

Qualification: CIPD Diploma in Applied Human Resources

Module Name: 5A1OP Contributing to Improving Organisational Portfolio

Assessment: Portfolio of Evidence

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Candidate name: Jessica Krelle				CIPD Membership/registration No.:		
Qualification title: CIPD Level 5				Unique Learner No. (ULN):		
Unit code	Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled
5AIOP	Contributing to Improving Organisational Performance	1.1, 1.3, 2.1, 2.2, 2.3, 3.1	Performance Management Policy	EV1		
5AIOP	Contributing to Improving Organisational Performance	1.1, 2.1, 2.3	Appraisal Document	EV2		
5AIOP	Contributing to Improving Organisational Performance	1.1, 2.3	Personal Development Plan	EV3		
5AIOP	Contributing to Improving Organisational Performance	1.1, 2.1	Career Development Policy	EV4		
5AIOP	Contributing to Improving Organisational Performance	2.1, 3.3	Reward and recognition policy	EV5		
5AIOP	Contributing to Improving Organisational Performance	2.1, 2.3	Competency Framework Example – Senior Manager	EV6		
5AIOP	Contributing to Improving Organisational Performance	1.1, 2.1, 2.3, 3.1	Behaviour guide - Management	EV7		
5AIOP	Contributing to Improving Organisational Performance	2.1, 3.1	Example Job Description	EV8		
5AIOP	Contributing to Improving Organisational Performance	2.1, 3.3	Induction checklist	EV9		
5AIOP	Contributing to Improving Organisational Performance	2.1, 3.3	Induction programme	EV10		
5AIOP	Contributing to Improving Organisational Performance	1.1	Example e-learning module for housekeepers	EV11		
5AIOP	Contributing to Improving Organisational Performance	1.1	Mandatory e-learning for new starters	EV12		
5AIOP	Contributing to Improving Organisational Performance	2.1	Involvement with new starters – liaising with senior management and drafting contracts, supporting managers with the recruitment process, right to work checks	EV13		
5AIOP	Contributing to Improving Organisational Performance	2.1, 2.3	Dealing with a probation review – scheduling meetings, correspondence with employees and minuting meetings	EV14		

5AIOP	Contributing to Improving Organisational Performance	1.1	Attendance and Timekeeping Policy	EV15		
5AIOP	Contributing to Improving Organisational Performance	1.1	Substance and Alcohol Misuse Policy	EV16		
5AIOP	Contributing to Improving Organisational Performance	2.1, 2.2	Overview of support and interventions regarding ongoing absences	EV17		
5AIOP	Contributing to Improving Organisational Performance	1.2, 2.1, 2.2	External sources of information used to inform performance management processes	EV18		
5AIOP	Contributing to Improving Organisational Performance	2.1, 3.2,	Company aims and objectives 2020	EV19		
5AIOP	Contributing to Improving Organisational Performance	2.1, 3.2	HR strategy objectives	EV20		
5AIOP	Contributing to Improving Organisational Performance	2.1	Compliance Training Analysis	EV21		
5AIOP	Contributing to Improving Organisational Performance	1.1, 3.2	Vision, Mission and Culture	EV22		
5AIOP	Contributing to Improving Organisational Performance	1.1, 2.1	Training code of conduct demonstrating commitment to learning	EV23		
5AIOP	Contributing to Improving Organisational Performance	1.1	Engagement Survey Results	EV24		
5AIOP	Contributing to Improving Organisational Performance	2.1	Wellbeing Initiatives – Mental Health at Work Commitment and Health Working Wales – Corporate Health Gold Standard	EV25		
5AIOP	Contributing to Improving Organisational Performance	2.2,	Minutes and email notes encouraging feedback around the recent roll out of new performance management framework	EV26		
5AIOP	Contributing to Improving Organisational Performance	1.1	Probation policy	EV27		
5AIOP	Contributing to Improving Organisational Performance	1.3, 2.1, 2.3	Advice to management regarding an employees behaviours in the workplace and progressing the matter formally	EV28		
5AIOP	Contributing to Improving Organisational Performance	1.1, 2.1	Performance Improvement Plan	EV29		
5AIOP	Contributing to Improving Organisational Performance	1.3, 2.1	Reasonable adjustment input	EV30		
5AIOP	Contributing to Improving Organisational Performance	1.3, 2.1	Reasonable adjustment consideration form	EV31		
5AIOP	Contributing to Improving Organisational Performance	1.3, 2.1	Capability notes	EV32		

5AIOP	Contributing to Improving Organisational Performance	2.1, 2.2, 3.1	Supporting documents for the bluestone way	EV33		
5AIOP	Contributing to Improving Organisational Performance	2.1, 2.2, 2.3	Advice to manager	EV34		
5AIOP	Contributing to Improving Organisational Performance	2.1, 2.2, 2.3	Record of conversation	EV35		
5AIOP	Contributing to Improving Organisational Performance	2.1, 2.2, 2.3, 3.1, 3.3	HR Hub – The Bluestone Way	EV36		
5AIOP	Contributing to Improving Organisational Performance	3.3	Email HR Analytics	EV37		

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 KRELLE	Date:	07072021
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Learning Outcome 1

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

1.1 Explain performance management policies and processes in the organisation and the roles and responsibilities of those involved in them (300 words)

1.2 Explain key sources of information, including legislative information, which underpin performance management activities. (300 words)

1.3 Provide timely and accurate information to colleagues regarding performance management activities. (300 words)

There are many definitions of performance management, but the one adopted by CIPD, defines the process as contributing to the effective management of individuals and teams for the purposes of achieving high levels of organisational performance (Rees and Tymon, 2016). According to Rees and Tymon (2016), the available research suggests that forward thinking companies utilise a strategic approach to performance management. When linking this strategy to the daily operations of the business this translates into an increase in employee performance, engagement and commitment. This demonstrates that HR should provide support in implementing processes around performance management to line managers, however measuring the success of these activities is wholly dependent on full commitment from senior management. Without the involvement of senior managers, performance management can be seen as a tick box exercise. Therefore, the most important role for HR in the performance management process is facilitating senior management commitment to model requirements. HR also have a vital part to play in designing, communicating, and training processes around performance management, therefore ensuring they are up to take with best practice and evidence-based practice is key. HR also contribute by facilitating communication and training both for employees and line managers delivering processes. This allows for an inclusive and positive process, communicating the overarching company objectives and aligning individual objectives, allowing for employees to understand how their roles align with the business strategy, building commitment and engagement.

At Bluestone, expectations in performance and behaviours are first introduced with employees within the recruitment process. Upon application, candidates will review the job description for the position (EV8), which outlines the generic and specific duties that make up each employees performance indicators, and are used in monitoring performance during employment. Job descriptions are created and reviewed by line managers in conjunction with HR. Performance and behaviours are also discussed during induction (EV9, EV10), where our company Vision, Mission and Culture is outlined (EV22). In order to, meet the performance indicators listed within the job description, mandatory and departmental training is given (EV11), (EV12). Employees are subjected to a 12 week probationary period where performance is reviewed and managed in accordance with the Probation Policy (EV27). Performance probationary reviews occur at 2, 8 and 12 weeks, with the final review confirming the employee successfully into the position based on the job description requirements, behaviour requirements and attendance requirements (EV15). During the probationary period, employees understand the required behaviours within behaviour guides (EV7) and for relevant roles (i.e. senior positions) competency framework (EV6), which sets out role dependant requirements. Employees will also be familiarised with relevant policies (EV15, EV16). Following probation, Bluestone encourages high performance working with an ongoing commitment to individual development and encouraging learning and training opportunities (EV23), (EV4). Each employee has a personal development plan and these interventions are captured within it (EV3) as well as informal catch ups with line managers and coaching sessions. Line managers will also assess performance within an annual appraisal (EV2), reviewing the performance development plan and how the past year has been. Bluestone's Performance Management Policy (EV1) is designed to be used instead of the disciplinary procedure in managing performance and capability where employees are unable to perform their duties. It sets out the process and responsibilities of those involved. Line managers will lead the process with support and guidance from the HR team. In instances where there are performance concerns, line managers will meet with their employee

and initiate a performance improvement plan (EV29), providing an improvement period for reviewing progress and proposed interventions. The policy is also used for instances of ill-health capability.

When creating policy and procedure, and implementing new practices, Bluestone firstly ensures it is following it's legal obligations and secondly reviewing best practice and evidence based practice. We must ensure we are adhering to our responsibilities under the Equality Act 2010, particularly in cases of capability performance and reasonable adjustments. In general, we must ensure we are adhering to the Employment Rights Acts 1996, Employment Relations Act 2004, GDPR 2020 and The Equality Pay Act 2010. Legislation must be in the forefront of our minds in how we implement performance management activities, manage and review them to ensure employees are treated reasonably, fairly and consistently. In relation so performance policies and interventions at Bluestone, predominantly ACAS and CIPD (EV18) are utilised to inform our decision making.

EV28 is an email to a head of department and line manager, advising on progressing a performance matter formally. Further to a meeting earlier that week regarding poor behaviours of an employee, the management were seeking advice on how to progress to the next stage. The matter was already being dealt with using a performance improvement plan (EV29) however no consistence or sufficient improvement was made. In line with our performance and capability performance (EV1). This guidance sets out how to try to get the best from employees and the disciplinary route where informal management activity is not successful. In this instance, despite all reasonable development activities this particular employee failed to meet the behaviour standards. Using the policy and guidance, I was able to provide next steps to the management team in providing the required evidence and also scheduling a capability hearing in line with the capability procedure.

EV30 is an email to senior management from myself having carried out considerations for reasonable adjustments. The employee had ongoing performance issues which we began to address through a performance improvement plan. During the process, the employee explained she had learning difficulties and these were the cause of her performance issues. A formal capability hearing was held which I attended as the HR representative and to minute the hearing (EV32). As per our obligations under the equality act 2010, and also as a fair and reasonable employer, this was explored with Occupational Health, who identified particular reasonable adjustments for the business to consider to allow the employee to remain in work and for performance to improve. The considerations of the reasonable adjustments were demonstrated (EV31) and agreed and the employees performance began to improve in the suggested role.

Learning Outcome 2

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

2.1 Analyse the types of support line managers in the organisation need from HR, in relation to performance management activities. (300 words)

2.2 Support line managers' capability to deliver performance management activities. (300 words)

2.3 Work in conjunction with line managers in the provision of employee performance and development reviews. (300 words)

According to CIPD (2018), line managers make a significant difference by bringing HR policies and practices to life and collaborating with the people profession. Evidence suggests that line managers play a critical role in assessing and recognising performance in effective performance management activities. According to CIPD (2018), the role of the line manager includes practices such as setting specific and challenging goals, monitoring progress and providing feedback, and assessing performance on a regular basis.

Line managers require support from HR from the point of recruitment throughout the employee journey with managing the performance of their teams. From the point of identifying a vacancy, HR work with line managers to prepare the job description which highlights the performance indicators and job responsibilities to which performance will be based (EV8). The people services team are responsible for delivering the company induction which outlines the mission, vision and culture of the organisation (EV22) and also the expected behaviours of the bluestone way. Departmental inductions are drafted and carried out by line managers, however these are submitted to people services to be sense checked to ensure all the compliance elements are covered (EV21). During the probationary period, the line manager will carry out the probationary reviews and should there be any concerns with performance during this period, line managers will seek advice from people services. Where necessary, a member of people services will attend the reviews to support. People services also support line managers with documentation i.e. letter writing, minute taking (EV14). During the employee journey, performance reviews are submitted via our learning and development platform, which is sense checked and audited by the people services team. Line managers will own performance management within their teams. The people services team are on hand to offer advice where necessary (EV28), particularly in incidents of underperformance. People services are also responsible for providing the frameworks (EV6) (EV7) and ensuring policy and procedure (EV1) is kept up to date with the relevant employment law for managers to utilise.

