

Qualification: CIPD Diploma in Applied Human Resources

Module Name: 5AMOC Contributing to the Management of Change Portfolio

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
5AMOC	Contributing to the Management of Change	1.1, 1.2	Monthly People Services Report	EV1		
“	“	1.1, 1.2, 1.3, 1.4, 2.1	Change Plan	EV2		
		1.2, 1.3, 1.3, 1.5, 2.1, 2.2	Email to external stakeholder confirming process	EV3		
		1.2, 1.3, 1.5, 2.2	Email to internal stakeholders exploring solutions	EV4		
		1.5, 2.4	Feedback to line manager / internal stakeholder	EV5		
		1.2, 1.3, 1.5, 2.2	Email to internal stakeholders exploring solutions	EV6		
		1.5, 2.2	Email requesting feedback and gaining agreement	EV7		
		2.4, 2.2	Email with feedback and adjustments to process	EV9		
		1.5, 2.1, 2.2	Final survey draft	EV10		
		1.5, 2.1, 2.2, 2.3, 2.5	Change communication to stakeholders	EV11		
		2.1,	Survey in electronic format	EV12		
		2.1, 2.4, 2.5, 3.1, 3.2	Raw data from survey	EV13		
		2.4, 3.1, 3.4	Email from line manager on performance	EV14		
		2.4, 3.1, 3.3	Employee comms on retention bonus (implemented following the feedback from the change)	EV15		
		2.4, 3.1, 3.4	Email from senior manager on performance	EV16		
		2.4, 2.5, 3.1 3.2, 3.3	Follow up email evaluating the effectiveness of the change	EV17		

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:**

LO1 Be able to plan for the implantation of change processes within an organisation.

Within the modern organisational world, change is unavoidable and there are a number of internal and external factors which may cause organisational change. Small business changes occur continuously and given the frequency, highlights how vital effective change management is including its key components which aid success; identifying the change, resourcing, utilising data to evaluate, communication and celebrating success (Taylor and Woodhams, 2016). Since returning to “normal” operation conditions following the pandemic in particular the business closure, Bluestone has seen an increase in turnover and difficulty in retaining employees (EV1). EV1 is the summary of the data collated for the monthly people services report shared with the data. It shows attrition rates, leavers, starters, stability ratio and other key people analytics. Whilst some of the data (EV1) was skewed due to the pandemic, and leavers during the furlough scheme not coming to light until the business was back in operation, the attrition rate was 37.8% with a stability ratio of 68%. There were also some concerning trends highlighted within the data including 70% of leavers in the past 12 months being female and the second highest reason for leaving being “more suitable hours” and the third “family related reason, and 58% of leavers leaving before 2 years’ service alongside 30% within the first year. Based on the data collated in June/July 2021 – it was evident we needed to implement retention strategies. However, in order to do this, it was also evident that we needed a more in depth understanding of the reasons for leaving. The People Services team committed to doing a deeper analysis of the reasons for leaving and looking at the offboarding process to capture more data, review the triggers for leaving and gain a fuller understanding of the employee experience as the business’ current processes do not spend as much time understanding leavers as it does with onboarding. The benefits of doing so, would allow for more insight into concerns, and ensure action is taken, also potential to prevent resignations in the first place with the aim of reducing the attrition rates, increasing retention and engagement by listening to our people.

The review of the offboarding processes, and implementing change impacted all line managers, where it became mandatory for all line managers to participate in leaver activities. Therefore, clear communication around the reasons for implementing change, instruction and where necessary training are essential to its success. This also impacted the people services team who are required to analyse the data therefore ensuring the team has bought into and understands the reasons for implementing change. The change will also impact any potential leavers from the business. The initial review of the offboarding process required the people services team to apply a time resource with a number of activities e.g. mapping out original processes, mind-mapping suggestions for improvements, liaising with line managers to support with the new process, market research and drafting appropriate solutions for board sign off. It also required an IT resource by finding an IT platform for the offboarding activities identified by the people services team.

