

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Contributing to Resourcing and Talent Planning

Activity 1 - 3

Word Count: 3000

Student Name: Melanie Goldsworthy

Student Number: 1905548

CIPD Membership Number: 55478711

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

Signed: MGoldsworthy

Date: 21/05/2021

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Evidence Matrix

Candidate name: Melanie Goldsworthy				CIPD Membership/registration No.: 55478711		
Qualification title: CIPD Diploma in Applied Human Resources				Unique Learner No. (ULN): 1905548		
Unit code	Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	1.1	On the job training.	E1		
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	1.1	Screen-shot from website of career opportunities.	E2		
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5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	1.1	'Bluestone Way' criteria for guest facing roles.	E4		
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	1.1	Resort duty manager policy.	E5		
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	1.1	HR Strategy 2020.	E6		
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	1.2	Leaver data.	E7		
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	1.2	HR Strategy screen-shot of how to improve attrition.	E8		

5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	1.2	Meeting notes with Head of F&B about recruitment concerns.	E9		
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	1.2	Data & statistics in Pembrokeshire from Gov website.	E10		
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	1.2	Article regarding opening of Celtic Manor Hotel in Milford Haven.	E11		
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	1.2	Folly Farm website screen-shot of similar product to Bluestone.	E12		
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	1.2	Supervisor & manager skills matrix.	E13		
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	1.2	Total jobs.com website showing available hospitality jobs in Pembrokeshire.	E14		
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	1.2	Catera.com website showing available hospitality jobs in Pembrokeshire.	E15		
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	1.3	Screen-shot of Bluestone's Family Newsletter advertising roles and extra hours in F&B.	E16		
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	1.3	Screen-shot from Bluestone's Family Newsletter regarding a guest & staff experience specialist.	E17		
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	2.1	Screen-shot from Bluestone's website advertising discounts & benefits.	E18		
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	2.1	Screen-shot from advertisement for Llys-Y-Fran offering Retail Assistants £9.50 per hour – higher than Bluestone offers it's Supervisors.	E19		

5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	3.1	Screen-shot of internal communication regarding the F&B outlets that will be opening and which will be remaining as a take-away service.	E20		
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	3.1	Confirmation of discussion from Head of F&B with figures included.	E21		
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	3.2	Video link to recruitment video created to advertise the Housekeeping role.	E22		
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	3.2	Screen-shot of Bluestone's 'refer a friend' tracker to ensure employees are paid.	E23		
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	3.3	Recruitment and selection policy.	E24		
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5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	3.6	Screenshot showing Housekeeping staffing levels in Feb 2020 before recruitment campaign.	E41		

5ARTP	Contributing to Resourcing and Talent Planning in the Organisation	3.6	Screenshot showing Housekeeping staffing levels in Sept 2020 after recruitment campaign.	E42		
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:					Date:	21/05/2021

Contributing to Resourcing and Talent Planning

1.1 Assess how and to what extent the organisation undertakes workforce and talent planning.

Bluestone Resorts employs over 700 employees with a mission to be the UK's most loved short break destination. Due to local demographics, attracting talent can be difficult for particular roles so Bluestone invests in up-skilling current employees. Bluestone prides itself on developing employees at all levels and offers leadership programs, mentoring, and encourages employees to work towards qualifications for their roles as shown in **E1**. Workforce and talent planning is considered from the start of the employee journey as shown in a screen shot from the website that lists development opportunities (**E2**).

Workforce planning is a core business process which aligns changing organization needs with people strategy CIPD (2020a). The People strategy for 2020 is shown in **E6** and lists objectives that specifically relate to people and developing them individually through individual KIPi's; to assist this process, employees can take part in the mentoring program (**E3**). Bluestone has also recently launched 'Bluestone Way' training where each department receives training on behaviors and attitudes that Bluestone employees should demonstrate and promote. How well employees promote and demonstrate these attitudes and behaviors is graded from 'Needs work/below expectation', 'Ok/Good', and 'Great/Role model'. This is shown in **E4** and has examples for each to give the employee a good understanding of each grade and what level they currently operate at. Employees who are within 'Great/Role model' are more likely to be considered for promotions and development than those who are in 'Needs work/below expectation'.

One way that Bluestone develops, engages and retains employees is to advertise and enroll employees who are successful in their application onto 'Resort Manager Training'. The Resort Manager is an allocated person who is the main point of call for any escalated complaints or critical issues on the Resort for that day. The Resort Managers are a pool of employees who have been trained to carry out this role as an additional duty to their usual role. This pool of people consists of employees from different departments at different levels (but most are Supervisors, Managers and Head of Department). The program gives the employee an opportunity to learn about other departments and the operational side of the Resort, including developing their own management skills, and critical thinking skills; part of the policy is shown in **E5**. By managing talent strategically, organisations can build a high-performance workplace, encourage a 'learning' organisation, add value to their employer brand, and improve diversity management (CIPD, 2020b).

On the Job training

1. **Talk to your line manager or other relevant person to thoroughly understand how your organisation's approach to succession planning has changed. If possible, be a part of discussions on succession planning. 500 words.**

I recently met with my line manager, to understand Bluestones approach to succession planning and understand how it has evolved over the years. During this conversation we talked about how succession planning in the early days off Bluestone wasn't considered as much as it is now. When people with certain skills and qualifications left the business Bluestone realized that that replacing certain job roles and skills could be particularly difficult, especially with Pembrokeshire's demographic pool.

Some roles that were vacant wouldn't have been so difficult to fill if Bluestone was located in a city, but due to the location, there are only 125,000 people who live in Pembrokeshire and only 73% of those people are currently in work (Data and Statistics, 2019).

Due to this, Bluestone finds it harder than other similar businesses in more urban areas to recruit for certain positions and has focused more on succession planning. Individuals and pools of employees who are identified as potential successors of a role are encouraged to gain experience and qualifications/skills to step into these critical roles. Often this is done through 'shadowing' to gain realistic experience of the role and in some cases the individuals are encouraged to complete a qualification to further their skills.

In some cases where the role is available but the successor isn't ready to step into the role at that time, someone externally may be brought in on a fixed term contract to up-skill the successor and carry out the role until that person is ready to step in. This is far more beneficial to the person and Bluestone than rushing the process and putting someone who isn't ready in a certain position. This could set them up to fail and you could lose someone who had a lot of potential because they weren't ready.

Another example of Bluestone's succession planning approach is to develop the individuals in the organization through other non role- specific related activities as this helps them to understand the operation of the business from a different perspective. A lot of potential successors are encouraged to complete 'Resort Manager' training to allow them to carry out shifts. This role is shared by many individuals across Bluestone who are in Supervisory, Manager, and Director roles and gives the person carrying out this role a good perception of the day to day operation. The Resort Manager deals with various situations from guest complaints to major incidents and gives them to essential experience to gain critical thinking skills and know the operation as well as the staff in operational roles. It is easy for an employee who works in a non operational role to forget or not understand what it is like and how the business 'really' works.

Overall, each department has identified potential successors who are encouraged to gain skills, qualifications and experience to allow them to progress. The L&D department also assists with these by providing managers with advice and guidance when needed.

E2

← → ↻ 🏠 🔒 https://www.bluestonewales.com/about-us/careers/employment-benefits 📄 ☆ 🟢 | ☆ 🗒️ 👤 ...

👤 Guests 3 🏠 Lodges 1 📅 Arrive → Depart [Check Prices](#)

Career progression

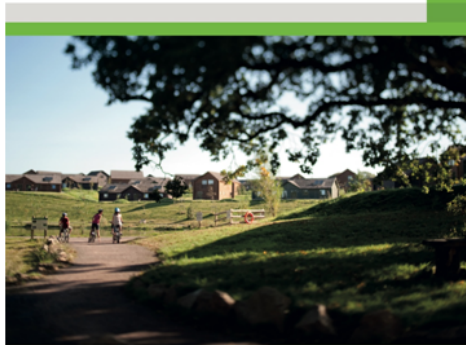
- Leadership training program which is perfect if you'd like to progress through the business
- Mentoring program, learning from other members of staff to gain new skills and experience
- Compliance Training. Become a registered aider, a Fire Marshal, or a lifeguard, there are plenty of opportunities to progress your skills.



E3



Mentoring Programme



Owner - C Lewis
Created Date - 15/09/2020
Bluestone Resort LTD



Doc No:	LD-P-001	Mentoring Programme	
Rev No:	001		
Created:	15/09/2020		
Last Review:	16/09/2020		
Next Review:	15/09/2021		
Owner:	C Lewis		

Introduction

This document has been created to not only support Mentors but Mentees too. It is aimed to be a simple, but effective resource to support anyone taking on the role of Mentor and Mentee across the business.

What is Mentoring

Mentoring is a form of Training, learning and development and is ever popular for supporting personal development. It is seen as the long term passing on of support, guidance, and advice. The Bluestone Mentoring programme has been put in place to allow for more experienced employees to use their knowledge and understanding of the workplace to support the development of a more inexperienced member of the team.

The role of a Mentor

As a Mentor you will have the opportunity to use your knowledge and experience in a facilitative manner to support the development of the mentee. Your role as a mentor will cover some of the following:

- Listening
- Asking questions that help develop the mentee's understanding of a situation or a problem
- Offering a different perspective
- Providing support and encouragement
- Being a sounding board
- Encouraging reflection of certain situations that the mentee may have been exposed to

The role of a Mentee

As a mentee you are expected to take ownership and lead the partnership drawing on the mentor's knowledge and experience as required. You are expected to be open and honest in the conversations that you have with your Mentor. Your role as the mentee will cover some of the following:

- Communicating circumstances clearly and honestly
- Question if you do not fully understand
- Accepting differing perspectives
- Accepting support and encouragement
- Acting upon advice

E4

BEHAVIOUR GUIDE FOR GUEST FACING ROLES: FOOD & BEVERAGE, HOUSEKEEPING, GUEST SERVICES, LEISURE, SPA & RETAIL.

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 often fail to follow the appropriate dress code for the audience I am dealing with.	I'm smart, tidy and clean and present myself well and consider the audience/circumstances.	I'll often 'cover' others so they can retrieve name badges, correct clothes etc and help out if any issues in this area.
I sometimes cut health and safety corners e.g. not storing/labelling items correctly.	I wear the correct PPE, ensure hazardous substances are stored and handled correctly.	I'll often give advice to colleagues to ensure compliance.
I keep an eye on the clock, might not always clock in, will take a lot of breaks or choose easier tasks to work on that may put additional pressure on others.	I do what needs to be done, will sometimes work extra hours when asked to and 'pitch in' to help out others where there are peaks in workload.	I put the workload first and will work the hours needed, help others out without being asked.
I generally achieve tasks and activities on time but often as a result of being 'pushed' or prompted.	I plan well to try and achieve tasks and activities on or ahead of time.	I challenge myself to deliver ahead of time and look for things to do/volunteer for tasks.
I often use bad language, inappropriate tone of voice, may mumble or grunt and can react emotionally to people or situations.	I use the right tone/language depending on who I am talking to and I often take steps to take the emotion out of situations.	I'll pick up others on their poor language/tone of voice etc. and help them to use the right approach.
I don't always listen to the other person and can get preoccupied with what I want to say next or interrupt/'bulldoze' people.	I actively listen to others, let them have their say and then respond with my view.	I ask others for their contribution and will change my view (even if disagreeing) because it is best for the team/business.
I'm sometimes critical of the business or other colleagues/teams behind their backs when I'm unhappy.	I work well across the team/teams to resolve issues as they arise and will speak to the right person about concerns I have.	I try to break down any team barriers or cross-team obstacles and try to understand the bigger picture when not getting what I perhaps want.



GROW AS A TEAM		
WE SHARE OUR KNOWLEDGE WITH OTHERS. WE CELEBRATE SUCCESSSES, ACKNOWLEDGING THE CONTRIBUTION MADE BY OTHERS. WE SEEK OUT LEARNING IN EVERY OPPORTUNITY, IDENTIFYING AND TRIALLING WAYS TO DO THINGS BETTER.		
NEEDS WORK/BELOW EXPECTATION	OK/GOOD	GREAT/ROLE-MODEL
My knowledge and skills may be a bit 'rusty' and I may avoid training/new learning opportunities or feel that I don't need to learn anything new.	I regularly take steps to learn more, upskill myself where appropriate.	I'll sometimes learn new things outside of my current role because of future trends, changes in how the resort will work etc.
I tend not to want to do things differently, prefer the 'status quo' and will often comment that a new way 'won't work'.	I'll always have a go at new ways of doing things and keep an open mind to make it work.	I'll often encourage others to 'have a go' at a new way of working and overcome any objections.
I don't often suggest ways we can improve/do things better.	I often think about how we can do things in better ways and suggest these as appropriate.	I'll often come up with and suggest 'new, workable solutions to old problems'.
I tend to keep hold of knowledge and information so that I am the only 'expert'.	I pass on and openly share my knowledge and information with others when needed.	I carry out training sessions, put together frequently asked questions or other methods to share knowledge with others/make life easier.
I'll take on new activities if asked but may be resistant or prefer to 'do something else' when I've finished something.	I'll willingly take on new activities or projects if asked to.	I actively seek out and relish taking on new activities, projects or priorities.
I rarely taken on others feedback when challenged about a potential weakness identified in me.	I react positively to developmental feedback and people see/hear the suggested changes.	I ask and welcome developmental feedback and see it as beneficial as well as acting on it.