As part of the people services role in signposting and providing guidance, I set up an intranet page "The HR Hub", to enable managers to have quick access to policies, guidance, and useful sources to support them in managing people. We recently rolled out a new performance management framework "the bluestone way" focussing on behaviours in the workplace. I was able to create a page on the intranet for all resources in relation to this (EV36). This provides a self service approach ensuring line managers have the tools and templates required to manage performance of their teams. I was also part of the working group who put together the relevant resources and templates as part of this, such as the management guidance documents, 121 process, the managers monthly prompts guide, an objective setting template a conversation tracker and behaviour guides on what good looks like (EV33).

I was also able to set up an online form via our intranet page (EV35) for our line managers to create a record of conversation. This enables the line manager to document a conversation easily, which is sense checked by HR and saved to the employee file. We are then able to pull a report of conversations to enable us to progress matters formally with the relevant evidence where necessary.

In supporting line managers capability, within my role I coach line managers through performance management activities, particularly newer managers or those who are less experienced in dealing with poor performance. EV34 demonstrates an example of advice and guidance provided to an employee who

had recently been promoted into a senior management position. Following an investigation into a staff incident, the recommendations suggested some fault with a member of his management team. The email shows my advice in initiating a performance improvement plan with the manager and particular areas which I had identified required some attention, support and additional training. I also suggested a meeting was held with a member of the HR team present.

Learning Outcome 3

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

3.1 Evaluate the organisation's approach to performance management, including employee performance and development reviews. (300 words)

3.2 Assess the extent to which performance management processes support high performance working (HPW) and contribute to sustained organisational performance. (300 words)

3.3 Recommend ways for developing performance management processes to enhance their impact on organisational performance. (300 words)

According to O'Connell (2021), companies are moving towards open lines of communication, regular feedback and coaching their teams, in favour of annual appraisals, which is now being considered an out dated method of reviewing performance. In line with recent evidence, our performance management approach moved from the annual appraisal to a more two way approach. We initially rolled out training in "giving and receiving feedback" to all of our heads of department and line managers, giving them the tools to provide instant and quick feedback. Further to this, we wanted to focus on the behavioural elements aligning this to our purpose and values. The Bluestone Way was then introduced, highlighting the why, the what and the how. Firstly – why we want to perform at our best where three core areas were identified: Genuine Care, True Ownership and Grow as a Team. The Bluestone Way proposed to focus on what people do in terms of their job expectations and results, and as part of this all job descriptions were updated. Following this, was the focus on how the business will achieve this. A working group was initiated to develop the behaviour guides – which were divided into guest facing, operational support, business support and people management guides. The new process was designed to be flexible and less administrative requirements, with all resources available on the HR hub.

The framework divides employees into three populations and provides strategies in dealing with all types of employees:

- A People – these are our top performances who we would be sad to lose, these individuals tend to go beyond their day job
- B People – these are the majority of employees, performance is good/mediocre
- C people – should be a lot better considering salary and experience

The bluestone way aligns great job results (what we do) with great behaviours (how we do it) and looks at our work place activities achieves results.

According to Schrage, Kiron, Hancock and Breschi (2019), it is culturally critical to strategic execution to get performance management right in rapidly evolving business environments. The research within this report informs us that the future of performance management is more data-driven, flexible, continuous and development- oriented. In line with this, the Bluestone Way process identifies having up to 5 private 121 conversations. The first conversation is a "how's it going" conversation which initiates the process and provides the opportunity to discuss progress, give feedback, discuss morale and obstacles, and allow feedback on how they feel they are being managed. The second conversation provides an opportunity to agree new objectives. The third conversation is around ideas for improvements, better ways of working and how to utilise strengths. The fourth conversation is around learning – what support is required, what training, development or up-skilling could be done. The fifth conversation should be around career – whats next and how do we get there. From this stage we should have identified a progression route with the employee, and once successful in that progression we start the process over again.

Whilst there are many benefits associated with a performance management framework that is flexible and continuous, there are also benefits to having the traditional scoring system. This scoring system allows understanding from any manager or HR representative who may be dealing with performance

who perhaps do not know the individual on a personal level. Also, frequent meetings can also feel like micro-managing employees and not providing them the room to work under their own initiative or to grow into the role. The rise in informal conversations also means on occasion a lack of documentation, meaning if the matter was to progress to a more formal route, there is a lack of evidence to support this.

According to Taylor and Woodams (2016), high performance work systems are a bundle of human resource management policies and practices which will promote employee commitment and involvement. This includes an effective performance management system to ensure that everyone's goals are aligned with the organisations objectives and what they are expected to meet. The right approach to HR policies and practices, inclusive of performance management activities, will influence organisational performance and output. The conditions also need to be in place within the business, some refer to this as the AMO model: the ability to perform well, the motivation to perform well and the opportunity to perform well. In reviewing Bluestone's approach and the 5 conversations the ability to perform well is discussed within the first two conversations – "how's it going" and setting objectives. In line with the motivation to perform well, this is covered within the third conversation around ideas for improvements, better ways of working, two way feedback. Lastly, the opportunity to perform well is covered in the fourth and fifth conversations, around learning and development, up-skilling, what is the required support, what's next for the employee and how do they get there. In theory, the approach and framework is aligned with research into best practice. However as mentioned previously, there is full reliance on line managers to achieve this with their teams in practice.

Performance management initiatives could be further developed at Bluestone to ensure retention and engagement of teams. The hospitality industry has a reputation for being a "stop-gap" employment option, whereby we promote ourselves on offering long standing careers inclusive of progression and development opportunities. In the first instance, I would recommend frameworks could be developed further to demonstrate career pathways by department, alongside the skills matrixes to support these career steps. The skills matrix should include training, skills, knowledge, experience and behaviours required, for employees to understand how they may progress within the business. Performance management conversations can then be positively focussed on development, with clear and transparent opportunities and how to achieve them. In line with this, I would recommend pay bandings be introduced alongside the skills matrixes, ensuring further structure and transparency throughout the business.

According to CIPD (2021), salaries were traditionally used to attract candidates, and employee benefits were used to retain and motivate employees, directly impacting on individual performance. I would also recommend that the business develops a reward strategy, which articulates the vision, mission and culture alongside the required behaviours to ensure employees understand how, why and when they can be rewarded. I would also recommend Bluestone reviews its financial and non-financial rewards, as according to CIPD (2020, individuals are attracted, retained and engaged by varying rewards which can change during the life cycle of the employee.

EV37 is an email of analytics to directors of the company. Within this, explains that since re-opening the resort we have recruited 35 employees however we have only retained 29. This suggests that improvements could be made to the onboarding process. I would recommend that the induction process is reviewed to really incorporate the bluestone way, the brand values and the culture, to ensure all new starters buy in to Bluestone and feel passionate and engaged from their point of onboarding.

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EV1 – Performance Management Policy



Capability and Performance Policy



Doc No:	PS-P-026	Capability and Performance Policy 
Rev No:	002	
Created:	01/06/2009	
Last Review:	16/07/2018	

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Name:		Appraiser: Date:
Position:		
Department:		
	Grade	Comments
Knowledge & Skill		
Quality of Work		
Quantity of Work		
Attendance & Punctuality		
Planning & Organising		
Approach to Work & Colleagues		

Developing Others		
<i>A = Above Track B = On Track C = Below Track</i>		
Appraiser's Comments		
Job Holder's Comments		
Key activities, tasks, or objectives as appropriate in the role planned for the coming year:		
Priority actions agreed to enhance performance in current role during coming <u>year</u>		
Signed by Employee:	Signed by Line Manager:	
Date:	Date:	

EV3 Development Plan



Development Plan

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

EV4 Development Policy

HR-P-15-060
Issue: 003

Training and Development Policy



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.

HR-P-15-060
Issue: 003

Training and Development Policy



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.

EV5 Reward and Recognition Policy

bluestone
national park resort

ACE AWARDS Recognition and Reward Scheme



D. Rainbow
Bluestone Resorts Ltd

Doc No:	PS-P-037	ACE AWARDS Recognition & Reward Scheme	bluestone national park resort
Rev No:	2		
Created:	01/02/2016		
Last Review:	25/06/2019		

Introduction (note from William)

WE NEED YOU!

I am delighted to announce the new Ace Awards designed to recognise those who have been the stand out role models for our culture, demonstrating the excellence that we need in order to deliver our 'free range' brand promise and shift our performance from good to great. We will be hosting the first Ace Awards in 2020 in our fabulous new Seren Dome and celebrating our worthy winners into the night with a prestigious award ceremony, dinner and dance. If you win you will also receive a generous £1000 each, a trophy and a Certificate of Achievement.

Why?

A few days ago I was talking to a family in the park and our conversation really touched my heart and epitomised what we set out to achieve at Bluestone all those years ago and still aspire to today. Coming to Bluestone for this family was a break from the worries, an escape from the city, dirt, danger and a chance to reconnect as a family. They just loved that everyone they met smiled and said hello, their lodge was clean and just right for their needs, the village was welcoming, with good food and fun activities on their doorstep. Within a few hours of arriving they felt hassle free and happy for the first time in years. So when we talk about excellence and elevating our business from good to great it is in order to make sure that every single guest that comes to visit Bluestone has a truly magical free range experience. To achieve this we all have to be proactively seeking ways of improving ourselves and what we do on a daily basis so that every point of detail reflects our brand and culture. Our new Ace awards are intended to recognise and say a special thank you to those who have really gone the extra mile and stand out as our brand and culture role models.

How will it work?

We have seven award categories listed below and we would like you to nominate those people/teams you consider have delivered something worthy of special recognition, we are looking for evidence of outstanding leadership, excellent guest focus, driving commercial benefit, exception teamwork, continuous improvement – basically examples of an individual or team progressing on our journey of good to great. Each entry should be supported by evidence of how this person/team have also role modelled our eight root beliefs. Please bring your nomination to life with stories, evidence and compelling reasons for why your nominee deserves to be recognised.

This year we will be hosting our first awards ceremony **on x date** so nominations made from now will be considered for our main awards for contribution during 2019. Thereafter we would ask you to make nominations at any time so that we can recognise excellence more regularly than just once a year. Nominations should be forwarded to the Head of Department in the first instance, they will then review monthly and we will recognise these entries received by issuing achievement lanyard badges and certificates. The Head of Department will then submit the best entries to the Employee Recognition Panel for consideration for the annual ACE Awards. The panel consists of members of the Executive Team who will review each entry on its merits and evidence provided. The scheme will be monitored by the HR Department and reported annually to the Executive Team.

Nomination Eligibility

Anyone can nominate an individual or team for recognition at any time during the year, including guests. Employees are not, however allowed to nominate themselves. Thank you letters and calls from guests and other service users, suppliers, etc may be used to support a nomination.

You could receive recognition from your Head of Department more than once during the year but the maximum annual award will be one (so we can share the love!).