A change management plan details the planning phase within a change management model. It lays out the breadth, communication plan and the required resources for the process. For change management to be successful it is reliant on four core principles – understanding the change, planning the change, implementing the change and communicating the change. Change management plans must be right for the organisation, however all will consider sponsorship, involvement, buy-in and impact. Sponsorship is how high-level support will be secured, engaged and utilised (Mind Tools, 2021). The monthly people services report (EV1) had been highlighting the concerning issue of attrition and retention to the board for several months, therefore it was of no surprise and was a factor on their agenda during their board meetings. All suggestions were welcomed and supported by the board in relation to these concerns. Involvement is who is the right person to design and implement the change. The people services team have a significant role to play in change management process often directing the change from behind the scenes, requiring the ability to apply situational judgement and demonstrate moral integrity as they become trusted advisors. The people services are also best placed as practitioners with a requirement to uphold professional standards, alongside core knowledge in the profession map under people practice includes knowledge of the employee lifecycle, including offboarding (CIPD, 2021). Buy-in ensures change is effective, by having the support from everyone across the organisation and impact includes what success should look like i.e. identifying goals (Mind Tools, 2021). EV2 is a change plan detailing the current state as previously discussed, the change to take place, the actions to be taken, the impacted parties, the responsible person and the time scales.

LO2 Be able to implement a change plan.

In line with the change plan, the change to occur was to implement an exit interview for all leavers to be mandated to all line managers and carried out during the notice period. A number of actions were to be taken to enable this change to take place. The first part was to draft the exit interview content and gain feedback from stakeholders. EV10 is the drafted exit interview and EV7 is this being sent to my line manager and another colleague from the department for feedback. EV4, EV6 demonstrates liaising with the relevant IT employees to identify the best platform to create the exit interview. Following feedback, a platform was identified. EV9 is an email from me to my line manager with some suggestions following a first draft created. EV11 is the communication of the new process to the senior leaders of the business with the justification, rationale and the new process. EV12 is the new online survey. The internal stakeholders involved in this change process included the IT department, the people services team, senior management team and the board. The external stakeholder to the change initiative was an independent consultant. Bluestone utilises a consultancy called insight 6 to analyse guest satisfaction feedback, for mystery shopper purposes and more recently employee survey feedback. The company offers an online portal providing real time data and summaries. EV3 shows me providing information to insight 6 clarifying our approach. EV6 is an email to our IT team outlining my intentions for the original IT solution identified. EV9 is providing information to my line manager with feedback. EV11 is providing the complete information to the senior management team.

Good working relationships require key factors such as trust, respect, self-awareness, inclusion and open communication. Trusting team members can result in being open and honest about your thoughts and actions. Teams should work together having mutual respect having value for everyone's input into the team and utilising each other to find solutions based on collective creativity, wisdom and insight. Individuals should be self-aware and take responsibility for your own words and actions. Also accepting and welcoming other people and opinions, factoring in their insights, perspective or culture. Lastly, open and honest communication is essential for all relationships ensuring better connections with others. Positive work relationships support change management initiatives as the more at ease colleagues feel around each other they will feel they can voice their opinions, and have confidence to go along with change. Teamwork is an essential factor in embracing change and ensuring creativity and innovation. It becomes evident to people that there is success in working in this way, impacting morale and productivity. Positive working relationships also prevent time spent on dealing with conflict and negativity, instead on opportunities. At Bluestone the people services team are committed to building positive working relationships by identifying the needs of the relationship, developing our people skills, focussing on emotional intelligence, practicing mindful listening, scheduling time to build relationships, managing boundaries and appreciating others, we strive to be positive and given the professional nature of our roles, avoid the "office politics" (MindTools, 2021). According to CIPD (2021), one of the issues which can occur during the change management process is resistance to the change – which can be on an individual or group basis. This can take form as acts to block or disrupt change attempts. This highlights the importance of positive working relationships during the change process. Broadly, there are two types of resistance – the content i.e. the specific change, or the process i.e. the way it is introduced rather than the actual change. It is also important to note that not all resistance is negative. This highlights the importance of communication and ensuring people do not feel threatened, uncertain and concerned around their competence with the change (EV11). Following implementation, EV9 is an email from myself to my line manager with some observations around the content of the exit interview with some amendments to be made and EV3 is an email clarifying the content. EV14 is an email from my line manager confirming my involvement in implementing the change and EV16 is evidence from one of our senior management team confirming the effectiveness of the process in order to have meaningful conversations with their teams. The change process is in an electronic format, which allows the business to benefit from real time data and leaver information and maintains a log of this. The change plan will remain on our HR hub within the intranet alongside our other change initiatives, to allow the team to review its effectiveness alongside the original objectives set. This will form part of the agenda of our monthly strategy meeting and captured within the monthly minutes.

