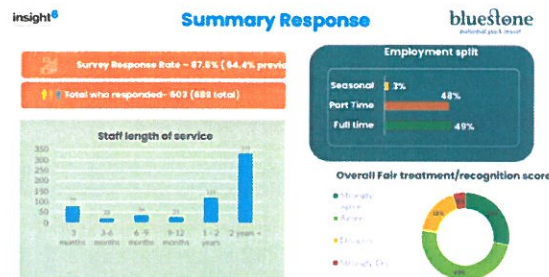
EV3- My Instant Insight portal.



EV4- The launch of the employee engagement survey being communicated to our employees via Bluestone @WorkandHome.

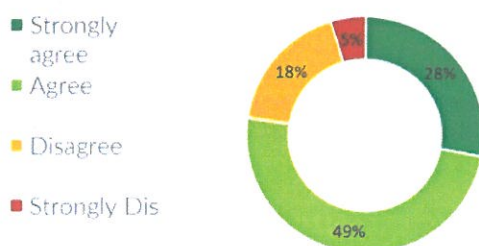


EV5- An analysis of survey results.



EV6- Overall fair treatment and recognition section of survey scores.

Overall Fair treatment/recognition score



EV7- An extract from our Equality, Diversity, and Inclusion policy.

Doc No.	ED-001	Equality, Diversity and Inclusion	bluestone
Rev No.	001		
Created	11/10/2021		
Last Review	28/07/2023		

"Every Person Counts"

1. INTRODUCTION

"The Vision of Bluestone Resorts Limited is 'To be the most loved, unique, short break destination in the UK'. Put quite simply, the purpose is to make people happy! Above everything else, we are a people centric business and we know that our greatest asset is our people. We believe that by looking after our people, they will look after our guests, in the same way that a family would look after their loved ones. We call this, *The Bluestone Way* and our core values are centred around *Genuine Care, Grow as a Team and True Ownership*."

Our aim is to always do the right thing and by constantly looking and listening for ways to improve what we do, we can work with our people – staff and guests – and grow together.

Every aspect of what we do at Bluestone is considered through the eyes of our guests, it's right therefore that our workforce is representative of the wonderful diversity of our guests and all actions of society. As a business we are committed to recognising and promoting equality, diversity and inclusion and always treating others with respect and dignity.

Every Person Counts in the Bluestone Family and we want every employee to feel respected and able to give their best."

William McKenna CEO

2. THE EQUALITY ACT (2010)

The Equality Act brings together 118 pieces of legislation into one single act.

The Act provides a legal framework to protect the rights of individuals and advance equality of opportunity for all. It provides the United Kingdom with a discrimination law which protects individuals from unfair treatment and promotes a fair and more equal society.

It means that discrimination or unfair treatment on the basis of certain personal characteristics, such as age, is against the law.

3. WHAT DOES THIS MEAN?

Equality means everyone is treated fairly and according to their needs.

Diversity focuses on the makeup of our workforce – demographics such as gender, race, age, sexual orientation to name a few, and inclusion is a measure of culture that enables diversity to thrive.

An **Inclusive** workplace values and provides equal opportunity for all employees regardless of differences.

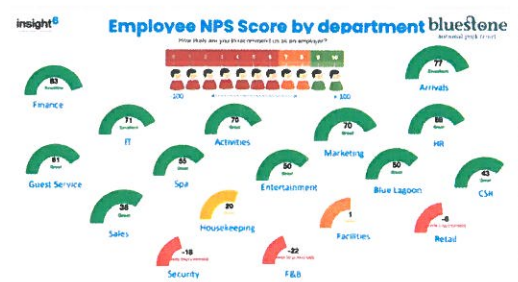
Equality and Inclusion flows naturally from having a positive attitude to diversity.

IPS-P-001 Created: 01/06/2021 Last review: 28/07/2023 Next Review: 01/06/2027 Owner: S. Riddow 2

EV8- Overall staff response to 'on a scale of 0-10, how likely are you to recommend Bluestone as an employer?'



EV9- Employee NPS Score by department



EV10- An example of how I broke each section of the survey down into departments to be able to analyse the results in more detail.