Nominations can be made by completing the nomination form, available on the company intranet or available in paper format from the HR office, or by submitting an email to ACE@bluestonewales.com.

GOOD LUCK AND THANK YOU TO ALL OUR ROLE MODELS!

Doc No:	PS-P-037	ACE AWARDS Recognition & Reward Scheme	
Rev No:	2		
Created:	01/02/2016		
Last Review:	25/06/2019		

Award Categories

1. Delivering Excellence Award

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

Nominations should show that they:

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

2. WOW the Guest Award

This is about putting our guests at the heart of everything we do and creating memorable moments

Nominations should show that they:

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

3. 'Can do' Attitude Award

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

Nominations should show that they:

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

4. Leadership Award

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

Nominations should show that they:

- delivers or exceeds all business objectives
- give vision and direction and plan for and manage high performance

Doc No:	PS-P-037	ACE AWARDS Recognition & Reward Scheme	
Rev No:	2		
Created:	01/02/2016		
Last Review:	25/06/2019		

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

5. Employee of the Year

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

Nominations should show that they:

- have consistently delivered over and above what is expected of them
- have shown commitment to and acted as a role model to Bluestone's values
- can demonstrate a substantial achievement in their role
- invest in the development of team members
- actively encourage cross team/partnership working which leads to efficiency
- encourage team member innovative practice in improving service delivery and/or efficiency

6. Volunteer / Fundraiser of the Year

This is about supporting the Bluestone Foundation and contributing personal time to volunteer or fundraise in the community.

Nominations should show that they:

- used their own time to support the foundation over a significant period of time
- inspired and motivated others to participate in volunteering or fundraising events
- has a record of positive results and achievements
- made a significant impact on people's lives and wellbeing

7. CEO's Innovation Award

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

A reminder of our Eight Root Beliefs;

We aspire to excellence

We aspire to excellence and we are continuously seeking to improve ourselves, our relationships, our processes and the company's performance.

We have ownership

We make decisions in the best interests of the company as a whole understanding the impact of the decision on the success of the team. We accept responsibility for all our actions and are passionate about our company and our purpose within it.

We are understanding

We strive to develop understanding by listening to all points of view in our relationships. We value individual differences as a source of inspiration and innovation.

We have a 'can do' attitude

We have a positive attitude and always look for ways in which we can help each other do what is right for the Company. We are forward thinking, innovative and can demonstrate that we consider every alternative.

EV6 Competency framework example



SENIOR MANAGER COMPETENCY FRAMEWORK

PEOPLE

LEADERSHIP and INSPIRING OTHERS

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.

Negative Indicators:	Positive Indicators	Advanced Indicators
Defensive – unwilling to share responsibility for failure, looking for others to blame	- Communicates clear vision, direction and departmental goals, and sets the appropriate objectives for the management team(s) to succeed in meeting these objectives - Is assertive. Is decisive and takes a firm but fair stance when appropriate - Consistently maintains a “watching brief” over the team to evaluate performance and development - Says “thank you” for the sustained efforts of the team and gives recognition for individual contributions	- Consistently applies sound judgement in making decisions, applying the business ethics of fairness and integrity - Has a thorough understanding of their own strengths and development needs, and those of the team - Actively coaches deputy and line managers in accordance with the appropriate succession plans - Is seen as influential and recognised by others as a role model, networker and achiever

CONTINUOUS DEVELOPMENT (Self and Others)

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.

Negative Indicators:	Positive Indicators	Advanced Indicators
- No evidence of personal develop plans for self or team members - Lack of progress made in skill development and achievement of key targets for self and team - Does not monitor team members and feedback on progress following learning intervention - No succession plans in place for self or key team members	- Has a good team structure with roles and responsibilities clearly defined and understood by team members and the business - Takes ownership of own career path, seeking training, development and opportunities in line with own career opportunities - Regularly observes team members in action and is able to provide constructive feedback on behaviours - Regularly holds one to one meetings to review and set mutually agreed objectives in line with the individual's development plan	- 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 - Regularly runs team meetings and training sessions with team to motivate, drive performance and develop skills and ability - Analyses the individual L&D needs within their team, creating and maintaining tailored plans for each member, in line with business objectives - Holds pre and post-training discussions with team members, to increase and maintain the impact of training and to ensure that learning is embedded

COMMUNICATING and MANAGING RELATIONSHIPS

Able to communicate effectively with other people. Successfully uses interpersonal skills to deal with guests and colleagues.

Negative Indicators:	Positive Indicators	Advanced Indicators
- Does not communicate regularly with others - Responds in an unhelpful or hostile manner when dealing with others	- Will speak to colleagues regularly to gain advice, support and share information - Promotes engagement to deliver loyalty, ownership, accountability and commitment - Makes an active contribution to team spirit and a climate of co-operation within the resort - Perceptive, able to judge how others will react to a situation and respond appropriately	- Drives the motivation and team spirit within the department and wider resort - Offers practical suggestions for improving relationships

SENIOR MANAGER COMPETENCY FRAMEWORK



PRODUCT		
COMMITMENT TO QUALITY and STANDARDS of EXCELLENCE <i>Cares about and works to ensure the accuracy and quality of their work and the organisation's work.</i>		
Negative Indicators:	Positive Indicators	Advanced Indicators
- Is satisfied with "average" - Doesn't set high personal standards - Fails to comply with health and safety requirements	- Champions a culture of "excellence" and getting things right first time, understanding the impact of errors on the business - Demonstrates personal commitment to continue to improve quality and safety standards - Takes responsibility for maintaining the quality and health & safety standards through the department - Attends to details of their work while remaining aware of the broader picture.	- Is never satisfied with the quality standards - Uses formal and informal feedback to maintain the quality of work across the department and business - Encourages learning from mistakes in a "no blame" environment - Makes a valuable contribution to quality and standards beyond their own department
PLANNING and ORGANISING <i>Looks ahead and works towards the desired outcome. Takes a structured approach to the implementation of projects or plans.</i>		
Negative Indicators:	Positive Indicators	Advanced Indicators
- Doesn't plan ahead – prefers "crisis management" as a course of action - Fails to anticipate the outcomes or implications of a particular course of action or inaction - Allocates unrealistic time scales and inadequate or excessive resources	- Prioritises and delegates work to ensure that deadlines are met - Accounts and manages budgetary implications of allocation resources - Manages the implications of changes to operations and any existing processes - Organises meetings and appointments to make effective use of the time of all involved	- Establishes a clear process for the delivery of and implementation of business strategy - Proactively seeks to implement desired change and cultural change programmes effectively
PROBLEM SOLVING and ANALYSIS <i>Looks ahead and works towards the desired outcome. Takes a structured approach to the implementation of projects or plans.</i>		
Negative Indicators:	Positive Indicators	Advanced Indicators
- Makes assumptions and offers solutions without sufficient investigation - Does not identify problems which require a different approach	- Evaluates information logically in order to make recommendations - Ensures pressure or own emotions does not affect their problem solving or decision making process - Able to make tough decisions that may not always be popular with everyone when necessary	- Consistently provides solutions that satisfy the needs of all parties - Anticipates problems based on experience and information received and takes appropriate action - Able to see trends in data and events to establish possible causal elements

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
- Lacks awareness of the key commercial metrics and trends - Fails to actively review management information - Adopts a "silo mentality", is committed to own department performance rather than the whole business - Focuses on fire fighting and doesn't plan forward	- Understand the value and drivers of key commercial metrics - Able to analyse management information, trends and prioritise actions - Thinks creatively to achieve commercial opportunities - Is forward thinking and consider long term needs of the business, identifying risks and opportunities that arise	- Quickly able to recognise trends and the direction of performance - Able to adjust inputs in real time, making hard decisions when required in the long term interest of the business - Develops creative business solutions and identifies key factors affecting the business - Is prepared to take calculated risks or to try out bold ideas to gain a business advantage

EV7 Behaviour guide example

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.

EV8 Example Job Descriptions

Doc No:	HOD-JD-001	Head of Learning & Development 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 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, CIPD 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 CIPD 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

- 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.
- To ensure the delivery of all leisure services with the appropriate team structure, operating at the maximum efficiency in terms of processes and payroll.
- To manage and motivate the leisure team, fostering their welfare and personal development through the promotion of Learning & Development opportunities; appropriate communication and regular feedback; ongoing coaching and mentoring; and a culture of reward and recognition.

Product

- To monitor the Net Promoter Score and regularly review guest comments to ensure positive trends both departmentally and for the overall company NPS.
- To deliver consistently excellent service through the implementation of Standard Operating Procedures at every touch point, monitored through observations and feedback.
- 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.
- 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.
- To maintain a culture of 'safety first' in a product delivery.

Profit

- To ensure the effective management and delivery of the departmental annual budget.
- To have a clear understanding of the commerciality of the department through COS, PTS and OPEX, resulting in targeted Contribution.
- To have a clear understanding of the commerciality of individual activities and entertainments, achieving the appropriate balance between service and revenue generating endeavours.
- To understand the Sales and Marketing functions associated with Leisure to deliver team initiatives which drive revenue.

GENERAL:

People

- Contribute to overall leadership and strategic direction of the business

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

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

- 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

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

- Business Degree or equivalent
- Minimum of 5 years experience in operations akin to a 5* multi-faceted holiday village
- Experience of working at senior management level
- Proven at leading and motivating a successful team of minimum 200 people
- Proven track record of delivering profitability

Desirable

- Professional qualification and membership
- A genuine interest in outdoor pursuits
- Enthusiasm for and understanding of the performing arts

PERSONAL ATTRIBUTES / COMPETENCIES REQUIRED FOR POST HOLDER:

- Results driven
- Exceptional Communication and Interpersonal Skills
- Self-confident
- Team player
- Ambitious
- Motivational Leader
- Commercial Acumen
- Innovative
- Solution-focused

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

EV9 Induction checklist

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	☐
New Starter Checklist	☐
Health & Safety Induction	☐
Uniform Policy	☐
Absence Line Phone Number	☐
Confidentiality Agreement	☐
Health Questionnaire	☐
Bluestone Lottery Enrolment Form	☐
Name Badge	☐
ID Badge	☐
Identification x2 (photocopied)	☐

1

Company Induction



2

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

3

From this



4

Construction - August 2007



5

And now



6

Directors



7

Your Human Resources Team



8

Your Human Resources Team



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 Heig
	Working at Heig
	

Preview module

flow

COSHH

0%



SOUND

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HTML5 Player

Preview in full screen

Close

Preview module



Preview in full screen

Close

EV12 Mandatory e-learning for new starters

flow

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

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EV13 Involvement with new starters – liaising with senior management and drafting contracts, supporting managers with the recruitment process, right to work checks

RE: FC Offer - Rhian Bromham

Hi Giles

Please see attached drafted contract.

We've put in a 6 month probationary period which would usually be the case for a position at this level.

I've also included Hybrid working to be reviewed following completion of the probationary period.

Thanks 😊
Jess

Jessica Rainbow
People Services Manager
Bluestone National Park Resort
T: +44 (0) 1834 869900 ext 436

 Mental Health
First Aider
MHFA Wales

From: Debbie Rainbow
Sent: 26 April 2021 15:36
To: Jessica Krelle
Subject: FW: FC Offer - Rhian Bromham

Hi Jess

Could you prepare this contract today please?