TRUE OWNERSHIP		
WE TAKE OWNERSHIP OF AN ISSUE. WE TAKE THE LEAD, INVOLVING OTHERS AND TAKING REASONABLE RISKS TO MAKE A DIFFERENCE AND WITHOUT BLAMING EACH OTHER.		
NEEDS WORK/BELOW EXPECTATION	OK/GOOD	GREAT/ROLE-MODEL
I sometimes don't fully resolve an issue or complaint and instead expect someone else to do it, 'pass the buck' or involve others unnecessarily to help me.	I will see through an issue/complaint raised etc to the end myself and only escalate/refer to others when I'm sure I can't resolve things/do it myself.	I will often help others out when resolving an issue so that it doesn't have to get escalated further.
I often tell my manager and others that something 'isn't my job'	I will take on tasks to help out even though it may not strictly speaking be something I'm responsible for.	I often spot what's needed (even if not in my job role) and take on a task without being asked to.
I tend to stick rigidly to the rules, can be a bit 'computer says no' which can annoy guests.	I sometimes divert from rules/policies and make exceptions because it's the right thing to do for guest satisfaction when considering risk vs our reputation.	I will often suggest policy or procedure changes to make life easier/improve guest experience without compromising on potential risks.
If guests have an issue between them, I will often take one side against the other.	I try to mediate between guests when there are issues, being 'neutral' and come up with good compromise solutions.	I consider trends, recurring issues between guests and suggest ways we can prevent future issues.
I don't always pass information on to the appropriate colleagues which leads to things not being resolved and unnecessary workload.	I pass on information that others need in a timely way and escalate things to the right people.	I will often check-in with colleagues to ensure that what I passed on was received and dealt with.
I do not regularly keep people updated resulting in having to be 'chased' for info/updates.	I keep people updated in a timely way without having to be reminded/chased.	I'll include others that I feel should also be kept informed.



Resort Duty Manager Training Pack



Name:

Department:

Mentor/Coach:

Start Date for Programme:

Completion Date:

C Lewis

Bluestone Resorts Ltd

30/07/2020

Doc No:	TR-SF-001	TRAINEE RESORT MANAGER BOOKLET	
Rev No:	001		
Created:	20/02/2018		
Last Review:	30/07/2020		

Job Description

Job Title:	Resort Duty Manager
Reporting to:	Executive Team
Jobholder Report:	Managers on Duty & Assistant Resort Duty Manager

PRINCIPAL PURPOSE OF ROLE:

To lead and take ownership of the smooth, safe and consistent running of the entire Resort, delivering Operational Excellence at all time, resolving any issues escalated from the Managers on Duty to ensure the utmost Guest experience.

KEY RESPONSIBILITIES: (the duties and tasks outlined are not intended to be exhaustive and other duties may be required from time to time. Personal attributes/competencies as per standard job description of post holder apply)

SPECIFIC:

- To enhance leadership presence across the resort; to be visible and available; minimising office commitments on rotating shifts.
- Notify the Resort Duty Manager Group as soon as possible of your inability to report for duty for all periods of absence (in accordance with the Attendance Management Procedure) to ensure cover is in place.
- Have an excellent understanding of unit/departamental standard operating procedures and work with Department Managers and Guest Services to ensure operational excellence in the delivery of quality products and service to guests
- To lead the Duty Manager checks as per daily Standard Operating Procedure and support the delivery of operational excellence (such as PRIME, Opera, CRM, etc) and audit procedures
- To fulfill the responsibilities designated for the appropriate position in the "Responsibilities for Health & Safety" section of the company's Health & Safety Policy and to execute all duties in a manner that conforms to appropriate Health & Safety policies and procedures.
- To competently recognise the potential of a critical incident and implement all procedures in line with critical incident policy SAF-P-009.
- To adhere to company CSR standards and policies
- To engage with Staff and Guests to offer and gather proactive feedback.

GENERAL:

- People**
- During the shift, to interact with our people and gauge levels of engagement and satisfaction.
 - Support managers on duty with any staffing level shortages, by collaborating with others to find solutions.
 - To observe service level standards and provide feedback to the relevant Head of Department.
 - To ensure all staffing is operating in a safe and compliant way.
 - Interact with guests to understand levels of satisfaction
- Product**
- Promote a culture of service excellence, continuous improvement, and innovation. Observe operation and provide feedback.
 - Evaluate departmental processes and working practices
 - Operate a safe and compliant business
 - To carry out Resort Duty Manager shifts on a rota basis, including weekends and be fully au fait with critical incident procedures
 - Have a full understanding of brand values and standards
- Profit**
- Support the operation to ensure the delivery of all products
 - Deal with matters promptly to limit business interruption and negative impact on profit.

(TR-SF-001) Created: 20/01/2018 Last review: 30/07/2020 Next Review: 20/01/2021 Owner: C Lewis

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

1.2 Analyse internal and external information relating to the organisation's future people and skills needs and the availability of talent.

Internal information Bluestone uses to decide what skills or people that will be needed in future consist of:

- Employee leaver survey (**E7**) – this helps us to understand why people are leaving us
- Turnover rates that are reported on within the People Services strategy (**E8**)
- Managerial judgment – an example of this is shown in **E9**
- Supervisor & leadership management skills matrix – these are the skills employees in these position should demonstrate or be working towards (**E13**)

External information Bluestone uses includes:

- Local labor markets (**E10**)
- PESTLE analysis
- New similar businesses starting up such as Celtic Manor - Milford Haven (**E11**)
- Established businesses making changes to their products that are similar to Bluestones products such as Folly Farm (**E12**)

These internal and external factors combined help Bluestone assess the company's future people, skills needs and availability of talent. Due to the geographical location of Bluestone and the local demographic pool of people available for work, the company often struggles to fill more senior/skilled roles. Pay is also a factor when recruiting for highly skilled roles as Bluestone cannot compete with pay rates offered in cities where there is more competition. Bluestone's focus is generally to develop employees from the beginning of their employment journey at an assistant level role through to a more senior/skilled role. AMO (Ability, Motivation & Opportunity) also plays a part as the employees need to want to progress and develop otherwise the system doesn't work. Bluestone does not hold data on competitor analysis but it could be beneficial to understand why potential employees might chose to apply for certain roles/companies over others.

There are four stages to talent management that businesses go through as they strengthen their ability to grow leadership talent. These stages are entirely dependent on the amount of planning, effort, and resources the company puts into its talent management system and, depending on the company the time it takes to pass through each stage differs (Philbin, 2019).

The four stages are:

1. **Programmatic** – Talent management is a set of individual programs.
2. **Systemic** – Talent management if a system of connected programs, tied to an organising HR principle or structure.
3. **Strategic** – Talent management is a system of connected programs built directly from the company's strategy, operating model, and goals.

4. **Cultural** – Talent management is a key part of all the company's management practices, not a separate aspect of a leader's job. All business planning has a clearly defined people plan, and a forward-thinking analysis of future talent needs, just as they have a budget and financial contingency plans.

Bluestone is between stage 3 – 'Strategic' and stage 4 – 'Cultural'. The business is moving towards stage 4 but still sometimes operates within stage 3 depending on individual departments and managers.

E14 & E15 show different available jobs in hospitality within Pembrokeshire through two different websites – CATERA.com & Totaljobs. Their results are different but do show what types of jobs are available; most of the jobs available are low skilled with only a few more skilled/senior jobs available. Generally Bluestone's approach to workforce planning has worked well and gives us an edge over other similar employers as Bluestone is known for developing and investing in their employees. This approach doesn't work for everyone and there have been instances where this hasn't worked for Bluestone resulting in hiring someone on a much higher salary with more benefits just to fill the role. These types of hires are often done on a fixed term contract and the person might not be 'right' for the business in the long-term. This can be costly especially if the right person takes a while to find. It is far more beneficial to start workforce planning early, get an understanding of where managers see the business going and potential resource concerns than to leave it to late and fire-fight due to poor planning (Workforce Planning Practice, 2018).

E7

LEAVER DATA FOR HR.xlsx - Microsoft Excel

Job Title								
A	B	C	D	E	F	G	H	I
Job Title	Date of exit interview	I believe there is a positive culture in Bluestone.	I understood how my role relates to Bluestone's goals and objectives.	Bluestone's objectives made me feel important at work.	I believe employees are treated fairly.	I received praise and recognition for doing good work.	I believe promotion opportunities are applied fairly.	I was treated respect and the workplace
Housekeeping superv	14/04/21	2. Disagree	3. Agree	2. Disagree	1. Strongly Disagree	2. Disagree	1. Strongly Disagree	2. Disagree
Security officer	12/04/21	2. Disagree	2. Disagree	2. Disagree	1. Strongly Disagree	1. Strongly Disagree	1. Strongly Disagree	3. Agree
Outlet Manager	12/04/21	3. Agree	3. Agree	1. Strongly Disagree	3. Agree	2. Disagree	1. Strongly Disagree	3. Agree
Housekeeper	12/04/21	3. Agree	3. Agree	3. Agree	3. Agree	3. Agree	3. Agree	3. Agree
Housekeeping	30/03/21	3. Agree	3. Agree	3. Agree	3. Agree	3. Agree	3. Agree	3. Agree
Sales and Reservatio	12/04/21	4. Strongly Agree	3. Agree	4. Strongly Agree	4. Strongly Agree	4. Strongly Agree	4. Strongly Agree	3. Agree
Housekeeping Assist	08/03/21	3. Agree	3. Agree	2. Disagree	3. Agree	3. Agree	3. Agree	3. Agree
House keeper	26/03/21	3. Agree	3. Agree	2. Disagree	2. Disagree	1. Strongly Disagree	3. Agree	2. Disagree
Housekeeping Assist	24/03/21	3. Agree	4. Strongly Agree	4. Strongly Agree	3. Agree	4. Strongly Agree	2. Disagree	4. Strongly A
Junior Outlet Manager	24/03/21	3. Agree	3. Agree	2. Disagree	2. Disagree	2. Disagree	2. Disagree	3. Agree
chef de partie	09/04/21	3. Agree	4. Strongly Agree	3. Agree	4. Strongly Agree	4. Strongly Agree	3. Agree	3. Agree
Housekeeper	12/03/21	1. Strongly Disagree	1. Strongly Disagree	1. Strongly Disagree	4. Strongly Agree	4. Strongly Agree	4. Strongly Agree	4. Strongly A
Housekeeper	18/03/21	4. Strongly Agree	4. Strongly Agree	4. Strongly Agree	3. Agree	4. Strongly Agree	3. Agree	3. Agree
Guest services	18/03/21	4. Strongly Agree	3. Agree	3. Agree	3. Agree	3. Agree	3. Agree	3. Agree
Housekeeping assist	18/03/21	4. Strongly Agree	4. Strongly Agree	4. Strongly Agree	4. Strongly Agree	4. Strongly Agree	4. Strongly Agree	4. Strongly A
Food and beverage a	05/03/21	4. Strongly Agree	4. Strongly Agree	4. Strongly Agree	4. Strongly Agree	4. Strongly Agree	4. Strongly Agree	4. Strongly A
Activities Supervisor	04/03/21	3. Agree	3. Agree	2. Disagree	1. Strongly Disagree	3. Agree	1. Strongly Disagree	3. Agree
House keeper	05/11/20	3. Agree	3. Agree	3. Agree	3. Agree	3. Agree	3. Agree	3. Agree
Housekeeper	02/03/21	3. Agree	4. Strongly Agree	3. Agree	2. Disagree	3. Agree	3. Agree	3. Agree
Cleaner	10/12/20	3. Agree	3. Agree	3. Agree	3. Agree	3. Agree	3. Agree	3. Agree
Housekeeping	26/02/21	3. Agree	3. Agree	3. Agree	3. Agree	3. Agree	3. Agree	3. Agree
Arrivals supervisor	26/02/21	3. Agree	4. Strongly Agree	4. Strongly Agree	4. Strongly Agree	4. Strongly Agree	3. Agree	4. Strongly A
Housekeeper	25/02/21	3. Agree	3. Agree	2. Disagree	3. Agree	3. Agree	2. Disagree	3. Agree
Guest Services Office	22/02/21	3. Agree	3. Agree	4. Strongly Agree	4. Strongly Agree	4. Strongly Agree	3. Agree	4. Strongly A

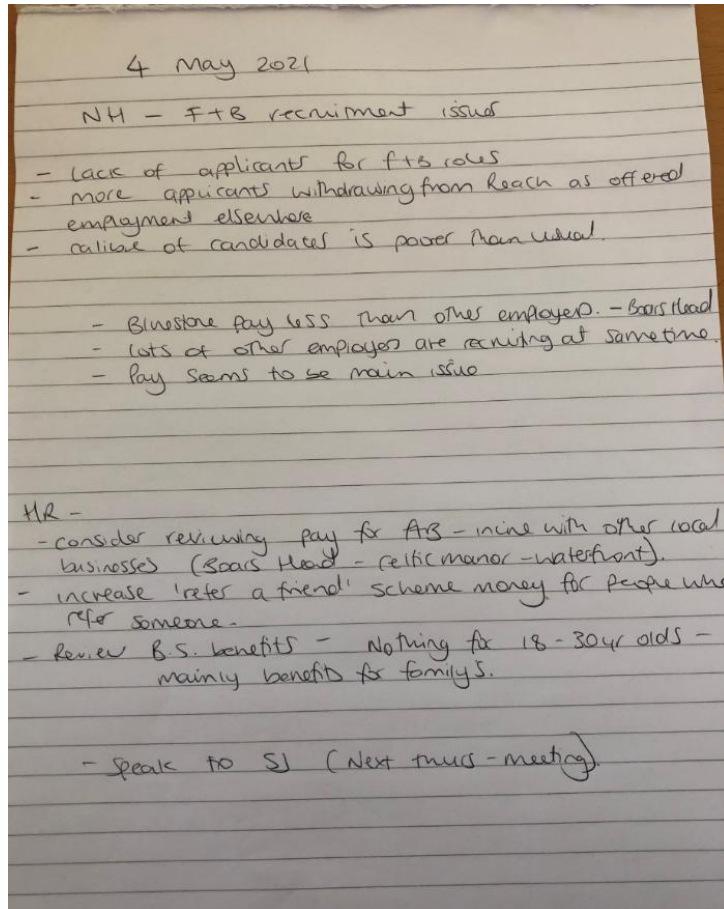
E8

How will we measure progress?

Indicator 1 Attract and Recruit individuals that enable us to build a skilled and competent workforce

• Work with managers of key operational departments i.e. F&B and Leisure to replicate the HSK headcount report to track and report on recruitment needs • Devise an 'Onboarding feedback' survey to be sent via reach following probation pass and report on every quarter • Improve on 2019 probation fail rate of 7% (calculated by total probation fails v new starters) • Report on outreach work, internal and external PR and campaigns monthly • Recruitment experience survey for applicants • SLA's to be implemented and targets (TBC), results to be communicated monthly • Timescale for filling vacancies • Attrition (below 25%) and Stability Indexes (leaver reasons, absence rates, average length of service, reduce probation fails from 7.9% to below 5%) • Report on diversity and inclusion stats monthly • Customer NPS Score (40% or more) and satisfaction rates (emp eng score 90%) • Mystery shopper results (targets tbc)		
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E9



Data and Statistics

Around 125,000 people live in Pembrokeshire.