LO3 Be able to assess the impact of change processes within an organisation.

There is growing pressure to ensure measurement strategies within change management frameworks as people analytics are becoming an expectation by many organisations. Measurements will vary depending on the project, however most strategies will include the activities tasked to complete and the outcomes of the activities at both individual and organisational levels. Examples of some measures can include compliance reports, engagement and participation measures, feedback, tracking activities in line with the change plan, communication deliveries and effectiveness (Prosci, 2021). At Bluestone, we were able to measure the change activity effectiveness as they were delivered within the agreed time frames. EV16 is also feedback from a senior manager based on the communication delivered on the process. EV17 is an email to senior management within the business thanking them for engaging with the process and confirming the completion rate to actual leaver rate is at 63%. From the raw data, the team were able to identify some key data around key reasons for leaving in Food and Beverage, where they have moved onto and what would have encouraged them to stay. From the data, the team were able to implement a specific retention strategy i.e. a retention bonus specifically for the department whilst also addressing concerns raised.

EV17 demonstrates a completion rate of 63% which identifies an improvement opportunity in participation. Based on this, further work is required in engaging the senior leaders. This could be achieved via a zoom call with the team to understand any feedback, barriers to completing the exit interview, how this applies in practice, do they have the tools required i.e. access to technology. Bluestone has recently launched an employee app which contains departmental groups and a specific group for senior management with resources. The link can be inputted into the app and carried out over a smart phone allowing for further flexibility in conducting the exit interview. EV17 is an email following the change initiative confirming the participation rate however it also confirms some key data findings from the initial sample taken to the senior leaders within the business. The impact of this change specifically for the Food and Beverage department meant they received timely feedback to enable to take action on why people were leaving the department, where they were leaving to go and what would have encouraged them to stay. This allowed the team to address issues, turn some resignations around by dealing with issues as and when they arise, implement retention and engagement strategies. It provided the evidence-based information required to ensure resource was applied in the right places. The impact directly impacted the objectives set out – to support our retention initiatives.

According to CIPD (2021), in newer forms of leadership, negotiations and social interactions with employees is at the heart of change, in place of implementing change activity through authoritative and controlling methods. It also discusses the importance of trust in creating the conditions where change can thrive. Taking this into consideration within the change plan, I could have interacted with senior management at an earlier stage within the plan. The approach taken was to identify the solution in isolation with the people services and IT team, and communicate this change once the actions had been completed and the survey was finalised. However, on reflection, I would have engaged with senior management during the planning stage when analysing who will be affected by the changes and the potential information and support needs required. I would have held a zoom meeting to discuss the proposed change, the reasoning and the benefits to them to gain buy in. I would have also asked for the information and support they may require. I would have also asked for feedback on the proposed exit interview questionnaire – as line managers are best placed to offer this as they are the individuals having the conversations with employees. There may have been additional information they'd like to receive from an exit interview from their experiences in practice. Engaging with senior leaders from the beginning of the process through to the end, would have supported maintaining positive working relationships. On reflection, the communication given could have also offered more information and support, perhaps the inclusion of a flowchart on the process. I could have also reviewed additional support such as training or resources for line managers for example on managing difficult conversations within the workplace. More time could also have been spent maintaining momentum, the communication was shared, and followed up with an email confirming participation rates. On reflection, I could have checked in with the team to confirm they understood the change in process and were happy with what they were required to do, understand any barriers to completing the exit interview in practice within the operation for example time, resource or technological barriers.

