

Pillar five: Modern Working Practices

Encouraging, supporting and investing in your current and future workforce

By meeting this pillar you will be able to demonstrate:

- that you have processes in place to increase the retention of staff
- that you have processes in place to increase the performance of staff
- that you have processes in place to increase the number of young people entering the hospitality industry

How you can demonstrate your progress

Be safe and legal	Nurture and retain your team	Go the extra mile
I provide all my team with the correct employment documentation, such as a written contract	I meet regularly with my team on an individual basis to review performance and support their careers	I recognise and reward staff who actively support the delivery of sustainable operations
I have clear policies in place for sick leave, grievances and tips	I offer competitive remuneration packages	I support the Academy's education and development projects and activities, which could include taking on an apprentice from our apprenticeship programmes and encourage and support staff to take part in our Annual Awards of Excellence
	I provide training and development opportunities to my team	
	I adopt and promote initiatives that support the wellbeing of my team	

Your checklist

Activities	What this could include	I'm meeting	I'm making progress	I need to start	My progress
I provide all my team with the correct employment documentation, such as a written contract	Provide all your team with a written contract and consider whether it is beneficial for staff to have set out the maximum hours in which they should not work beyond each week.				
I have clear policies in place for sick leave, grievances and tips	Provide all your team with a written contract and have clear policies in place for sick leave, grievances and tips				
I meet regularly with my team on an individual basis to review performance and support their careers	Think about your processes to manage the performance of your team that allows an opportunity for staff to have a dedicated dialogue with their managers. This can be				
I offer competitive remuneration packages	Consider whether pay is competitive by benchmarking the pay you offer against other local businesses.				
I provide training and development opportunities to my team	Consider the most effective training and development opportunities for your staff to ensure they have the skills to meet your business needs, but also to expand their knowledge and skills and provide them with broader experiences.				
I adopt and promote initiatives that support the wellbeing of my team	Consider providing opportunities for staff to access support that can help improve their wellbeing. This could include opportunities to socialise as a team, specific support to manage stress or develop mindfulness techniques				

<p>I recognise and reward staff who actively support the delivery of sustainable operations</p>	<p>Consider how staff who actively support the delivery of sustainable operations can best be recognised and rewarded.</p> <p>This could link to wider activities such as reducing waste or other activities to take forward your sustainability ethical food philosophy</p>				
<p>I support the Academy's education and development projects and activities</p>	<p>Support one or more of the Academy's education and development projects and activities. In addition to Adopt a School you could:</p> <ul style="list-style-type: none"> ● Take on an apprentice from our Apprenticeship programmes ● Encourage and support staff to take part in our Annual Awards of Excellence ● Encourage and support staff to take part in our Master of Culinary Arts ● Regular college visits, talks and support ● Guest chef at dinners and pop-up restaurants 				