

People Health Check

for the Tourism and Hospitality Industry in Northern Ireland

Ratings: **1** Do not meet requirements **2** Partially meet requirements **3** Meet requirements

Brilliant Basics

Brilliant Basics - Attract		
People Health Factors	Requirements	Rating
Pay	Pay Offer a liveable/competitive salary	
	Overtime Offer time off in lieu or pay overtime for all additional hours worked	
	Workplace pension Provide a workplace pension for all employees	
Benefits	Job security Provide regular contracted hours	
	Basic training Provide on the job training plus mandatory training such as food hygiene	
	Flexibility Provide hours that offer good work life balance opportunities	
Opportunities for Development	Clear plan for career and pay progression Can clearly articulate opportunities for development and increased pay	

Brilliant Basics - Recruit		
People Health Factors	Requirements	Rating
Advertising Vacancies	Job description Clearly articulated job title, purpose of role, duties required and how the role fits in the structure of the business	
	Advertise benefits Not just pay, include training and flexibility, detail what it is like to work in the business	
	Promotion in schools, colleges, and universities Encourage key personnel to build relationships with local Schools, Colleges and Universities and support them in promoting the hospitality and tourism industry as a reputable career choice	
Hiring	Application Process Keep the process as simple as possible	
	Internal promotion/transfers All roles are advertised internally, and internal candidates are given the opportunity to apply for new roles	
	Hire for personality / values Not just experience	
Onboarding	Job offers Clearly communicate, what role you are offering, start date, time and what to expect on day one	
	Employment paperwork For example: provide a statement of terms and conditions / contract of employment	

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Brilliant Basics – Retain / Engage

People Health Factors	Requirements	Rating
Training & Development	Issue new starter documentation For example: customer service, health and safety, uniform standards	
	Buddy system for new starts Nominate an employee to answer questions and support new employee	
	On the job training Provide continuous and refresher training that clearly articulates outputs and expectations required of the role holder	
	Training plan A training/development plan is in place for each employee	
	Opportunities for multi-skilling Job rotation and cross training regularly takes place	
Communication	Provide information on key policies and procedures For example: absence, breaks, smoking rules, how to get your payslip	
	Give advanced notice of rota or changes to work pattern For example: fortnightly in advance	
	Listen to and speak with employees on a regular basis For example: weekly team meetings, start or end of shift huddle/brief/de-brief	
	Feedback Mechanisms are in place to encourage regular one to one dialogue	
Wellbeing	Time off A consistent process is in place for requesting time off	
	Shift patterns A range of shift patterns are available to support working families, students and part time working	
	Mental health, human trafficking, and modern slavery awareness Training is available to all	
Performance	Expectations Clear roles and responsibilities are established, and expectations are realistic	
	Standard operating procedures Are in place and updated regularly reflecting customer feedback	
Recognition & Reward	Colleague recognition For example: regular and consistent thanks from management for a job well done, employee of the month awards	
	Celebrate success For example: offer incentives for sales, acknowledge milestones such as passing probation, completing training	
Culture	Everyone is always treated with respect & dignity For example: simple things like always saying hello, demonstrating good manners and respecting employees time and effort	
	Everyone is open, honest, and transparent For example: communicating business decisions, sharing business performance	

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Exceeding Expectations

Exceeding Expectations - Attract

People Health Factors	Requirements	Rating
Pay	Salary sacrifice schemes For example: cycle to work, gym membership, childcare	
Benefits	Staff meals Subsidised meals while on shift	
	Evenings / weekends off For example: work on rotation with one weekend off per month	
	Employee discount scheme For example: for retail, hotels, and restaurants, own business	
	Healthcare contributions For example: eye examinations, healthcare cashback plan	
Opportunities for Development	Opportunities for continuous learning For example: coffee training, wine training, NVQ qualifications, management development	

Exceeding Expectations - Recruit

People Health Factors	Requirements	Rating
Advertising Vacancies	Incentivise refer a friend scheme Offer a financial incentive for referrals that lead to a successful hire	
	Use social media To share vacancies and what it is like to work in the business, employee stories	
	Attend careers fairs To showcase the roles, you offer and talk to jobseekers	
	Promotion in Schools, Colleges, and Universities Engage to provide good work experience opportunities	
	Hire people from charity employment schemes Increase the diversity of your workforce through charity partnerships	
	Consider diverse experience and qualifications Keep an open mind when shortlisting and interviewing	

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Exceeding Expectations – Retain / Engage