Regards
Debbie

RE: FC Offer - Rhian Bromham



Jessica Krelle

To: Giles McNamara

Cc: Debbie Rainbow; Stuart Jaynes



27/04/2021

Morning

I will amend the notice period now.

No worries – we usually leave them in as it's a standard draft from reach and its whichever one is applicable. However for the avoidance of doubt I have removed the irrelevant options.

I will send shortly 😊

Thanks

Jess

From: Giles McNamara

Sent: 26 April 2021 19:11

To: Jessica Krelle

Cc: Debbie Rainbow; Stuart Jaynes

Subject: RE: FC Offer - Rhian Bromham

Hi Jess,

Thanks for this, couple of things:

- I suggest we extend the notice from 1m to 3m if you are in agreement?
- Section 8 (Holidays): It references 35 days, part time and 28 days. I presume we should just have the 35 days reference? Could you check please and amend

Rhian is on 3m notice currently but hoping to reduce so we can clarify the start date this week once she is happy with the terms. Once amended, can you send to Rhian and CC me in?

Many thanks

Giles

RE: Internal sales admin Applications - unsuccessful



Jessica Krelle
To: Ceri Davies

You forwarded this message on 23/12/2020 12:13.

Reply Reply All Forward

Wed 23/12/2020 12:11

Hi Ceri

If you haven't done so already – could you call the applicants to offer the positions verbally. Written offers have not yet gone out as the recruiter checklist needs completing on reach.

Can you log in and complete this?

Thanks
Jess

From: Ceri Davies
Sent: 23 December 2020 11:09
To: Jessica Krelle; Stuart Jaynes
Cc: Emma Cornick; Glenn Hewer
Subject: RE: Internal sales admin Applications - unsuccessful

Ok great, If there is anything you need me to do im happy to help!

Ceri

From: Jessica Krelle
Sent: 23 December 2020 10:49
To: Ceri Davies; Stuart Jaynes
Cc: Carla Roberts; Emma Cornick; Glenn Hewer; Mel Goldsworthy
Subject: RE: Internal sales admin Applications - unsuccessful

Morning Ceri

We are currently working through the all staff furlough/closure comms for the business which we need to prioritise. Hoping to be done by midday and I can take a look at this ☺

The rest of the team are now on furlough.

Thanks
Jess

New Starters



Jessica Krelle

To  Ceri Davies

 Reply

 Reply All

 Forward



Wed 13/01/2021 09:48

Hi Ceri

Hope you are well.

I have asked Megan and Rebecca to bring their right to work documents on their first day with you to be checked. All other starter paperwork has been completed.

Could you check the originals and take a photocopy – signing and dating the copy then scanning the signed version to me for their file.

Thank you.

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

www.bluestonewales.com

EV14 Dealing with a probation review – scheduling meetings, correspondence with employees and minuting meetings

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

From: Jessica Krelle

Sent: 03 September 2020 17:02

To: Debbie Downes; Sheonagh Blackadder

Subject: Sophie Davies Probation Meeting

When: 08 September 2020 10:00-10:30 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.

Where: Zoom

HR Team is inviting you to a scheduled Zoom meeting.

Topic: Sophie Davies Probation Meeting

Time: Sep 8, 2020 10:00 AM

Join Zoom Meeting

<https://zoom.us/j/92628991744?pwd=OEZxWmN0ZWlhRDdjZ3lxY3BEWXRkdz09>

Meeting ID: 926 2899 1744

Passcode: 555697



Sophie Davies
Final Probation ...

[DATE]

Private & Confidential

[NAME]

[ADDRESS]

Dear [NAME]

Further to our conversation on [DATE], during which we discussed the extension of your probationary period due to the coronavirus outbreak.

As you are aware, your employment is subject to a probationary period of 3 months, which was due to end on [DATE] following your start date on [DATE].

However, because [your employment has been furloughed / you are self-isolating / you are shielding] and it has not been possible for us to fully assess your performance and progress in your new role. In these circumstances, it is necessary for us to extend your probationary period.

Following our discussion, your probationary period will be extended by [NUMBER] [WEEKS/MONTHS] until [DATE]. This extension is due entirely to the impact that the coronavirus outbreak has had on your work circumstances and not due to any issue concerning your performance.

Please note that the terms and conditions of employment that apply during your probationary period will continue to apply for the duration of the extension, unless you are notified otherwise.

We are pleased to advise that employee benefits that apply on successful completion of your probationary period will be based on your length of service and will apply from [DATE], the date your probationary period was due to end.

In all other respects your terms and conditions of employment remain unchanged and in accordance with your contract and the employee handbook.

Please confirm your agreement to the extension to your probationary period by responding to the email.

Yours sincerely

Jessica Krelle
Human Resources Manager
Bluestone National Park Resort
Bluestone Resorts Ltd,
Canaston Bridge,
Narberth,
Pembrokeshire,
SA67 8DE
T: +44 (0) 1834 869900

Tara Guy Probation Meeting

15:31

TG received letter, happy with no companion.

MH - be open + honest, to understand how to sort out. Are you happy?

TG - Yes. Still feel Ash doesn't want her there, probably reading into it. E.g. today he spoke to ~~her~~ ^{Jacqui} more than her, can't do anything right. Ash said her burger idea was good. Ordered fresh strawberries which he didn't like.

Did Flow last night so now understands the recycling more. Not letting her help him.

Labels changed on food.

Ordered chorizo as unsure if tacos were still going.

Relaxed + happy with job, gets on with everyone and hopes it's not personal

MH - Definitely not personal

TG - He needs to talk to me, don't like to suggest ideas in case he dismisses them because ~~of~~ it's from her

MH - Had a look at first review, most is really good.

TG - 2 week, should have had 8 week

MH - Due to your move. Outlined to do Flow modules.

TG - Didn't realise it was time specific. Think I've done allergens one, was there a test?

MH - Yes

TG - I'll get that done

MH - Also mentions needing to slow down

TG - Feels like Ash wouldn't like it if she didn't appear busy

MH - Comes across manic, Ash would know you're busy if the 3 kisses are all ok. Feedback from staff member.

TG - Nervous, have to be productive.

MH - Meeting together didn't work. Hoo-hah over rota, ~~more~~ from staff member

Attendance and Timekeeping Policy



Owner: S. Jaynes
Bluestone Resorts Ltd

INTRODUCTION

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

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

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

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

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

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

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

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

Further reading:

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

EV16 Substance and Alcohol Misuse Policy



Substance and Alcohol Misuse Policy



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

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1. Introduction

2. Legal Responsibilities

3. Our Responsibilities

3.1 Managers Responsibilities

3.2 Employees Responsibilities

4. Definitions

4.1 Alcohol

4.2 Drugs

5. Policy Principles

6. Misuse or Abuse

7. Referral and Treatment

8. Alcohol at Work Events

8.1 Expected behaviour at work events

8.2 Our policy on harassment/bullying applies to work-related social events

8.3 Events that are not normally considered work events, may be included in this policy

8.4 Bringing a non employee to a work event

8.5 Expected behaviour with clients, customers or third party events

9. Prescription Medicines

10. Screening and Testing

10.1 Pre-employment screening

10.2 Random testing

10.3 Intervention testing

10.4 Post-accident or incident

10.5 Test procedures

10.6 Outcome

EV17 Overview of support and interventions regarding ongoing absences

File

Message

Help

Tell me what you want to do

Delete

Archive

Delete

Reply

Reply All

Forward

Quick Steps

Move

Tags

Editing

Read Aloud

Translate

Zoom

Cerrianne

JR

Jessica Krelle

To Debbie Rainbow

Cc Stuart Jaynes

← Reply

↩ Reply All

→ Forward

⋮

Tue 15/12/2020 14:07

You forwarded this message on 25/03/2021 09:55.

Absence Timeline.docx

18 KB

Hi Debbie

Please see attached timeline of Cerrianne's absences for the duration of her employment. Cerrianne commenced employment with us on 6 March 2017. Since this, Cerrianne has had 61 days absent from the business.

We initially referred Cerrianne to Occupational Health in March 2017 due to concerns around her mental wellbeing and erratic behaviours within the workplace for example, driving erratically offsite leaving mid shift for a substantial amount of time without explanation and returning to site with gifts for her colleagues, becoming easily distressed at work, becoming paranoid towards other staff members and managers impacting negatively on her workplace relationships (on one occasion making an accusation of theft in the office and later withdrawing the accusation). She confirmed self harming both at home and within the workplace and often having suicidal thoughts particularly when driving to and from work. We had also observed her thinking had become very distorted and during conversation she was jumping between unrelated topics and talking extremely fast paced. Her performance become directly affected by her behaviours. She began to struggle with difficult guests and having anxiety about being on the phone with guests generally. At this time there was a requirement to work face to face within the Spa, during a shift she become severely distressed with a panic attack and we were required to call her GP.

At this time Cerrianne informed us that she has been diagnosed with PTSD, Autism, Depression and Anxiety. She stated the self harm was a form of "stimming" behaviour due to her Autism.

There are 3 consultations that have been carried out with Cerrianne, one of which was with a Psychologist as recommended by the Occ Health Nurse who did the initial consultation. Insight are sending these to me today and I will forward on once I receive them. Since this, Cerrianne has been closely supported by her line managers, her colleagues, HR and has regular appointments with Amanda. Her circumstances have been approached with sensitivity and flexibility.

Kind regards

Jessica Krelle
People Services Manager
Bluestone National Park Resort
T: +44 (0) 1834 869900 ext 436

EV18 External Sources of information used to inform performance management processes

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You are here: [Advice and Guidance](#) > Performance management

Advice and Guidance

[Advice A-Z](#)

[Rights and responsibilities at work](#)

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[Disputes and problems at work](#)

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[Publications](#)

[#AskAcas on Twitter](#)

Performance management

[How to get performance management right](#)

[Measuring staff performance](#)

[Maintaining effective performance management arrangements](#)

[Developing staff](#)

[Neurodiversity in the workplace](#)

Performance management

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

What is performance management?

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

Most performance management arrangements involve:

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

How this is done can vary widely, depending upon the particular needs of the organisation.

For help on deciding what would be appropriate for your organisation, go to **How to get performance management right**.

