



Assessment report

KENT HOSPITALITY

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Assessment conducted by: Derek Milliner





Official assessment of Kent Hospitality conducted by Derek Milliner, IIP Practitioner, operating on behalf of the following licensed centre:

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It has been a privilege for the IIP Practitioner to have the opportunity of undertaking the assessment on behalf of Kent Hospitality against the 6th Generation Framework. The IIP Practitioner would like to thank Kent Hospitality for the excellent hospitality whilst on site and for agreeing that the IIP Practitioner could be shadowed by a fellow Practitioner for one day during the assessment. Particular thanks go to Sarah Williams for making sure that everything ran smoothly during the assessment. The IIP Practitioner would also like to convey a special thank you to all the staff that kindly gave up time in their busy schedules to be interviewed and for all their helpful examples and evidence.

Executive Summary

Kent Hospitality was assessed for accreditation of the Investors in People Standard in April 2016. We are delighted to accredit Kent Hospitality with the Gold award.

The assessment commenced with an initial exploratory analysis and the production of an assessment plan. The IIP40 online assessment was made available to all 606 members of staff and interviews were carried out with 31 people from across the organisation.

Inevitably for an organisation of its size Kent Hospitality has a relatively hierarchal structure but not one that impedes effective dialogue between senior managers and the staffing complement. The open and transparent culture in the organisation is typified in the extensive communication by the Director of Commercial Services (“the Director”) in his quarterly briefings to all staff. The University is continually expanding and this brings its own challenges for Kent Hospitality with a growing workforce across a rather disparate Canterbury campus.

The ambition of Kent Hospitality is to deliver value for money in products and services and to continue to lead the sector. There is a clear strategy in place to deliver on this ambition including extensive benchmarking activity, a focus on improvement and innovation and the continued development of the workforce. Value for money can be broadly considered in the three areas of economy, efficiency and effectiveness and certainly the IIP framework and the suggestions for improvement covered in this report will lend focus to Kent Hospitality in respect of the efficiency and effectiveness of its people management.

The focus on continuous improvement has been evident to the IIP Practitioner over a number of years with initiatives being introduced on a regular basis and action being undertaken to address suggestions for improvement highlighted in previous reports. The assessment reflected many of the strengths in Kent Hospitality’s people management and this is largely demonstrated in the following heat map. There were some discrepancies between the overall findings and the organisation’s assessment of its own position, most notably in the recognition and rewarding of high performance where the clear and well-defined strategies that are in place are not yet being reflected in people’s views and perceptions. The heat map showed the strength of Kent Hospitality in building capability through its strong commitment and investment in the development of people.

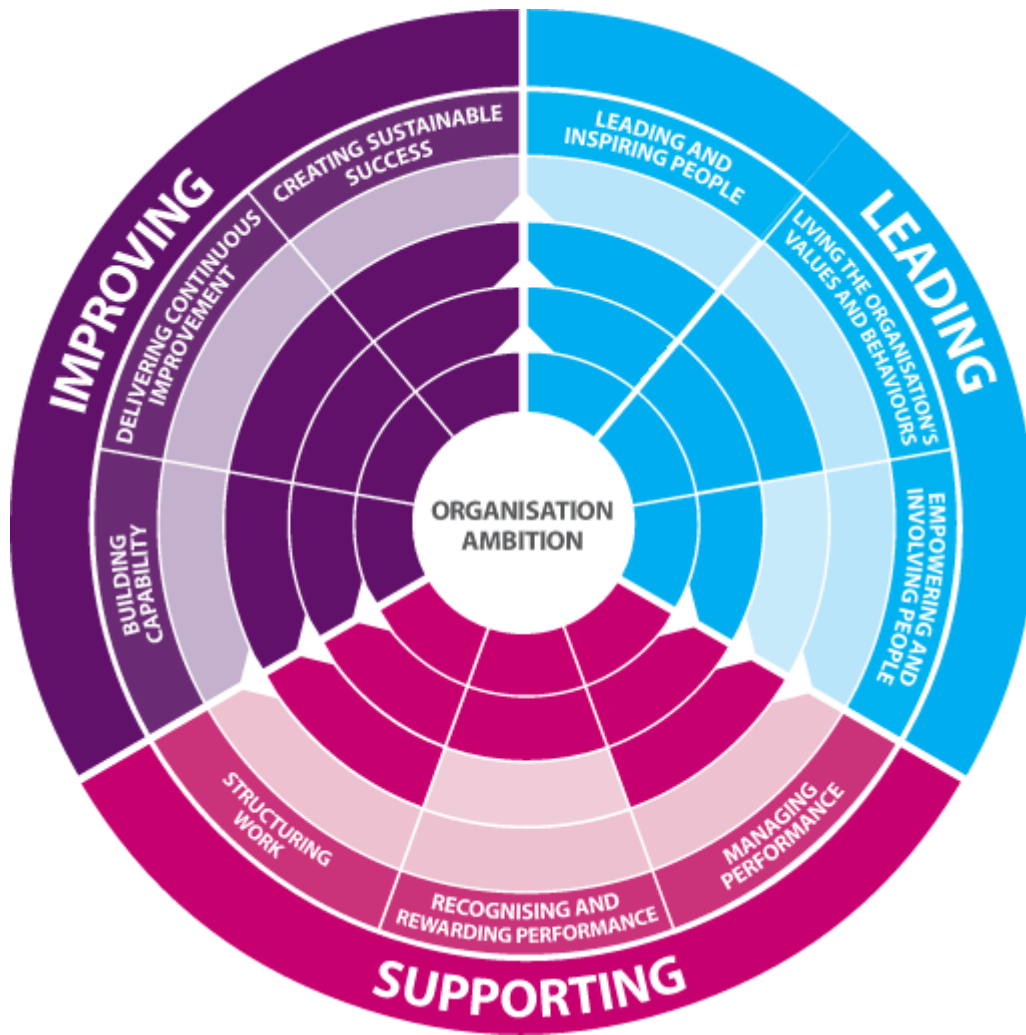
Other strengths include the volume and breadth of benchmarking activity that is helping Kent Hospitality to focus on developing value for money, the quality of communication across a disparate organisation, the overall remuneration package albeit this needs greater promotion within the organisation and the impressive group of temporary staff comprising in the main members of the student population.

The key areas Kent Hospitality is encouraged to focus upon are as follows:

- Is the recognition strategy of Kent Hospitality sufficiently flexible to meet the needs and expectations of members of staff?
- What emphasis is Kent Hospitality placing on the staff charter and how does this framework sit alongside the core values framework?
- To what extent are leaders inspiring members of staff to achieve high performance and to what extent are members of staff taking personal ownership for their targets and development?
- To what extent are members of staff encouraged to network across the relatively disparate Canterbury campus to support collaboration?
- What opportunities can Kent Hospitality make available for more people to participate in benchmarking activities to enhance the focus on ideas and innovation?

Kent Hospitality has for many years been a strong supporter of the Investors in People Framework and remains committed to using it and the feedback contained within the report to inform the People Strategy of the organisation.

Kent Hospitality's assessment outcome



Kent Hospitality's final award outcome



Introduction

Kent Hospitality is a self-funding unit within the Commercial Services department of the University of Kent and its purpose is to manage the residential accommodation across the two campuses in Canterbury and Medway and provide housekeeping, catering and bar and retail services. A successful conference service is also operated by Kent Hospitality. The organisation has a total workforce of approximately 600 people split equally between permanent and temporary staff, the latter comprising members of the student population.

Kent Hospitality has been a strong advocate for Investors in People over many years having first been accredited in 1998. This represents, therefore, the sixth review of the organisation. Your Choice (and formerly Profile) has featured strongly in the review process and Kent Hospitality achieved Gold additional accreditation at the last two reviews. Kent Hospitality has demonstrated a keen interest in Version 6 of the Investors in People framework and has been discussing re-accreditation with the IIP Practitioner on an ongoing basis since the last assessment. The IIP framework continues to be used by Kent Hospitality to develop and enhance its people strategy.

Organisations that meet the world-recognised Investors in People Standard reflect the very best in people management excellence. Underpinning the Standard is the Investors in People Framework. Based on 25 years of leading practice, the latest research and workplace trends, the Investors in People Framework is organised around nine key indicators of high performance each with three underpinning themes.

To achieve accreditation, organisations are assessed against these themes and indicators, leading to an award level of standard, silver, gold or platinum, that represents the level of performance achieved, or the level of 'maturity', from a fundamental 'developed' level to 'high performing'. Assessment is carried out using surveys, interviews, meetings and observation. The approach taken in the assessment of Kent Hospitality is summarised in a later section of the report. The accreditation awarded represents the current level achieved and the standard can be used to facilitate ongoing development of people management practices.

This report summarises the assessment of Kent Hospitality and the level achieved. Following the Introduction, the analysis of the organisation carried out to provide insights into the organisation for IIP assessment is summarised. Two 'heat maps' are included, showing Kent Hospitality's own assessment against the Standard, and the level that the organisation aspires to achieve. This is followed by a summary of the approach taken in the assessment process and of the overall assessment findings. The assessment against each indicator is then given in turn, noting strengths and development needs. Finally, implications of the assessment for Kent Hospitality are discussed, outlining development recommendations.

Organisational context

A context meeting was held on 1st April 2016 and was attended by two members of the senior management team. The meeting provided an opportunity for both the organisation and the IIP Practitioner to reflect on how the IIP Framework could be used to help Kent Hospitality to achieve its ambition.

The ambition of Kent Hospitality can be described twofold as being seen to be providing value for money in services to students and to continue to lead the sector in areas such as:

- Percentage of University income provided
- Being recognised in the University management structure to be playing a leading role by 'punching above weight'
- Members of staff of Kent Hospitality seen to be providing an equal contribution to the University as academic staff

Continuing the focus on the development of staff and excellent customer service are key aspects in the delivery of the ambition of Kent Hospitality. The 9 indicators in the IIP framework are considered to be an effective and helpful tool for understanding whether there are any constraints in Kent Hospitality improving value for money.

McKinsey's 7S model has been used to summarise the strategies, processes and people development activities being applied to help the business to achieve its ambition. This analysis has drawn on information provided during the context discussion, previous discussions and the documentation provided to the IIP Practitioner ahead of the onsite days.

Strategy

The strategy of Kent Hospitality is built around the student experience and is adjusted following feedback via student surveys, both national and local. Competitive pressures come from other universities competing for student places. There is a strong focus in Kent Hospitality on enhancing and extending the facilities available to students including a cyclical refurbishment programme of residences and facilities to ensure value for money.

Staff

The staffing complement remain paramount to Kent Hospitality in delivering value for money and the focus on student experience. Kent Hospitality has a stable senior management team with a wealth of experience in the sector. There is a strong focus on growing own talent reflecting a leadership and management style of involving and encouraging people. The age demographic of members of staff has changed over the last few years as people have retired following long periods of service with the organisation.

Skills

Kent Hospitality prides itself on having a professional and dedicated workforce reflecting the three core values of the organisation. Gaps in skills and knowledge are identified and addressed through a strong focus and investment in learning and development. An appraisal process is in place for all permanent members of staff and used as a mechanism for identifying skills gaps. The ability of members of staff to perform effectively in their roles is reflected in the numerous awards bestowed on the organisation over a number of years.

Style

The style of leadership in Kent Hospitality is one of involving and encouraging members of staff. Openness is demonstrated by the quarterly presentations made to members of staff by

the Director of Commercial Services and the HR Manager. The effectiveness of the leadership style can be measured in part by the significant financial contribution made to the University of Kent and the numerous awards achieved. There is a strong team focus in each of the disciplines across an ever expanding campus and an increasingly disparate workforce.

Shared values

The core values of pride, professionalism and passion in Kent Hospitality have been established for a number of years. This simple framework continues to be widely communicated and is displayed prominently on the livery of many members of staff. Recognition awards for exceptional contributions have been built around the values of Kent Hospitality.

Systems

Systems and procedures in Kent Hospitality are based on delivering customer service excellence, operational efficiency and meeting regulatory requirements. The strategy of Kent Hospitality is to regularly review systems and procedures to seek improvement. The organisation uses a suite of objectives, metrics and measures that are intended to support controls and checks.