LO2- Be able to evaluate current organisational approaches to employee engagement.

Employee engagement has a direct impact on productivity and subsequently business profits (Rotageek). I have undertaken analyses on the top drivers of employee engagement in Bluestone, each has a direct impact on our employee's job satisfaction for good or bad.

The work environment

We have embraced an element of flexibility in the workplace as we have implemented policies giving employees the option to work from home and flexible working options (EV11). However, due to the nature of our business, it is not possible for all employees to adapt remote and/or hybrid working. This only positively impacts employee engagement when communication is maintained using effective channels as this ensures that employees still feel a part of the team. To do this we use Zoom, Teams, Email, and phone.

We have placed a growing focus on Diversity and Inclusion in the workplace (EV7). This forms part of our broader employee engagement strategy and ensures a sense of belongingness is both created and maintained for all employees. This diverse and fair culture creates a more engaged and innovative workforce.

Learning and Development

At Bluestone, we also create and provide ample opportunities for career growth and progression. According to Dutta (2021), employees today seek career progression in their profession more than anything. They want a job which helps them grow as an individual, personally, and professionally. 47% of workers said that a lack of progression opportunities or limited career path would encourage them to leave the organisation for a better opportunity (Randstad). Therefore, to retain and engage employees, organisations must create a culture and environment where all employees can learn, grow, and advance. I personally believe that we, at Bluestone create this culture as we invest in learning and development programs provide by both internal and external providers (EV12). Additionally, we make recognition and promotion a frequent, timely and fair affair. To make this consistent and visible in a timely manner, we use our employee app to provide live recognition for all employees (EV13).

Values, purpose, and culture

Bluestone also strives to create a culture of transparency. To ensure this is maintained, we are open and honest communicating key information to employees in a timely manner- encouraging employee engagement. This ensures that our employees are aligned with the organisation (Quantum Workplace 2021). Although we promote values of trust, often the organisation withholds information from the workforce.

However, after conducting some further reading surrounding employee engagement, I have identified some areas of our employee engagement approach which need a review.

Although we strive to employ a people-first culture, the extent to which this occurs is limited. We have recently implemented an employee app which shows appreciation for employees and recognises achievement company-wide on a real time basis (EV13). Unfortunately, the uptake on this app has been limited, only certain line managers are recognising and communicating with employees using this platform. To ensure maximum success and to achieve a people-first culture, all line managers and employees need to download our communication platform to ensure we communicate on a timely basis and recognise employees' company-wide.

Mental and physical wellbeing

Ponomareva (2021) states that one of the employee engagement trends that has been steadily on the increase is employee health and wellness. Companies with wellness programs to promote employees' good health find that it has a direct impact on employee engagement and productivity. A survey by Virgin Pulse found that 85% of companies say that wellness programs support engagement, with 42% of them reporting their top reason to implement one was to improve employee engagement. Not only this, but wellness programs also positively affect recruitment, retention and can improve overall company culture. Additionally, organisations need to place a growing focus on mental health to create a healthy work environment and alleviate stress. This also promotes a culture of wellness, boosts physical and mental health, and positively affects morale. In Bluestone, this is one area where we fall short. Our Wellness Advisor was recently made redundant, with no additional support, wellness plan or activities put into place following her departure. It is vital that we address this hot spot and work to implement a wellness plan/support for our employees to create a culture of wellness and engage our employees.

Recognition and perks

Employee benefits impact employee's positivity and loyalty towards their employer. It is important organisations pay attention to the benefits they offer to employees as it demonstrates that employees are valued with their employer looking out for their wellbeing. Therefore, employee benefits play an integral role in employee engagement (The Dining Club Group 2018). Currently, Bluestone offers a range of employee benefits. However, most of our benefits are geared towards employees with families. Therefore, in ECG meetings, employee benefits are often discussed. For example, employees are more frequently requesting medical/dental insurance, enhanced maternity/paternity pay and additional annual leave (EV14).