Of these about 21,300 (17%) are aged under 16, and 31,500 (25%) are aged 65 and over.

Around 73% of the population aged 16-64 are in employment. A range of [economic and labour market statistics about Pembrokeshire](#) are available from the NOMIS web site. The Welsh Government also publish [statistical summaries](#) for Unitary Authorities in Wales.

Data is available for Local Authorities and smaller areas in England and Wales from a number of web resources:

[Nomis](#) contains a wide range of economic and labour market data as well as data from Censuses from 1981 to 2011;

The [Neighbourhood Statistics](#) site allows users to search for data about their local area;

[StatsWales](#) includes data about Wales including Education and Health data;

Health data can also be found on the [Health Maps Wales](#) website

Celtic Manor Resort to Manage New Hotel at Milford Waterfront

HOSPITALITY & TOURISM

PEMBROKESHIRE

 MARK POWNEY , 18TH MARCH 2021SHARE    

A 100-bedroom hotel being built as part of the Milford Waterfront development in Milford Haven will be managed and operated by the team responsible for the iconic Celtic Manor Resort, as part of its expanding Celtic Collection of properties.

Celtic Manor, which made global headlines when it staged the 2010 Ryder Cup and the 2014 NATO Summit, brings its knowledge and expertise to operating the new hotel in partnership with the Port of Milford Haven, the venue's owner.

Forming part of the Celtic Collection's new portfolio of Tŷ Hotels, the 46,000 sq ft property will be located at the entrance to Milford Waterfront on the [Pembrokeshire](#) Coast.

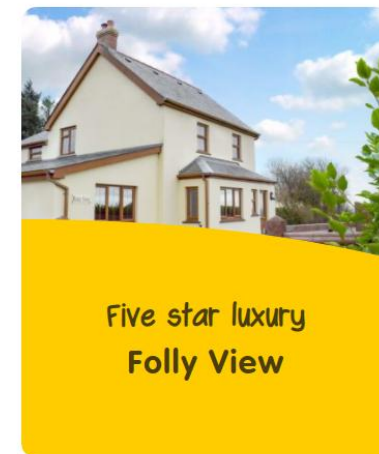
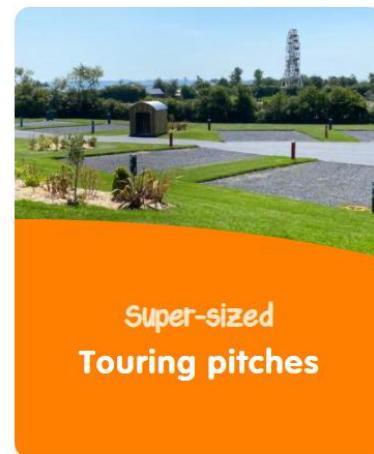
When it opens in 2022, the new hotel will feature four floors of bedroom accommodation and benefit from picture-postcard views across Milford Marina. A variety of bedroom types, including family rooms, make it the ideal base for purposeful travellers for both business and leisure.

Tŷ Hotel Milford Waterfront will also house a restaurant and bar, a private dining area, and an activity suite within the ground floor.

← → ↻ 🏠 🔒 <https://www.folly-farm.co.uk/holiday-park/> 📄 ⭐ 🌐 ⚙️ 👤 ...

Stay with us

You can now stay and play with us here at Folly Farm. With touring pitches and showman's wagons, there's something to suit everyone.



Your next family adventure is just around the corner.



Supervisory & Leadership Manager Skills Matrix

Ps	Supervisor	Junior Manager	Middle Manager	Senior Manager
Managing People	• The Bluestone Way* • Effective Recruitment and On-boarding* • Disciplinary & Grievance** • Conducting Return to Work Interviews* • Bullying & Harassment** • Fourth T&A /* • Resourcing & Preparing Rotas* • Mental Health Awareness**	• Developing Self & Others* • Leadership & Personal Effectiveness* • Giving & Receiving Feedback* • Change Management** • Conflict Resolution** • Absence Management** • Performance Management** • Planning & Time Management***	• Managing Performance*** • Managing Change*** • Inductions • Setting KPIs/Objectives* • Talent Mapping & Succession Planning*** • Mental Health First Aid*** • Influencing & Communicating***	• Employment Legislation*** • Effective Meetings*** • Leadership v Management*** • Effective Delegation*** • Collaboration*** • Performance Management*** • Emotional Intelligence*** • Resilience***
Managing Product	• Understanding Standard Operating Procedures • Service Excellence* • Complaints handling* • Green Credentials* • Compliance Matters (ie COSHH, MH, PPE, Licensing Law, Food Safety)	• Preparing SOPs* • Maintaining Standards and Service Excellence* • IOSH managing safely* • Manager on Duty Responsibilities*	• Setting the Service Journey and Standards* • Critical Incident * • Duty Management* • Working Time Regulations* • Understanding risk*	• Understanding the Guest Profile* • Continuous Improvement* • Project Management? • Legal Obligations? • Senior Escalation Roles & Responsibilities*
Managing Profit	• Purchase Order • Cash Handling & Security Procedures* • Stock Control & Ordering* • Service that Sells / Suggestive Selling Techniques*	• Understanding Cost of Sales* • Payroll Ratios/effective resourcing* • Understanding P&L* • Commercial Awareness***	• Preparing Budgets & Forecasts* • Procurement* • Commercial Awareness***	• Conceptual Thinking & Innovation* • Identifying Commercial Opportunities*

*Created and delivered in-house

**ACAS online

***External Provider(Including Dawn Kenton who will pass on to Claire Lewis, also ACAS 1 day courses)

E14

Totaljobs

Are you recruiting?

Advertise now



Hospitality Industry

Pembrokeshire

30 miles



Search



Register CV

Jobs > Hospitality Industry > Wales > Pembrokeshire

16 Hospitality Industry jobs in Pembrokeshire + 30 miles

Explore results

Sorted by Relevance

What

Hospitality Industry

Update

Where

Pembrokeshire

Update

Radius and time

Commute time

Miles radius

0

5

10

20

30

Locations

Popular searches nearby

Chef de Partie - Werndale Hospital PREMIUM

Found on our partner site Caterer.com

Bancyfelin, SA33 5NT

£ £9.70

Healthcare

☐ Recently



Chef De Partie Are you looking to join a company that invests in its people, recognises great work when they see it and provides plenty of ...

Save

Hospitality Manager - Cawdor Barracks, Brawdy PREMIUM

Found on our partner site Caterer.com

Llandeloy, SA62 6NN

£ Competitive

ESS

☐ Recently



E15

 **Caterer.com**

Are you recruiting? [Advertise now](#)

  Hospitality 30 miles  [Search](#)   

[Jobs](#) > [Hospitality](#) > [Wales](#) > [Pembrokeshire](#)

53 Hospitality jobs in Pembrokeshire + 30 miles

Explore results

What
 [Update](#)

Where
 [Update](#)

Miles radius

0

5

10

20

30

Locations
▼ Popular searches nearby
[Wales](#) (1,845)
[West London](#) (5,422)

Sorted by

Relevance

[Want to know the commute time for these jobs?](#) [Show times](#)

Sous Chef Hotel

 Furnace, SA15 4HA
 From £20,000 to £22,000 per annum
 [The Stradey Park Hotel](#)
☐ Recently



Stradey Park Hotel & Spa are looking for an ambitious and passionate Sous Chef. This is a fantastic opportunity for the right candidate to develop under an experienced Executive Chef and gain important kitchen management experience. Stradey Park Hotel & Spa is a 4* star hotel catering for...

[☆ Save](#)

Lead Cook

[Featured](#)



25 | Page

1.3 Assess the extent to which current organisational planning activities are addressing potential needs.

From my findings Bluestone does do a lot to plan for potential skills and talent needs though developing current workforce into manager positions, for example. There is possibly a gap if someone in a high skilled role such as an IT web developer leaves as there is less staff who work in this department to collectively develop. IT is also a very complex role that cannot be trained to someone over a period of weeks/months. Other roles that require managerial experience and critical thinking are less likely to be a risk to the business in the same way if someone leaves as this can be trained more easily through mentoring and on the job training, for example.

Currently Bluestone is having issues employing people into Food & Beverage as assistants, Commis Chefs & Kitchen Porters. This is due to competition from other similar companies who are also recruiting but offering a higher wage. Bluestone is trying to rectify this issue initially through offering current employees in different departments more hours (**E16**). In the long term Bluestone may need to consider the pay aspect as the opinion of the Head of F&B is that this is the main reason (**E9**).

Coronavirus has changed the way we all work and are being carried out in way we wouldn't have thought of. HR and Health & Safety in Bluestone have had to learn a lot recently including how to set up and run a lateral flow testing centre for employees, respond to wellbeing issues around covid and amend certain policies in-line with covid guidance. Companies have had employees take on different responsibilities to better respond to the evolving needs of the company, customer and employees. It is important to build organisational resilience and agility to navigate uncertain times (Jesuthastan, Malcolm and Cantrell, 2020).

E17 shown in Bluestone's Family Newsletter that we are working with 'Insight 6'; an external company who specialise in customer experience. Whilst this process is to benefit the customer it involves employees who deal with the customers to help improve their experience. This process in itself will help to plan for potential skills needs as feedback is collected and reviewed from staff. The data collected could show skills gaps or training needs that ultimately improve the guest experience but also help Bluestone to workforce plan. It is essential that workforce planners have a good understanding of the workforce as a whole, in order to identify 'hot spots' (Workforce planning during bleak times, 2020).



CURRENT VACANCIES

F&B - REFER A FRIEND FOR F&B ASSISTANT TO GAIN UP TO £150!

NEW: F&B Duty Manager: HR and Training - Contract: 40 hours.
Closing date: 31st May 2021

F&B Assistant - Contract: Various hours. Closing date: 20th May 2021.

Commis Chef - Contract: 40 hours. Closing date: 20th May 2021.

Kitchen Porter - Contract: 24 hours. Closing date: 20th May 2021.

LOOKING FOR EXTRA HOURS? WHY NOT APPLY FOR EXTRA SHIFTS IN F&B?
Email recruitment@bluestonewales.com if you are interested.

Security

NEW: Acting Security Supervisor - Contract: 40.5 hours (6 months fixed-term).
Closing date: 17th May 2021.

Maintenance

Maintenance Technician (Electrical) - Contract: 37.5 hours. Closing date: 13th May 2021.

Guest Services

Guest Services Officer - Contract: 37.5 hours (permanent and maternity cover available). Closing date: 1st June 2021

Leisure

Entertainer - Contract: 20 hours (fixed term). Closing date: 20th May 2021

Spa

Spa Apprentice - Contract: 22 hours (fixed-term). Closing date: 11th June 2021.

Housekeeping - Refer a Friend and get up to £150!

Housekeeping Assistant - Contract: 11 hours.

To apply, please send a copy of your CV to recruitment@bluestonewales.com, along with an internal application form (can be found on the HR Hub (intranet) or from your line manager / HR.) You can also request a copy of the job description by emailing the above email address.



Bluestone Careers
May 6 at 3:53 PM · 🌐

Our Food & Beverage team are now recruiting for a variety of positions! If you're looking for full-time, part-time or seasonal work then we could have a role suitable for you.

The vacancies currently available are:

- Food & Beverage Assistant
- Kitchen Porter
- Commis Chef

To find out more information and to apply please visit www.bluestonewales.com/careers. Be Part Of It!









INTRODUCING OUR GUEST AND STAFF EXPERIENCE SPECIALIST: MEL EVANS FROM INSIGHT6

At Bluestone, our people are at the forefront of all we do. Whether it be our loyal guests or our fantastic team members, we want to ensure that everyone is having the best possible experience. We want your feedback to help us understand what we're doing right – and to look at what we can do better. To make sure we can improve and enhance the Bluestone staff experience, we're working with the UK and Ireland's leading customer experience specialists - Insight6. Mel Evans, Customer Experience Director for Insight6 in South West Wales, has worked for us on other projects in the last 3 years, however we want to develop the partnership further and so have asked Mel to undertake some key independent surveys for us for both guests and staff.

Our Annual Employee Survey will be launched in two weeks' time on 27th May.
This will be followed by shorter pulse surveys four times a year.

We recently caught up with Mel, to learn a bit more about her work....

Q. Tell us a bit more about Insight6 and your work:

I have been running my own business for 4.5 years now. I decided to set this up after a long management career in the retail industry and wanted to put everything I have learnt about customers and leadership into a business where I can support others. I help businesses see the world through their customers eyes, I work with businesses to measure and develop customer experience and help them measure and manage staff engagement. I am a great believer that the two things go hand in hand, happy team, happy customers!

Q. What have been your biggest achievements so far?

I've really enjoyed working across Wales with many big, recognised brands such as Bluestone, Cardiff Airport, The Royal Mint Experience, Mrs Bucket and many more.

Q. What has been your experience of working with Bluestone?

I love working with Bluestone, the people are so passionate and there truly is a Bluestone family where everyone feels part of the business. The business is forward thinking and always looking to improve and develop, which I love.

It is so important that you all engage with the upcoming staff survey and tell us what you think and how you feel. Being able to measure the level of engagement from all our employees will allow Mel to report back to us accurate and comprehensive feedback. This feedback will allow us to really focus the choices we are making as we look towards the future of the business, helping us to understand how you all feel as employees and your expectations and needs.

Speaking specifically about the staff survey, and its importance, Mel added:

"Change is inevitable and it is really important to regularly understand the viewpoint of teams across the business. The surveys are carried out completely independently by myself and the team at Insight6 and are fully anonymous so you can give your honest feedback."

The survey process does take a number of weeks, but following the outcomes of this; the Management team members will be involved in setting and delivering action plans. Progress will then be measured as part of the ongoing process.

This is not a one-off piece of work, but forms part of a larger project and all staff will get more regular opportunities to feed back how they feel in short pulse surveys on a quarterly basis.

We're really looking forward to getting your feedback – and thank you all in advance for your help and input.