Structure

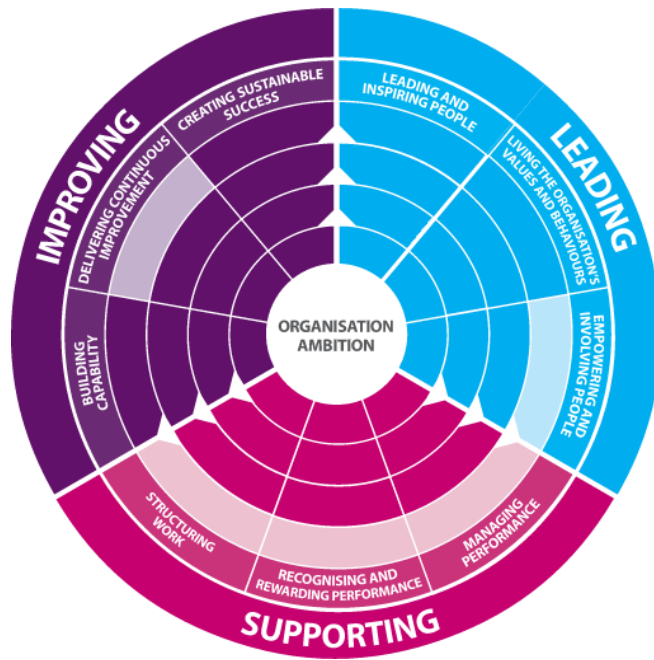
Kent Hospitality has a relatively hierarchal structure although there is a strong coordination of activities via regular senior management dialogue. The organisation has two distinct aspects to its staffing complement with approximately 50% of people operating as temporary staff and predominantly comprising members of the student population. Kent Hospitality faces a challenge of an increasingly disparate workforce represented by two campuses in Canterbury and Medway and an ever expanding Canterbury campus. The focus on people involvement is a key part of the strategy of Kent Hospitality in helping to break down potential silos.

Kent Hospitality's Self-Assessment

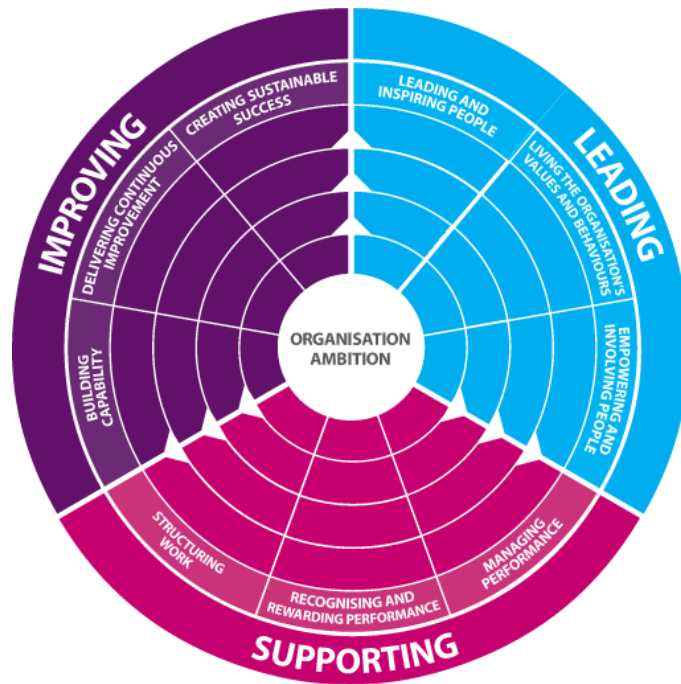
Having carefully considered the IIP Framework, Kent Hospitality believe that they are Advanced or High Performing in all nine indicators of the framework. Kent Hospitality aspire to be High Performing in all aspects of the framework.

The heat maps below summarise where Kent Hospitality believes it currently sits against the each of the nine IIP indicators and where it aspires to be in order to achieve its organisational ambition. The shaded cells represent the maturity level against each indicator. The more cells shaded the more mature and embedded the practices are within Kent Hospitality.

Kent Hospitality's 'As Is' heat map



Aspiration or 'To-be' heat map



Assessment Approach

Following the initial Context Discussion with key senior managers in Kent Hospitality, from which details for the organisational analysis were elicited, the organisation was assessed primarily using the IIP40 online assessment and interviews. Staff have been kept informed of the IIP assessment and accreditation process by HR during the last few months and in March 2016 they were asked to take part in completing the online assessment and a possible interview. This gave time to deal with any questions or issues that staff raised. All staff, both permanent and temporary, were asked to complete the IIP40 online assessment. 278 completed responses were returned (46%), indicating a good level of engagement by staff and including a particularly high response rate of over 70% from permanent staff. Returned surveys represented all functions and levels of Kent Hospitality.

Surveys were analysed to determine key themes or issues and these were used as one basis on which interviews were designed and administered. Semi-structured interviews were carried out with 31 respondents, from all functions and levels based, selected purposively because they were ideally placed to discuss IIP related issues. Confidentiality was assured in all interviews. 25 interviews were undertaken on a one-to-one basis in a private room and there were two group interviews of temporary staff each of 3 people. Interviews lasted 60 minutes. Respondents appeared to willingly share and discuss their experiences and attitudes.

Whilst no specific observation activities were carried out, general movement around the campus allowed effective observation of activities and interactions between staff, and between staff and managers.

Data on which the assessment was based included that elicited from the survey and interviews, observations and documents provided by Kent Hospitality. Documents were freely provided and included Kent Hospitality's business strategy and many of the suite of HR policies and procedures.

How Kent Hospitality was assessed



The online assessment was deployed to 606 employees and we saw a response of 278. This was above the international Investors in People guidelines and therefore the sample is considered statistically significant.



Based on the findings from the online assessment, we interviewed 31 employees from across the organisation.



There were no opportunities for specific observations during the course of the assessment but informal observations were undertaken through the open access to the organisation during the time on site. Prior to the assessment observation has been possible through an invitation to attend the annual award ceremony.



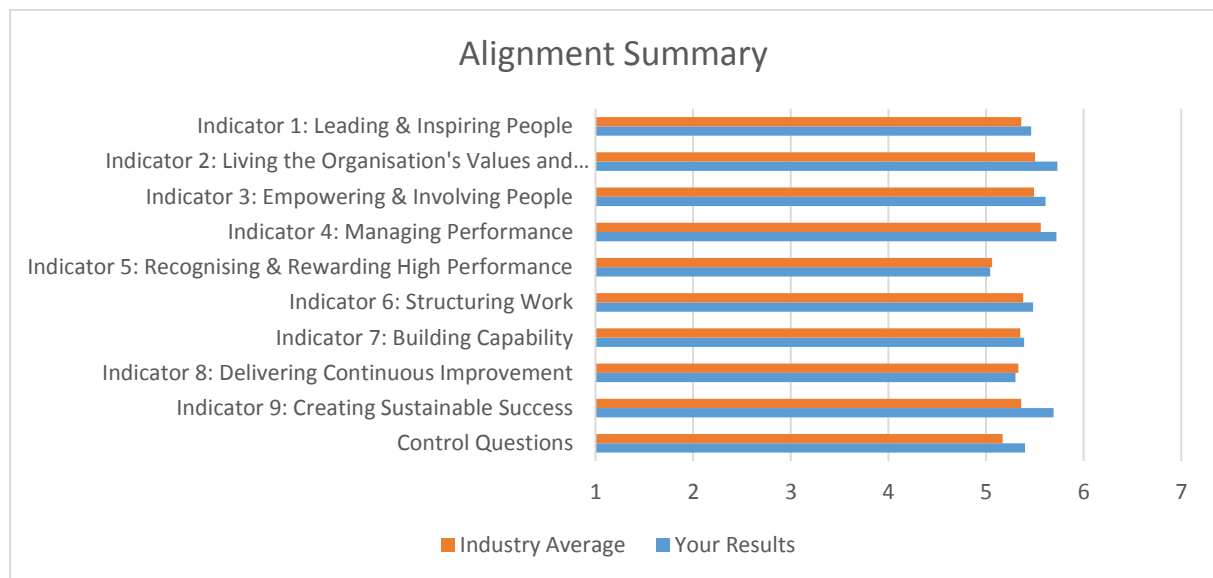
Desktop analysis was undertaken of the outcomes of the online assessment and the documentation provided to us prior to the start of the assessment. This information included the business plan, performance management and induction documentation and policies for recruitment, equality and diversity and training and development.

Detailed Assessment Outcome

This section provides a detailed analysis of Kent Hospitality’s assessment against the IIP framework. The table in Annex 1 shows the assessed performance level for each of the 27 themes within the IIP framework. For the purposes of establishing an industry benchmark, data collected from the Accommodation and Food sector has been used as a benchmark, and is shown below. Feedback from a total of 282 responders had been collated to form the benchmarking data making the comparisons reasonably limited in terms of benchmarking value. It is not possible to determine from the available data how many organisations make up the 282 responders.

It is pleasing to note that in all but two indicators the scores from the Kent Hospitality online assessment are stronger than industry comparisons although the variations between the organisation’s scores and those for the industry average are relatively small.

Kent Hospitality’s Industry benchmark



KEY: AGREEMENT SCALE

1	2	3	4	5	6	7
Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree

Heat map summary of online assessment results

Overview of online assessment results

This overview provides a summary of the online assessment results, showing a breakdown of responses at an aggregate indicator level.

Both the IIP9 and IIP40 question sets cover all indicators of the whole IIP Standard. Each question asks the respondent to rate agreement with the statement aligned to one of the 9 indicators. The responses are categorised from Strongly Disagree (1) to Strongly Agree (7). The 1-7 point scale is then used as a score of alignment against the Standard.

The table below highlights areas for focus when considering strengths (green) and weaknesses (red).

IIP Indicator	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Indicator 1. Leading and inspiring people	24.25% (273)	37.75% (421)	16.75% (185)	9.50% (105)	5.25% (56)	3.75% (41)	2.75% (31)
Indicator 2. Living the organisation's values and behaviours	27.75% (308)	41.75% (465)	16.00% (176)	8.50% (96)	3.00% (34)	2.00% (21)	1.00% (12)
Indicator 3. Empowering and involving people	33.75% (376)	34.25% (382)	13.25% (149)	7.25% (80)	4.25% (47)	4.00% (43)	3.25% (35)
Indicator 4. Managing performance	31.50% (347)	40.25% (451)	12.25% (138)	7.75% (86)	2.75% (32)	3.50% (37)	2.00% (21)
Indicator 5. Recognising and rewarding high performance	18.50% (207)	34.75% (384)	16.00% (176)	11.25% (126)	7.00% (80)	6.50% (71)	6.00% (68)
Indicator 6. Structuring work	26.25% (294)	36.25% (402)	17.00% (188)	8.50% (95)	5.25% (59)	4.00% (45)	2.75% (29)
Indicator 7. Building capability	24.75% (274)	36.00% (402)	16.25% (184)	10.50% (114)	5.00% (54)	4.50% (50)	3.00% (34)
Indicator 8. Delivering continuous improvement	21.00% (234)	36.75% (406)	17.50% (193)	11.50% (130)	4.25% (48)	6.00% (66)	3.00% (35)
Indicator 9. Creating sustainable success	28.75% (320)	39.25% (436)	14.25% (159)	11.75% (129)	2.75% (28)	1.75% (21)	1.50% (19)
Control questions	24.75% (275)	35.00% (388)	15.50% (175)	14.00% (153)	3.75% (43)	5.00% (57)	2.00% (21)

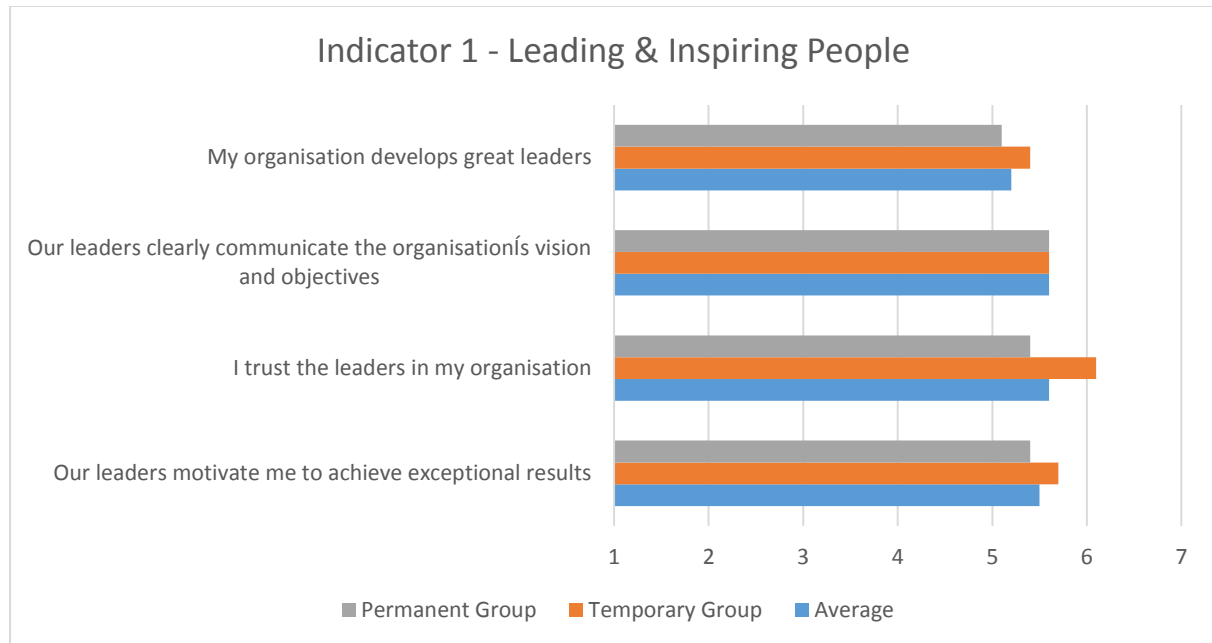
Please note that some totals will exceed the number of overall submissions due to multiple questions across indicators.