[Why is managing performance important?](#)

2 Dec 2020

Performance management: an introduction

Understand how to build an effective approach to performance management, including the tools that can support it

Share



On this page

[Introduction](#)[What is performance management?](#)[How does performance management work?](#)[Video: Changing trends in performance management](#)[Challenges to traditional performance management practices](#)[Objectives and performance standards](#)[Learning and development](#)[Performance reviews](#)[Performance-related pay](#)[Useful contacts and further reading](#)[Explore our related content](#)[Video transcript](#)

EV19 Company aims and objectives

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

1. COMPANY AIMS & OBJECTIVES

People

- Annual staff attrition 25% or less
- Staff engagement 90% or more
- Staff NPS 30 % or more
- Leadership team to have individual 'People' KPIs by Q1

Product

- To achieve an average Net Promoter Score of 80% or more.
- To deliver detractors at 3% or less by year end.
- Regular external audits
- Sustainability - embed the free range future strategy across the business and deliver the 4 commitments

Profit

- Turnover £28M
- Achieve min EBITDA £6.5M

EV20 HR strategy objectives

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 plans to ensure that 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 'Bluestone Way' branded on-boarding experience and ensure that every new starter has the opportunity to participate as a mandatory requirement.
- As part of the on-boarding process, HR to oversee the department Probationary Periods to ensure new starters have all of the training and tools for 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 Fourth, and communicate findings to managers.
- Implement a candidate experience feedback mechanism utilising Typeform/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 Abi Wye, devise an internal and local PR Plan to engage with the community to improve organisation reputation and market us as an employer of choice including success stories
- Review employee age profiles and determine what works and what opportunities exist and devise an effective plan
- Ensure all Supervisor and entry level job descriptions are up to date and compliant with the 3 P's standards.
- Review company interview guides, ensure compliance with the 3 P's standards, document control and store on the Management Resource Center.
- Produce HR publications including the employee handbook, benefits booklet and Marketing materials and products for Recruitment, such as video bio's social media adverts and written articles working with Abi Wye.
- 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-ST-002) Created: 18/12/2019 Last review: 13/02/2019 Next Review: 18/01/2019 Owner:  5

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

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, adhered 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 10

(HR-ST-002) Created: 18/12/2019 Last review: 13/02/2019 Next Review: 18/01/2019 Owner:  6

Doc No:	HR-ST-002	Human Resources Strategy 2020	
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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 an Employee Engagement and Retention Plan that addresses the main dissatisfiers based on the 2019 Annual Survey feedback
- To continue promoting and facilitating the online leaver survey and achieve a 90% completion rate, with the aim of reporting back to the business by Q1
- To achieve a 100% rate of completed Return to Work Forms and report on same
- To work with Abi Wye to review the current internal communication methods and make improvements
- To work with  Wye 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 ( Done)
- To ensure that all departments hold daily briefings (huddles) to show genuine interest in our people and provide a positive start to the day
- To action the Red Kite review of HR policies and procedures and create an online company handbook, ensuring compliance with employment law and promoting our company culture
- 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
- Offer more business partnering approach to working with each of the  in the business and have a greater presence on site to offer drop in times to staff and managers, and work closely with other support areas such as CSR, H&S, Payroll, and L&D, and Marketing for recruitment campaigns, to ensure optimal achievement of reaching the overall company aims and objectives (see 1).
- Communicate significant changes about business news effectively via use of the comms brief and team briefs internally

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

Strategic Aim 4 To develop a competent and engaged workforce

Actions:

- To update all HR Policies and Procedures (Document Controlled) and create an electronic Manager 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 to keep a Continuous Professional Development Log to demonstrate competence and attending relevant and worthwhile training courses (via  / MLR Solicitors, ACAS, CIPD etc) to enhance knowledge and skill set
- To support the L&D function with the Leadership Development Programme "The Bluestone Way"
- Team efficiencies: improve processes and administration to provide a better service to the business
- 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.

EV21 Compliance Training Analysis

AutoSaveOff

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

Search

FileHomeInsertDrawPage LayoutFormulasDataReviewViewHelp

Paste

Clipboard

Calibri11

B

I

U

A

Wrap Text

Merge & Center

General

%

Conditional Formatting

Format as Table

Cell Styles

Insert

Delete

Format

Sort & Filter

Find & Select

Analyze Data

R30

	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
2																										
3																										
4																										
5																										
6																										
7	Training Required	Frequency	Training Type	Company Training Available	Head of Department	TLT	DM	Middle Management	Junior Management (Duty)	Supervisor/Coordinator	Team Leader	Senior Assistant/Therapist	Technicians/Bike Hire	Guest Services	Executives/Assistants	Instructors	Pool Operatives	Therapists	Chefs	Stores	Security	Events	HR/Linen			
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 Safely	3 Years	Classroom	✓	✓	✓		✓		Facilities							✓		✓							
12	IOSH Working Safely	1 year	Classroom	✓						Facilities	✓		✓							✓		✓				
13	IOSH Managing Safely Refresher	3 Years	Classroom	✓	✓	✓	✓	✓	✓	Facilities			✓	✓	✓	✓	✓		✓		✓		✓			
14	General Compliance (Manual/Fire/COSHH)	As required	Classroom	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			
15	Fire Marshall	3 Years	Classroom	✓			✓	✓	✓				✓	✓	✓	✓	✓		✓	✓	✓	✓	✓			
16	Fire Evacuation	6 Months	Classroom	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			
17	Defibrillation	As required	Classroom	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			
18	Child Protection	1/2 Year	Classroom	✓			✓		✓					✓												
19	Ladder Training	1 year	Classroom	✓			✓		✓				✓	✓							✓					
20	High Ropes Safety Training	1 year	Classroom	External	Activities	Activities	Activities	Activities	Activities							✓										
21	Lake Safety Training	As required	Classroom	✓	Activities	Activities	Activities	Activities	Activities																	
22	Emergency Call Procedures	As required	Classroom	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				
23	Fork Lift Operation	As required	Practical																							
24	Kayak Coaching and Guiding	1 year	Classroom	External	Activities	Activities	Activities	Activities	Activities				AR			✓					✓					
25	Personal Licence	3 years	Classroom	✓	F&B	F&B	F&B	F&B	F&B																	
26	SIA	As required	Classroom	✓	Security	Security				Security																
27	LOLER	1 year	Classroom	✓			✓			✓			✓			✓	✓				✓					
28	PUWER	1 year	Classroom	✓																✓	✓	✓				
29	Dust & Vibration	2 year	Classroom	✓	Maint	Maint	Maint	Maint	Maint	Maint			Maint				Maint									
30	Abbrasive Wheels	2 year	Classroom	✓	Maint	Maint	Maint	Maint	Maint	Maint			Maint				Maint									
31	Incident Investigation	1 year	Classroom	✓	✓	✓	✓	✓	✓	✓																
32	Legionella	2 Year	Classroom	✓	Maint	Maint	Maint	Maint	Maint	Maint			Maint				Maint									
33	Permit to Work Training	As required	Classroom	✓	AR	AR	AR	AR	AR	AR	AR						AR					AR				
34	Food Hygiene Basic	1 year	Classroom	✓									✓													
35	Food Hygiene Level 2	As required	Classroom												F&B											
36	Food Hygiene Level 3	As required	Classroom																							

2019 MS Courses

2019 WS Courses

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

Mi...

EV22 Vision, Mission and Culture

BLUESTONE LEISURE

EMPLOYEE HANDBOOK

BLUESTONE LEISURE

Welcome to Bluestone Leisure

Dear Colleagues

I am delighted to welcome you to the Bluestone team.

This handbook has been produced for your benefit so please read it carefully. If there are any aspects that you do not understand then just ask.

The following Vision and Mission statements are fundamental. It is important that everyone understands what we are aiming for and how we intend to get there.

Vision Statement

To be the UK's most loved short break destination.

Mission Statement

To provide a spirited visitor experience through a range of high quality facilities and activities in beautiful surroundings.

To deliver this experience through exceptional service provided by a highly motivated and welcoming team.

To exceed our guests' expectations, provide them with inspired memories and to ensure that they leave having refreshed their inner-selves.

To promote sustainable tourism through enjoyment and understanding of the natural environment.

We have provided superb facilities here at Bluestone in undoubtedly one of the most beautiful counties in the UK.

Now it is up to us all, working as a team, to turn that into a visitor experience unsurpassed anywhere in the UK. Do not underestimate the role that you will play in achieving our goal.

Our aim is to position Bluestone above the competition and to set new standards of service within this sector. Your role in achieving this is critical. Personal appearance and presentation everyday is very important to us. **Your smile, helpfulness, knowledge and understanding to our guests will make that difference.**

In order for you to deliver, we must make your time with us here effective, rewarding and wherever possible enjoyable.

We have a strong culture here at Bluestone that is key to the well being of our business. It is a dynamic culture: one of positivity, openness, honesty and inclusivity. You have been selected to join us partly because we think that not only will you accept the culture but also that you will operate by it, promote it, and benefit from it.

Please read Our Culture statement carefully because it will be an important element throughout your time with us.

BLUESTONE LEISURE

Our Culture

"We aspire to excellence, are open and honest in our actions and we achieve through understanding, focused leadership and ownership of our challenges."

"We are professional, forward thinking, innovative and have a positive 'can do' attitude."

"We believe in our Company."

The Eight Root Beliefs

We Aspire to Excellence

We aspire to excellence and we are continuously seeking to improve ourselves, our relationships, our processes and the company's performance.

We Have Ownership

We make decisions in the best interests of the company ~~as a whole~~ understanding the impact of the decision on the success of the team. We accept responsibility for all our actions and are passionate about our company and our purpose within it.

We Are Understanding

We strive to develop understanding by listening to all points of view in our relationships. We value individual differences as a source of inspiration and innovation.

We Have a 'Can Do' Attitude

We have a positive attitude and always look for ways in which we can help each other to do what is right for the Company. We are forward thinking, innovative and can demonstrate that we consider every alternative.

We Are Open And Honest

We have integrity, are honest and open about ourselves and others.

We Communicate Well

We are available and respond in a timely manner to all communications.

We are Professional

We set and maintain clear objectives, we understand the importance of detail, prepare well, and are continuously improving our understanding and expertise.

Teamwork

We achieve through clear and positive communication in all our relationships.

The Six Culture Sins

Bluestone does not accept:

Employee Handbook July 2007

3

BLUESTONE LEISURE

Negativity – Try a solution-focused approach

Point scoring – Be a team player

Not acknowledging mistakes – We must all learn from them

Excuses – Are weaknesses, action is the only prayer that's answered

Looking backwards – Success requires change

Paying lip service to the culture – Do it live it believe it

The remainder of the handbook has much useful and necessary information for your benefit.

Finally I wish you a long and successful future with us.

Yours sincerely

William McNamara
Chief Executive

Employee Handbook July 2007

4

EV22 Training code of conduct demonstrating commitment to learning



Bluestone Training Quality Assurance & Code of Conduct

Bluestone is a place that promotes professionalism, responsibility, respect and civility in a safe learning environment. All students, male and female who attend for training have the right to be safe and feel secure during the training day and at all other times. Bluestone has a duty of care to all students and will strive to maintain their safety and welfare wherever possible.