People Services Report
June 2021



Summary

- The stand out concern for the business for the PS June report is leavers
- Much of the trend analysis is skewed due to the pandemic, where we have now seen an increase in leavers since being back in operation
- Areas of particular concern for leavers are maintenance, housekeeping, F&B, Spa
- 43% of leavers in the last 12 months have left after 2 years service, which ties in with the top reason for leaving in the last 12 months being “left industry/career change”
- Mindful 70% of leavers in last 12 months are female – we may want to review our flexible working arrangements as in the last 12 months the second highest reason for leaving is “More suitable hours” and the third “Family related reason”
- 58% of leavers leave before 2 years service and 30% of leavers within their first year of service – need to review onboarding process including induction, probation and reviews capturing progression/development etc within the first 2 years
- 62% of our leavers within the last 12 months have been over 25 – are we equipped for this given the aging local demographic?
- Blue lagoon – age profiles of leavers in the last 12 months include 39% of leavers aged between 18-21 years. Accept this age range as role is often viewed as a “stop gap” and most leaving to return to education. However 29% aged between 21-25 and 26% 25+.
- There has been an increase in employee relations issues – refer to slide 21.

Recommendations

- The PS team are committed to doing a deeper analysis of the reasons for leaving, looking at our offboarding process to capture more data, review triggers for leaving and gain a fuller understanding of the employee experience - the current processes do not spend as much time with understanding leavers as we do with onboarding
- The PS team will also review lead time to appointment – however require support in prompt screening, scheduling of interviews and inputting feedback from hiring managers. Candidates are likely to apply for multiple positions, therefore prompt turnaround prevents losing opportunities.
- Review of flexible working arrangements/opportunities alongside equality and diversity policy and application
- Need to review our onboarding processes, alongside timescales in filling roles – a review of the company induction and departmental inductions/training
- Housekeeping - to review productivity requirements versus age profile of target market – some of the commentary within the leaver survey needs to be explored. e.g. “unmanageable workload”, “unable to meet standards in time given”.
- Blue Lagoon – age profiles of leavers over 21 – review career progression opportunities and pathways into leisure?
- Increase in ER issues – consideration to be given to prompt action with performance issues, in depth probationary period reviews, clearer evidence on poor performance to enable PS to support matters promptly – i.e. “nip it in the bud” response to performance concerns rather than letting issues become accepted and problematic later

Attrition & Headcount Report – as at 30 June 2021

Month END date

30-Jun-21

										Attrition calculations based on these stats				Comparators: Attrition	
30-Jun-21	Attrition A/(B+C)			Stability	Current Month		Headcount & FTE			A. Left in	than 12M	C. Started in	D. Empl. 12M	May-21	Jun-19
Department	Target	Actual	Var %	B/D	Leavers	Starters	Heads	FTE		last 12M	service	last 12M	ago	Actual	Actual
Housekeeping	32.0%	45.1%	-13.1%	61.1%	17	27	286	112		161	173	184	283	42.7%	33.8%
Food & Beverage	18.0%	34.4%	-16.4%	69.4%	7	12	90	64		33	68	28	98	30.1%	38.7%
Retail	5.0%	21.4%	-16.4%	78.6%	0	0	14	9		3	11	3	14	21.4%	13.3%
Activities	5.0%	35.5%	-30.5%	68.8%	2	0	30	15		11	22	9	32	28.1%	21.7%
Entertainment	32.0%	25.0%	7.0%	81.8%	0	0	14	11		4	9	7	11	28.6%	0.0%
Bike Hire	25.0%	25.0%	0.0%	75.0%	0	0	4	4		1	3	1	4	25.0%	50.0%
Spa	28.0%	27.3%	0.7%	76.2%	1	1	21	17		6	16	6	21	22.7%	41.7%
Blue Lagoon	17.0%	59.2%	-42.2%	50.0%	1	5	41	15		29	23	26	46	63.6%	41.8%
Security	22.0%	15.0%	7.0%	86.4%	0	0	19	18		3	19	1	22	20.0%	26.3%
FOH	0.0%	55.0%	-55.0%	56.0%	0	1	20	18		11	14	6	25	37.9%	4.2%
Finance	0.0%	37.5%	-37.5%	72.7%	0	0	8	8		3	8	0	11	33.3%	25.0%
Commercial	0.0%	50.0%	-50.0%	66.7%	0	0	2	2		1	2	0	3	50.0%	0.0%
Environmental	0.0%	25.0%	-25.0%	80.0%	1	0	8	8		2	8	0	10	14.3%	0.0%
Directors	0.0%	28.6%	-28.6%	75.0%	0	1	7	7		2	6	1	8	33.3%	22.2%
HR	0.0%	12.5%	-12.5%	88.9%	0	0	16	14		2	16	0	18	20.0%	18.8%
IT	0.0%	9.1%	-9.1%	91.7%	0	0	11	11		1	11	0	12	9.1%	10.0%
Maintenance	4.0%	16.1%	-12.1%	86.2%	1	1	30	28		5	25	6	29	16.1%	23.3%
Sales	0.0%	19.0%	-19.0%	78.9%	0	2	21	18		4	15	6	19	21.1%	5.3%
Marketing	0.0%	6.3%	-6.3%	93.8%	0	0	16	15		1	15	1	16	6.3%	8.3%
Overall	25.0%	37.8%	-12.8%	68.0%	30	50	658	393		283	464	285	682	35.6%	30.1%
Total excluding housekeeping	17.7%	31.1%	-13.4%							122	291	101		29.4%	26.7%