Organisational behaviour

A notable barrier to employee engagement is a poor work-life balance. A recent CIPD (2019) report proves that employees who have a healthy work-life balance are likely to be more engaged with their workplace: 77% of engaged employees feel they achieve the right balance between work and home life. Bluestone openly encourages a first-in-last-out culture, lunch at the desk and unintentionally discourages annual leave (Clear Review).

Overall, Bluestone has increased their focus on employee engagement, however more work needs to be done by implementing or focusing on the methods listed above.

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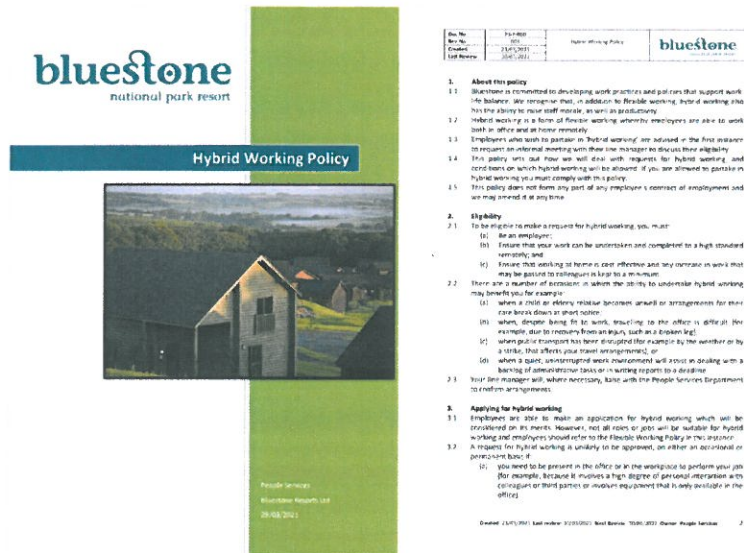
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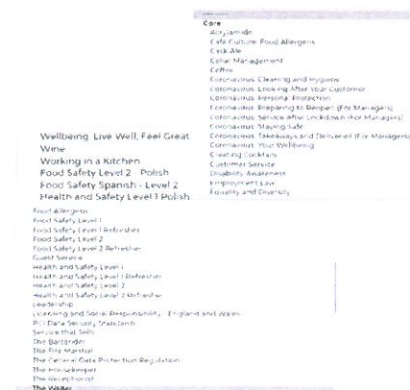
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Evidence

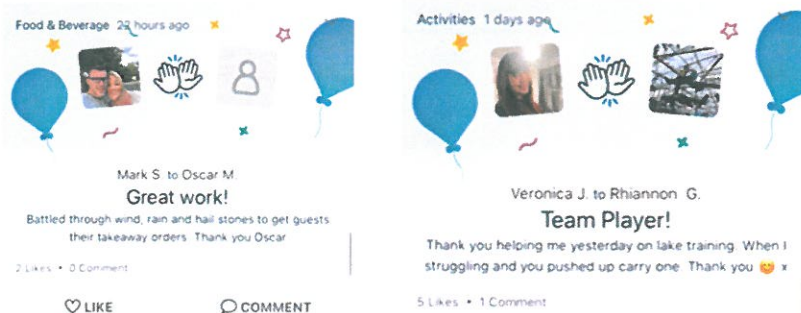
EV11- An extract from our Hybrid Working policy.



EV12- A screenshot showing some of our internal and external learning and development programs.



EV13- An example of how the employee app is used for live recognition.



LO3- Be able to recommend and plan strategies to raise levels of employee engagement within an organisation.

I have reviewed a number of external companies and a wide range of information to identify ways of raising levels of employee engagement.

I began by looking at Google who is leading the way in employee engagement. Google offers different perks to its employees to show them they are investing in both their health and future, some examples of which include free dental/health check-ups, nap pods, chef-prepared free organic food, and free/unlimited dry cleaning. They are also one of the first companies to let their workers have a flexible schedule and use 20% of their work hours on personal projects/ventures or things they love and are passionate about. This strives to prevent burnout, decrease turnover and increase engagement (Akram 2020).