Bluestone provides training for a multi-skilled, diverse workforce and is committed to demonstrating exemplary standards of training and behaviour towards all staff and customers and is dedicated to:

- encourage continuous improvement in the quality of teaching and learning programmes
- To develop and sustain a range of academic, vocational and non-accredited programmes which provide opportunities for progression and which provide learners with experiences and wherever appropriate, qualifications suited to their learning aims.
- To provide information which supports strategic planning

The official point Centre Contact at Bluestone is the Training Co-Ordinator. The Centre Contact is responsible for the following:

- Ordering and return of completed or excess examination materials including the secure maintenance of confidentiality at all times
- Ensuring that the premises used for training and examinations are appropriate, having adequate heating, lighting and ventilation, protection from strong sunlight, adequate desks, appropriate teaching aids and a clock
- Ensuring Invigilators/Assessors are sufficiently trained to follow examination guidelines

EV24 Engagement Survey Results

bluestone
national park resort

Bluestone - Employee Annual Survey

Bluestone

Report Date: 24.06.21

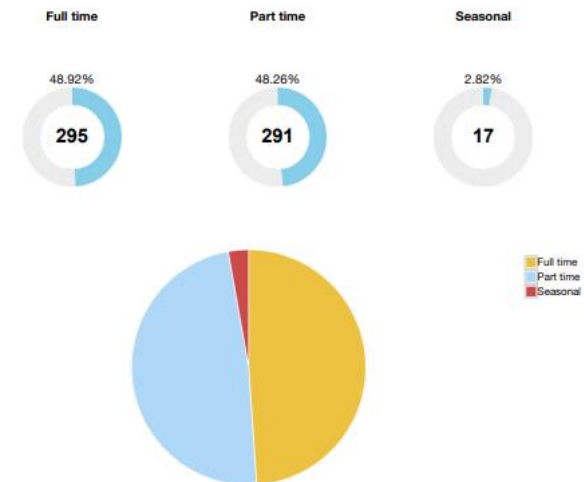
transformation comes as standard

insight⁶

© insight 2021

We really appreciate you taking the time to tell us how you feel and want to reassure you that all the feedback is anonymous. We encourage you to be as honest as you can. Thank you - Stuart - Director of People Services

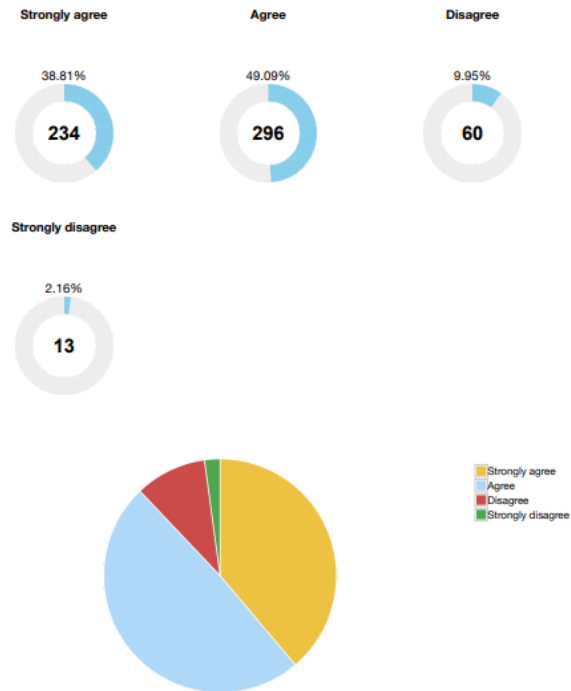
1: Do you work full time, part time or seasonal?



© insight 2021

Engagement

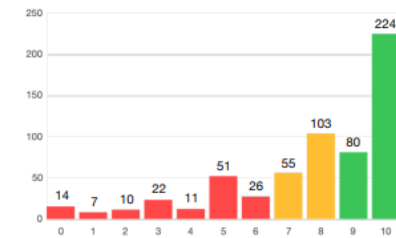
56: I am proud when I tell others that I am part of Bluestone.



57: I would recommend my department within Bluestone as a place to work. (0 = definitely wouldn't, 10 = definitely would)

NPS Score:

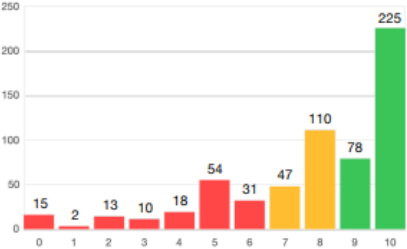
27



58: I would recommend Bluestone as an employer. (0 = definitely wouldn't, 10 = definitely would)

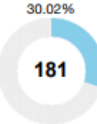
NPS Score:

27

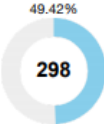


59: I feel a strong personal attachment to Bluestone.

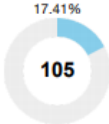
Strongly agree



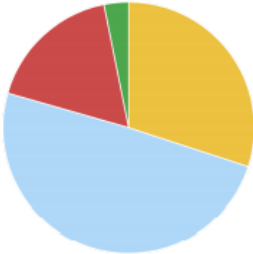
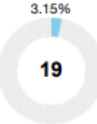
Agree



Disagree



Strongly disagree



Strongly agree
Agree
Disagree
Strongly disagree

EV25 Wellbeing Initiatives – Mental Health at Work Commitment and Health Working Wales – Corporate Health Gold Standard

From: Debbie Rainbow <drainbow@bluestonewales.com>

Sent: 24 June 2021 09:32

To: Stuart Jaynes <sjaynes@bluestonewales.com>; Yvonne Buckingham <yvonne@bluestonewales.com>

Subject: FW: Mental Health at Work Commitment

Morning both

The business has signed up to the Mental Health at Work Commitment in conjunction with Mind whose resources etc that we use within our business.

Below is the confirmation email and Welcome Pack. There are some actions that need to be agreed, in terms of promotion and implementation of the scheme standards to absolutely demonstrate our commitment. I'm confident that this can exist within the Wellbeing Strategy and therefore owned by People Services.

I will now hand this over to you both to progress.

Kind regards

Debbie Rainbow MSc
Organisation Development Director
T: +44 (0) 1834 869900 ext 525
Mobile 07771 806730

Bluestone Resorts Ltd,
Canaston Bridge,
Narberth,
Pembrokeshire,
SA67 8DE
www.bluestonewales.com

FW: Bluestone Resorts Limited - Congratulations on your successful Status Check



Debbie Rainbow

To: Yvonne Buckingham

Cc: Abigail Wye; Stuart Jaynes; Jessica Rainbow



HWW-Excellence-Award-Logo-Gold_Small.png
51 KB

Dear Bluestone Resorts Limited,

Congratulations on your successful Status Check for your Healthy Working Wales Award; the national quality mark for health and wellbeing.

Please find attached the Status Check logo, if you are sharing the great news on social media, make sure you tag us on Twitter @Healthywork_HWW/@cymruiach_CIAW, and Facebook @healthyworkingwales/@cymruiacharwaith or LinkedIn @healthyworkingwales/@cymruiacharwaith under Healthy Working Wales.

You will shortly receive a status check award certificate confirming the 12-month extension of your award. We need to make sure we have your correct details.

Would you therefore please confirm your company name as you want it to appear on your award certificate:

Name of organisation (English)	
Name of organisation (Welsh - if required)	
Would you like to participate in sharing your organisational achievement with Welsh Government and on the Healthy Working Wales website and social media channels? (Including Twitter, Facebook and LinkedIn).	YES NO
Please provide your organisation Twitter name (optional)	
Please provide your organisation Facebook name (optional)	

Please reply to this email with your responses to the Workplace Health mailbox without delay so you can receive your certificate

Workplace Health mailbox address – workplacehealth@wales.nhs.uk

Many Thanks,

Becky

Reply Reply All Forward

Thu 01/07/2021 11:49

EV26 Employee Consultative Group actions – including review of recent roll out of new performance management framework

ECG Actions



Claire Lewis

To Abigail Wye; Alison Harris; Andrea Pullin; Charlotte Phillips-Poupard; Chris Merriman; Christian Still; Ellen Keane; Helen Lord; Jane Gregory; Jessica Rainbow; Kathryn Slade; Katie Wilson; Kelly Emery; Peter Williams; Shannon Whateley; Stuart Jaynes; Tanwen Owens; Gemma Burton

Reply

Reply All

Forward

...

Fri 11/06/2021 16:04

Hi All,

This is a gentle reminder on the Actions from last month's meeting ahead of next week's meeting – look forward to seeing you.

Don't forget to send me your pictures too!

MEETING DATE	ACTION	Owner	DEADLINE	PROGRESS
27/05/2021	Encourage all staff members to complete the annual staff survey	ECG	10/06/2021	
27/05/2021	Refer a friend to F&B	ECG	June	
27/05/2021	Consider other initiatives to help with recruitment	ECG	June	
27/05/2021	What benefits do staff want? Canvas your teams	ECG	June	
27/05/2021	Social Media piece for the Kick start programme	KSLADE	JUNE	
27/05/2021	Bluestone Way session, who needs it via zoom/ in person	ECG	JUNE	
27/05/2021	Will there be a kids camp provision?	SJAYNES	JUNE	
27/05/2021	When will staff be able to use the Blue Lagoon?	SJAYNES	JUNE	
27/05/2021	Direct Seasonal/part time housekeepers to F&B	JGREGORY	JUNE	
27/05/2021	Notice Board Update	KWILSON	JUNE	

Kind Regards

Claire Lewis
Head of Learning & Development
Extension 508

EV26 Minutes and email notes encouraging feedback around the recent roll out of new performance management framework

ECG Minutes & Next Meeting Thursday 10am



Shannon Whateley

To HR Staff; The Willows; Finance Team; ○ Marten Lewis; ● Richard Harris; ○ Rob Mackeen

↩ Reply ↩ Reply All → Forward ...

Mon 14/06/2021 15:48

Dear All

Please see link below to the May 2021 Minutes:

ECG Minutes & Actions

The next meeting is on **Thursday (17th) at 10am**. Going forward, the **ECG** will now be held virtually on the **3rd Thursday** of the month.

Staff Survey: Big thank you to all of you for completing the **survey**.

F&B Refer a Friend: For anyone who isn't aware, there is currently a **refer a friend bonus** if the successful candidate passes their probation (see the minutes for more info and the current initiatives). If anyone has any good ideas that might help with recruitment, please let me know.

Staff Benefits: Apologies for rehashing old ground but benefits are being looked at again so I need feedback again please. **What benefits are of use to you** and are there any benefits that we don't currently offer that would be of use (no guarantee but if it's something that lots of staff are asking for, there is a possibility it will be considered).

Bluestone Way: L&D need to know if anyone has not attended a **Bluestone Way session**. If you have attended one yet, please let me know and let me know whether you are happy with a zoom session or would prefer face to face.

Blue Lagoon/On site Facilities: Good news is that the Blue Lagoon and on site facilities will soon be available for staff to use again. There will be a limited number of day passes available that will need to be booked in advance. Details will be released soon.

If anyone has any feedback from above or any other feedback, concerns, queries etc, please send them to me by **4pm on Wednesday**.

Thanks
Shannon

EV27 Probation Policy



Probation Policy



D Rainbow
Bluestone Resorts Ltd
Created Date

Doc No:	PS-P-007	Probation Policy	
Rev No:	000		
Created:	01/06/200		
Last Review:	27/03/2019		

	Contents	
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	Assessment	
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EV28 Advice to management regarding an employees behaviours in the workplace and progressing the matter formally

Dave Philipsen



Jessica Krelle

To  Andrew Charlton;  Steven Slaughter
Cc  Stuart Jaynes

 Reply  Reply All  Forward 

Fri 07/05/2021 14:42

I have given some thought this week to our plan with Dave which I have amended slightly to our discussion in the meeting. My proposed action plan is below:

BACKGROUND

David was placed on a Performance Improvement Plan in October 2020. Dave's technical performance in the role, skills, abilities and job knowledge is not the problem. The concerns are centred around his behaviours in the workplace and his attitude towards management and others. The problem faced by the business is the impact on productivity, team work and the creation of a negative working environment.

NEXT STEPS

Invite Dave in for a PIP review meeting next week. The purpose of the meeting is to remind Dave of the concerns and discuss progress since the PIP was introduced.

Inform him that there has been no sustained improvement in behaviours and indeed, since the team has returned in full and normal operations has resumed, the issues have become more of a problem as colleagues are reporting that they do not wish to work with him due to his negativity and attitude.