For more information on Mel and Insight6 you can visit <https://www.insight6.com/>

"IT IS SO IMPORTANT
THAT YOU ALL ENGAGE
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AND HOW YOU FEEL...
THIS FEEDBACK WILL
ALLOW US TO REALLY
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ARE MAKING AS WE
LOOK TOWARDS THE
FUTURE OF THE
BUSINESS"

insight6
CUSTOMER EXPERIENCE SPECIALISTS



2.1 Make reasoned recommendations for how the organisation can maintain an appropriate number of people with the skills required by the organisation.

Bluestone currently has a lot of great benefits it offers to employees such as use of facilities, discounts on breaks, 'kids camp' childcare on site at a reduced rate, a pension scheme and more (E18). Whilst these benefits are great there is not a lot of benefits for younger employees between 16-25. This group of employees is less likely to be attracted and want to remain at Bluestone because of a pension scheme or cheap child care. My recommendation would be to implement some benefits that these employees would like. We could gather data through a survey or carry out research from other companies to find out what works. I looked at a couple of websites to see what Gen-Z employees want from their workplaces; some of these benefits are relatively easy to implement depending on the departments operational needs, such as: an extra annual leave day on your birthday, flexible working arrangements, free coffee & hot drinks and, free lunches (The workplace benefits Gen Z REALLY want, 2018). Other benefits listed included free dental care and private health care which Bluestone does provide for much higher roles.

Another factor is that the pay is average for a lot of roles in Bluestone, so to keep skilled employees this is something that needs to be considered. E19 is a current job advert for a retail assistant in Llys Y Fran who is paying £9.50 per hour. Bluestone Currently only pays £9.00 per hour or the same type of work and even Supervisors in Retail at Bluestone are not on £9.50 per hour. Bluestone should review its pay to be more competitive with other local businesses to avoid losing talented employees. There are many other reasons you should pay more that isn't just about attracting talent:

- Employers who pay more are more likely to have healthier employees as the employee is not going to be struggling to make ends meet and can afford nutritious food. The employee will also be less likely to be affected by the stress of making ends meet.
- Improves productivity as employees will feel valued and have more interest in their job
- Low salaries don't save money as it is a large contributing factor to employee turnover

Bluestone could increase the pay of certain roles to attract and retain talent but this would have a huge knock-on effect initially until the effects of the pandemic are less prominent (Why You Should Pay Employees a Competitive Salary, 2020).

Finally, I recommend maintaining an appropriate level of people with skills and talent by supporting and training the line managers. There is a saying the people don't leave their jobs but they leave their managers. There a quite a few different departments within Bluestone and some have much higher turnover rates than others. The managers cannot be fully blamed for this but if all line managers received effective training and support when dealing with employees, setting targets & goals and developing them then they would have a much higher chance of reducing turnover and retaining talented employees (Heathfield, 2020).

E18

 Guests 3

 Lodges 1

 Arrive → Depart

Check Prices



Employee Discounts

- Discounted stays for you and your family and friends
- Special staff events for family and friends
- Employee rewards points which you can use on a variety of activities, and can be put towards a break
- Free access to the onsite facilities
- Discount on food and retail while on resort
- Kids Camp (onsite subsidised childcare within the school holidays)



E19

Retail Assistant

Apply now »

Date: 13-May-2021

Location: Haverfordwest, Wales, GB, SA634RR

Company: dwrcymrucy

Job Requisition Number	1664
Work Type	Casual
Job Function	Leisure and Hospitality
Salary Range	£9.50 per hour
Location	Llys y Fran

Closing Date 23:59 on 12/05/2021

Who we are

Dŵr Cymru Welsh Water keep 3 million people healthy each day with safe, reliable water, and take away wastewater to clean, before returning it safely to our beautiful rivers and seas.

To be able to deliver high quality, essential services which help to protect the health of our customers, colleagues and our environment, we need the right people to deliver on our vision. This is achieved by living our core values and demonstrating the core behaviours that underpin them. The security of our people, assets and information is also key to us, so we are looking for people who understand and comply with the company's required security objectives.

We know that the most successful teams are the most diverse teams. Equality, diversity and inclusion provide the very foundation to our culture at Welsh Water. We want every individual to feel confident, proud and able to bring their whole selves to work.

3.1 Identify and explain the rationale for a specific resourcing activity within the organisation.

Recently the Head of Food & Beverage came to HR to explain recruiting issues that were affecting operation (E9). He said that due to other similar business recruiting and paying more for the same role at the same time, they were not getting many applications for roles in his department. Normally Bluestone wouldn't have these issues as recruitment would be more spread-out through the year; due to covid and restrictions being eased a lot of business are recruiting for the same types of roles at the same time. As this issue was brought to HR's attention recently our first point of call is to offer extra hours in F&B for those who work in other departments to support until a more solid solution is found (E16). Even with the offer of additional hours for other departments, one of the main F&B Outlets – The Oak Tree Restaurant had to remain closed and be used for take away only (E20). E21 shows that the F&B Department is 15 staff short of what they would normally have; they currently employ 120 staff in total. As this is a recent issue we have not progressed to the next stage to assist the F&B department with recruiting so from this point I will explain what Bluestone/HR should do rather than what we have done.

The next step would be to identify other similar issues we have had previously in other departments and consider these strategies to overcome the staff shortage. Housekeeping had a similar issue in 2019 & 2020 so we launched recruitment campaigns. The same can be done for F&B where we could create targeted Facebook adverts and social media videos/posts, create a 'door drop' to deliver leaflets about job opportunities in order to gain interest in the roles. Another idea is to utilize the 'refer a friend' scheme where a current employee refers their 'friend' for a job in F&B and receives £50 if they are successful in their application; once they pass their 3 month probationary period the current employee and their friend then receive a further £100. Other more time consuming solutions to consider would be to review the benefits Bluestone offers to the employees in F&B. We would need to consider if anything can be added to appeal to them such as monetary bonuses through tips, for example or flexi working arrangements. Most of the shifts in F&B are late shifts where the staff may not finish until between 11pm-1am which doesn't appeal to those with families or who want a balanced social life. Employees who have a good work-life balance are less likely to suffer from burn-out and feeling under pressure which can impact their wellness and contribute to health issues (The importance of work ethics and Importance of Work-Life Balance, 2021).

The ideal outcome would be that we receive an influx of applications from a great caliber of candidates to choose from and that the staffing levels in F&B are replenished, allowing them to operate at full capacity. This will take pressure off of managers, supervisors and the assistants who would have been working a lot harder to provide the same service with less help.



14 May 2021

Dear Bluestone Team,

Following today's update from the Welsh Government, we are pleased to confirm that the Farmhouse Grill, Tafarn and Ty Coffi will be reopening for delicious food and drink indoors from Monday.

Camp Smokey will also be welcoming guests for outdoor dining, while the Oak Tree will continue to bring a taste of Italy to our lodges with delivery or collection only.

We will be following the 'rule of 6' across the resort – as well as all the other updated Welsh Government guidance. As always, it is important that all our staff and guests keep themselves up-to-date and you can find out more information on the Welsh Government website.

Thanks so much as always for your help, hard work and support.

Best wishes,

A handwritten signature in black ink, appearing to read "Stuart Jaynes".

Stuart Jaynes

Director of People Services

E21

From: Neil Hillary
Sent: 10 May 2021 18:51
To: Jessica Krelle; Mel Goldsworthy
Subject: F&B Recruiting issues

Hi both,

As per our conversation the other day – We are currently 10 short for F&B Assistants, 2 Commis Chef's and 2 KP's across each outlet. Also with Ash leaving we need a Head Chef.

Let me know if you need any more info before our catch up next week.

Kind Regards,
Neil Hillary
Head of Food & Beverage
Bluestone National Park Resort

3.2 Agree roles and responsibilities with other contributors to the activity.

As this activity hasn't been completed yet I can describe what would happen and who would be responsible for what role.

Each aspect of the recruitment campaign will involve different individuals in different departments. Carla, our Senior Recruitment Officer will ensure that job descriptions are up-to-date and the jobs are listed on our website and are available to apply for through our recruitment system 'Reach'; in some cases where there is additional work I will assist with Reach, helping managers to progress or reject candidates. Carla will also create content for the leaflets for the door drop and send to Marketing to be approved and amended if needed. Once the leaflets have been approved, HR will agree and arrange door drop of local areas that are more likely to respond to the job advertisements such as Milford Haven, Haverfordwest and Pembroke. These areas are usually chosen as this is where the majority of our workforce lives. Other recruitment activities such as social media posts will be created by Carla and shared on the 'Bluestone Careers' Facebook page in the hope that it reaches people looking for jobs and that other staff members and followers of the page share the post.

If Bluestone created a video advert for F&B recruitment campaign this would be arranged, filmed and edited by our marketing team. Once the final version is complete it would be approved by the Director of People Services, the Head of F&B and other Directors to ensure the message is clear and that the video is on-brand. A link to a video created to attract people to apply for Housekeeping is shown in **E22**; this video puts a modern spin on the Housekeeping role to attract a wider pool of candidates. Something similar could be created for F&B.

The 'refer a friend' scheme would be agreed with the Head of F&B and supported by Carla who keeps a record of employees who have referred a friend during their application process (**E23**). The potential employee has the opportunity to name the current employee who referred them at the point of application on the Reach system. The money given to employees as part of this process will come from the F&B budget.

If benefits are to be reviewed this could be done by creating a departmental survey for F&B to understand what benefits these employees would like. The data can be collected and reviewed and benefits created as part of this process. This would need to be arranged by the Head of F&B and supported by the Head of Insights and Analytics to create the survey. Depending on benefits that F&B would like to implement, this could involve the Head of People Services and the Head of F&B to agree how to implement them, costs, whether they can be used for other departments and, if there are any other considerations to be made before rolling out new employee benefits.

E22

<https://vimeo.com/521007503>

E23

Refer a Friend Tracker.xlsx - Microsoft Excel

New Employee Payroll Number										
New Employee Name	Employee Payroll Number	Employee Name Who Referred a Friend	Employee Payroll Number Who Referred a Friend	Department (Who Referred)	New employee start date	Date of 1st payment £50	Expected probation end date	Actual date of passing probation	If probation pass confirmed, date of 2nd payment £100	
	####		####		00/00/0000	DATE TO ENTER DATE	00/00/0000		PAYROLL TO ENTER DATE	
	3928		3626	HK	11/08/2020	payroll (30/09/20)	03/11/2020	03/11/2020	ber payroll (31/12/20	
	3932		2932	HK	14/08/2020	payroll (30/09/20)	06/11/2020	probation (leaver)		
	3937		3510	HK	21/08/2020	payroll (30/09/20)	13/11/2020	13/11/2020	ber payroll (31/12/20	
	3951		3117	HR	27/08/2020	payroll (30/09/20)	20/11/2020	20/11/2020	ber payroll (31/12/20	
	3952		3866	HK	27/08/2020	payroll (30/09/20)	20/11/2020	21/11/2020	ber payroll (31/12/20	
	3950		2829	HK	27/08/2020	payroll (30/09/20)	20/11/2020	22/11/2020	ber payroll (31/12/20	
	3957		3762	HK	27/08/2020	payroll (30/09/20)	20/11/2020			
	3964		3830	HK	02/09/2020	payroll (30/09/20)	26/11/2020	04/12/2020	left employment 12/10	
	3972		2239	Env	16/09/2020	payroll (30/09/20)	10/11/2020			
	3981		2309	GS	16/09/2020	payroll (31/10/20)	10/11/2020	02/04/2021	May payroll (31/05/21	
	3979		3710	F&B	16/09/2020	payroll (31/10/20)	10/11/2020	probation (leaver)		
	3986		3972	HSK	30/09/2020	payroll (30/11/20)	23/11/2020	probation (leaver)		
	3993		2033	Retail	07/10/2020	payroll (30/11/20)	30/12/2020	probation (leaver)		
	3988		3485	HK	30/09/2020	payroll (30/11/20)	23/11/2020			
	3992		1094	HK	07/10/2020	payroll (30/11/20)	30/12/2020	15/03/2021	arch payroll (31/03/21	
	4000		2022	HK	30/10/2020	payroll (30/11/20)	22/01/2020	15/03/2021	arch payroll (31/03/21	
	3998		3967	HK	14/10/2020	payroll (30/11/20)	06/01/2020	probation (leaver)		
	3997		3986	HK	14/10/2020	payroll (30/11/20)	06/01/2020	26/03/2021	a Bull left employment	
	4003		3598	Maint	21/10/2020	payroll (30/11/20)	13/01/2020	Leaver		
	4007		2023	Sales	11/11/2020	payroll (30/11/20)	03/02/2020	probation (leaver)		
	4013		3968	HK	18/11/2020	payroll (30/11/20)	10/02/2020	Leaver		
	4010		4000	HK	11/11/2020	payroll (31/12/20)	03/02/2020	probation (leaver)		
	4028		2110	HK	03/12/2020	payroll (31/01/21)	25/02/2020			
	4032		29	HR	16/12/2020	payroll (31/01/21)	10/03/2020	Leaver		

3.3 Identify organisational procedures and legislative requirements which underpin the activity.

Everyone involved in recruitment must have the appropriate knowledge and skills to make effective and fair recruitment decisions (CIPD, 2020c). Bluestone has an up-to-date recruitment and selection policy (**E24**) which outlines how the recruitment and selection process works. This policy includes all stages of recruitment from pre-recruitment considerations to probationary period, and then processes that need to be completed at the start of employment such as induction and training. It is important to follow this process and not skip stages to ensure the process is fair for all candidates the business (Recruitment and selection policy, 2014).

Bluestone also has a probation policy (**E26**), a GDPR policy (**E25**), and an employee benefits policy (**E27**) which all tie in with the recruitment and selection process; all data needs to be collected, kept and then destroyed in accordance with GDPR; employee benefits are advertised at recruitment stage and can be used once the employee has passed their probationary period; and the probation policy outlines the process of the probation period including reviews and reasons someone may fail or have their probation extended; However, there is no formal process recorded to review benefits or create an advertisement through social media.