Best practice states that organisations which are built and based on trust are better placed to engage its people, adapt, grow, and prosper. Organisations with engaged employees will show key characteristics which include:

- Leaders who keep their employees informed, share business information and are open and honest.
- Allowing employees to contribute to organisation strategy and influence decisions before they are made.
- A supportive work environment with well-defined recognition and reward systems.
- Leaders who encourage their employees/team to develop and manage their time at work.
- Employee voice which is captured meaning employees are listened to with their ideas being acted upon and implemented (ACAS 2012).
- Employee engagement is a direct outcome of a strong company culture. The stronger an organisation's culture, the better employees understand what is expected of them and what they are working towards. This means that employees will feel supported, connected, and involved and therefore engaged (Boyle 2020).

After completing this external research on other organisations and best practice, I would like to propose several strategies to raise levels of employee engagement in Bluestone.

Although we strive to employ a people-first culture, the extent to which this occurs is limited. We have recently implemented an employee app which shows appreciation for employees and recognises achievement company-wide on a real time basis (EV13). Unfortunately, the uptake on this app has been limited, only certain line managers are recognising and communicating with employees using this platform. To ensure maximum success and to achieve a people-first culture, all line managers and employees need to download our communication platform to ensure we communicate on a timely basis and recognise employees' company-wide. I plan to implement and encourage this change to encourage employee engagement in our organisation.

Although this, in practice should be one of the easier strategies to implement, it relies on managers having time to communicate updates. Other potential barriers include:

- For this to be effective we need all employees to download the app, post on it and use it frequently.
- A lack of human interaction regarding real time feedback and recognition- will this do anything to boost employee engagement? To overcome this barrier, face to face recognition will not be replaced by the app but the employee app will simply give managers the opportunity to publish this reward/recognition to the whole organisation.

- Our employee app requires WiFi access/data.
- Requires the use of a smartphone (may drain battery life) or desktop.
- Notification burden (Stiles-Shields, Montague, Lattie et al 2017).

Additionally, research has shown that companies with wellness programs to promote employees' good health find that it has a direct impact on employee engagement and productivity. In Bluestone, we don't place enough focus on this. Our Wellness Advisor was recently made redundant, with no additional support, wellness plan or activities put into place following her departure. It is vital that we address this hot spot and work to implement a wellness plan/support for our employees to create a culture of wellness and engage our employees.

Potential barriers to this strategy include:

- Due to Bluestone being such a busy and pressurised environment, there is a potential that due to a lack of time we may struggle to implement this wellness plan/support to the standard needed. Also, employees may not have time to access this plan and support. To minimise this barrier, time management will be essential.
- Financial constraints (Quirk et al 2018).
- Lack of interest. To overcome this, we could use the employee app to advertise the program/support and highlight the benefits (Knurr 2018).

It is important organisations pay attention to the benefits they offer to employees as it demonstrates that employees are valued with their employer looking out for their wellbeing (The Dining Club Group 2018). Currently, Bluestone offers a wide range of employee benefits. However, most of our benefits are geared towards employees with families. Therefore, in our ECG meetings, employee benefits are often discussed. For example, employees are more frequently requesting medical/dental insurance, enhanced maternity/paternity pay and additional annual leave (EV14). We need to review our employee benefits to boost employee engagement in our organisation. Potential barriers to implementing and improving our employee benefits to boost employee engagement include budget, resources, and an attitude shift for managers as many do not believe that employee benefits are a priority that needs to be addressed. To minimise this barrier, we could create a report to present to the Senior Team which reflects the importance of having competitive employee benefits to attract and increase employee retention and engagement.

Another notable barrier to employee engagement is a poor work-life balance. Bluestone openly encourages a first-in-last-out culture, lunch at the desk and unintentionally discourages annual leave. To promote a good work-life balance, our line managers, team leaders and heads of departments need to 'walk the walk'. To do this, they need to be seen leaving the office at a reasonable time, taking their full annual leave allowance, and encouraging their teams to do so. We need to encourage our employees to regularly move away from their desks and get some fresh air (Clear Review). This will be difficult to implement and achieve as it requires a complete attitude change throughout the organisation.

I plan on implementing a number of these changes to Bluestone with the hope to improve employee engagement and prevent burnout, increased absenteeism and raised turnover rates.

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