Explain to him that the key areas of concern are:

- Negative behaviour and poor attitude which is displayed in a number of ways *
- He is difficult to manage and constantly challenging towards the supervisors/managers
- Has trouble working with colleagues and this has an impact on his team members not wanting to work with him
- Ultimately, his attitude and behaviour is detrimental to the business as it presents challenges in assigning work and impacts productivity

*For this meeting – Andrew/Steve, if you could provide around 8 – 10 clear examples of the behaviour, considering the following elements: what happened, how was the behaviour displayed, what was the impact and what was the outcome, including the feedback given to him at the time.

CAPABILITY PROCEDURE

In the meeting next week, explain that we believe the PIP procedure has not resulted in any sustained change in his challenging behaviours and therefore, the business feels there is no alternative but to deal with the matter in a more formal way through the Performance and Capability Procedure.

Inform him that the meeting will be scheduled for approx 7 days time. He will be sent an invitation which will contain a copy of the Performance and Capability Procedure, details of the behavioural issues in question, a summary of the actions that the business has taken in an effort to support improvement.

Also issue him with the Bluestone Way Behavioural Guides as an Aide Memoire, and a copy of his Job Description.

Dave should be informed that whilst you do not wish to pre-empt the outcome of the Capability Meeting, he should be made aware that there are a number of possible outcomes to the meeting, one of which may be dismissal, should there be no prospect of remedying the issue.

GRIEVANCE

We are aware that Dave has indicated that he has wanted to raise a grievance, it is likely that he will do this following the meeting next week. This does mean this will be ahead of the formal capability hearing which gives us the opportunity to address and conclude those issues prior to the formal process, which will avoid any further delay.

Following the meeting next week – we will collate the pack of evidence and share this with him ahead of the formal capability meeting.

What are your thoughts? If all in agreement – I suggest we put a meeting in the diary for Wednesday or Thursday next week to progress.

Kind regards

EV29 Performance Improvement Plan



Performance Improvement Plan

Employee Name:		Department	Position	Date PIP Implemented	Reason for PIP Implementation	
Line Manager:			Person Overseeing Improvement Plan:			
Performance In Need of Improvement	Action Required	To Be Completed By	Date of Progress Review	Date Completed and Noted	Reviewing Manager(s) Signature	Date
Commentary:						



Performance In Need of Improvement	Action Required	To Be Completed By	Date of Progress Review	Date Completed and Noted	Reviewing Manager(s) Signature	Date
Commentary:						
Signed:		Signed:				
(Employee)		(on behalf of Bluestone)				

EV30 Reasonable adjustment input

File

Message

Help

Tell me what you want to do

Ignore

Junk

Delete

Archive

Reply

Reply All

Forward

Meeting

IM

More

xKEEP

Team Email

Reply & Delete

To Manager

Done

Create New

Move

Rules

OneNote

Actions

Mark Unread

Categorize

Follow Up

Find

Related

Select

Read Aloud

Translate

Zoom

Delete

Respond

Quick Steps

Move

Tags

Editing

Speech

Language

Zoom

Nadine Vonhoff



Jessica Krelle
To Debbie Rainbow

Reply

Reply All

Forward

More

Wed 19/05/2021 17:18

NV Reasonable adjustment consideration form.docx
66 KB

NV Capability Invite May 2021.docx
38 KB

Hi Debbie

Please see attached consideration form.

Thanks
Jess

From: Jessica Krelle
Sent: 11 May 2021 13:59
To: Debbie Rainbow; Sian Straczek; Stuart Jaynes
Subject: RE: NV Reasonable adjustment consideration form.docx

Hi All

Thank you for inputting into this Sian. I've made some further additions with consideration of the role of KP. If you are all happy with the content, I will share with Nadine and her trade union representative today, alongside an invite for a proposed meeting next Wednesday.

Kind regards

Jessica Rainbow
People Services Manager
Bluestone National Park Resort
T: +44 (0) 1834 869900 ext 436

Bluestone Resorts Ltd,
Canaston Bridge,
Narberth

EV31 Reasonable adjustment consideration form



Doc No:	PS-SF-016
Rev No:	001
Created:	19/04/2021
Last Review:	19/04/2022

Reasonable adjustment consideration form



Employee name:	Nadine Vonhoff
Line manager name:	Sian Straczek
Job role:	Housekeeping Assistant
Department:	Housekeeping
Date of consideration:	
Details of employee' health impairment	Learning disability since birth
Details of how this impairment creates workplace disadvantages or barriers	- Remembering key aspects of role - Struggles to deal with change - Additional support required when faced with new procedures - Struggles to understand information in large groups
Summary of support to date	- Performance improvement plan implemented - Continuous feedback by team leader, supervisor and management team

(PS-SF-016) Created: 19/04/2021 Last review: 19/04/2021 Next Review: 19/04/2022 Owner: J Rainbow

Doc No:	PS-SF-016
Rev No:	001
Created:	19/04/2021
Last Review:	19/04/2022

Reasonable adjustment consideration form



Details of identified adjustment	Details of individual suggesting adjustment (eg employee, GP, OH etc)	Will adjustment reduce/ remove particular disadvantage faced? (Y / N)	Is adjustment considered reasonable? - Is it practical to make? - Is it affordable for the business? - Could it harm the health and safety of others? - Does it change the basic nature of the job? (Please detail evaluation undertaken e.g. cost, practicality, advice received, parties consulted)	Other considerations (Please detail)	Will adjustment be introduced? (Y / N)
Adhere to structure and routine in day to day work	OH	Y	The department has an existing structure and routines in place which are detailed in Standard Operating Procedures. However, what would be difficult to predict is the extent to which cleaning is required within lodges, due to the condition in which guests may leave the lodge. All housekeepers are therefore required to use their initiative to assess the extent of cleaning required and how long this may take. Where appropriate, escalating to the supervisor/team leader for additional support. Therefore it would be difficult for the business to maintain an absolute rigid structure in the day to day work routine. However, the main elements of the role do not change. The experience that the business has had with Nadine is that a supervisor/team leader has had to provide support over and above what is expected and reasonable, which includes close monitoring and the requirement of additional resources to support the cleaning activity and/or re-clean. Allocating additional resource specifically to support Nadine is not sustainable for the business, both operationally and economically. Diverting additional resource is operationally problematic and can impact the quality of work in other areas, resulting in guest dissatisfaction and adding pressure and stress to other	The role of 'lodge prepper' has been considered for Nadine, as there are reduced tasks in this role. The essence of the role is to make the lodge safe for the Housekeeper by being the first member of the team to enter the lodge and sanitise it in readiness for the Housekeeper to clean. As with Housekeeping there is no way to predict the condition of the lodge before entering. Whilst there are fewer tasks involved in this role compared to that of a Housekeeper, it comes with a responsibility to make the lodge safe. It is also anticipated, dependent on the progress made with managing COVID 19, that this will not be a permanent role. Therefore, there is a risk that this role will nature cease in the near future. The role of 'Kitchen Porter' has also been considered for Nadine. The role is working on a rota basis across the 7 day week and example shifts are 1600 – 2200, 1100– 1830, 0900 – 2200, 1000 – 2200. The shift patterns are dependent on which outlet	N

(PS-SF-016) Created: 19/04/2021 Last review: 19/04/2021 Next Review: 19/04/2022 Owner: J Rainbow

Doc No:	PS-SF-016
Rev No:	001
Created:	19/04/2021
Last Review:	19/04/2022

Reasonable adjustment consideration form



			members of the team.	the kitchen porter would be working, and the allocation of work and which outlet is dependant on occupancy and bookings. Similarly to the role of housekeeping, there is no way to predict bookings and walk ins to the restaurants, and therefore the work demands of each shift. Alongside the requirement of cleaning cutlery and crockery, the role has elements of food hygiene and food safety – as there are requirements to ensuring preparation sites are clean, ready and organised. There are also responsibilities in ensuring stock levels and food preparations. Again, the duties may well differ from shift to shift dependant on bookings for the evening and the requirements of the head chef.	
Provision of clear written and verbal guidance to remember key aspects of role	OH	N	The department carries out daily briefings with the individual teams to ensure that everyone is clear about any changes and where there are key aspects of the role to focus on. Regular training is provided to the team and where changes are made, for example use of chemicals, then full COSHH refresher training is provided. Training records are retained and supervisors/team leaders access	The department is currently introducing a new Housekeeping System – ~~KODUCQ95~~ - which is digitalising the department communications and reporting with a view to enhancing productivity, operational effectiveness and timely resolution of issues. Every member of the housekeeping team will be issued a	N

Doc No:	PS-SF-016
Rev No:	001
Created:	19/04/2021
Last Review:	19/04/2022

Reasonable adjustment consideration form



				Implementation programme, including enhanced training for each member of staff on its use. Whilst the system will enhance the guest experience, and make operational processes more efficient, it does require all users to be more self sufficient and process information sent to them via the Smartphone. Clearly use of the system does require some basic literacy and IT skills, but selection of smart phone solution has meant that the workforce in general are familiar with the functions and able to use it with ease. There are some concerns that Nadine may struggle to adapt to this new way of working in her existing role.	
Provision of further support by colleagues	OH	Y	The housekeeping department is divided into teams and each team has a team leader and/or a supervisor who is responsible for a number of team members. The role of the team leader/supervisor is to brief the team on a daily	In the consideration for the role of Kitchen Porter, visual guides and standard operating procedures are already in place. The department has a well considered approach to change management and through a number of communication channels briefings from supervisors and	N

EV32 Capability notes

20 April 2021

Capability Hearing – Nadine Vonhoff

In attendance:

Debbie Rainbow – Organisational Development Director DR

Jessica Rainbow – HR Manager

Uwe Vonhoff – Nadine's companion and advocate

Alan Card – Union Representative

Start: 2.10pm

DR opened the meeting with a summary to date – reconvening meeting held in September 2020, which was adjourned to conduct an OH referral. Received recommendations – these go back to department to see how viable and reasonable they are and if anything can improve the performance. This meeting – although we have said we have come to conclusion, this isn't a conclusion we have shared, this is where we have got with it, and for the purposes of this meeting we need your feedback to see if we have covered everything – jointly feedback from both. Will share this with you and this is our due consideration of those adjustments.

Debbie shares reasonable adjustments consideration form.

DR: Are you happy?

AC: Would've been helpful to have this beforehand. Is Nadine still furloughed?

DR: Yes – been a bit stop start stop start – lots of people in the same situation.

NV: Furlough November – furlough for long time.

DR: Also take your point, I am looking at this for the first time, if you need more time to digest, happy with that. Looking at the form, the first part is the situation to date. Don't want to focus on that today, as we have already been over this and the observation notes detailed you have seen. What I would like to focus on is the adjustments and feedback from the management team.

Debbie read the first adjustment suggested around structure in day to day.

DR: Department has looked at this, most of the structures are routine, referenced as standard operating procedures, what is not predictable is the standard of the lodges, whether they have been good guests and stripped the beds emptied the bins and done the washing up as requested, that cannot be prescribed or if the lodges have been left in a bad way. What we have to rely on is the initiative of the staff member, to assess it and that gets escalated to team leader and supervisor, we can't change that. What is happening with Nadine in practice, extra support over and above which is reasonably practical. Supervisors having to re-clean or go through what needs to be re-cleaned.

UV: heard what you said – she hasn't got any information observation report. She says that she re-cleaned – checked – she is told what it is not right then she re-cleaned. Nobody gives her feedback.

DR: That's what the observational reports are – where supervisors have come back and given feedback.

