

Our People Charter.



Made at Welcome Break.

People Charter.

August 2024



Welcome Break



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People Charter

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Introduction – What is the People Charter

The People Charter is for everyone at Welcome Break and aims to inspire conversations and actions around positive leadership behaviour.

This charter is to set clear expectations for Managers and how Welcome Break expect Managers to behave and perform in their managerial role and how they lead and motivate their team.

The charter aims to ensure minimum standards of good management practice are consistently achieved and provides a basic template and statement of what is expected from a Welcome Break Manager.

The charter makes clear what Team Members can expect of their Manager in terms of performance management, communication, standards, equality, and overall leadership.

The charter also shows how everyone should behave related to our Welcome Break values.

- We Care,
- We are a Team,
- We Deliver.

What is a Manager?

A Manager or Line Manager is defined as someone who has the responsibility for delivering Welcome Break goals through their own efforts and through those that report to them. This includes Managers, Supervisors and Service Leaders in the Hotel and Amenity Operations Teams, as well as all Vantage Court Line Managers.

What can I expect from my Manager?

- Good leadership and support
- To be developed within their current and future roles
- To be valued and recognised for the work they do to help to build a workplace in which all can take part, and all can take pride.
- To be treated fairly and with respect
- To show that they care.
- To be managed within the context of Welcome Break Policies and Procedures which can be found at The Hub or Jam Jar

[The Hub - Home \(sharepoint.com\)](#)

[WB: Jam Jar - Rules & Regs \(sapjam.com\)](#)

Responsibilities of all Managers

Every Manager should take their responsibility as a Line Manager with Welcome Break seriously and should be generous with their time, whilst at the same time role modelling good behaviour by considering their own wellbeing and work-life balance and acting accordingly. They should know that they are a role model, and lead by example, knowing the Welcome Break vision, purpose, and values. All Managers should show self-awareness, and be open about their own strengths and weaknesses, and able to ask for help and support when needed.

We Care

Managers will show they care for their Team by.

- Providing rotas at least 3 weeks in advance of the current rota and that the rotas are fair and do not breach Working Time Directive rules as well as considering their Teams work life balance and wellbeing.
- Ensuring they are paid correctly and on time.
- Knowing their Team Members birthdays and acknowledge / celebrate it appropriately (quietly or publicly but at no cost).
- Knowing their Team Members service anniversaries and acknowledge /celebrate appropriately at 1 year, 5 years, 10 years and at 5-year increments afterwards, by using the service kudos or values cards to recognise and say thank you.
- Ensuring that they take all their annual leave entitlement every year.
- Ensuring that every Team Member in their team receive 2 meaningful performance reviews every year. Reviews should be completed with honesty, to standard and in a timely manner, ensuring that the Team are set smart OKRs.
- Conducting monthly 1:1 meetings, assessing goal and objectives progress with all relevant Team Members (Operational Hotel and Amenity – Service Leader and above and all Vantage Court Team Members).
- Value diversity and promote equality within their Team, by being inclusive and welcoming the contributions and views of all.
- Knowing all their Team Members well including their abilities, aspirations, frustrations, and motivations.
- Knowing their Team Members well enough to observe behaviour changes which may be linked to issues which are affecting their physical and / or mental health and being supportive of them.

We Care (continued)

- Understand and communicate the Welcome Break support systems such as Mental Health First Aiders, My Welcome Break wellbeing hub, the We Care Employee Assistance programme and the Occupational Health process.
- Value diversity and promote equality within their Team, by being inclusive and welcoming the contributions and views of all.
- Ensure that everyone is aware of their discounts and benefits to ensure that they use them and gain maximum access to them, including Welcome Break discounts for the amenity building and hotels, as well as the discounts available through their My Welcome Break account.

We are a team

Managers will create a strong Team ethic in their business area (Site, Unit, Hotel or Department) creating an environment for open discussion and constructive challenge by:

- Being approachable, open, visible, and accessible to their Team
- Openly inviting the views of others
- Lead by example in the use of the Welcome Break communication platform, creating a motivational, interesting, and educational site and unit group on the Welcome Break communication platform.
- Ensure all their Team is registered and using the Welcome Break communication platform.
- Exclusive use of the Welcome Break communication platform to communicate to their team, ceasing use of riskier external platforms.
- Listening and reacting to questions, ensuring that they give honest, timely, objective feedback and answers.
- Showing respect for the views and actions of others,

We are a team (continued)

- Recognising when Team Members have done well and consistently use the Welcome Break values cards to recognise them.
- Encouraging Peer to Peer recognition using Team Member of the Month nominations and values cards.
- Nominating my Team Members for the site Team Member of the Month awards.
- Nominating Team Members to receive a goal-based recognition cheque from the Site Leader.
- Ensure that their Team has a nominated Forum representative, and that they are given time to complete their role effectively and attend every meeting.

We deliver

Managers will deliver unit performance through their Teams by,

- Ensuring every Team Member is aware of how their role affects and contributes to the Company vision, purpose, and values.
- Taking prompt action to address under-performance and attendance issues, by modelling good practise by following policies and procedures.
- Ensure return to work forms are completed following every period of absence, and decisions regarding payment of sick pay is made in accordance with the contractual guidelines and is paid when applicable.
- Championing their own learning and development by completing training in a timely manner.
- Supporting their Team by ensuring that time is given for training and development and ensuring that it is completed on time.

We deliver (continued)


- Ensuring that all new Team Members receive an effective and appropriate on boarding using the Welcome Break available resources.
- Ensuring that their Team are aware of policies relating to behaviour by communicating them effectively and dealing effectively and in a timely manner any inappropriate behaviours such as bullying, harassment, discrimination and inappropriate banter are managed immediately.
- Working with the Team to manage and support workloads, find smarter ways of working and clearly define all roles.
- Delegating responsibilities to their leadership team and not just giving them tasks.
- Using a coaching style more than a directing style
- Modelling good practise by following Welcome Break policies and procedures and ensuring that they are also followed by all Team Members.
- Effective management of the probation period of any new Team Members (Unit Business Manager, Hotel Managers and above and Vantage Court Team Members) completing the midpoint and final review and completing the meetings to standard in a timely manner.
- Respecting the chain of managerial responsibility and accountability and understand that at times I may have to implement things I do not agree with.

What behaviours and values do we expect from all Team Members.

To ensure that Welcome Break is a World class place to work everyone has a part in ensuring that their own behaviours and actions live our 3 values, we care, we are a team, and we deliver. You can do this by;

- Approaching each other (in actions and words) with courtesy and consideration. Be kind.
- Communicating in a way to maintain a positive and productive working relationship with others.
- Valuing each other, being inclusive, recognise diversity and behave without discrimination and harassment.
- Acting and communicating thoughtfully and professionally.
- Being punctual.
- Working openly and collaboratively across all teams / departments in the Welcome Break community.
- Being responsible for your own and others health and safety and wellbeing.
- Taking responsibility for our actions and are honest.
- Performing your role and responsibilities to the best of your ability.
- Engage in learning and development offered to you.

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