Bluestone needs to ensure that the recruitment of candidates is unbiased, inclusive, makes efforts to minimise the risk of modern slavery, ensures all new candidates have the right to work in the UK by requesting that they provide right to work documents (**E28**) and, that we abide to the Equality and Diversity Act 2010. There is a lot to consider when recruiting and it is important that hiring managers are aware of these to act lawfully to avoid discrimination (Lobley, 2020).

Recruitment and Selection Policy



Debbie Rainbow
Bluestone Resorts Ltd
12/1/2007

Doc No:	PS-P-001	Recruitment & Selection Policy	
Rev No:	0001		
Created:	01/12/2007		
Last Review:	16/08/2019		

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1. Recruitment & Selection Policy

Bluestone Resorts recognises the importance of having open, fair and ethical arrangements in place for the appointment of all employees. This document sets out the policy framework for recruitment and selection of all applicants, internal and external.

The most suitable applicant for any role whether an existing employee or an external applicant will be selected based on demonstration of the competencies, attitudes, behaviours, experience and expertise relevant to the needs of that job role.

To achieve this:-

1. All appointments to paid employment within Bluestone shall be made on merit. The criteria for selecting persons for employment shall be their ability to fulfil the requirements of particular posts as defined by the job description and person specification for the role.
2. All appointments shall be consistent with Bluestone's obligations as an employer under current legislation including the Equality Act 2010, and associated Codes of Practice
3. All appointments shall be consistent with the principles and objectives of Bluestone's Equal Opportunities Policy (please refer to the Employee Handbook).
4. All recruitment and selection exercises shall be conducted in accordance with the provisions and standards of Bluestone Resorts Recruitment and Selection Code of Practice, and advice given to line managers by the Human Resources Department.
5. Bluestone shall take steps to ensure that all persons authorised to participate in the recruitment and selection process to work for Bluestone are adequately and appropriately trained to competently fulfil their responsibilities under this policy.
6. The recruitment and selection process will be documented accurately at all stages and access limited to recruitment staff. Records will be kept for a period of 6 months following the selection process to allow for any complaints to be handled. All application forms, interview notes, equal opportunity forms, etc will be forwarded to Human Resources to be handled and stored confidentially in accordance with sound data protection principles.
7. Recruitment and selection processes will be monitored and evaluated by the Human Resources Department to ensure that best practice is maintained.

2. Recruitment and Selection Code of Practice

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Purpose

The purpose of the Recruitment Policy is to ensure that:

- Procedures and guidelines for the recruitment and selection of employees are followed which will ensure consistent and best practice across all departments
- Internal applicants are provided full and early opportunity to apply for vacancies and achieve career progression within the organisation
- The most suitable applicant for the job role is selected and offered the role based on that person being the best fit against the competencies, experience and expertise required for that role
- All applicants are treated in an objective and consistent way following best practice procedures
- All departments are required to advertise internal career opportunities for their existing employees
- Talented employees are recruited employing the most time efficient and cost effective methods
- The Bluestone brand and culture is promoted and reinforced positively throughout the recruitment process

Scope

The Code of Practice will apply to all recruitment activity within Bluestone.

The provisions of the Code of Practice will apply to all recruitment that is within the scope except where precluded for valid operational reasons, such as:-

- Organisational restructuring: staff will be transferred and appointed wherever possible to revised structures in accordance with the approved matching and slotting procedure.
- Redeployment: existing employees at risk of redundancy, employees whose disability causes them to seek redeployment may be granted prior consideration for suitable vacancies as a means of averting termination of employment.
- A moratorium on recruitment for whatever reason.
- In the situations outlined above consultation will take place ahead of any activity
- Casual appointments (a casual worker is not guaranteed work and is not required to accept work when it is offered. Work is ad hoc and occasional).

Role and responsibilities

Ensuring the effectiveness of the recruitment and selection process is a joint responsibility shared by Human Resources, the employing department and, for the appointment of senior staff, the Directors.

Human Resources as the professional resource will undertake an advisory and guidance role, manage established control mechanisms to ensure consistency and monitor and evaluate practice to ensure compliance with quality standards as set out in the Code of Practice and Equal Opportunities Policy.

The employing department will be responsible for the necessary administrative support tasks and appointment decisions.

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Authority to Recruit

Due to the size and diversity of Bluestone, the recruitment and selection of employees will be the responsibility of individuals at several levels across the organisation to ensure maximum effectiveness of the process and decision-making. However, they must be deemed competent and have completed the company training before doing so.

3. Procedure

Pre-Recruitment Considerations

Whenever a job vacancy arises those responsible, before making a decision to recruit, must give careful consideration to a number of questions such as:-

- Is there a definite need for the post(s)?
- Does the vacancy create an opportunity to review the job content or reallocate accountabilities?
- Is the post consistent with the departmental business plan?
- Is the post within the approved structure?
- Is there sufficient budget for the post?
- Have alternative working arrangements been considered?
- Should the post be filled on a permanent or temporary basis?
- Would the post be suitable for a job share arrangement?

Planning

Recruitment is a multi stage process that needs to be well planned.

As soon as a decision has been taken to recruit it must be clearly established who, within the framework of the Code of Practice, will be involved in the recruitment process.

To ensure consistency in decision making the managers identified will participate throughout the recruitment and selection process.

Those who will be involved should determine the realistic timetable for key events in the process, i.e.:

- Advertising (Human Resources management and control)
- Agency (Human Resources management and control)
- Closing date for applications
- Shortlisting
- Selection process
- Interviewing (including second stage)
- Offer of employment

Every post must have a Job Description, which defines the purpose, principal accountabilities and scope of the job, based on an analysis of the requirements of the job. Please see Appendices (v) for the Job Description template. If the job involves access to vulnerable groups such as children, the profile must include a statement outlining that a DBS Check will be required. Human Resources will offer further guidance on this matter.

The Job Description should be clear, concise and presented in the prescribed format.

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Every Job Description must include a Person Specification based on an analysis of the job requirement, as detailed in the Job Description.

The Person Specification must describe the person sought for the job in terms of essential and desirable qualities in the following areas:

- Qualifications/vocational training/competencies
- Experience
- Knowledge
- Job related skills
- Personal skills

All decisions and systems used throughout the recruitment and selection process will be based on the Person Specification. It is therefore essential that it must be clear, concise, presented on the prescribed format, directly related to the Job Description and free from any reference, which may be interpreted as discriminatory.

Established criteria must be justifiable and measurable. The recruiter should be able to determine how each criterion in the Person Specification can be assessed during the selection process.

New posts or existing posts where the job analysis or pre recruitment considerations have highlighted significant changes must be evaluated to determine the appropriate grade for the post.

An up to date Job Description and Person Specification must be forwarded to the Human Resources Department for a job evaluation to be carried out.

The Human Resources Department will advise on suitable selection process to assess the criteria prescribed by the Person Specification. The necessary arrangements should also be made for competent persons to carry out the selection.

When the planning stage has been completed consideration can be given to advertising the vacancy.

All vacancies will be advertised internally in the first instance, via the comms brief submitted weekly to all employees on Flow.

All vacancies will be examined by the Head of People Services (or nominated representative) to determine, in consultation with the Head of Department (or nominated representative), the suitability for redeployment of staff 'at risk'. Any vacancies identified as suitable will be ring-fenced to 'at risk' staff and be precluded from advertising until these candidates have been considered.

Recruitment advertisements will be consistent with:-

- The Job Description and Person Specification for the job
- The Equal Opportunities Policy
- The prevailing relevant legislation

Advertisements will provide sufficient information to enable prospective applicants decide whether or not to seek further details and will clearly and concisely indicate:-

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- Post title
- Salary range
- Work location
- Brief description of the job
- Brief details of the essential person specification
- How to apply and who to contact for further information
- Closing date for applications

Careful consideration should be given to selecting appropriate preferred media to achieve the most effective way of reaching the widest possible target group based on advert response analysis. The form of the advertisement will need to conform with Bluestone's brand standards.

Human resources will manage and advise on selection of appropriate media, copy content and recruitment campaigns.

Requests to place recruitment advertisements must be made to the Human Resources Department. No advertisement will be placed without a completed Authority to Recruit Form (via Reach Recruitment Management System), Job Description and Person Specification.

Human Resources will ensure that the vacancy is advertised internally via the appropriate distribution channels.

The use of employment agencies will only be considered in exceptional circumstances and would be subject to the prior approval of the Director of Human Resources.

Application Request

All positions are advertised on the Bluestone Careers page and applications are managed through this platform. Any applicants who submit an application for a post using the Bluestone standard application form or by submitting a CV will be considered, but those applicants will be required to complete an online application. There may also be an exception to this rule in the case of applicants with a disability if their disability is such that they are not able to complete the standard application form. In such instances advice should be sought from Human Resources.

Shortlisting

No applications will be accepted after the closing date unless there are exceptional circumstances.

The shortlist of applicants for interview shall be drawn up by the persons responsible for the recruitment process. Please see Reach user guide for further information on shortlisting – Appendices (iv).

Those involved in the selection process must disclose any relationship/friendship or contact they may have with an applicant. If a relationship is declared, that person should withdraw from the process and play no part in it.

Selection for inclusion on a shortlist shall be determined primarily by measuring the attributes of each applicant as described on their application form methodically against each of the essential criteria. Applicants who do not meet all the essential criteria will not be shortlisted.

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Every attempt should be made to ensure that shortlists are kept short (i.e. for one vacancy, 6 is a reasonable number).

If the initial selection process results in a shortlist of too many candidates a second selection of the applicants will be done on the basis of desirable criteria.

Selection for inclusion on a shortlist shall be consistent with the Equal Opportunities Policy.

The short listing process should be completed within 5 working days of the closing date.

When the shortlist has been drawn up all applicants will be informed of the progress of the application, this will be communicated via email through the Reach system arranged by the Human Resources Department.

Shortlisted candidates should be given as much notice as possible of the interview date and not less than 5 working days notice, except in exceptional circumstances.

Shortlisted candidates should be informed of the selection process to be used and advised of the documents, which will need to be produced at interview, where appropriate, i.e.:

- Qualification certificated
- Licences
- Any document prescribed under the Asylum and Immigration Action
- Any other document relevant to the job

Selection Process

The selection process and selection methods used will vary according to the vacancy to be filled, but must be appropriate for the vacancy to be filled and be based on the requirements of the job. Any selection methods used in addition to a formal interview must be agreed with Human Resources, who will provide the necessary advice and guidance. Appropriate methods could include:

- Presentation on given subject
- Group interview format
- Assessment centres
- Simulation exercise
- In-tray exercise, etc
- Psychometric tests

Any tests used as part of the process must be administered by a competent person. Feedback on tests will be made available to candidates.

All parts of the selection process must be applied consistently to all candidates. The predetermined 'core' interview questions must be asked of all candidates.

In making the selection decision, consideration should be given to the extent to which each candidate matches the requirement of the person specification, including proof of qualifications, using the evidence gathered.

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Comprehensive, clear and accurate records will be made of each candidate's performance throughout the selection process.

Each member of the selection team will record his/her scores and comments individually, for each candidate, using the predetermined scoring and weighting system for selection tests (if applicable) and the formal interview.

All interview records and documentation must be sent to the Human Resources Department which will be stored for a period of six months.

Individual judgement will be discussed and compared openly with those on the selection team to reach a consensus on the final decision.

The final selection decision will be consistent with the Equal Opportunities Policy.

The successful candidate will be informed as soon as possible. If a decision is likely to be delayed, candidates must be advised accordingly.

The formal letter of offer and contract will be sent to the successful candidate via email within 1 working day of the verbal offer, along with their starter paperwork.

Unsuccessful candidates will be advised of the outcome of the selection process as soon as possible and within 5 working days of the interview.

Verification and Vetting

The employing department should take up references from Human Resources for internal candidates, prior to interview. The purpose of this is to check important factual information such as employment history, qualifications, sickness absence record, disciplinary record and current performance in role. These should not form part of the selection process and should only be used to verify information once a selection has been made. References for external candidates should only be sought with their prior permission and are generally sought following interview.

Additional checks including DBS checks will also be carried out on the successful candidates for posts involving access to children and other vulnerable groups. This will be carried out by Human Resources.

Successful candidates will be asked to produce evidence, as prescribed by the Asylum and Immigration Act, relating to their right to work in the UK. Any offer of employment must be made subject to receipt of appropriate documentation. No start date should be agreed until this has been checked.

Candidates will be asked to produce at interview evidence, including certificates of qualifications claimed on application forms. The authenticity of documentation will be checked with relevant awarding body if necessary. Copies of all certificates will be taken by Human Resources and logged and stored on the employees Personnel file.

The employing department must be satisfied as to the successful candidate's state of health and fitness to undertake the job. This will normally be via the health questionnaire.

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If necessary further information can be obtained from examination by an independent medical advisor who will determine fitness for employment.

Offers of employment should be made conditional on the receipt of satisfactory references and any other verification procedures as necessary.

Record Keeping

The employing department will keep a comprehensive recruitment file for each vacancy, which will clearly document the progress of the recruitment and selection process and contain details of all selection decisions, which should be recorded as soon as they are made.

The recruitment file will contain the following document action as a minimum:

- Copy of signed Authority to Recruit Form
- Job Description and Person Specification
- Recruitment advertisement
- Request to advertise and confirmation
- Details of recruitment information pack
- Application forms
- Shortlisting forms
- References
- Selection tests and results
- Interview questions
- Interviewing monitoring forms

All records will be forwarded to Human Resources and kept in accordance with the Data Protection Act and GDPR for a period of 6 months following the selection process.

Recruitment and selection records will be monitored and evaluated by the Human Resources Department.

Please also see Appendix 1 for a brief process guide for managers, Appendix 2 for a reach process guide, Appendix 3 and 4 for the reach user guides.

Probation

New employees joining Bluestone will be required to serve a minimum 3 month probationary period, 6 month's in certain circumstances, during which time they will be assessed to determine their suitability for the job.

The new employees performance will be carefully monitored during the probationary period by the line manager with formal assessments at regular intervals. (See Probationary Period Policy for further information).

The Probationary Period Policy must be applied consistently to all new employees.

Induction

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Any employee who commences a new job, whether as an internal or external appointee, will need some form of induction. Formal induction should begin immediately upon commencement and all new employees are required to attend the company induction.

It is the responsibility of the employing department to ensure the new employee is booked onto the company induction with the Human Resources Department.