Change Plan		Offboarding			
Current State	Change	Action to be taken	Impacted parties	Responsible Person	Time Scale
Current leaver processes does not obtain enough data around why people are leaving the business. A leaver survey is sent post termination but no data captured at the point of resignation other than the main reason for leaving taken from the resignation letter and conversation with the line manager.	Implement an exit interview and mandate for all leavers. Exit interview will be conducted by the line manager during the notice period as swiftly as possible once a resignation has been made (for potential to turn around). Post termination, a short survey to be shared to capture any feedback missed during the exit interview or if the interview had not been conducted.	Draft exit interview, gain feedback from senior leaders. Find an IT solution for the exit interview ensuring it is accessible and this does not become a barrier to completion. Create the exit interview and update the Leaver Policy to reflect the new process. Share the process with the wider business ensuring line managers understand it has been mandated. People Services to monitor completion rates and circulate this against leavers in the monthly people services board report.	Line managers / People Services / IT team / Any employee who is a leaver	Jessica Rainbow - People Services Manager	Two weeks
Currently leavers may leave on "bad terms" due to no time spent seeking resolution to any issues or they may feel we have not shown genuine care to losing the employee.	Following termination, send out a generic letter thanking the individual for their contribution and encouraging them to keep up to date via our social media platforms - essentially leaving the door open.	Create letter, include it in leavers process for the People Services Administrator to action.	People Services / Any employee who is a leaver	Jessica Rainbow - People Services Manager	Two weeks

Evidence 3 EV3

On Thu, Nov 11, 2021 at 10:55 AM Jessica Rainbow <jrainbow@bluestonewales.com> wrote:

Hi Mel

Hope you are well.

Stuart and I have a full-on day today with meetings. Just dropping a line to clarify on the below. There are two parts here –

- The leaver survey which is the link you have provided below, sent to employees 10 days after they have left the business.
- The **exit interview** which is what was sent over by Stuart, this is to be conducted with the line manager and the employee before they leave. This is intended to be more of an in-depth conversation. We'd like to use to portal for this as it provides an opportunity to easily analyse the data.

Hope that helps?

Many thanks

Jess

Evidence 4 EV4

RE: Typeform



Jessica Rainbow

To Simon Morris

Cc Stuart Jaynes



08/10/2021

Hi Simon

Great news! Thank you for looking into this and the feedback. I've logged in and can see it there – it looks easy enough to navigate! I will review the content and amend.

Many thanks

Jess

From: Simon Morris <smorris@bluestonewales.com>

Sent: 08 October 2021 14:57

To: Jessica Rainbow <jrainbow@bluestonewales.com>

Cc: Stuart Jaynes <sjaynes@bluestonewales.com>

Subject: RE: Typeform

Hi Jess,

I spoke to Stuart and checked that his HRadmin log in was working, (Good news it is). I have duplicated the existing survey and called it Leaver Survey (NEW OCT 2021) which you can amend,

I also spoke to him about the quantity of questions and whether we can consolidate as there are a significant number and I think that may act as a barrier to getting a decent sample rate from leavers.

If you need a hand give me a shout.

Regards

Simon.

--

Simon Morris

Head of Insights and Analytics

Evidence 5 EV5

RE: Social Media Policy - draft



Jessica Rainbow
To Stuart Jaynes



21/10/2021

Afternoon

'll take a look at the policy.