UV: in last meeting, after the shift or before show her that have to sign, she didn't know, she's not able to read and understand, she didn't realise what she is signing.

AC: In the last meeting, it was said that we were not aware of NV disability.

DR: Not sure that is entirely true.

AC: That is what was said. Maybe they should've have said it.

DR: Perhaps not aware of how the disability transpires in practice, what it is prescribed as.

DR: What they have done NV, is showed you, whatever the issue they talked about it therefore verbally communicated, shown you and written it down to sign. These observational reports have been sent to you.

UV: It's tricky thing disability – she can't read in English, that's why if she has to sign something I have said to bring it over so I can explain, go down to the lodge, look at the lodges.

DR: On a daily basis the employees have 5.5 hours to clean their lodges, tight time constraints. In all sincerity it is reasonable to expect us to contact you to explain or demonstrate each and every time. We do have a very diverse workforce, whether that comes to language or even literacy abilities; this is why we visually demonstrate in training, in feedback. What the observational reports show is inconsistency – some of these are good, then the next lodge isn't. I agree communication is part of that challenge, and the reason we are meeting today is to discuss where do we go from here.

AC: I think the last paragraph on the first point sums it up.

DR: I'd like to also say that we are in a different environment – it has been difficult for the business and will admit that – we are also a caring business and you have been here for a long time. Back in the early days you worked with your Mum – it helped – with work load and communication as Sylvia's English is very good. There has been a pattern along the way and we have tried as a business, it comes to a point where we have to question is this reasonable. We also have to consider financially, the continuous feedback and 1:1 support.

UV: Nobody coming around telling her what she is doing. She us not getting support expect from supervisor – that is what she is missing – sheets are irrelevant – didn't know what she is signing. Missing she's not being told what is right and what its not. Different supervisors, different team leaders

NV – spoke to UV in German.

UV: She is always changing routine, she doesn't have a stable team, nobody knows her and how she works.

DR: I will go back and check on that, however for the purposes of the PIP there was consistency.

NV: I was in village, knights rest, long time in the village.

DR: That happens and that cannot be helped. When your managing the workforce and have to consider absence rates, holidays etc. For the purpose of the PIP every effort was made for consistency as this was for performance management. However there is an impact on the team of diverting resource which then impacts customer satisfaction.

AC: Stick with this, if we go back to PIP, this resulted in OH, the reasonable adjustments were expressed, when the PIP was implemented we were not fully aware of the disability therefore the PIP in place is based on a wrongful assumption, now that we know, we cannot rely on the PIP, we are going to have to put PIP in bin.

DR: Don't wholly agree with that.

AC: It is clear that NV requires instructions in a different way, its fair to say NV probably didn't understand PIP instructions and expectations. Understanding equality act, there is always going to be a financial cost to employing someone with a disability, that's just the cost of running a business. If we know the way the disability requirements needs costs, its reasonable reason for a business to cover those costs, particularly a big business life Bluestone.

DR: Points are well. Even with feedback from OH, the recommendations had already been dealt with in some way, some of those things were in place before the OH assessment. Nadine has been here a long time. Many of our process were adapted prior. I am not just focussing on financial implications, I apologise if it has come across in that way. We are a caring business and we invest heavily in employee wellbeing and support ~~what~~ that be for disability or other situations. I am saying it is problematic operationally, to apply 1:1 support is at a detriment to the guest experience. More supervisory resource is a problem for the business.

AC: I don't disagree, the allocation of lodges is the type of adjustment I would expect. I wouldn't find any adjustment declined because of financial consequence as reasonable.

DR: If that's the way it's come across that's not the way its been intended, I am just laying it out all the information.

AC: I think it is the use of the word unsustainable within this paragraph.

DR: OK – I take your feedback and will review and reframe that in a more appropriate way

DR: Reads out second part

Lets just talk about the structure of the department – as it can seem overwhelming that there are 300 staff. In practice – let me breakdown the communication – every team has a team leader and Supervisor. Briefings happen every changeover – daily briefing or training. This is done with Supervisors and the information is passed to the team. Training records are kept and we have moved the training to visual – housekeeping handbook, with photographs and very often the training is to demonstrate. We have a very diverse team in housekeeping – these communication channels and moves have been in place for some time, the handbook in place for some years. That adjustment – yes perhaps we could refine it further – but in principle those modes of communication to ensure individual understanding already exist. Very often that is not enough - changing environment of lodge condition, to be able to communicate back and forth can take time, that on top of an allocation of lodges, can impact the lodge being ready by 4.30pm for guests. Team leaders check the lodge – pull on other resources to finalise the clean. We have clear written guidance – SOP's, communicated in different way – we've done – that is already in place in the main.

AC: Notice in report you haven't included if the adjustments will be introduced or other considerations.

DR: Haven't completed form as I wanted to discuss this in the meeting today.

AC: Notice in the report from insight – communication amongst a group is never going to cut it. I don't even know what COSSH is.

UV: She does understand what she has to do, she comes home and tells me she understands what she has to do. Like the cloths and she knows the chemicals.

DR: That is a good example Uwe – we have colour coded chemicals and cloths. The cleaning regimes are described in the same way, pictorial, with the colours to make things as simple as possible. We changed providers which was a big change for the team but we managed that change, that demonstrates that it is possible and that was understood, however what it doesn't change lodge clean.

UV: Buckets are wrong filled – she is blamed for wrong chemicals and cleaning. What should she do.

DR: Ok take the feedback – I wasn't there I don't know about that but can look into it. The example of change is that we do consider different options. Can I move on? Provision of further support for managing change – Debbie reads out point. Have briefing – team leaders and supervisor, monitor /provide support,

DR: There seems to be disconnect, where the team are feeding back – difficulty on a day to day basis.

EV33 Supporting documents for the bluestone way

Send	From	jrainbow@bluestonewales.com
	To	H Heads of Department
	Cc	
	Bcc	
Subject		The Bluestone Way Review Process

Thank you for joining the Bluestone Way, 'Managing Performance and Objective Setting' session host by Paul Marsh a couple of weeks ago. We are pleased to share with you that all of the Bluestone Way supporting tools and guides are now live on the Intranet <http://intranet/hrpublic/The%20Bluestone%20Way/Home.aspx> or visit the homepage > HR Hub > The Bluestone Way. As a refresher, within the HR Hub under The Bluestone Way you will find:

- The Bluestone Way guidance documents
- 121 [process](#)
- Managers monthly prompts guide
- Objective setting template
- Conversation tracker
- Goal finder tool, [and](#);
- Behaviour guides for all areas of the business.

As we begin to resume back to normal operations, you should be [starting performance](#) review discussions with your teams:

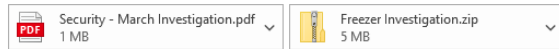
- Do you have the 'Review Managers Prompts Doc' outlook calendar monthly reminder in place?
- Have you agreed how often you will have the 'How's It Going' conversations with your team member and scheduled it as a recurring calendar entry?
- Have you started to capture agreed objectives/'closer attention' priorities using the 'three triggers' on the objectives email template? (subsequently emailed over to your team members and a copy for you kept in a [121 email](#) folder)

The team and I are here to help, please don't hesitate to get in touch if you or a member of your team have any queries. During the month of [May](#) I will schedule 1to1 calls with HODs to review progress and capture your feedback.

Kind regards

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

EV34 Advice to manager



From: Jessica Rainbow <jrainbow@bluestonewales.com>

Sent: 03 April 2021 17:24

To: Mike Slack <jrainbow@bluestonewales.com>

Subject: FW: Freezer Investigation

Hi Mike

Thank you for completing this investigation.

I agree with your [findings](#) and I have some concerns here with cultural safety issues and a lack of regard for the manager.

I am also concerned with the lack of training records and conversations had with the team to address issues.

In addition to your recommendations, I would advise that Matty be placed on a performance improvement plan. This is coming from a genuine place of [support](#), however it is evident that Matty needs some training and coaching around having difficult conversations with his team members, conflict management, H&S requirements and standard operating procedures and maintaining of training records.

I would suggest initiating a meeting early next week where one of the HR team can be in attendance.

I would value your thoughts.

Jess

From: Mike Slack <MSlack@bluestonewales.com>

Sent: 03 April 2021 13:40

To: Jessica Krelle <jkrelle@bluestonewales.com>; Mel Goldsworthy <mgoldsworthy@bluestonewales.com>

Cc: Stuart Jaynes <sjaynes@bluestonewales.com>

Subject: Freezer Investigation

Good Afternoon all,

Please see attached the investigation around the freezer checks along with the witness statements and supporting documents.

I'm happy to discuss and talk through if requested.

Kindest Regards

EV35 Record of conversation



RECORD OF CONVERSATION

[HOME](#)[NEW](#)[RESERVATIONS](#)[REPORTING](#)[ADMIN](#)[MANUAL](#)

HELLO JESSICA RAINBOW @ UNKNOWN LOCATION | LAPTOP004

[< BACK](#)[APPROVE](#) [REJECT](#)

NAME :

RESPONSE BY : Liam Bradley (Blue Lagoon)

EMPLOYEE NAME : Gryff Morgan

DEPARTMENT : Blue Lagoon

LINE MANAGER / PERSON COMPLETING
FORM : Liam Bradley

MEETING RELATES TO : Performance

MEETING SUBJECT : Managing guest on the slide

MEETING ATTENDEES : Liam Bradley, Gryff Morgan

DATE MEETING HELD : 04/07/2021 15:48

MEETING SUMMARY : Spoke to Gryff regarding his performance up on loader, where two kids ended up going down the same flume. No injury was caused however this will be reported as a near miss. Gryff did not follow the guests up to the top platform and did not notice they had gone down the same flume until I informed him.

DETAIL MEETING OUTCOME : Gryff needs to follow correct training of how to let guests down the flumes. Has to follow them up to top platform when letting them down the flume.

IS THIS TO BE ESCALATED TO ☐
DISCIPLINARY? :

Please refer to the disciplinary policy [here](#) for reference or refer to the HR department for support.

By clicking submit I confirm the information given is true, accurate and complete.

EV36 – HR Hub – The Bluestone Way

Site Actions

Record of conversation - Blues...

HR Hub - Home

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Advice/Guidance A-Z

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Manager Resource Centre

The Bluestone Way

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Jessica Krelle



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](#)

EV37 F&B Starters/Leavers

F&B Starters/Leavers



Jessica Rainbow

To Stuart Jaynes; Debbie Rainbow

You forwarded this message on 24/06/2021 17:21.

Reply

Reply All

Forward

...

Thu 17/06/2021 17:40

Hi Both

There's been concern around F&B leavers/new starters - I thought it may be helpful to capture an overview of the situation to date:

- 55 leavers since March 2020 – stand out reasons include 29% left industry, 9% for career progression.
- Of the 55 leavers - 31 F&B assistants, 7 F&B supervisors, 4 chef de partie, 3 commis chef, 3 management, 2 head chefs, 1 breakfast chef, 1 central stores, 1 kitchen porter
- Since re-opening the resort at the end of March 2021 – we have lost 13 F&B assistants, 4 chef de partie, 1 commis chef, 3 members of the management team and we will lose 3 F&B Supervisors in the coming month.
- We have recruited 35 employees since March 2020 and retained 29 of the 35, this includes 22 since the resort reopened this year and 9 so far this month.

Kind regards

Jessica Rainbow

People Services Manager

Bluestone National Park Resort

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