Indicator 1: Leading and Inspiring People

Performance Level – Advanced (As Is High Performing: To Be High Performing)

This indicator explores the extent to which leaders make the organisation’s objectives clear to people, whether they inspire and motivate people to deliver against these objectives and are trusted by people in Kent Hospitality.

The results of the online assessment for this Indicator reveal that the outcomes for Kent Hospitality are marginally better than the industry average with a score of 5.46 (out of 7) compared to 5.36.



Effectiveness is a key element of being able to deliver value for money and this is demonstrated in the way in which people in Kent Hospitality are led and managed. There is a clear vision of providing value for money and a quality service and this is communicated effectively to members of staff in all disciplines and verified in the online assessment where 66% of people agreed or strongly agreed that leaders clearly communicate the organisations vision and objectives. In discussions with members of staff there was clarity concerning the key objectives of Kent Hospitality reinforcing the online assessment outcome.

Quotes:

“Our objectives include being profitable and keeping the workforce happy”

“Kent Hospitality’s focus is on the accommodation of students with outlets providing a support function; we focus on delivering high quality”

Two-way dialogue is encouraged throughout the organisation through mechanisms such as the quarterly meetings undertaken by senior management and this helps to engender trust in messages and communication at all levels in Kent Hospitality. In the online assessment 65% of people agreed or strongly agreed that they trusted the leaders in the organisation and, interestingly this was particularly true of temporary members of staff with 83% of people agreeing or strongly agreeing.

Quotes:

“They are good at passing on information, particularly from senior management team meetings”

“We do get information – at quarterly meetings we are told what is going on in the campus and the Director likes to talk about finance and how well we have done”

Role model characteristics are demonstrated by many leaders in Kent Hospitality through actions such as open-door policies, delivering in line with the values and being visible around the campus. These characteristics were not however, consistently applied by all leaders and this was reflected in the online assessment when only 55% of people agreed or strongly agreed that Kent Hospitality developed great leaders.

Specific performance measures are in place for all leaders in Kent Hospitality and this helps to drive the passion for delivery of objectives. Regular dialogue with members of staff provides the support to people in delivering on behalf of the organisation. This support was described in conversations during the assessment and also highlighted in the online assessment where 62% of people agreeing or strongly agreeing that leaders motivate them to achieve exceptional results with a further 16% of people somewhat agreeing.

Leaders and members of staff demonstrated a good understanding of the capabilities required to manage and develop people. These capabilities are documented in comprehensive job descriptions and also the relatively new staff charter although some work is required to fully embed the charter. Members of staff expressed confidence in the ability of leaders to manage and develop them effectively.

Quotes:

“My responsibilities which are detailed in my job description include the welfare of staff, completion of work to expected standards, the development of people and providing feedback”

“My manager needs to demonstrate organisation and communication skills, patience and tolerance”

“My manager’s communication is excellent as is the opportunity for development”

“My manager is quite open for discussions and comes up with innovative ideas”

The overall outcome of the assessment in respect of this indicator is that Kent Hospitality is ‘Advanced’. The following suggestions for improvement are provided to support Kent Hospitality in delivering value for money and moving to its ambition of being high performing in leading and inspiring people:

- Developing greater consistency among all leaders in demonstrating how they have inspired people to go above and beyond to achieve great results. There appear to be some inconsistencies in the extent to which people are encouraged to seek to achieve high performance such as through the focus on enhancing capability in respect of the values of Kent Hospitality. There is a link here to Indicator 4 relating to people taking the lead in setting stretching objectives and performance measures.
- The staff charter has been introduced in the last year or so and whilst copies of the charter have been distributed to all members of staff people’s familiarity with the content could be enhanced. Kent Hospitality will need to consider carefully how this charter sits alongside the values framework to ensure that there is no confusion for members of staff or a tendency to focus on one and not the other.

- There were a few instances highlighted during the assessment of people acting up in roles but not provided with specific guidance on the capabilities they are required to demonstrate in the management and development of people.
- Greater involvement of all leaders in the development of future capabilities would help them focus on enhancing their knowledge and skills.
- Greater understanding of what is required to inspire people to deliver exceptional results as opposed to motivating them to deliver agreed objectives.

Summary for Indicator 1

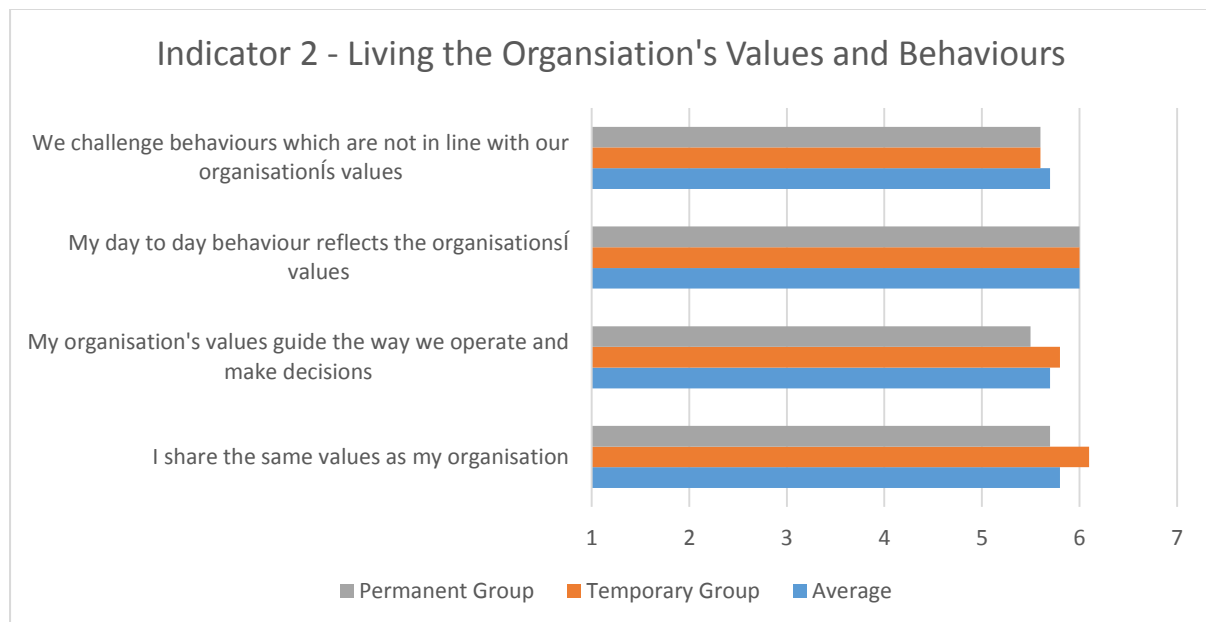
Indicator 1 – Leading and inspiring people - ADVANCED				
	Developed	Established	Advanced	High Performing
Creating transparency and trust				
Motivating people to deliver the organisation's objectives				
Developing leadership capability				

Indicator 2: Living the organisation’s values and behaviours

Performance Level – Advanced (As Is High Performing: To Be High Performing)

This indicator explores the extent to which people and leaders act in line with the values of Kent Hospitality and whether they have the courage and support to challenge inconsistent behaviour.

The results of the online assessment for this Indicator reveal that the outcomes for Kent Hospitality are marginally better than the industry average with a score of 5.73 (out of 7) compared to 5.50.



Delivering value for money is reliant upon people demonstrating pride, passion and professionalism in their roles and these are the three well-established values of Kent Hospitality. The values are communicated and promoted consistently across the organisation through strategies such as the Pride recognition scheme and domestic staff wearing polo shirts with the values emblazoned on the back. The online assessment demonstrated how strongly the values resonate with members of staff and the subsequent data analysis and discussions highlighted the extent to which the values are integrated in policies and procedures and the responsibilities of members of staff. The simplicity of the values framework clearly enhances people’s understanding. Leaders and members of staff demonstrated in discussions how they act in line with the values in their day-to-day actions.

Quotes:

“We have standard ways of doing things and need to be professional in what we do”

“Being professional is about doing a good job and being helpful to people such as students and their parents”

“We need to demonstrate pride in the products we offer and that they are well presented”

Members of staff share the same values as Kent Hospitality and this embedding starts with the recruitment and selection process that focuses on attitude and continues through induction and probation to ongoing learning and development activity. The online assessment highlighted this commitment with 71% of people agreeing or strongly agreeing that they shared the same values as the organisation with a further 15% of people somewhat

agreeing. Of particular note was the positive response from temporary members of staff with 79% agreeing or strongly agreeing.

There was strong agreement both in the online assessment and interviews from across the organisation that the values guided the way they operate and make decisions. 65% of people agreed or strongly agreed with this statement in the online assessment with a further 19% somewhat agreeing. There was a consistent view in this respect across the organisation. In interview people were comfortable in providing examples of how they operated in line with the values.

Quotes:

"It is about me delivering the best service for customers; pride in making sure my section is running well and that I am presentable and welcoming"

The behaviours members of staff demonstrate on a day-to-day basis reflect Kent Hospitality's values and this was demonstrated in both interviews and the online assessment. In the online assessment an extremely impressive 81% of people agreed or strongly agreed that their day to day behaviour reflects the organisations' values with a further 10% of people somewhat agreeing. Again it was encouraging that this positive response was consistent across Kent Hospitality.

Most people felt confident in challenging poor behaviours. In the online assessment 61% of people agreed or strongly agreed that they challenge behaviours which are not in line with the organisations values. Interestingly a slightly higher number of temporary staff at 64% expressed this confidence undoubtedly reflecting how comfortable they feel in working in their respective locations even if only on a part-time basis. In subsequent discussions there appeared a reluctance on the part of some members of staff to challenge colleagues directly.

Quotes:

"I have had no experience of needing to challenge people"

"People will challenge each other; if there is a real issue they will come to me"

"It depends on what it is and who is involved; I am not afraid to talk to line manager. People are aware of the values; it is just their application sometimes"

The overall outcome of the assessment in respect of this indicator is that Kent Hospitality is 'Advanced'. The following suggestions for improvement are provided to support Kent Hospitality in moving to its ambition of being high performing in this area:

- There was inconsistency in the comfort with which members of staff felt in calling out colleagues that were not demonstrating the values albeit it is accepted that there appear to be relatively few occasions when this may have been necessary. Kent Hospitality will wish to consider how it can improve the confidence of members of staff in challenging colleagues over their behaviours. There may be some benefit in a development activity in providing constructive feedback.
- There was inconsistency in people taking the team into consideration when making decisions or how their decisions make a difference to other departments or teams.
- There were insufficient examples provided by leaders of resourcing decisions made that have been in the best interests of other departments and not just in respect of their own.
- Consider how a stronger focus can be placed on upholding the values throughout the supply chain such as using suppliers that share the same values as Kent Hospitality.