The **exit interview** questions - the **exit interview** is intended to be a more in depth conversation between the line manager and employee – I'm not sure 7 questions is right for this process? Seems more of a quick survey? I already have a full **exit interview** drafted. What do you think?

Thanks
less

From: Stuart Jaynes <sjaynes@bluestonewales.com>
Sent: 21 October 2021 08:56
To: Jessica Rainbow <jrainbow@bluestonewales.com>
Subject: Social Media Policy - draft

Morning Jess,

've updated the attached Social Media / Telephone Policy, could you review, happy for you to make any amends.

Also, could you share the agreed **exit interview** questions for Mel to integrate into the Insight Portal – we can get this moving quickly.

Thanks,
Stuart

Best Regards,

Stuart Jaynes
Director of People Services

Evidence 6 EV6

FW: CRM



Jessica Rainbow

To  Eirian Price

Cc  Stuart Jaynes



08/10/20

Morning 😊

Hope all is well.

Chris has pointed me in your direction as apparently we are moving away from CRM. Are we still able to utilise our online forms and are you able to help with the below?

Many thanks

Jess

From: Jessica Rainbow

Sent: 29 September 2021 10:23

To: IT Support <ITSupport@bluestonewales.com>

Cc: Stuart Jaynes <sjaynes@bluestonewales.com>

Subject: FW: CRM

Morning guys

Could someone point me in the right direction? I am trying to create a CRM form for our **exit interview** – I created the form, but when I saved only some of the questions saved and the others disappeared. When I go in to amend, some changes save and others don't. Any ideas? I've done lots of forms but never experienced this before.

I've been tasked to get this done as a priority, as we need to capture more data from our leavers/prevent where possible.

Many thanks

Jess

Evidence 7 EV7

Exit Interview



Jessica Rainbow

To Stuart Jaynes; Mel Goldsworthy



11/10/2021

Hi Both

Could you cast your eyes over this?

Mel : This is the new proposed exit interview to be completed by the line manager with the employee during their notice period.

<https://bluestonewales.typeform.com/to/QJQoenEI>

Kind regards

Jessica Rainbow

People Services Manager

Bluestone National Park Resort

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RE: Exit survey link



Jessica Rainbow

To  Debbie Rainbow



01/11/2021

From: Jessica Rainbow <jrainbow@bluestonewales.com>

Sent: 01 November 2021 13:36

To: Stuart Jaynes <sjaynes@bluestonewales.com>

Subject: RE: Exit survey link

Couple of observations from me:

- The interview is conducted in the past tense – present tense may be more appropriate as the plan is it will be conducted prior to leaving?
- What are your main reasons for leaving Bluestone – we'd like feedback in multiple areas and would encourage multiple options here
- Most of the original content has been removed – it does feel more like a short survey rather than a sit-down conversation/interview with the line manager.

Thanks

Jess

Evidence 10 (EV10)

Name

Employee Number

Department [Drop down]

Job title [Drop down]

Main reason for leaving

Dropdown of reasons

If 'other', please specify:

1. What attracted you to apply for a job at Bluestone?

2. How did your employment experience compare to your expectations?

3. What did you enjoy about working at Bluestone?

4. Was there anything specific that prompted you to start looking for a new job?

5. What attracted you to your new employer?

6. How could we improve the employment experience at Bluestone?

7. Would you recommend Bluestone as a place to work?

We would now like to ask you more specific questions about your time with us to help the business improve the employee experience

How satisfied were you with each of the following?

1 = Very Seldom True

2 = Seldom True

3 = Sometimes True

4 = Often True

5 = Very Often True

Nature of work

You felt that your knowledge, skills and experience were fully utilised

There was good communication and access to the information necessary to do your job well

You found the work interesting.

Your physical working conditions and facilities were adequate.

Any other comments around the nature of work:

Culture

You enjoyed coming to work

Bluestones recognises employees and are responsive to their needs

You felt listened to and included in decisions about your work

You were personally recognised for your contribution to the team and/or Bluestone

Any other comments around the culture at Bluestone:

Learning and Development

You had the opportunity to learn new

You received sufficient training to enable you to do your job.

Opportunities for career progression were good.