Following the company induction a two week departmental induction should be carried out and plans for this should be submitted to the Learning and Development team prior to their start date to be reviewed. The learning and development team can offer support and guidance on induction timetables.

Compliance

It is the responsibility of Heads of Departments to ensure that all staff involved in the recruitment and selection process in their department comply with the provisions of the Code of Practice.

The Director of Human Resources shall be authorised to intervene at any point in the recruitment and selection process where non-compliance has occurred or is likely to occur.

Monitoring

Human Resources will be responsible for monitoring and evaluating recruitment and selection activity within the organisation.

Human Resources will monitor compliance with Bluestone's Equal Opportunities Policy on recruitment and selection.

Human Resources will periodically review the content and operation of the Code of Practice and put forward recommendations for improvements in light of developments in recruitment and selection practice and legal requirements to ensure that best practice is maintained.

Training

Training will be provided to staff involved in the recruitment and selection process.

It is the responsibility of the Heads of Department to ensure that those involved in the recruitment and selection process have attended the necessary training and are deemed competent before embarking on such activity.

Internal Applications

Employees wishing to apply for an internal role must complete an internal application form (see appendix - v) and submit to the hiring managers for consideration.

Internal applicants may not apply for a role or transfer to another department if they:

- Are currently in probation
- Are in the process of completing a performance improvement plan
- Have any live disciplinary warnings for misconduct
- Have any final written warnings for any reason

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Please note, this is a guide set out to ensure consistency. In exceptional circumstances, there may be occasions where the recruiting manager may reasonably consider applicants that fall within these parameters. In this event, the recruiting manager must refer to People Services for guidance.

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Doc No:	PS-P-075	Data Protection and GDPR Policy	
Rev No:	001		
Created:	15/05/2018		
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About this Policy

1. Bluestone Resorts Limited (The Company) takes the security and privacy of your data seriously. We need to gather and use information or 'data' about you as part of our business and to manage our relationship with you. We intend to comply with our legal obligations under the **Data Protection Act 2018** (the '2018 Act') and the **EU General Data Protection Regulation** ('GDPR') in respect of data privacy and security. We have a duty to notify you of the information contained in this policy.
2. This policy applies to current and former employees, workers, volunteers, apprentices and consultants. If you fall into one of these categories then you are a 'data subject' for the purposes of this policy. You should read this policy alongside your contract of employment (or contract for services) and any other notice we issue to you from time to time in relation to your data.
3. The Company has separate policies and privacy notices in place in respect of job applicants, customers, suppliers and other categories of data subject. A copy of these can be obtained from The Data Protection Officer.
4. The Company has measures in place to protect the security of your data in accordance with our Data Security Policy. A copy of this can be obtained from The Data Protection Officer.
5. The company will hold data in accordance with our Data Retention Policy. A copy of this can be obtained from The Data Protection Officer. We will only hold data for as long as necessary for the purposes for which we collected it.
6. The Company is a '**data controller**' for the purposes of your personal data. This means that we determine the purpose and means of the processing of your personal data.
7. This policy explains how the Company will hold and process your information. It explains your rights as a data subject. It also explains your obligations when obtaining, handling, processing or storing personal data in the course of working for, or on behalf of, the Company.
8. This policy does not form part of your contract of employment (or contract for services if relevant) and can be amended by the Company at any time. It is intended that this policy is fully compliant with the 2018 Act and the GDPR. If any conflict arises between those laws and this policy, the Company intends to comply with the 2018 Act and the GDPR.

GDPR - Principles

9. Personal data must be processed in accordance with six '**Data Protection Principles**.' It must:
 - be processed fairly, lawfully and transparently;
 - be collected and processed only for specified, explicit and legitimate purposes;
 - be adequate, relevant and limited to what is necessary for the purposes for which it is processed;
 - be accurate and kept up to date. Any inaccurate data must be deleted or rectified without delay;
 - not be kept for longer than is necessary for the purposes for which it is processed; and
 - be processed securely.
10. We are accountable for these principles and must be able to show that we are compliant.

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Probation Policy



D Rainbow
Bluestone Resorts Ltd
Created Date

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Rev No:	000		
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Last Review:	27/03/2019		

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1. Introduction

Appointment of all new employees or promotion of existing staff will be based on the demonstration of capability and suitability for the post by means of a competency based interview. This document defines the process and procedures of this probationary period and is in the best interests of both the business and the employee.

Further to this interview, upon commencement of employment with Bluestone, all new employees continued employment and those promoted internally will be subject to the successful completion of a formal probationary period. This assessment is designed for the review of new employee's performance and the confirmation of suitability for the post to which they have been appointed. The assessment will take place at the end of the probationary period in the format of a formal review. This will ensure that employees are equipped with the appropriate knowledge and support mechanisms to enable employees to perform to the standards required.

2. Scope of the Procedure

Normally the formal probationary period will extend over a three month period (although for some roles this will be a six month period) and will be specified in the letter of appointment and/or in the Principal Statement.

This procedure applies to all newly appointed employees; details are set out in the Employee Handbook and individual contracts of employment.

This procedure does not apply to agency staff or other workers.

This procedure will also be followed after a promotion or secondment of more than six months' duration, or a change of role. (Promotion is used to describe the appointment of existing employees to a new position of a higher grade than their substantive post).

3. Purpose

To ensure that all new employees receive appropriate supervision, guidance and support during this initial period of employment.

To facilitate the understanding of the company's expectations in conjunction with the job purpose, induction and Employee Handbook.

To ensure that new employees are able to demonstrate their capability within the post they are appointed to, and to provide a mechanism for regular review of their capability by their supervisor/line manager.

To provide an opportunity to proactively deal with concerns over a new employee's performance, set targets for improvement and provide the most appropriate support to enable an employee to improve.

(PS-P-007) Created: 01/06/2008 Last review: 27/03/2019 Next Review: 27/03/2021 Owner: D Rainbow 3

Employee Benefits Policy



Owner: D Rainbow
Bluestone Resorts Ltd

Doc No:	PS-P-053	Employee Benefits Policy	
Rev No:	001		
Created:	03/12/2018		
Last Review:	03/12/2018		

Introduction & Purpose

The purpose of this policy is to ensure staff are aware of what benefits are available to them and how they are administered.

Scope

This policy applies to all staff.

Benefits

Bluestone Points Every quarter, employees are issued with Benefit points which can be used against a range of onsite activities, events and also accommodation.

These points are per single ticket/entry (except accommodation) and all will be **subject to availability as guest bookings will take priority**. Please note: New bookings on any of the Staff Points offers can be refused based on Occupancy Levels. All activities **MUST** be pre-booked. Employees can pre-book at village central or the outlet providing the activity itself. Employees will be required to show your employee ID card.

When booking accommodation, please do this via your line manager who will verify your points and contact sales directly with your request. A member of the sales team will then call you to arrange the booking.

For Family and Friends to use the vouchers, the booking needs to be made by the employee and the voucher signed to validate.

Any employee who leaves Bluestone employment will automatically be withdrawn from the scheme and any points gained, but not used, will cease to be valid.

These points are the responsibility of the employee and will not be replaced if lost. A log of all points used will be kept by the Finance department and monitored by HR. Anyone found to be duplicating points or booking activities before points have been issued will be disqualified from the scheme and subject to the usual disciplinary process.

At the discretion of the Director of Human Resources, Bluestone has the right to withdraw the scheme from individual employees or altogether.

Friends & Family Special Offers

From time to time additional offers will also be communicated and this may include doubling the value of points. These offers will be communicated via the Weekly Communications brief and staff notice boards. This benefit can be booked with our sales department and will be on a first come first served basis.

Bluestone Facilities

Employees have free off-peak access to the Blue Lagoon and Adventure Centre for themselves and up to 5 others. Employees will need their employee ID card to redeem this benefit.

Food & Beverage Outlets

Employees are welcome to use the restaurants with friends and family outside of their working hours and benefit from 20% discount on food purchases. Employees will need their employee ID card to redeem this benefit.

Retail Merchandise

Employees benefit from 10% discount on non-food retail merchandise and 5% discount on Spa Retail products. Employees will need their employee ID card to redeem this benefit.

(PS-P-053) Created: 03/12/2018 Last review: 03/12/2018 Next Review: 03/12/2020 Owner: D Rainbow 2

Doc No:	PS-P-053	Employee Benefits Policy	
Rev No:	001		
Created:	03/12/2018		
Last Review:	03/12/2018		

Communication & Information

Flow - Our online communication learning & development platform

As well as an extensive range of classroom-based training, we also have an online learning and development platform, Flow. This tool allows employees to take part in online training modules covering a range of topics from Food Hygiene through to Product Knowledge. We can also send employees notice board items and news articles about Bluestone, keeping you up to date with what's going on. Flow will also keep a log of training courses that employees have completed and any certificates employees have gained, as well as showing employees what training is required for their role. Employee's performance criteria will be available for them to view on Flow so that they know what is expected of them at work and what 'excellence' within their role looks like. Flow is available to download as an app as well as on the website, making it accessible to all staff. For further information or assistance with Flow, please contact the Learning and Development team.

Learning and Development

Working for Bluestone, employees will receive on-the-job training and have opportunities for development. Learning and development at Bluestone is key to ensuring that our staff are motivated and engaged to perform to the highest standard within their role. Staff can expect to be trained within their role and also within the areas of focus and culture that we promote within the company. At Bluestone, we work with a range of providers to allow employees to complete work-based qualifications. Subject areas include Sales, Customer Service, IT, Business Admin, Housekeeping, Childcare and more. Other qualifications that employees have completed externally include Level 3 Education and Training, NEBOSH General Certificate and several maintenance courses. For more information contact our Learning & Development team.

Shout it Out

We want to hear your ideas! Bluestone recognises the contribution that its employees make to the business and values their good ideas. The aim of the scheme is to turn employees' good ideas into actions. The suggestion scheme is open to all Employees of Bluestone. The scheme aims to give employees the opportunity to contribute ideas for continually improving quality, service and profitability. If an employee's idea is accepted then a monetary award will be made and this would be determined by the assessment panel. Even if the idea is rejected employees could still win an award - so don't despair and try again!

To submit an idea, simply complete a 'Shout it Out' Form which you will find on the intranet, or from your line manager. For more information about the Shout it Out scheme please contact People Services.

Health & Wellbeing

Bluestone Employee Wellness Programme

At the heart of Bluestone's 'Every person Counts' philosophy, is a genuine care for employee health, safety and wellbeing. This includes physical and mental health utilising our wellbeing programme initiatives. In 2016 we launched our employee wellbeing programme, which is available to all employees across all departments and encourages staff to take an interest in their personal wellbeing.

From exercise classes and sports teams, one to one session with our Wellbeing and Fitness advisor to one to one sessions for nutritional guidance, to mindfulness, counselling and mental health support we understand the need for employees to access assistance which covers all aspects of their lives in and out of work.

For more information on what we offer, please visit the Health and Wellbeing at Work Policy, the comms brief or our wellbeing resource centre.

Wellbeing Resource Centre

(PS-P-053) Created: 03/12/2018 Last review: 03/12/2018 Next Review: 03/12/2020 Owner: D Rainbow 3



2 April 2021

Dear Colleague

Bluestone employment – Right to work in the UK

All employers in the UK have a responsibility to prevent illegal working.

To ensure we are compliant we have recently undertaken an audit and it has come to our attention that we do not hold the correct documents on file for you.

With this view in mind, we would kindly request you to take a good quality photo or scan of either:

- Your current **passport** (this needs to be in date)
- Your **birth certificate** together with an **official document with your permanent national insurance number and name** issued by a Government agency or previous employer

This photo or scan will need to be verified, signed and dated by you Manager or Supervisor and then submitted by email to HRAdmin@bluestonewales.com as soon as possible.

If you have queries or issues obtaining any of these documents please email HRAdmin@bluestonewales.com or speak with your line manager at your earliest convenience.

Kind Regards,

A handwritten signature in blue ink, appearing to read "Mel Goldsworthy".

Mel Goldsworthy
People Services Officer
Bluestone Resorts

3.4 Plan and prepare for agreed role, ensuring the availability of any materials or resources required.

Employers who want to attract the best talent need to ensure that their recruitment process is running at peak efficiency. The recruitment process needs to meet the specific needs of the organisation and be measurable to help evaluate and continually improve hiring plans (Russell, 2020). Bluestone has a good recruitment system and on-boarding process but may need to consider other details to attract talent such as pay and benefits.

To plan and prepare for these roles, Bluestone need to:

- Prepare for the ideal candidate – Consider what attributes the perfect candidate has
- Sourcing and attracting talent – Look into recruitment companies to find talent or use your own recruitment campaign
- Converting applicants – Measure how many ‘clicks’ your job adverts gets versus how many people apply to measure effectiveness
- Selecting and screening candidates – Define ‘must haves’ and ‘nice-to-haves’ in relation to qualifications and progress/reject as needed
- The interview process – Set up an interview that works for both and interview the candidate(s)
- Reference check – Receive and check references to ensure their feedback is satisfactory
- On-boarding – Ensure they have a company induction, training and necessary resources and information at the start of employment

The need for these three F&B roles has been established through **E9, E20 & E21** as a shortage of applicants has been identified through data from reports and Management opinion. **E34** supports this as it shows how many employees within the F&B department that are still on flexi furlough compared with the Activities Department (**E35**). There are considerably less employees in F&B who remain on flexi furlough in comparison to Activities due to the operational need in F&B. The Activities department has less operational demand due to current covid restrictions. **E32** shows the recruitment data (that is discussed in **E33**) for F&B; there would normally be many more applicants at various stages of their application process for these roles. A recruitment campaign has been agreed to promote these roles in particular due to the operational need for them. The job descriptions for each F&B role has been amended to look more attractive to candidates and includes ‘specific’ and ‘desirable’ skills (**E29, E30 & E31**). A door drop of leaflets for the available F&B roles has been arranged for June 2021 as specified in **E33**. This will be arranged by the Marketing department to communicate to Royal Mail the desired door drop locations.

Ideally once each of the above stages has taken place Bluestone will start to receive more interest in these roles where the remaining processes such as Selection and screening, Interview, Reference check, and On-boarding will take place.