Summary for indicator 2

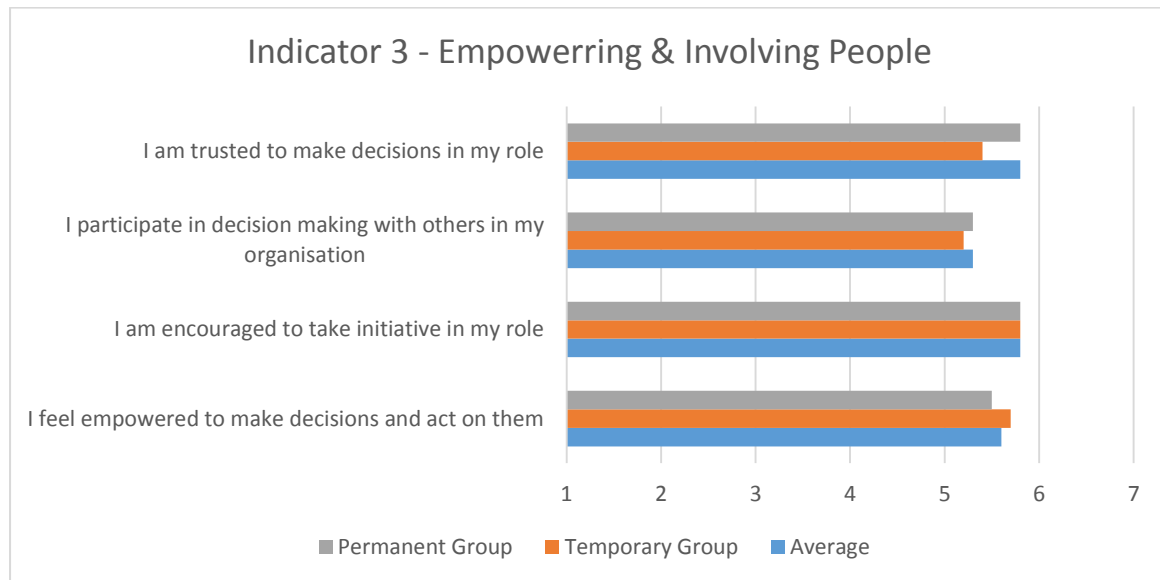
Indicator 2 - Living the organisation's values and behaviours – ADVANCED				
	Developed	Established	Advanced	High Performing
Operating in line with the values				
Adopting the values				
Living the values				

Indicator 3: Empowering and involving people

Performance Level – Established (As Is Advanced: To Be High Performing)

This indicator explores the extent to which there is a culture of trust and ownership in Kent Hospitality where people feel empowered to make decisions and act on them.

The results of the online assessment for this Indicator reveal that the outcomes for Kent Hospitality are again marginally better than the industry average with a score of 5.61 (out of 7) compared to 5.49.



There is a strong focus in Kent Hospitality in the empowerment of people, an essential ingredient in the effectiveness required within the organisation to deliver value for money for students and customers. In the online assessment 65% of people agreed or strongly agreed that they felt empowered to make decisions and act on them.

Empowerment in decision-making is supported by readily available policies and operating procedures and a supportive leadership structure. Quarterly Director's meetings, team meetings and staff surveys are used effectively to understand people's views on how they are managed and developed.

People are encouraged to use their initiative and this was confirmed in both the online assessment and subsequent discussions. In the online assessment 72% of people agreed or strongly agreed that they are encouraged to take initiative in their role with a further 12% somewhat agreeing. A wealth of examples was provided by members of staff to demonstrate how they were both encouraged and supported in using their initiative.

Quotes:

"We have to use our initiative; we are on our own at weekends with no supervisor or manager. We have got to work it the best we can and the decisions we make are supported by the managers; we are trusted"

"I use my initiative every day; we have to think on our feet such as sorting problems with making deliveries to rooms that have been double booked"

There is a strong focus on teamwork in departments and teams in Kent Hospitality. Consultation takes place with members of staff through channels such as focus groups, the Director's quarterly meetings, team meetings and staff surveys. In the online assessment

70% of people agreed or strongly agreed that they participate in decision making with others in the organisation. This was reinforced during discussions with a particular example of participation mentioned on several occasions relating to people coming up with ideas and initiatives for the respect campaign within housekeeping.

Quotes:

“We cover for colleagues in their absence and take it upon ourselves to organise how work is to be covered”

“We were involved in decisions on the college clusters; our manager organised focus groups”

The campus at Canterbury is vast and continually expanding and this provides challenges for Kent Hospitality in ensuring collaboration across the whole of the organisation. The IIP Practitioner was encouraged by the efforts being made to reduce the focus on collegiate working by moving members of staff around different locations.

Sample job descriptions reviewed as part of the data analysis ahead of the onsite days highlighted the comprehensive nature of the responsibilities and person specifications for each role in the organisation. These job descriptions provide clarity among members of staff concerning the level of authority they have in making decisions within their job roles.

Quotes:

“There is plenty of information available to help me make decisions effectively; there are clear boundaries established such as what I can do when conference staff go home in the evening”

There are good working relationships within teams and the openness and transparency demonstrated by leaders as commented upon in Indicator 1 above, ensures that there is a wealth of information available to members of staff. In the online assessment 75% of people agreed or strongly agreed that they were trusted to make decisions in their role.

The overall outcome of the assessment in respect of this indicator is that Kent Hospitality is ‘Established’. This outcome is lower than expected by Kent Hospitality in the ‘As Is’ assessment. The following suggestions for improvement are provided to support Kent Hospitality in moving to its expected level of advanced and also its ambition of being high performing in this area:

- Whilst there were a number of examples provided during the assessment of people assuming greater responsibilities, taking the lead on initiatives and stepping up into roles there was insufficient confirmation that members of staff were being encouraged to develop the leadership capabilities required of people managers in Kent Hospitality.
- Strong efforts are being made to provide an integrated approach as to how Kent Hospitality operates across a very diverse campus and whilst there have been some improvements in this respect there are still insufficient examples of collaboration across the campus.
- There is encouragement for people to identify their own improvements via the self-review process at RPD but the level of utilisation by members of staff appears to be inconsistent.

Summary for indicator 3

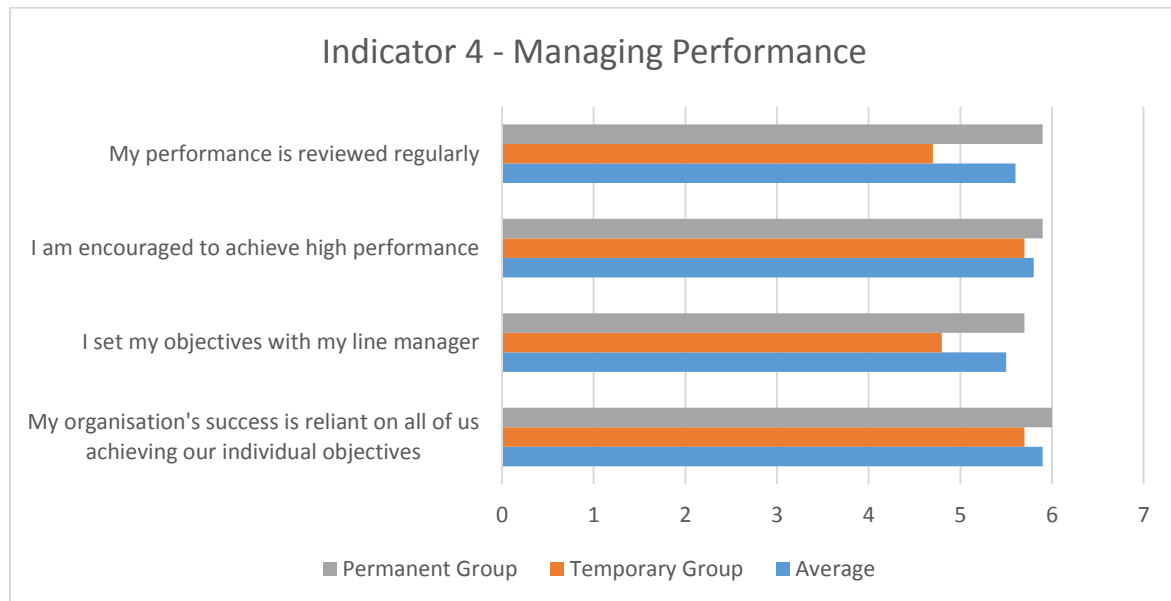
Indicator 3 – Empowering and involving people – ESTABLISHED				
	Developed	Established	Advanced	High Performing
Empowering people				
Participation and collaboration				
Making decisions				

Indicator 4: Managing performance

Performance Level – Advanced (As Is Advanced: To Be High Performing)

This indicator explores the extent to which objectives within Kent Hospitality are fully aligned and performance is measured and feedback is used.

The results of the online assessment for this Indicator reveal that the outcomes for Kent Hospitality are again marginally better than the industry average with a score of 5.72 (out of 7) compared to 5.56.



Managing performance is a key area of focus for Kent Hospitality in its drive towards delivering value for money. There are clear links between the expectations placed on individuals and the goals of Kent Hospitality. The RPD process is used consistently to both review performance and to establish stretching targets for people in the organisation although the quality of some RPDs could be improved. In the online assessment 65% of people agreed or strongly agreed that they set their objectives with their line manager with a further 13% somewhat agreeing. The scores for temporary staff in certain areas were somewhat lower than for permanent staff and undoubtedly reflect the fact that they do not have a formal appraisal process given that they work limited hours, which for some is only two hours per week. This objective setting process was reinforced during subsequent discussions with members of staff who described the type of targets they had agreed with their line managers.

Quotes:

"I have an appraisal every six months and we agree targets that focus on my planning and serving"

"In housekeeping we agree monitoring scores for cleaning at a minimum of 90%"

"I do my own spreadsheets to monitor how I am progressing against targets"

In many departments regular one-to-one meetings are held to discuss the progress of individuals and this is supported by regular observations and monitoring. Members of staff confirmed that open and honest conversations take place with managers to encourage improved performance and this reinforces the outcome of the online assessment when 77%

of people agreed or strongly agreed that the organisation's success is reliant on everyone achieving their individual objectives.

Quotes:

"I got some feedback that the cleaning is slipping because we were not cleaning behind all the equipment"

"A new member of staff was delivering poor standards of cleaning as reflected in monitoring scores; I had an informal chat with them to establish targets to improve"

Managers are consistent in encouraging members of staff in raising the bar on performance including actions such as extending the probationary period for new members of staff not performing at the required level and enhanced monitoring of performance. The staff charter includes reference to people striving to achieve consistently high standards. The focus on raising the bar is reflected in the online assessment where 73% of people agreed or strongly agreed that they were encouraged to achieve high performance. However, some performance measures have been in place for some years at the same level and it is difficult to square this with people being expected to strive for high performance at all times.

In the online assessment 72% of people agreed or strongly agreed that their performance is reviewed regularly and this was reinforced during discussions concerning the use of the RPD process and regular dialogue with line managers. The integration of the values into all processes and procedures in Kent Hospitality encourages reflection on people's behaviours as part of the performance review process. Data collection is a well-embedded process in Kent Hospitality whether it is monitoring of cleaning and cost of sales or behaviours through regular observation and feedback.

There was a wealth of evidence provided during the assessment to confirm that giving and receiving of constructive feedback was alive and well in Kent Hospitality.

Quotes:

"I ask for feedback from other teams"

"Feedback is sought from us by our supervisor on the casual members of staff"

"My supervisor is always giving us tips on how to do things better"

The overall outcome of the assessment in respect of this indicator is that Kent Hospitality is 'Advanced'. The organisation can progress to its stated ambition of being high performing in this area by focusing on the following areas:

- The values do not feature as a specific area of focus in the RPD process and a more structured approach between the achievement of objectives and the way people have gone about them would help the focus on being high performing individuals.
- The quality of some of the objective setting could be improved to ensure that every member of staff has the encouragement to strive for high performance and potentially be nominated for a financial reward or increment (see comments under Recognising and rewarding high performance in Indicator 5).
- Some of the targets agreed with members of staff, particularly in housekeeping, have been set at the same, albeit high, level for several years. Greater encouragement of people to strive for high performance could be delivered by reviewing these target levels.
- Aspects of coaching techniques are being used in Kent Hospitality but the level of use is inconsistent. Coaching is a valuable element of the learning and development

toolkit for any organisation and can be used effectively to support people in the achievement of objectives (see Indicator 1) and in providing the ‘touch on the tiller’ to help people strive for high performance. Consideration could be given to ensuring all of those with people management responsibilities, including those acting up in roles, have the capability of providing coaching even if only on an informal basis.