People Health Factors	Requirements	Rating
Training & Development	Continuous learning Provide opportunities to always learn new things	
	Offer qualifications For example: NVQ in tourism/hospitality management	
	Management development programme Offer a dedicated management programme that focuses on the skills required for a successful management career	
	Visit suppliers Provide opportunities to enhance product knowledge	
	Networking Encourage employees to network within the industry to build relationships, increase reputation and keep abreast of trends	
	Special projects Involve employees in projects such as, installing a new system or piece of equipment, opening a new premises	
Communication	Team meetings Regular and consistent team meetings where everyone is invited	
	Employee voice For example: new employee feedback, employee suggestion boxes, exit interviews, staff representative forum	
	Two-way communication Regular, consistent, 1:1 check-ins	
	Use engagement apps For example: Facebook, WhatsApp	
Wellbeing	Breaks Provide a comfortable space and ensure breaks are taken at reasonable times	
	Employee assistance programme Third party safeguarding / employee assistance support is available to all	
	Leaders are trained to confidently deal with employee wellbeing For example: completing mental health first aid training	
Performance	Performance is a consistent, constant conversation Provide feedback on performance daily, such as ways to do things more efficiently, reinforcing good practice	
	Performance reviews Make time to sit down and properly review employee performance on a 1:1 basis	
Recognition & Reward	Team building For example: team nights out, social events or activities	
Culture	Vision, mission, and values Employees are aware of the business vision, mission and values	

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Gamechangers

Gamechangers - Attract

People Health Factors	Requirements	Rating
Pay	Enhanced pay For example: annual increments, performance related bonuses	
Benefits	Hybrid working For tasks that can be completed at home, training	
	Additional holidays For example: extra days added based on length of service	
	Award winning Share awards and tell the story of your people and how they are your greatest asset	
Opportunities for Development	Share good news stories For example: share blogs, interviews, videos of what it is like to work in the business alongside the opportunities available to build a career	
	Succession planning Top talent is identified and developed to fill business critical roles	
Diversity	Recruit from non-traditional channels to reach wider labour pools For example: economically inactive – carers, older workers	
	Apprenticeships / Academies / Bootcamps Through partnerships create opportunities to earn while you learn	
	Early years promotion Promote sector to young people from an early age	
	Communication Promote sector as diverse and inclusive for older workers, people with disabilities, to retain and gain workers	

Gamechangers - Recruit

People Health Factors	Requirements	Rating
Data Driven Decisions	Capture recruitment data to inform decision making For example: time to fill vacancies, how applicants heard of vacancies	
Advertising Vacancies	Improve your website For example: have a dedicated careers section that helps potential applicants get a feel for what it is like to work in the business	
	Digital application methods Applicants can apply via jobs portal	

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Gamechangers – Retain / Engage

People Health Factors	Requirements	Rating
Training & Development	<p>Benchmark best in class Seek out best in class and invest time to visit and learn more, challenge your mindset and discover how you can grow your business</p>	
Communication	<p>Encourage feedback Seek out constructive feedback that challenges the status quo to generate new and innovative ideas</p>	
	<p>Engagement surveys For example: undertake an annual employee engagement survey, or short, regular, pulse surveys</p>	
	<p>Stay interviews For example: twice annually conduct an interview with employees to gain insights into their day-to-day experiences and understand why they enjoy working for the business</p>	
Wellbeing	<p>Leaders lead by example Those in decision making roles prioritise taking time off for family or personal commitments and encourage others to take their lead</p>	
	<p>Leaders lead compassionately Those in decision making roles build a culture of trust and compassion</p>	
	<p>Protected time off For example: not contacting employees or management when off on annual leave</p>	
	<p>Autonomy Adopt a flatter structure where decision making is encouraged</p>	
Performance	<p>Develop a coaching culture Support the personal development of every employee through a focus on empowerment and productivity</p>	
Recognition & Reward	<p>Awards nominations Nominate top talent for industry awards</p>	
	<p>Competitions Encourage and provide financial support for employees to enter sector competitions</p>	
Culture	<p>Employee experience Customer experience matches employee experience</p>	
	<p>Employee champions For example: identify employees who will support you to embed your desired culture, engage with this group regularly, delegate tasks or communications</p>	
	<p>Vision, mission, and values Employees are not only aware of the business vision, mission, and values but these are a thread throughout your people practices, lived every day and they play out in employee behaviour and performance</p>	
	<p>People strategy and plan People are front and centre of strategic plans, leaders are bought-in and committed to people agenda</p>	