Job Title: Food & Beverage Assistant
Reporting to: Food & Beverage Supervisor

Bluestone is searching for enthusiastic, friendly and committed individuals to join our Food & Beverage team. Great short and long-term opportunities, as well as full and part time roles, available. Apply Today!

PRINCIPAL PURPOSE OF ROLE:

To assist in the day to day running of Bluestone's catering outlets, ensuring that high standards are achieved both in the provision of food served and the customer service experience of the guest.

BLUESTONE BENEFITS:

- Employee Discounts, including discounted stays for family and friends and on food and drink whilst on resort
- Employee rewards points
- Kids Camp (onsite subsidised childcare within the school holidays)
- Wellbeing programme: lovely Wellbeing Advisor, Mental Health First Aiders in each department and Discounted gym memberships
- Departmental rewards and incentives
- Share Incentive Plan after a year's service
- Holiday entitlement, Company Sick Pay and employer pension contributions
- Gain qualifications while you work and great career progression opportunities including leadership training

PERSONAL ATTRIBUTES / COMPETENCIES REQUIRED FOR POST HOLDER

- Excellent personal presentation
- Positive "can-do" attitude and willingness to learn and take on board new skills
- Strong customer service skills with an awareness of your impact on the customer experience
- Able to work in a team and strong communication skills with customers, managers and team
- Flexible, committed and punctual
- Able to stay calm and friendly to customers and staff whilst under pressure in a busy environment
- Keen to contribute to the development of the F&B department and the Bluestone offering as a whole



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

General:

- To acknowledge and promote the Company culture
- To follow Company Health and Safety procedures at all times
- To exhibit a professional attitude at all times
- To contribute towards in-house promotions and activities.
- To promote and ensure the good reputation of Bluestone
- Ensure that all information of a confidential nature gained in the course of duty is not divulged to third parties
- Notify line manager as soon as possible of your inability to report to duty for all periods of absence (in accordance with the Attendance Management Procedure)

Specific:

- To provide a high standard of customer care, delivering agreed standards of service to Bluestone guests
- To take guest orders, operate the till and handle transactions
- Serving food and beverages to agreed standards
- To ensure that front of house areas are kept immaculately clean and uncluttered at all times
- To ensure that Food Safety Procedures and SOPs are followed
- To promote other products to customers in an efficient and friendly manner, including other activities and services available on site.
- To use an EPOS till, including handling of credit/debit cards, and our Guest Ledger system
- To attend and complete training courses as required.
- To maintain excellent product knowledge, competently answer any guest queries and be able to promote available products/activities
- Understand and follow Bluestone's Health and Safety Policy and Emergency and Fire Procedures

EXPERIENCE/KNOWLEDGE / SKILLS / UNDERSTANDING:

Essential:

- Experience of (or ability to) operating an electronic till
- Ability to work unsupervised/to use own initiative

Desirable:

- Experience of working within a customer service environment
- Completion of (or willingness to complete) Food Safety Level 2



Job Title: Commis Chef
Reporting to: Head Chef

Bluestone is searching for enthusiastic, friendly and committed individuals to join our Food & Beverage team. Great short and long-term opportunities, as well as full and part time roles, available. Apply Today!

PRINCIPAL PURPOSE OF ROLE

To support the kitchen team in the efficient running of the restaurant kitchen, ensuring the highest standards are consistently achieved in terms of the choice, content and presentation of meals in accordance with all current legislation and best practice.

BLUESTONE BENEFITS:

- Employee Discounts, including discounted stays for family and friends and on food and drink whilst on resort
- Employee rewards points
- Kids Camp (onsite subsidised childcare within the school holidays)
- Wellbeing programme: lovely Wellbeing Advisor, Mental Health First Aiders in each department and Discounted gym memberships
- Departmental rewards and incentives
- Share Incentive Plan after a year's service
- Holiday entitlement, Company Sick Pay and employer pension contributions
- Gain qualifications while you work and great career progression opportunities including leadership training

PERSONAL ATTRIBUTES/COMPETENCIES REQUIRED OF POST HOLDER

- Positive 'can do' attitude
- Ability to work as part of a team
- Ability to work under intense pressure for prolonged periods
- Strong communication skills with customers, managers and team
- Ability to take on responsibility
- Flexible, committed and punctual
- Shows a passion for fresh food and uncompromising standards
- Keen to contribute to the development of the restaurant/catering facilities and the Bluestone offering as a whole



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

General

- To acknowledge and promote the Company culture
- To follow Company Health and Safety procedures at all times
- To exhibit a professional attitude at all times
- To contribute towards in-house promotions and activities.
- To promote and ensure the good reputation of Bluestone
- Ensure that all information of a confidential nature gained in the course of duty is not divulged to third parties
- Notify line manager as soon as possible of your inability to report to duty for all periods of absence (in accordance with the Attendance Management Procedure)

Specific:

- To carry out all duties as and when required by the Chef de Partie
- To ensure that all kitchen duties have been carried out correctly in accordance with procedures i.e. cleanliness of work areas and equipment, food preparation, etc
- To ensure that food is prepared, cooked and served to the highest standard at all times
- To observe Bluestone Health & Safety procedures. You have a responsibility to work safely at all times and to report any potential hazards, faults or problems by following the escalation procedure.
- To attend and complete training courses as required.
- To maintain excellent product knowledge, competently answer any guest queries and be able to promote available products/activities

EXPERIENCE /KNOWLEDGE/SKILLS & UNDERSTANDING

Essential:

- Previous chef / kitchen experience
- Ability to work unsupervised
- Ability to respond to emergency situations in an effective manner

Desirable:

- Completion of Level 2 Food Hygiene Course
- Willingness to complete NVQ qualification and other training courses



Job Title: Kitchen Porter
Reporting to: Head Chef

Bluestone is searching for enthusiastic, friendly and committed individuals to join our Food & Beverage team. Great short and long-term opportunities, as well as full and part time roles, available. Apply Today!

PRINCIPAL PURPOSE OF ROLE:

To support the head chef in the efficient running of the restaurant kitchen, ensuring the highest standards of cleanliness and housekeeping and helping in food preparation.

BLUESTONE BENEFITS:

- Employee Discounts, including discounted stays for family and friends and on food and drink whilst on resort
- Employee rewards points
- Kids Camp (onsite subsidised childcare within the school holidays)
- Wellbeing programme: lovely Wellbeing Advisor, Mental Health First Aiders in each department and Discounted gym memberships
- Departmental rewards and incentives
- Share Incentive Plan after a year's service
- Holiday entitlement, Company Sick Pay and employer pension contributions
- Gain qualifications while you work and great career progression opportunities including leadership training

PERSONAL ATTRIBUTES / COMPETENCIES REQUIRED FOR POST HOLDER

- Excellent personal presentation.
- Positive "can-do" attitude.
- Willingness to learn and take on board new skills
- Awareness of your impact on the customer experience.
- Able to work in a team
- Flexible, committed and punctual
- Ability to work under pressure
- Keen to contribute to the development of the F&B department and the Bluestone offering as a whole



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

General:

- To acknowledge and promote the Company culture
- To follow Company Health and Safety procedures at all times
- To exhibit a professional attitude at all times
- To contribute towards in-house promotions and activities.
- To promote and ensure the good reputation of Bluestone
- Ensure that all information of a confidential nature gained in the course of duty is not divulged to third parties
- Notify line manager as soon as possible of your inability to report to duty for all periods of absence (in accordance with the Attendance Management Procedure)

Specific:

- To carry out all duties as and when required by the chefs
- To assist the team of chefs in creating a clean and safe kitchen environment
- To assist chefs in the preparation of food
- To observe and adhere to all Bluestone Health & Safety procedures, including waste disposal, fire safety and reporting of faulty equipment
- To maintain the correct levels of stock within your outlet at all times to service demand without carrying excessive volumes
- To attend and complete training courses as required.
- To ensure that Food Safety Procedures and SOPs are followed
- To attend and complete training courses as required.
- To maintain excellent product knowledge, competently answer any guest queries and be able to promote available products/activities

EXPERIENCE/KNOWLEDGE / SKILLS / UNDERSTANDING:

Essential:

- Ability to work unsupervised
- Ability to respond to emergency situations in an effective manner

Desirable:

- Completion of (or willingness to complete) Food Safety Level 2
- Previous experience in working within a kitchen

E32

A	B	C	D	E	F
Candidate Summary					
Generated 2021-05-14 11:43:19					
Department	Candidate Status	Full Name	Job Title	Application Start	Current Stage
Food & Beverage	Active		Food & Beverage Assistant	06/05/2021	Awaiting Offer Acceptance
Food & Beverage	Active		Food & Beverage Assistant	10/05/2021	Awaiting Offer Acceptance
Food & Beverage	Active		Commis Chef	06/04/2021	Interview Feedback
Food & Beverage	Active		Food & Beverage Assistant	07/05/2021	Interview Feedback
Food & Beverage	Active		Food & Beverage Assistant	11/05/2021	Interview Feedback
Food & Beverage	Active		Food & Beverage Assistant	27/03/2021	Probation 2 Week
Food & Beverage	Active		Food & Beverage Assistant	31/03/2021	Probation 2 Week
Food & Beverage	Active		Food & Beverage Assistant	01/04/2021	Probation 2 Week
Food & Beverage	Active		Food & Beverage Assistant	09/04/2021	Probation 2 Week
Food & Beverage	Active		Food & Beverage Assistant	14/04/2021	Probation 2 Week
Food & Beverage	Active		Food & Beverage Assistant	22/04/2021	Probation 2 Week
Food & Beverage	Active		Relief Head Chef	05/05/2021	REFERENCE CHECK
Food & Beverage	Active		Food & Beverage Assistant	21/04/2021	REFERENCE CHECK + PROBATION SET UP
Food & Beverage	Active		Food & Beverage Assistant	09/05/2021	REFERENCE CHECK + PROBATION SET UP
Food & Beverage	Active		Food & Beverage Duty Manager	12/05/2021	Screening
Food & Beverage	Active		Food & Beverage Duty Manager	12/05/2021	Screening
Food & Beverage	Active		Food & Beverage Duty Manager	13/05/2021	Screening

E33

Message | Recruitment 2021 Data.xlsx (42 KB)

From: Carla Roberts
Sent: 14 May 2021 12:02
To: Jessica Krelle
Subject: Recruitment Update

Hi Jess,

Since the resort reopening, we have had vacancies across almost every department. This has presented us with many challenges due to other competitors also recruiting, often with a more competitive pay offering.

Key figures for 2021 so far:

- 609 external applicants (207 rejected, 212 withdrawn, 165 either employed or still in the recruitment process)
- 33 external vacancies advertised
- 82 new starters

Challenges:

- F&B have struggled to fill their vacancies, ongoing advertising and campaigns to try to address this
- Other departments have filled their vacancies but have had considerably less applications than usual (e.g. Guest Services, Retail and Sales)
- Housekeeping were struggling to begin with but currently figures are looking good
- Marketing struggled to get a candidate to meet the criteria – had to reassess the job role
- Academy Manager – small number of applicants, the one person who we were taking to the next stage of interviewing has withdrawn

Campaigns:

- Targeted ads on Facebook
- Video created for HSK and F&B
- Western Telegraph advert
- Wales Online adverts for senior roles
- Door drop for HSK
- Door drop arranged for June for F&B
- Reassessing pay/benefits
- Amending F&B JDs so they are more attractive
- Refer a Friend for HSK and F&B

Hope that helps, let me know if you need any other information or data 😊 I've attached the Reach report if you wanted to look at anything specifically.

E34

May Pay - Furlough Status.xlsx - Microsoft Excel

Home Insert Page Layout Formulas Data Review View

Clipboard Font Alignment Number Styles Cells

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D4

Employee Numb	Firstnames	Surname	Location	Division	JobTitle	PayType	Opening Status	Flexible/ working/ Don't Qual
Summary of period: Wales went into full lockdown on 20th December so most employees went on furlough at the end of this period								
53			Food & Beverage	F and B The Yard	Trainee Supervisor	Hourly	09/04/2021	Working
72			Food & Beverage	F and B Stores	F&B Assistant	Hourly	09/04/2021	Working
484			Food & Beverage	F and B The Yard	(Chef de Partie)	Hourly	09/04/2021	Working
1335			Food & Beverage	F and B The Yard	(F&B Assistant)	Hourly	09/04/2021	Working
1427			Food & Beverage	F and B Millers Bakery	F&B Supervisor	Hourly	09/04/2021	Working
1641			Food & Beverage	F and B The Yard	Commis Chef	Hourly	09/04/2021	Working
2001			Food & Beverage	F and B The Yard	Chef de Partie	Hourly	09/04/2021	Flexible
2003			Food & Beverage	F and B Carreg Las	Kitchen Porter	Hourly	09/04/2021	Working
2024			Food & Beverage	F and B Blue Lagoon	F&B Assistant	Hourly	09/04/2021	Flexible
2049			Food & Beverage	F and B Wild Wood	Chef de Partie	Hourly	09/04/2021	Working
2119			Food & Beverage	F and B Wild Wood	F&B Assistant	Hourly	09/04/2021	Seasonal
2123			Food & Beverage	F and B Tafarn	Commis Chef	Hourly	09/04/2021	Working
2213			Food & Beverage	F and B Tafarn	Chef de Partie	Hourly	09/04/2021	Working
2217			Food & Beverage	F and B Tafarn	F&B Manager	Hourly	09/04/2021	Working
2257			Food & Beverage	F and B Wild Wood	F&B Assistant	Hourly	09/04/2021	Working
2357			Food & Beverage	F and B Millers Bakery	F&B Assistant	Hourly	09/04/2021	Flexible
2480			Food & Beverage	F and B Serendome Kiosk	(Chef de Partie)	Hourly	09/04/2021	Working
2606			Food & Beverage	F and B The Yard	Commis Chef	Hourly	09/04/2021	Working
2633			Food & Beverage	F and B Tafarn	F&B Supervisor	Hourly		MATERNITY
2636			Food & Beverage	F and B Camp Smokey	F&B Assistant	Hourly	09/04/2021	Working
2749			Food & Beverage	F and B Millers Bakery	F&B Assistant	Hourly	09/04/2021	Flexible
2774			Food & Beverage	F and B The Yard	Commis Chef	Hourly	09/04/2021	Working
2809			Food & Beverage	F and B Tafarn	F&B Assistant	Hourly	09/04/2021	Working
2928			Food & Beverage	F and B Serendome Hatch	F&B Assistant	Hourly	09/04/2021	Working
2929			Food & Beverage	F and B The Yard	F&B Assistant	Hourly	09/04/2021	Working
2949			Food & Beverage	F and B The Yard	F&B Assistant	Hourly		MATERNITY