- Consider using the values or the staff charter as a high performance framework establishing challenging objectives for members of staff to improve to ensure that they are continually striving for improvement in performance.
- There are some inconsistencies in the extent to which some people in supervisory roles are involved in the formal aspects of the performance review process for members of their teams. This feedback channel is important in the encouragement of people to strive for high performance and should be tapped at every opportunity.

Summary for indicator 4

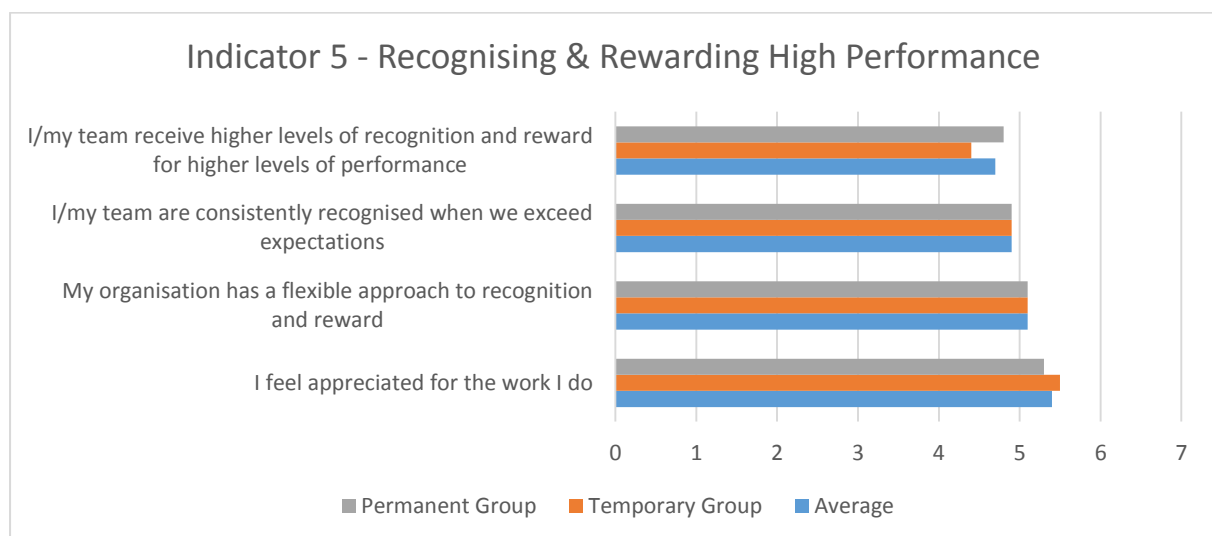
Indicator 4 – Managing performance – ADVANCED				
	Developed	Established	Advanced	High Performing
Setting objectives				
Encouraging high performance				
Measuring and assessing performance				

Indicator 5: Recognising and rewarding high performance

Performance Level – Established (As Is Advanced: To Be High Performing)

This indicator explores the extent to which recognition and reward are clear and appropriate and whether the strategy creates a culture of appreciation where people are motivated and perform at their best.

The results of the online assessment for this Indicator reveal that the outcomes for Kent Hospitality are broadly similar to the industry average with a score of 5.04 (out of 7) compared to 5.06. Both outcomes for Kent Hospitality and the industry are the lowest of all the indicators and reflect the challenges many organisations have in establishing an effective recognition and reward strategy that is readily embraced by the majority of the staffing complement. This also represents the lowest score achieved by Kent Hospitality in respect of the 9 indicators of the framework and is a clear area for further development.



Most people in Kent Hospitality feel that they are appreciated for their contributions to their team and the organisation. In the online assessment 62% of people agreed or strongly agreed that they feel appreciated for the work they do with a further 17% somewhat agreeing. This was confirmed during discussions with members of staff.

Quotes:

“We often we congratulate each other”

“We get a lot of verbal praise from the supervisors”

“When a member of the team won a Pride award we had a little party”

The recognition and reward strategy in Kent Hospitality has been developed and refined over a number of years. The strategy for rewarding people is heavily influenced by the University of Kent within whose rules Kent Hospitality has to operate. The strategy is based on the delivery of excellence in customer service which directly impacts the ambition of providing value for money with incremental financial increases awarded for going above and beyond in performance and Pride awards closely linked to the values and behaviours of Kent Hospitality. Whilst the winner of the Pride award sits on the panel for choosing the next winner members of staff did not recognise that there was an opportunity to be involved in designing how Kent Hospitality recognises and rewards people. Whilst there is clearly some flexibility in the recognition and reward strategy this was not wholeheartedly confirmed by

managers and members of staff. In the online assessment only 56% of people agreed or strongly agreed that the organisation has a flexible approach to recognition and reward. These views were reinforced during discussions with both managers and members of staff and perhaps impact on people's perceptions as to whether the recognition and reward initiatives are motivating.

Quotes:

"There needs to be more forms of instant reward"

"There are no flexible options for recognising people"

"Reward mechanisms not as flexible as we would like"

Notwithstanding people's perceptions concerning the flexibility and effectiveness of the recognition and reward strategy all members of staff demonstrated a good understanding of the various aspects of the strategy. A copy of the presentation delivered at the quarterly Director's meeting was provided to the IIP Practitioner and clearly highlights details of the reward mechanisms. There was clarity demonstrated among members of staff interviewed concerning the criteria for the various awards.

Quotes:

"The Customer Service award is presented annually to an individual demonstrating consistently great customer service"

"We won the rear of the year award for keeping our college grounds clean and tidy"

The benefits package available to members of staff is impressive and includes a generous pension scheme and discounts for local shops. The package could be promoted better to members of staff. Individual and team successes are rewarded and recognised via the Pride awards and incremental financial awards for both individuals and teams and learning and development achievements and some team activities are celebrated at an awards ceremony which the IIP Practitioner has had the privilege of attending. However, the extent to which people feel confident that achievements are consistently recognised is less strong with the online assessment highlighting that only 49% of people agreed or strongly agreed that they or their team are consistently recognised when they exceed expectations.

Quotes:

"We perhaps get less opportunity to win Pride awards; what we do can be unseen"

"Sometimes I do not recognise anything in terms of being rewarded and recognised; our attendance bonuses have disappeared"

The reward strategy as demonstrated in the documentation provided to the IIP Practitioner clearly enables people performing at a higher level to be rewarded appropriately. However, this is not particularly appreciated or valued by members of staff with only 46% of people in the online assessment agreeing or strongly agreeing that they and their team receive higher levels of recognition and reward for higher levels of performance. The process of making these awards is confidential and people's lack of agreement could reflect a lack of understanding of the volume of increments and the distribution across the organisation.

Quotes:

"If some members of staff are consistently achieving 100% monitoring scores there is no additional reward for them compared with people consistently achieving lower scores"

"I do not think people are rewarded differently; I do the same job as a colleague in the college but we work at two different levels but are paid and rewarded the same"

The overall outcome of the assessment in respect of this indicator is that Kent Hospitality is 'Established'. Development may be considered by Kent Hospitality in the following areas in order to provide recognition and reward for those members of staff striving towards high performance and support the ambition of being high performing in this particular area:

- Consider introducing a recognition toolkit for people managers in order to provide them with options for the non-financial recognition of members of staff in a way in which meets their personal motivation. This could provide greater levels of flexibility in the recognition of people.
- The benefits available to members of staff are extensive and go well beyond legal requirements. Familiarity with these benefits are not as strong as they could be and Kent Hospitality could consider a more frequent cascade of the value of the overall package that is available to members of staff. This would help to offset a focus by a number of people on purely the salary they receive.
- Consider introducing some form of recognition for innovative ideas. There is a link here to Indicator 8 (Delivering continuous improvement) and could encourage a greater volume of ideas and suggestions.
- There could be an opportunity for a greater level of friendly competition between colleges such as a league table for monitoring scores in housekeeping with the award of a monthly or quarterly trophy and an annual award via perhaps the awards ceremony.
- Compliments are recorded in the Compliments & Complaints Register – consider a more proactive and regular communication of compliments to members of staff, perhaps via the newsletter.

Summary for indicator 5

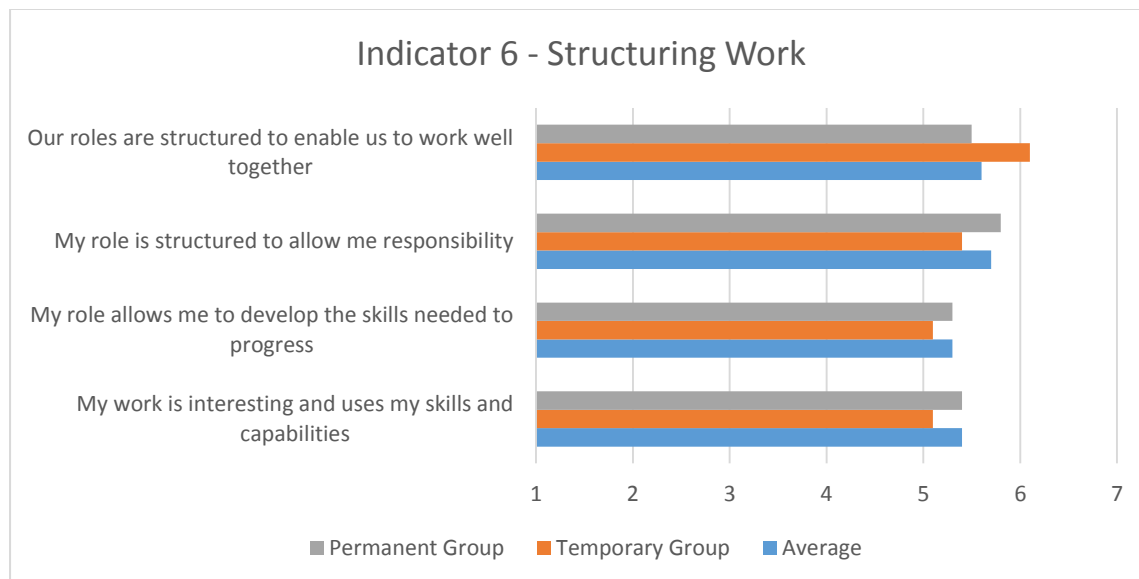
Indicator 5 – Recognising and rewarding high performance – ESTABLISHED				
	Developed	Established	Advanced	High Performing
Designing an approach to reward and recognition				
Adopting a culture of recognition				
Recognising and rewarding people				

Indicator 6: Structuring work

Performance Level – Advanced (As Is Advanced: To Be High Performing)

This indicator explores the extent to which Kent Hospitality is structured to deliver the organisation’s ambition, that roles are designed to deliver organisational objectives and create interesting work for people while encouraging collaborative ways of working.

The results of the online assessment for this Indicator reveal that the outcomes for Kent Hospitality are marginally higher compared to the industry average with a score of 5.48 (out of 7) compared to 5.38.



The online assessment provided positive responses in the areas tested with 69% of people agreeing or strongly agreeing that their role is structured to allow them responsibility and 68% of people agreeing or strongly agreeing that their roles are structured to enable them to work well together, teamwork being an essential element of working in the various disciplines in the organisation. Members of staff were, however, slightly less certain concerning whether their role allows them to develop the skills needed to progress with 55% of people agreeing or strongly agreeing (with a further 18% somewhat agreeing) and 58% of people agreeing or strongly agreeing that their work is interesting and uses their skills and capabilities (again with a further 18% somewhat agreeing). These latter scores reflect, in part, a lack of ambition among many members of staff for further progression.

The IIP Practitioner found evidence during the assessment that Kent Hospitality has a strong focus on the structure of the organisation to ensure that it can maximise the capability and skills of people in order to deliver value for money. The online assessment outcomes reinforce the evidence gathered from discussions and documentation.

A number of job descriptions were provided to the IIP Practitioner as part of the assessment and it was clear that the roles of members of staff are designed to deliver against the core values and the focus on value for money. The responsibilities within each role incorporate reporting structures and levels of authority. These responsibilities are the subject of periodic review and amendment.

Quotes:

“I have well-defined responsibilities with sufficient flexibility to encourage the use of my initiative”

“My job description is quite open; there is variety because every day is different”

The hierarchal structure in Kent Hospitality provide opportunities for both vertical and horizontal progression. Members of staff are encouraged to work in different teams and there is a good track record in the organisation of people progressing through moving between disciplines and during the course of the assessment the IIP Practitioner met with people who had pursued this route. Opportunities are made available for people to shadow others in different disciplines if they have expressed an interest in changing roles. The IIP Practitioner met with people during the assessment that had progressed by moving to different disciplines in the organisation. Most people commented that there was sufficient variety within their existing roles to make their jobs interesting.