Any other comments on learning and development:

Quality of work-life

You had the flexibility to balance work and personal commitments.

Your workload was manageable.

You were happy with your working hours/shift pattern/rota

Any other comments on the quality of work-life:

Management and Support

You clearly understood what you were expected to do..

You received honest and timely feedback on your performance.

Managers were approachable and supportive.

Any other comments on management and support:

Salary and Benefits

Your rate of pay was fair considering your role.

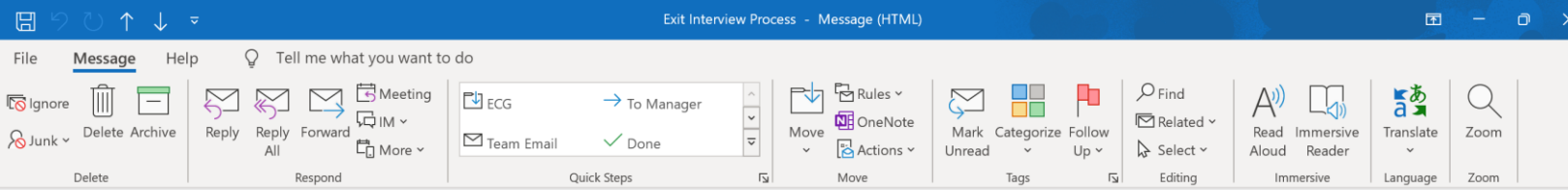
The benefits offered were applicable to you and you were satisfied with these.

Your work schedule and shifts were communicated in good time.

Any other comments on salary and benefits:

Any other comments:

Evidence 11 (EV11)



Exit Interview Process



Jessica Rainbow

To  **Heads of Department**;  Samantha Hewer;  Jenna Cleevely

Cc  **HR Staff**;  Debbie Rainbow;  Emma Davies

 PS-P-052 Leaver Policy.pdf

384 KB

 Reply

 Reply All

 Forward



Fri 12/11/2021 09:51

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=E4359F90430011ECACCDF23C91C1E19E>

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

Evidence 12 (EV12)

This Interview is to be conducted in a professional and honest manner and is vital to us in order to understand how we can improve our employee engagement and retention.

Next



Evidence 13 (EV13)

[illegible]

Evidence 14 (EV14)

From: Stuart Jaynes <sjaynes@bluestonewales.com>
Sent: 12 November 2021 15:36
To: Jessica Rainbow <jrainbow@bluestonewales.com>
Subject: RE: Exit Interview Process

Well done on implementing this change in process, Jess.

Hopefully we will see some insightful data that we can utilise as part of our retention strategies.

Many thanks
Stuart

From: Jessica Rainbow
Sent: 12 November 2021 09:51
To: Heads of Department <HOD@bluestonewales.com>; Samantha Hewer <shewer@bluestonewales.com>; Jenna Cleevely <jenna@bluestonewales.com>
Cc: HR Staff <HRStaff@bluestonewales.com>; Debbie Rainbow <drainbow@bluestonewales.com>; Emma Davies <e.davies@bluestonewales.com>
Subject: Exit Interview Process

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.

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Evidence 15 (EV15)

1

2



Employee Briefing – Strictly Private & Confidential

Audience: Food and Beverage Team members – ONLY.

Date: 14th October 2021

Dear Team

_____ had a widespread affect not only on
acknowledge that the Food & Beverage
department is experiencing high levels of employee attrition; and retention is a real concern for our
valued members of the team.

We really understand that this is a difficult time for all of you, and with recruitment continuing to be
a real challenge; along with smoothly on boarding new hires with the limited resource you have; we
appreciate that this has been a difficult time for you all. We would like to reassure you that the
Executive Team recognise the absolute commitment; loyalty and hard work.

Therefore to support with these challenges; the business is pleased to announce the launch of the
Food & Beverage discretionary bonus scheme. The bonus scheme has been designed to reward and
recognise our exceptional Food and Beverage colleagues and all those colleagues who consistently
support by working within the department.

We really do appreciate everything you are doing to ensure the consistent operation of the Food and
Beverage department; enabling the business to continue to provide an excellent service to our
staying guests. We hope that this discretionary bonus scheme clearly shows how much you are all
valued within the business, and our appreciation of all of the commitment you are giving during
these challenging times.