E35

May Pay - Furlough Status.xlsx - Microsoft Excel

Home Insert Page Layout Formulas Data Review View

Cut Copy Format Painter Clipboard Font Alignment Number Styles Cells Editing

Calibri 11 A A Wrap Text Merge & Center General Conditional Formatting Format as Table Cell Styles Insert Delete Format AutoSum Fill Clear Sort & Filter

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D440

A	B	C	D	E	F	G	H	I
Summary of period:	Wales went into full lockdown on 20th December so most employees went on furlough at the end of this period							
Employee Number	Firstnames	Surname	Location	Division	JobTitle	PayType	Opening Status	Flexible/ working/ Don't Qual
1810			Activities	Activities	Activities Assistant	Hourly	09/04/2021	Working
2145			Activities	Activities	Activities Assistant	Hourly	09/04/2021	MATERNITY
2512			Activities	Activities	Entertivities	Hourly	09/04/2021	Working
2575			Activities	Activities	Indoor Activity Instructor	Hourly	09/04/2021	Flexible
2579			Activities	Activities	Indoor Activity Instructor	Hourly	09/04/2021	
3120			Activities	Bike Hire	Cycle Hire Assistant	Hourly	09/04/2021	Flexible
3144			Activities	Activities	Activities Assistant	Hourly	09/04/2021	Working
3179			Activities	Bike Hire	Cycle Hire Assistant	Hourly	09/04/2021	Flexible
3195			Activities	Activities	Indoor Activity Instructor	Hourly	09/04/2021	
3529			Activities	Bike Hire	(Cycle Hire Assistant)	Hourly	09/04/2021	Flexible
3667			Activities	Activities	(Activities assistant)	Hourly	09/04/2021	Flexible
3696			Activities	Activities	(Activities assistant)	Hourly	09/04/2021	Flexible
3878			Activities	Activities	(Activities assistant)	Hourly	09/04/2021	Seasonal
3879			Activities	Activities	(Activities assistant)	Hourly	09/04/2021	Working
3883			Activities	Activities	(Activities assistant)	Hourly	09/04/2021	Working
3884			Activities	Activities	(Activities assistant)	Hourly	09/04/2021	Flexible
3885			Activities	Activities	(Activities assistant)	Hourly	09/04/2021	Flexible
3891			Activities	Activities	(Activities assistant)	Hourly	09/04/2021	Working

3.5 Undertake agreed role in a timely and accurate manner, in line with organisational procedures and legislative requirements.

E36 shows an email from me asking Carla if she would like any assistance in this process as there is quite a lot of work to do. She has responded asking for me to assist with Reach and creating content for the leaflets that will be distributed in June. As we will discuss and complete these actions in the coming week, I will explain what I will do and how it is in-line with legislative requirements and our Recruitment policy (**E24**).

When I meet with Carla, we will discuss the content for the leaflets; it will be on-brand, not too wordy and contain images/photographs of F&B employees enjoying their work. The leaflets need to be non-discriminatory such as not contain wording that implies the sex or age of a candidate in-line with the Equality Act 2010. It is important for your leaflets to attract attention and be appealing to read otherwise people will ignore them and it will be a waste of time and money (Freeman, 2021).

As I already have an understanding of the Reach process I can get started with assisting with progressing and rejecting candidate's in-line with the recruitment policy straight away. This process includes responding to feedback requests from unsuccessful applicants, recording internal feedback from hiring managers and ensuring references are up to standard before confirming candidate hire.

Whilst Bluestone's recruitment policy doesn't specify how long the whole process should take from creating a job position to on-boarding, most roles at assistant level take about 1 month to fill from start to finish. Depending on the role and how easy it is to fill, the process can take anywhere between 3 ½ weeks to 2 ½ months from start to finish (How Long Should A Hiring Process Take? - Prevue HR, 2017).

As the door drop isn't until June that leaves Carla and I with about 1 week to create content and add pictures to a leaflet; week 2 will be to get the draft sent to and approved by Marketing, and then by the Head of F&B & Director of People Services; week 3 will consist of getting the leaflets printed and distributed. I used these measurements as this is how long each stage took when we did a similar process for Housekeeping Assistants in 2019; **E37** is a Facebook post that mentions the leaflet drop and advertises the Housekeeping role.

As this is a priority with time restrictions attached, I will need to set other work aside in my usual role to assist Carla with this. We will need to ensure it is completed in a timely manner to avoid delay and a knock-on effect to the F&B department.

E36

From: Carla Roberts
Sent: 14 May 2021 14:11
To: Mel Goldsworthy
Subject: RE: Recruitment Update

Hey,

Thank you and yes please! Are you able to help me with the recruitment stages on Reach – some of the managers have been requesting to progress/reject candidates but there are quite a few so that would be helpful. Also, if you'd like you can help me with the wording & layout for the door drop leaflets before they go to Marketing? We can have a chat about it next week?

Kind Regards,

Carla Roberts

Senior People Services Officer

Bluestone National Park Resort

Tel: 01834 869900 ext. 456

Web: www.bluestonewales.com

From: Mel Goldsworthy
Sent: 14 May 2021 13:29
To: Carla Roberts
Subject: Recruitment Update

Hi Carla,

Jess forwarded me your recruitment update – let me know if there is anything I can help with as it would be a good opportunity to learn a bit more about the process and there's obviously quite a lot to be done.

Kind Regards,
Mel Goldsworthy
People Services Officer
Bluestone National Park Resort
Tel: 01834 869 900 ext 444

E37



Bluestone Careers

5 Aug 2019 · ⚙

Coming soon to a door mat near you!

This week you might notice a flyer coming through your letterbox from us telling you about our vacancies in Housekeeping.

Our housekeepers are an integral part of the Bluestone team, making the lodges spick and span to give our guests a great first impression.

If you're looking for some extra cash, this part-time (11 hours a week) job could be just for you! There are also loads of benefits including subsidised childcare in the holidays, free use of the Blue Lagoon and Serendome, team building events and more!

Apply now to Be Part Of It!

<https://www.bluestonewales.com/careers/current-vacancies-new>



3.6 Reflect on the effectiveness of the resourcing activity in meeting required objectives and report back to stakeholders.

As I have not fully completed this process my reflection will be based on how I perceive the activity objectives will be met.

E38 shows a recent social media post advertising the F&B roles available that had been shared 26 times since 6 May 2021. With the door drop happening in June, this will reach hundreds more people who may not have social media access or follow the Bluestone Careers page. The 'refer a friend' scheme may also become more popular with current employees as interest increases through the door drop initiative and social media posts. Hopefully though this extended process the recruitment campaign for F&B will attract attention and reach hundreds of potential employees who will apply and be successful in securing a role with Bluestone.

My involvement so far has included meeting with the Head of F&B to discuss recruitment concerns, then to assist with the Reach recruitment system and to create content for leaflets as a result. Since the initial meeting where concerns were raised on the 4 May 2021 a lot of proactive and reactive tasks have taken place such as:

- 6 May - Social media Post advertising jobs in F&B (**E38**)
- 13 May - Family Newsletter screen-shot advertising extra hours in F&B & refer a friend scheme (**E16**)
- 14 May – Internal Communication regarding which F&B outlets are opening due to covid rules relaxing. This includes outlets that need to remain takeaway only due to staff shortages (**E20**)
- 14 May – Job descriptions for F&B available roles reviewed and made more appealing (**E29, E30 & E31**)
- 14 May – Recruitment update stating what actions are being taken to address the recruiting issue in F&B (**E33**)
- 14 May – Plan initiatives with Carla to assist process (**E36**)
- 15 May – Email from Director of Operations requesting help from other departments (**E40**)

Each action so far has taken place in a timely manner so with continued momentum the leaflets will be created, approved and delivered in June which will result in more applications. Other than the marketing video and reviewing pay and benefits, the recruitment campaign is almost complete; a 'refer a friend' campaign poster has also been created to support recruitment for F&B (**E39**) and an email from the Director of Operations asking for assistance from other departments has been circulated (**E40**). **E41** shows the 'total staff required' in February 2020 as minus what is needed; after the recruitment campaign in July the 'total staff required' is slightly higher than the total staff required (**E42**). Whilst this is a campaign for Housekeeping and not F&B, it shows the effectiveness of these campaigns in attracting staff.

In my opinion, I do think this process is effective but in the long-term, if pay and benefits are not addressed and altered to be competitive with other similar companies this may be a reoccurring issue with recruitment for Bluestone. Other things I think we could improve on to attract more talent is to be known as a great employer and include other employees in the recruitment process; these things may fall in place naturally if pay is increased and benefits are reviewed with employees. Without talented employees, the business is unable to achieve its goals so it is important to get the recruitment process, resourcing and talent planning processes right (Heathfield, 2021b).

E38

Posts

About

Photos ▼

Mentions



Bluestone Careers



6 May · 🌐

Our Food & Beverage team are now recruiting for a variety of positions! If you're looking for full-time, part-time or seasonal work then we could have a role suitable for you.

The vacancies currently available are:

- Food & Beverage Assistant
- Kitchen Porter
- Commis Chef

To find out more information and to apply please visit www.bluestonewales.com/careers. Be Part Of It!



E39

CAREERS POSTS AND REFER A FRIEND TO WIN!

Check out our current vacancies - and share our careers posts to win up to £150 via our Refer a Friend scheme!



With the restrictions lifting and our occupancy rates on the rise you may have noticed that we are recruiting for a variety of roles across the resort. We need your help to spread the word, so please like the Bluestone Careers page on Facebook and share the upcoming posts.

If someone you know applies and is successful for one of our F&B or Housekeeping roles then you could win up to £150! You will receive £50 once they are appointed and another £100 once they have passed their probation. You just need to make sure they pop your name down on their application on the question that asks 'Was this job recommended to you by someone who currently works at Bluestone?'

The roles we currently have running that qualify for the Refer a Friend offer are:

Food and Beverage Assistant (full-time, part-time and seasonal roles available)
Kitchen Porter (part-time)
Commis Chef (full-time)
F&B Supervisor (full-time)
Housekeeper (part-time)

Our other current vacancies are...

Leisure:

NEW: Production Manager on Duty - Full time. Closing date: 28th May 2021.

This role is to undertake and facilitate the smooth transition between seasons and project manage specialist installations such as Toy Makers Trail and Wonder Wood. It also involves the installation and take down of the resort decorations and proactively managing the contractors carrying this out.

F&B:

Food and Beverage Duty Manager (HR and Training) - Full time. Closing date: 31st May 2021.

This role is to support the senior management team by covering significant duty manager shifts, as well as having a passion for people and the delivery of the HR function within F&B.

Guest Services:

Guest Services Officer - Full time (permanent and maternity cover available). Closing date: 1st June 2021.

This role is to deliver excellent customer service across the guest contact centres across the resort, through answering guest queries, booking additional activities, and dealing with guest complaints.

If you would like more information about the above roles, or if you would like to apply, please email recruitment@bluestonewales.com. The internal application form can be found on the HR Hub on the intranet, or by asking your line manager / HR.

BLUESTONE CAREERS - WWW.BLUESTONEWALES.COM/CAREERS

E40

From: Jessica Krelle
To:  HR Staff
Cc:
Subject: FW: F&B Recruitment

Sent: Mon 17/05/2021 0

From: Rebecca Rigby
Sent: 15 May 2021 11:08
To: Heads of Department; Team Leader Team
Subject: F&B Recruitment
Importance: High

Dear All,

With restrictions continuing to ease, recruitment across all departments has been a key focus for us all, in order to get to the operational teams back up to the appropriate number. A significant pinch point that remains is within F&B.

This email is an ask for your help to support the F&B team. can I ask you all to reach out to your friends and networks and signpost any willing candidates towards F&B please? We are running the refer a friend offer (£150) which is a great incentive.

Many of you are recruiting for other roles too and may have people applying who you do not require at this time, could you signpost them towards F&B please?

Some teams such as Housekeeping and Arrivals have part time team members who may be willing to work extra hours to support too, please can I ask you to spread the word and get back to Neil or his Senior Team with any leads you may have?

Thanks so much in advance for your help with this,
Rebecca

Rebecca Rigby
Director of Operations
Bluestone National Park Resort

E41

Requirement	Per C/O	22-Jan	29-Jan	5-Feb	12-Feb	19-Feb
Trainees		-48	-48	-48	-47	-48
C/O Assistants 2 lodges		0	0	1	1	1
C/O Assistants 3 lodges		-20	-19	-15	-9	-15
S. Self Checker mon/Fri		3	3	7	13	7
Total Staff Required		-64	-62	-54	-42	-54
Total Holiday	Per C/O	22-Jan	29-Jan	5-Feb	12-Feb	19-Feb
Trainees		48	48	48	48	48
C/O Assistants 2 lodges		0	0	0	0	0
C/O Assistants 3 lodges		27	26	23	18	23
S. Self Checker mon/Fri		4	3	0	-5	0
		79	78	71	60	71

E42

Requirement	Per C/O	6-Aug	13-Aug	20-Aug	27-Aug	3-Sep	10-Sep	17-Sep
Trainees		-45	-45	-45	-45	-45	-45	-45
C/O Assistants 2 lodges		3	3	3	3	3	3	3
C/O Assistants 3 lodges		13	13	13	13	13	13	13
S. Self Checker mon/Fri		34	34	34	34	34	34	34
Total Staff Required		4	4	4	4	4	4	4
Total Holiday	Per C/O	6-Aug	13-Aug	20-Aug	27-Aug	3-Sep	10-Sep	17-Sep
Trainees		46	46	46	46	46	46	46
C/O Assistants 2 lodges		-2	-2	-2	-2	-2	-2	-2
C/O Assistants 3 lodges		-2	-2	-2	-2	-2	-2	-2
S. Self Checker mon/Fri		-23	-23	-23	-23	-23	-23	-23
		19	19	19	19	19	19	19

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