Quotes:

“Responsibilities are flexible to provide variety and not allow people to get bogged down in one job or area”

“I can be involved in other areas of work not related to my job description”

The University of Kent is responsible for managing people management policies and procedures and this information is readily available online to all members of staff. On a more local level processes and procedures relating to the various disciplines are maintained, often in paper format and with visual diagrams available to support those members of staff with limited literacy skills. Information to enable members of staff to function effectively and deliver in their job roles is readily available via the shared drive. The HR Manager for Commercial Services is involved in the review of central people policies and there are regular reviews undertaken of local processes and procedures. Reviews of policies and procedures are undertaken regularly and can involve members of staff.

Quotes:

“We have lot of folders for tasks and I will review them annually and will include those members of team with particular specialisms”

“Policies and procedures are available on SharePoint and we get email notifications of updates”

Collaborative working has clearly improved in Kent Hospitality in the last few years to help break down any perception of silo working. The impact of cross-discipline training, moving people to different colleges and the quarterly staff briefings have clearly had a positive impact.

The overall outcome of the assessment in respect of this indicator is that Kent Hospitality is ‘Advanced’. The organisation can progress to its stated ambition of being high performing by focusing on the following areas:

- Changes to processes and procedures tend to focus on ensuring that they remain relevant and current and less so on making them faster than before. There was also insufficient evidence available from people to confirm that they have more confidence and ownership because of changes in policies and practices. The speed with which people are able to deliver a quality service enhances efficiency for the organisation, a key component of value for money, and contributes to people delivering at the highest level possible.

- Whilst members of staff spoke of the networks they have developed within their own departments and teams there was inconsistency in people describing the networks they have developed across the organisation.
- Consider whether the risk assessment process in housekeeping is sufficiently effective in reminding people of their responsibilities. The current process of meeting in teams monthly to consider a number of risk assessments appears to provide insufficient time for people to read documents thoroughly.

Summary for indicator 6

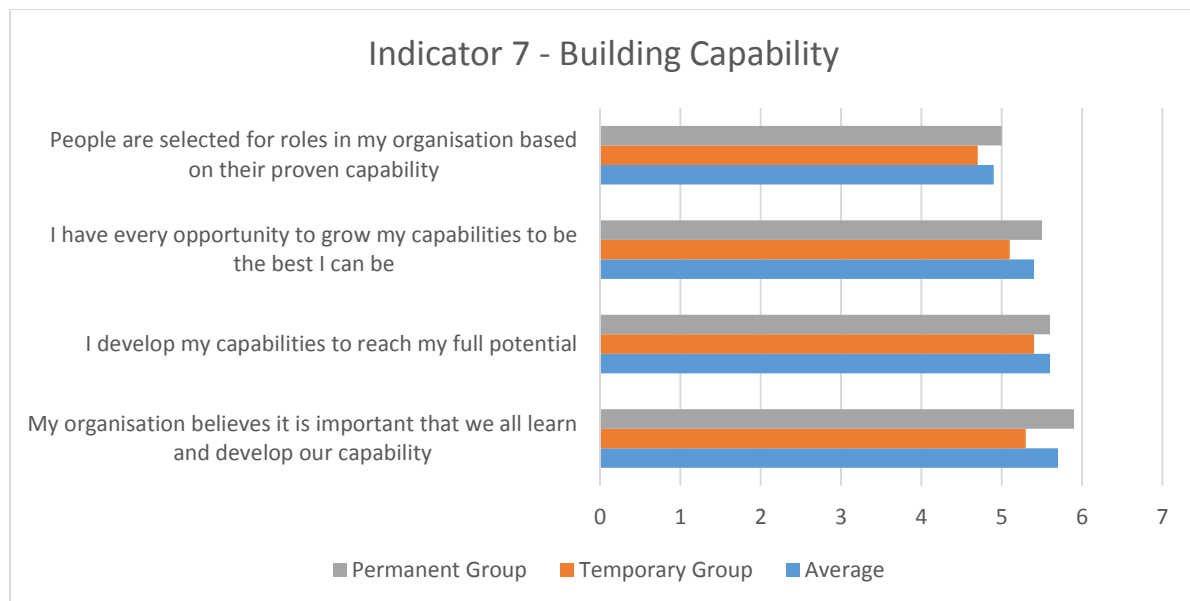
Indicator 6 – Structuring work – ADVANCED				
	Developed	Established	Advanced	High Performing
Designing roles				
Creating autonomy in roles				
Enabling collaborative working				

Indicator 7: Building capability

Performance Level – Advanced (As Is High Performing: To Be High Performing)

This indicator explores the extent to which people’s capabilities are actively managed and developed, allowing people to realise their full potential and ensures Kent Hospitality has the right people at the right time for the right roles.

The results of the online assessment for this Indicator reveal that the outcomes for Kent Hospitality are broadly in line with the industry average with a score of 5.39 (out of 7) compared to 5.35.



Kent Hospitality has a strong track record over many years of supporting the development of its people and the organisation certainly adopts the philosophy that a highly trained workforce is key to delivering value for money in products and services.

Managers effectively use regular observations and the monitoring of metrics to assess whether learning has been met and applied effectively. Kent Hospitality has extremely detailed induction and probation systems to ensure that people are sufficiently equipped with the relevant knowledge and skills to perform in their job roles. RPD conversations and one-to-one meetings are used to identify the potential in people and supplemented by regular observations.

In the online assessment a healthy 64% of people agreed or strongly agreed that they develop their capabilities to reach their full potential with a further 17% somewhat agreeing. This was reinforced in subsequent discussions when people spoke of opportunities available for development beyond the structured development and refresher programmes with a good level of encouragement evidenced for people to progress with professional qualifications. Whilst most people confirmed they had a shared responsibility with their line manager for their development there was insufficient evidence of people continuously looking for ways to develop in order to meet the needs of Kent Hospitality and its objectives of their own accord.

There is a good variety of innovative and cost-effective solutions available for the development of people including, external and internal trainers, mentoring, some aspects of coaching, online learning, shadowing, external benchmarking and NVQs.

The availability of learning and development options is readily available to members of staff through various communication channels. A structured programme of refresher training is provided to ensure that all members of staff have the required capabilities to deliver in their job roles. In the online assessment 58% of people agreed or strongly agreed that they have every opportunity to grow their capabilities to be the best they can be with a further 18% somewhat agreeing. During conversations people described the opportunities they have had for further progression of their capabilities.

Quotes:

“The culture awareness course was good for understanding how people behave”

“I did the ECDL course to improve my knowledge of excel spreadsheets; I have been able to share a lot of this with colleagues”

There is a strong focus on valuing continuous learning in Kent Hospitality and this is demonstrated effectively through the investment in money, resources and time in the annual awards ceremony where members of staff receive their certificates for qualifications from the Vice Chancellor during a breakfast event. This commitment was reinforced during conversations and in the online assessment where 70% of people agreed or strongly agreed that Kent Hospitality believes it is important that they all learn and develop their capability.

Quotes:

“There is always some training going on”

“The award ceremony certainly encourages learning”

Whilst in the online assessment only 51% of people agreed or strongly agreed that people are selected for roles in Kent Hospitality based on their proven capability, with a further 15% somewhat agreeing, this was not borne out specifically during subsequent discussions. Those people with recent experience of the recruitment and selection process spoke positively about their experiences and the documentation provided to the IIP Practitioner as part of the assessment indicated that there is a strong focus on equality and diversity and recruiting people that match the values of Kent Hospitality.

Quotes:

“I completed an application, there was a 45-minute test and a 1-hour interview with a panel of 3 people; it was a good and fair process”

Each department head has a wealth of information and experience to support resource planning which is undertaken both collectively at business planning days and more locally when new services are brought on board.

Quotes:

“We get people to run exercises on what resources they need to deliver and we then come to a conclusion and plan accordingly”

“Resource planning is mostly done at the business planning days when each department head will consider their requirements looking at growth and potential”

Most members of staff confirmed that their knowledge, skills and abilities are developed to ensure that if and when they progress to a more senior role they are suitably equipped to cope. This is undertaken through the encouragement of people to step up and also through shadowing opportunities. Whilst the University of Kent has a strong equality and diversity policy in terms of identifying people for roles there is evidence available in Kent Hospitality to

confirm that succession planning is undertaken to ensure smooth transitions should people leave the organisation.

Quotes:

“I will break the job description and encourage people to focus on different things such as getting them involved in meetings and conferences”

“Talent management is done through RPD and one-to-one discussions; there tends to be a gut feel for individuals – we know who will be a good team leader”

“There is a stepping up programme for charge hands and supervisors and domestics can apply to be team leaders during the conference season”

The overall outcome of the assessment in respect of this indicator is that Kent Hospitality is ‘Advanced’. Development may be considered by Kent Hospitality in the following areas in order to further support the development of members of staff to deliver value for money by the organisation:

- Further work could be undertaken to extend the use of coaching across the organisation to provide further flexibility in the way people are developed – see also the comments under Indicator 4 concerning managing performance.
- There could be greater focus on people taking personal ownership for their learning and development as a demonstration of their commitment to helping Kent Hospitality achieve its objectives and deliver value for money. This could also potentially support the opportunity for members of staff to be considered for a financial increment under the recognition and reward strategy (see Indicator 5 – recognising and rewarding high performance).
- Succession planning and talent management is taking place in Kent Hospitality but consideration could be given to using a 9-Box model for identifying the potential of people based on their performance and their behaviours.

Summary for indicator 7

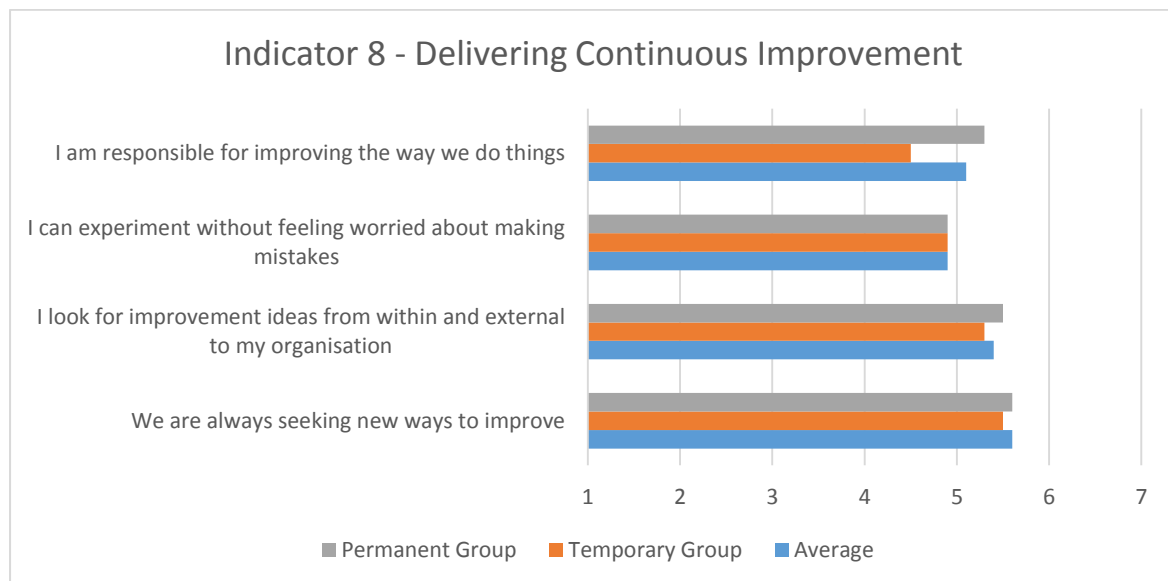
Indicator 7 – Building capability – ADVANCED				
	Developed	Established	Advanced	High Performing
Understanding people’s potential				
Supporting learning and development				
Deploying the right people at the right time				

Indicator 8: Delivering continuous improvement

Performance Level – Advanced (As Is Advanced: To Be High Performing)

This indicator explores the extent to which there is a focus on continuous improvement in Kent Hospitality and whether people use internal and external sources to come up with new ideas and approaches.