Thank you!

Best Wishes,

Ross, Neil & Sarah

Evidence 16 EV16

Subject RE: Exit Interview Process

From: Ross Mackintosh <rmackintosh@bluestonewales.com>
Sent: 12 November 2021 12:51
To: Jessica Rainbow <jrainbow@bluestonewales.com>
Subject: Exit Interview Process

Hi Jess

Thank you for this – this will make a real difference and provides the framework for us to have some meaningful conversations with leavers and hopefully give us an opportunity to turn some of them around! Very welcomed in the F&B department. Look forward to implementing it.

Kindest Regards

Ross

Head of Food and Beverage
Bluestone Resorts National Park Ltd
Ext. 569

From: Jessica Rainbow
Sent: 12 November 2021 09:51
To: Heads of Department <HOD@bluestonewales.com>; Samantha Hewer <shewer@bluestonewales.com>; Jenna Cleevely <jenna@bluestonewales.com>
Cc: HR Staff <HRStaff@bluestonewales.com>; Debbie Rainbow <drainbow@bluestonewales.com>; Emma Davies <e.davies@bluestonewales.com>
Subject: Exit Interview Process

Evidence 17 EV17

From: Jessica Rainbow

Sent: 24 November 2021 13:21

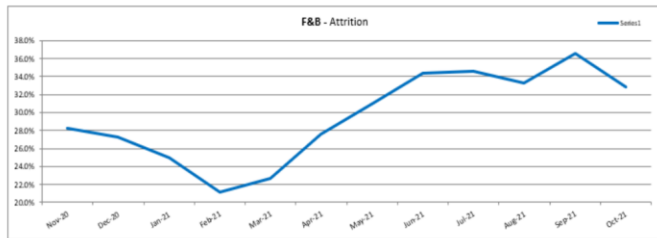
To: Heads of Department <HOD@bluestonewales.com>; Samantha Hewer <shewer@bluestonewales.com>; Jenna Cleevely <jenna@bluestonewales.com>

Cc: HR Staff <HRStaff@bluestonewales.com>; Debbie Rainbow <drainbow@bluestonewales.com>; Emma Davies <e.davies@bluestonewales.com>

Subject: Exit Interview Process

Hi All

Thank you to everyone for engaging in the new exit interview process for your most recent leavers. I can confirm that the completion rate to actual leaver rate is at 63% - a really great start and we look forward to this increasing to capture data from all leavers to help us to make informed evidence-based decisions around where we apply resource in line with our retention strategies. As you are all aware, F&B has been our most concerning department seeing an attrition rate of 35% and increased to its highest rate over the past 12 months in September. We see the attrition beginning to steady and we envisage this process to supporting this alongside all the other retention and engagement activities currently happening.



Where the exit interview has been helpful; it has allowed the team to analyse the data we currently have obtained from leavers within the department – we have been able to pick out the key reasons people are leaving the department:

- Mental health related reason
- Didn't feel appreciated / concerns not listened to
- Work life balance – working long hours, sometimes 12 hours without breaks
- Looking for progression – applied for a role internally but had no feedback
- Work life balance – personal commitments
- Management structure
- Mishandling of an issue with another employee

We have also obtained where some of these leavers have moved onto:

- Eddies nightclub – allows flexibility around college and sport
- Another chef [job](#)
- Out of work
- Working in a role for less pay but improved quality of life
- Premier Inn due to career progression opportunities

From the data we were also able to identify the main points which would have encouraged these individuals to stay / potentially return:

- Bluestone was supportive – bad timing due to mental health
- More staff
- Management sticking to promises
- Not being moved around outlets against will
- Increased pay (prior to market pay review)
- Hours – willing to work weekends but on rotation for example
- Flexibility around college and sport commitments
- Progression opportunities
- Feedback and support following unsuccessful applications for Supervisory positions

Alongside reviewing and addressing the concerns raised, we will also be introducing a retention bonus scheme to food and beverage, to thank our existing employees and encourage our new employees to stay.

Kind regards

Jessica Rainbow

People Services Manager

Bluestone National Park Resort

T: +44 (0) 1834 869900 ext 436

Bluestone Resorts Ltd

[Canaston](#) Bridge

Narberth

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