The results of the online assessment for this Indicator reveal that the outcomes for Kent Hospitality are broadly in line with the industry average with a score of 5.30 (out of 7) compared to 5.33. The overall score for this Indicator reflects, in part, less certainty from temporary staff who perhaps because of their limited working hours do not believe they have the same level of responsibility for the focus on continuous improvement.



Delivering continuous improvement has been a key area of focus for Kent Hospitality over many years and is a critical component in the drive to deliver value for money in products and services. The investment in people is reviewed on an ongoing basis and there is a direct and positive impact of the investment in people on the performance against metrics such as cleaning and attendance.

Quotes:

“We have been running a campaign in housekeeping to improve the level of respect that people demonstrate towards each other and the results of a survey undertaken at the ends of last year demonstrated that there had been a positive impact”

Benchmarking of performance, policies, processes and procedures is extremely strong in Kent Hospitality and this is undertaken against other organisations both within and outside the sector with recent visits to China, Boston and to universities in the UK such as Warwick and Edinburgh. Whilst in the online assessment 63% of people agreed or strongly agreed that they look for improvement ideas from within and external to the organisation there was insufficient evidence from members of staff during discussions to suggest that everyone has the opportunity or commitment to look to the outside world for ideas and inspiration.

Quotes:

“We went on a benchmarking trip to Warwick University and learned the way they move receptionists around different locations on campus; we will be linking colleges in this respect such as Turing and Keynes”

“Benchmarking was undertaken on a trip to Edinburgh University. They charge an extra 10p on a bottle of water and donate the extra amount to environmental initiatives that resonate with the students; we will be introducing this in September”

In the online assessment 54% of people agreed or strongly agreed that they are responsible for improving the way the organisation does things although a further 18% somewhat agreed. Members of staff were more positive in discussions citing mechanisms for suggesting ideas for improvement through staff meetings, team meetings, quarterly Director’s meetings and informal dialogue with their managers. People were equally positive concerning the encouragement to try new approaches in the hope and expectation of generating improvements.

Quotes:

“I encourage ideas from people; if they have an idea we will try it out”

“We used to buy frozen flat bread but I suggested making our own; this has proved successful and popular with the students and it saves the organisation money”

Whilst only 49% of people agreed or strongly agreed they can experiment without feeling worried about making mistakes in the online assessment a further 20% somewhat agreed. This response was clarified with people during discussions and it is clear that many people were relating to circumventing established and mandatory procedures when considering experimenting. During discussions people confirmed that being flexible and thinking on their feet was the nature of their role in the organisation.

Quotes:

“I am encouraged to be innovative; we talk about this at business planning away days”

Members of staff confirmed that there is a culture of innovation growing at all levels in the organisation and this was demonstrated by examples provided by people from different disciplines such as developing an idea for safely recording use-by dates on cooked food and a new mobile app to make conference porters’ jobs easier. A recent trip to China resulted in an idea of developing twin rooms that go against the convention in UK universities but which is being trialled on the Canterbury campus was provided as an example of reacting quickly to ideas.

In the online assessment 65% of people agreed or strongly agreed that they are always seeking new ways to improve. During discussions people confirmed that they were encouraged to suggest new ways of working both individually and collectively with colleagues. This encouragement is provided formally during RPD and one-to-one discussions but also more informally via team meetings. The staff charter includes reference to managers encouraging innovation. Focus groups are used where appropriate to develop ideas such as linking colleges for receptionist staff.

Quotes:

“In my job role I have to come up with ideas all the time; it is one of the criteria for the role”

“I am encouraged to come up with ideas and suggestions; we will always trial them”

Some examples were provided during discussions of ideas that had delivered positive impact for Kent Hospitality but there was no great consistency of specific examples nor was there real clarity from people as to the precise benefits to the organisation.

The overall outcome of the assessment in respect of this indicator is that Kent Hospitality is 'Advanced'. Further development may be considered by Kent Hospitality in the following areas in order to enhance the environment of continuous improvement to contribute towards the achievement of delivering value for money.

- There is a strong focus by many leaders and members of staff on regularly using external thinking and knowledge to improve their performance but this was not sufficiently consistent across the organisation. More widespread looking to the world around them for new ideas would help members of staff to consider additional ways of enhancing their performance. Greater opportunities for more members of staff to participate in external benchmarking activities would help in this respect.
- There were some examples provided during the assessment of the impact new ideas and approaches have had on the organisation but this was not consistent across the organisation.
- Kent Hospitality could consider developing an innovation portal through which people could submit their ideas and suggestions for improvement. This would enable all ideas to be captured and shared across the organisation for the benefit of others.

Summary for indicator 8

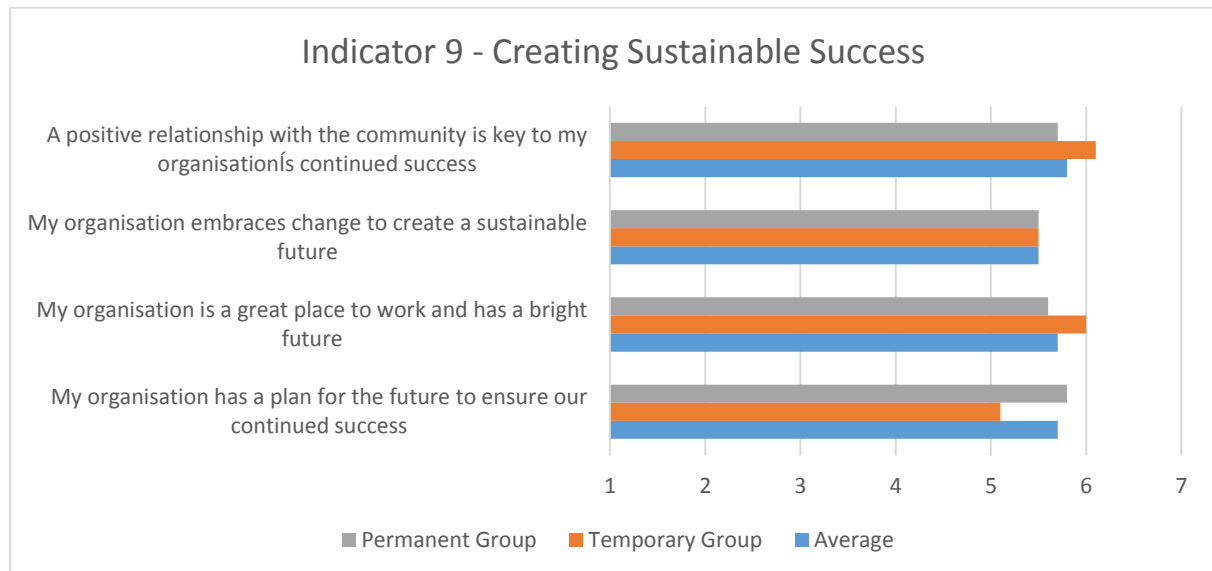
Indicator 8 – Delivering continuous improvement – ADVANCED				
	Developed	Established	Advanced	High Performing
Improving through internal and external sources				
Creating a continuous improvement culture				
Encouraging innovation				

Indicator 9: Creating sustainable success

Performance Level – Advanced (As Is High Performing: To Be High Performing)

This indicator explores the extent to which Kent Hospitality has a focus on the future and the external environment and is responsive to change.

The results of the online assessment for this Indicator reveal that the outcomes for Kent Hospitality are stronger compared to the industry average with a reasonably strong score of 5.69 (out of 7) compared to 5.36.



Continuous improvement and strategic planning are critical for the success of Kent Hospitality which views itself, with some justification, as the mark leader in the higher education industry.

There are various channels through which future plans and priorities for the organisation are communicated including newsletters and the quarterly Director's meetings, the latter providing the opportunity of two-way dialogue with members of staff on long-term plans. Short-term plans are discussed at team meetings and in daily catch-ups with members of staff. This communication of plans was confirmed in both the online assessment where 67% of people agreed or strongly agreed that the organisation has a plan for the future to ensure its continued success and during conversations during the assessment.

Quotes:

"Quarterly meetings cascade what is going on in the organisation and what is going to happen on campus; they are open for questions and contributions"

Most people believe that Kent Hospitality is a great place to work and longevity of service is a feature of the staffing complement. In the online assessment 67% of people agreed or strongly agreed that the organisation is a great place to work and has a bright future with a further 16% somewhat agreeing. This was reinforced during discussions when people outlined the value they place on working for Kent Hospitality.

Quotes:

"I feel that I have a voice and can raise any issue with anyone in the senior management team"

“It is a great place to work; people are very friendly and the management are approachable”

“The role is different, the development opportunities are great and we are encouraged to try things”

“I love it; it is the best job I have had. People are so nice and this comes across in the customer service that is provided”

Given the focus on continuous improvement change has become second nature to people in Kent Hospitality. In the online assessment 63% of people agreed or strongly agreed that the organisation embraces change to create a sustainable future with a further 17% somewhat agreeing. Change is briefed thoroughly to members of staff via the quarterly Director’s meetings and in team meetings where successes and disappointments are communicated. The influencers in change programmes tend to be managers who are given responsibility for leading change initiatives such as the recent refurbishment of the K-Bar. Members of staff are involved by managers in change initiatives through mechanisms such as focus groups.

Quotes:

“Changes are communicated at localised meetings or at the Director’s presentations; a recent example was the proposed delivery of pay slips electronically”

“I attended a change course last week which explained that people have to go through a process before accepting change”

“Everyone expects change to happen; initiatives are explained to members of staff and newsletters provide information on the subsequent impact such as the problems with the delay to Turing College”

There is significant clarity surrounding the stakeholders of Kent Hospitality and who help influence the strategy of the organisation. Kent Hospitality has a strong focus on equality and diversity and it is clear that the staffing complement reflect the diverse range of students and customers who engage with the organisation. Members of staff understand the relationship between Kent Hospitality and the wider community particularly in relation to local residents who live adjacent to the campuses. In the online assessment 75% of people agreed or strongly agreed that a positive relationship with the community is key to the organisation’s continued success.

Quotes:

“The Boing Festival is amazing. All the local residents are welcome and the university is able to raise awareness of what we offer”

“We use local suppliers and are signed up to fair trade”

The overall outcome of the assessment in respect of this indicator is that Kent Hospitality is ‘Advanced’. There are two areas of development on which Kent Hospitality needs to focus to be considered as high performing:

- Senior leaders are certainly aware of future challenges and consciously develop their own capabilities to respond accordingly but there is insufficient evidence to suggest that this extends throughout the organisation, particularly to supervisors. In order to truly deliver sustainable success all leaders need to be aware of future challenges and develop accordingly.
- There are insufficient examples of people giving their time freely, supported by Kent Hospitality to help the local community and the communities where they work. A

number of organisations, for example, make available charity days for members of staff to contribute to the wider community.

Summary for Indicator 9

Indicator 9 – Creating sustainable success – ADVANCED				
	Developed	Established	Advanced	High Performing
Focus on the future				
Embracing change				
Understanding the external context				

Implications and Recommendations

The following recommendations for the leadership team are based on the professional judgement and assessment of Kent Hospitality undertaken by Derek Milliner, IIP Practitioner.

During the context meeting members of senior management highlighted that the ambition of Kent Hospitality could be described twofold as being seen to be providing value for money in products and services to students and to continue to lead the sector in areas such as:

- the percentage of University income provided through Kent Hospitality
- being recognised in the University management structure to be playing a leading role by 'punching above its weight'
- members of staff of Kent Hospitality seen to be providing an equal contribution to the University as academic staff

Kent Hospitality has demonstrated in this assessment that it is progressing well in respect of this stated ambition although the actual outcomes for each of the indicators in the framework are mostly less positive than the self-assessment undertaken at the context meeting. However, beyond the current assessment levels there are a number of pockets of excellent practice in place. The following attempts to summarise some of these key strengths that are impacting positively on achieving the organisation's ambition.

Learning and development – Kent Hospitality has an excellent track record in supporting the learning and development of members of staff. This commitment to developing people has undoubtedly impacted positively on the ability of the organisation to recruit and promote from within. The embedding of learning as an area of continuous focus is impressive.

Benchmarking – the activities within Kent Hospitality to benchmark against competitors has been lifted to a new level since the last assessment. The involvement of people in the organisation in this benchmarking activity has also been broadened although there is still room for further improvement. Valuable ideas and initiatives have been generated from a number of these benchmarking activities to contribute towards the enhancement of the value for money provided by the organisation.

Senior leadership – the visioning and transparency demonstrated by senior leaders in Kent Hospitality is strong with people commenting positively about the open communications at the quarterly Director's meetings on both financial performance and future plans for the organisation.

Temporary staff – evidence from discussions during the course of the assessment would suggest that Kent Hospitality has an impressive complement of temporary staff who are committed to the success of the organisation and who have readily bought into the philosophy and values.

Monitoring and measurement – quality of delivery is essential if Kent Hospitality is to provide value for money in products and services. The robustness of the monitoring and measurement of individual and team performances is impressive and this provides members of staff with immediate recognition of excellent contributions and a clear understanding of areas for development.

Continuous improvement - the open and trusting culture in Kent Hospitality emboldens people to look for better ways of operating that deliver improved service to students and customers alike. This focus on ideas generation has certainly been accelerated as the organisation focuses on ever greater benchmarking to deliver improved value for money.

Suggestions for improvement have been highlighted previously in the report under the section “Detailed Assessment Outcome”. These development areas are summarised below under key themes and all clearly relate to all aspects of the ambition of Kent Hospitality, particularly in relation to providing value for money, and are provided to support the journey of continuous improvement towards high performance.

Leadership and management – Kent Hospitality is focused on delivering value for money and also punching above its weight in the university management community. The quality leadership and management will be essential to the achievement of this ambition. There is already considerable strength in the leadership and management of people in Kent Hospitality and the following suggestions are provided to support the organisation in its focus on continuous improvement:

- Provide clarity around the characteristics required in Kent Hospitality for an inspirational leader as opposed to what is required to motivate the achievement of goals and targets. This will help leaders to demonstrate consistency in inspiring people to go above and beyond to achieve great results. Genuine inspiration of people will strongly support the achievement of the ambition of an organisation.
- Reinforce the communication of the staff charter if it is to be genuinely used by Kent Hospitality to outline the key responsibilities of both managers and members of staff. Consider also how this charter sits alongside the values framework to ensure that there is no confusion for members of staff or a tendency to focus on one framework and not the other.
- Ensure that any member of staff who is stepping up or acting as a temporary team leader during conference season are provided with specific guidance on the capabilities they are required to demonstrate in the management and development of people. The staff charter would be a good starting point in this respect.
- Greater involvement of all leaders in the development of future capabilities would help them focus on enhancing their knowledge and skills.

Values and behaviours - the extent to which the values are interwoven into policies, practices and procedures in Kent Hospitality is truly outstanding and reflects the benefit of a very simple but powerful framework. It is difficult to avoid the values such is the visualisation throughout such as on the back of the polo shirts worn by housekeeping staff. People have great clarity concerning the way in which they are expected to operate in the organisation and this provides a great impetus to achieving the ambition of Kent Hospitality in delivering value for money. Three areas for development for Kent Hospitality in relation to the values are as follows:

- The confidence and courage of all members of staff to challenge the poor behaviours of colleagues requires improvement to ensure that it is consistently practised across Kent Hospitality. There may be an opportunity to consider whether some form of development on giving constructive feedback may be beneficial.
- Consider how a stronger focus can be placed on upholding the values throughout the supply chain such as using suppliers that share the same values as Kent Hospitality.
- Consider a more formal embedding of the review of performance against the values in the appraisal process through a specific section in the documentation. This could support a stronger focus on measuring the what and the how in terms of performance.

Engaging with people – considerable efforts are made by Kent Hospitality to engage with members of staff and to involve them in discussions and decision-making. The extent to which some members of staff wish to be engaged is limited. Three development areas are suggested in respect of empowerment and involving people:

- Encourage all members of staff to develop the leadership capabilities required of leaders and managers in order to deliver more effectively in their job roles and prepare them for possible future progression in line with the organisation's focus on growing its own talent.
- Consider ways in which greater collaboration can be achieved across the very diverse Canterbury campus to promote teamwork and the sharing of best practice.
- Encourage a greater utilisation of the self-review aspect of the RPD process to help people focus on their development needs and take more ownership of their learning (see also Indicator 7 – Building capability)

Managing performance – Kent Hospitality has an annual performance review process that is administered consistently and supplemented by regular informal discussions and one-to-one meetings. The process has been simplified in the last couple of years to encourage focus on the conversation rather than the documentation. To date this enhanced process appears to be seen as beneficial by members of staff. Five development area in relation to performance management for Kent Hospitality are as follows:

- Consider the introduction of a quality assurance mechanism to ensure that objective setting is robust across the whole of the organisation. This would enhance the encouragement of members of staff to strive for high performance and potentially be nominated for a financial reward or increment.
- Is it appropriate for targets in housekeeping to be maintained at the same, albeit high, level if Kent Hospitality is focused on everyone performing at the highest level?
- Enhance the use of formal coaching techniques more widely across the organisation to support members of staff in delivering against the organisation's objectives. There is also a lack of clarity surrounding what coaching actually represents.
- Consider using the values or the staff charter as a high performance framework establishing challenging objectives for members of staff to improve to ensure that they are continually striving for improvement in performance.
- Enhance the breadth of feedback channels for individuals' performances by ensuring that those in supervisory roles are consulted. This feedback channel is important in the encouragement of people to strive for high performance and should be tapped at every opportunity.

Recognition and reward – the contributions of members of staff are recognised and valued in Kent Hospitality and whilst there is a well-structured strategy for recognising and rewarding high performance this is not necessarily being appreciated by all members of staff. People feeling recognised and rewarded for their excellent contributions are inevitably more motivated and will enhance the delivery of value for money in products and services. The following suggestions are provided to help Kent Hospitality move to a higher performance level against the Investors in People framework:

- Consider ways of reassuring members of staff that there is ample opportunity for them to be recognised and rewarded for outstanding contributions. This could involve encouraging members of staff to demonstrate a greater focus on taking personal

responsibility for stretching targets and building their future capability (see Indicators 4 and 7).

- Consider introducing a recognition toolkit for people managers in order to provide them with options for the non-financial recognition of members of staff in a way in which meets their personal motivation. This could provide greater levels of flexibility in the recognition of people.
- Consider ways of promoting the overall package that members of staff receive for working in Kent Hospitality including the benefits that are available and which go well beyond legal requirements.
- Consider introducing some form of recognition for innovative ideas. There is a link here to Indicator 8 (Delivering continuous improvement) and could encourage a greater volume of ideas and suggestions.
- Consider some form of friendly competition between colleges such as a league table for monitoring scores in housekeeping with the award of a monthly or quarterly trophy and an annual award via perhaps the awards ceremony.
- Consider a more proactive and regular communication of compliments received to members of staff.

Networking – Job roles in Kent Hospitality are well-defined and there are opportunities for people to broaden their responsibilities and horizons. Two development areas in relation to structuring of work for Kent Hospitality are as follows:

- Consider ways of encouraging members of staff to develop more extensive networks across the organisation in order to enhance collaboration.
- Consider whether the risk assessment process in housekeeping is sufficiently effective in reminding people of their responsibilities.

Learning and development – the commitment to learning and development is one of the strengths of Kent Hospitality and certainly helps to ensure that the organisation has a professional workforce. One specific development area for Kent Hospitality to consider is as follows:

- Consideration could be given to using a 9-Box model for identifying the potential of people based on their performance and their behaviours in order to provide greater structure to succession planning and talent management and support the intended growth of the organisation.

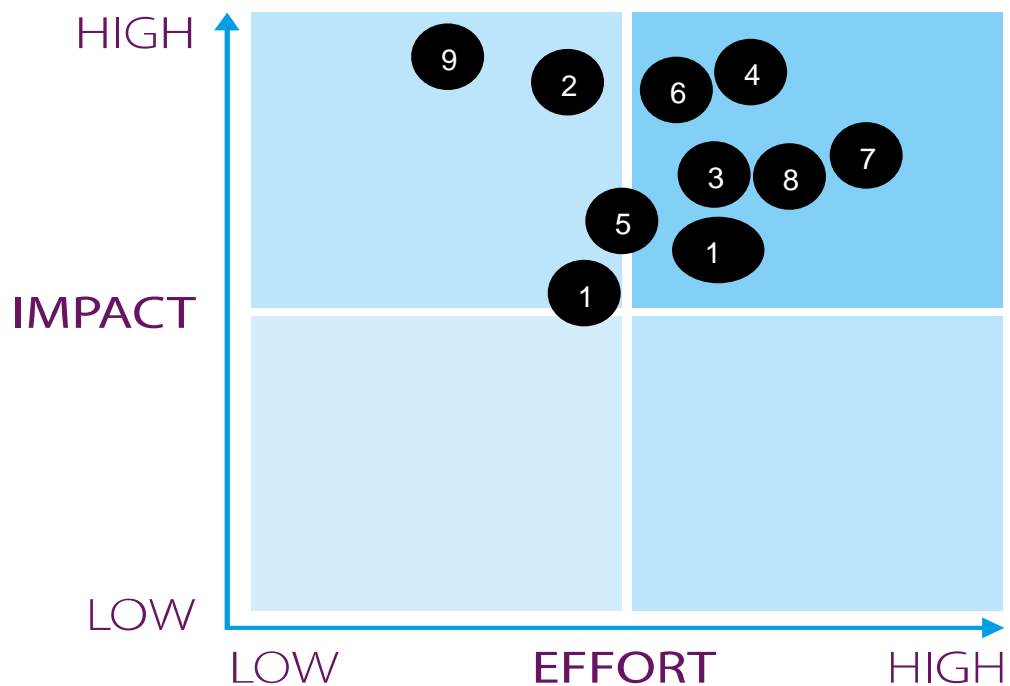
Innovation – continuous improvement is critical to Kent Hospitality remaining the market leader in its field. Regularly seeking and implementing new ideas is commonplace in the organisation and the level of benchmarking activity is extremely impressive. Two development areas for Kent Hospitality to consider to support the ongoing journey of continuous improvement are as follows:

- More widespread looking to the world around them for new ideas would help members of staff to consider additional ways of enhancing their performance.
- Consider ways of measuring and recording the impact new ideas and approaches have had on the organisation and communicate these benefits to the staffing complement.

Sustainability – there is a strong focus in Kent Hospitality in looking to the future, managing change effectively and working with the local community. Two development areas for Kent Hospitality to consider are as follows:

- Consider ways of ensuring that all leaders are aware of future challenges and consciously develop their own capabilities to respond accordingly.
- Consider ways of encouraging members of staff to give their time freely, supported by Kent Hospitality to help the local community and the communities where they work.

The key suggestions provided above have been plotted on a matrix to demonstrate the level of effort that may be required to implement them and the potential impact they could have on the organisation.



Suggestions	
1	Guidance for managers and members of staff on the required characteristics of inspirational leadership
2	Reinforce the communication of the staff charter
3	Embedding of the core values in the performance management process
4	Greater collaboration across campus
5	Encourage greater use of the self-review tool as part of the RPD process
6	Establish a quality assurance process for objective setting
7	Expand the use of coaching
8	Greater flexibility in the recognition strategy
9	Greater promotion of the overall employment package available to people
10	More structured talent management and succession planning process

Next Steps and Key Dates

Kent Hospitality Accreditation date	Kent Hospitality 12-Month Review	Kent Hospitality 24-Month Review	Kent Hospitality Accreditation Expiry
22/04/2016	By 22/04/2017	By 22/04/2018	22/04/2019

Annex 1: Assessment outcome table

Kent Hospitality's final outcome against 27 themes Note: Lowest theme level dictates final indicator outcome		Developed	Established	Advanced	High Performing
1. Leading and inspiring people	Creating transparency and trust				
	Motivating people to deliver the organisation's objectives				
	Developing leadership capability				
2. Living the organisation's values and behaviours	Operating in line with the values				
	Adopting the values				
	Living the values				
3. Empowering and involving people	Empowering people				
	Participating and collaborating				
	Making decisions				
4. Managing performance	Setting objectives				
	Encouraging high performance				
	Measuring and assessing performance				
5. Recognising and rewarding high performance	Designing an approach to recognition and reward				
	Adopting a culture of recognition				
	Recognising and rewarding people				
6. Structuring work	Designing roles				
	Creating autonomy in roles				
	Enabling collaborative working				
7. Building capability	Understanding people's potential				
	Supporting learning and development				
	Deploying the right people at the right time				
8. Delivering continuous improvement	Improving through internal and external sources				
	Creating a culture of continuous improvements				
	Encouraging innovation				
9. Creating sustainable success	Focusing on the future				
	Embracing change				
	Understanding the external context				

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