


# Communication Playbook

HAKA HOUSE HOSTELS

# WELCOME TO HAKA HOUSE!

## Kia Ora!

This communications playbook has been co-designed with our employees with the aim of providing a clear and concise bible for how we communicate at Haka, to ensure that we have consistency across our communications that is inclusive of all employees no matter what location or role they are in.

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# Our Tools

At Haka we use a number of tools to ensure our communication is clear and accessible for all employees, including but not limited to Phone calls, WhatsApp, In Person, SharePoint, Slack, Email, Video Calls via Teams and Ready People.



# Our Tone

Professional, respectful with personality and a little bit of fun, we use Te Reo where possible and appropriate and have committed to using **Ten Te Reo** words that are relevant to our operations.

# Meetings

## Meeting Minutes

For All department Meetings, All Employee Meetings, Important updates and H & S meetings. Minutes should be taken, and a copy of the minutes distributed to all absent attendees and for employees who do not have access to digital tools or Haka email accounts a copy kept in a central place where all employees can have access.

### Recording Meetings

If recording a meeting is necessary i.e. for learning and development etc. then you must ensure that you inform the participants that you will be recording the meeting prior to the recording commencing.

### Video Call Etiquette

At Haka House Hostels when we attend video call's internally or externally our video must always be on unless cleared with your leader prior to the meeting, remember to pop yourself on mute if you are in a busy / noisy place and you are not speaking.

## Company Wide

At Haka the leadership team commits to sending companywide updates quarterly, these updates include an overview of process change, upcoming events, #cheers4peers winners and more! The updates will be provided either via video update or via newsletter with a wee video update embedded from your leadership team.

It is the responsibility of the operations leaders (Hostel Managers and Restaurant Managers) to ensure that these updates are popped the **Haka House Hostel - Virtual Notice Board** or physical notice boards onsite, and accessible to all the teams / in addition these updates will be shared on SharePoint and slack where Managers and front desk computers can easily access them.

**Responsibility:** Head of Departments, Operations, Reservations & Hostel Leaders.

## Urgent or Emergencies

All emergencies should be communicated via phone call and using the incident management response plan as a guide see **here.**

A copy of these policies should be accessible to all employees throughout their employment.

Responsibility: All Haka House Hostel Employees.

# Incidents or Hazards

All incidents and hazards should be communicated via phone call and using the **Communication & Incident Management Table** and **Incident Management Team Plan** as a guides.

All hazards on each site should be recorded in the sites hazard register. All incidents small or large must be recorded via the **Accident / Incident / Near miss - Form**

A copy of these documents and access to the form should always be accessible for all employees.

**Responsibility:** All Haka House Hostel Employees.

# Serious Concerns

All claims of bullying and harassment should be reported by using the **Anti Bullying Policy** and **Grievance Reporting & Resolution** policies as a guide.

A copy of these policies should be accessible to all employees throughout their employment.

All serious claims of health and safety breaches or issues that may result in Haka being liable for any breach of the law which employees are not comfortable to expose publicly should be made by following the **Whistle Blower Policy**.

The Haka People team are responsible for the investigation of all claims / unless the allegations are about the people team and Haka's HR practices.

**Responsibility:** All Haka House Hostel Employees.

# Wellbeing & Culture

## Overall Wellbeing Events

At Haka companywide Wellbeing events and Initiatives will be communicated in the Wellbeing Slack Channel & Email by the Vibe Tribe. Slack announcements to be shared to What's app by the Hostel managers to the hostel channels and placed on the hostel notice board.

**Responsibility:** Vibe Tribe & Hostel, Restaurant Leaders

## Individual Wellbeing

At Haka we are all responsible for looking after each other's wellbeing, Leaders should take the lead on this by doing individual in person of video call wellbeing checks when required. If any Haka employee is seriously concerned about a Haka employees wellbeing and wants additional support, they should contact one of our seven wellbeing ambassadors or mental health first aiders via **hh-hakapeople@hakahouse.com**

Support and guidance on how to have wellbeing conversations available with your vibe tribe or the groov app.

**Responsibility:** All leaders and Employees.

## Companywide Culture

At Haka companywide Cultural events and Initiatives will be communicated in the HTG Updates Channel & Email by the Vibe Tribe. Slack announcements to be shared to What's app by the Hostel managers to the hostel channels and placed on the hostel notice board.

**Responsibility:** Vibe Tribe & Hostel, Restaurant Leaders.

## Department Culture

At Haka business cultural events or team days / lunches etc. Will be communicated in person and via slack/what's app by the Leader of the business unit.

**Responsibility:** Leader

## Birthdays, Anniversaries or Life events

Birthdays, Anniversaries and Life Events should be communicated via our HTG updates or General Channel in Slack / and passed on by Hostel Managers to what's app group.

**Responsibility:** Leader

## #cheers4peers

At Haka we believe in the power of praise, therefore we have a dedicated channel for giving praise on our slack channel / Hostel leaders are responsible for passing these cheers on to the wider team by printing out the praise and popping it on the notice board and or sharing it with the what's app group.

**Responsibility:** All leaders and Employees.

## Virtual Suggestion Box

Virtual suggestions can be suggested by emailing **hh-hakapeople@hakahouse.com** and will be discussed by the Haka Leadership team once a quarter before responding formally.

All internal suggestions to be replied to via the Leadership team back to the person who has suggested it, to acknowledge the suggestion and provide feedback on whether it will be moved forward or not.

If suggestions are to be moved forward timeframes must be included in the response from Leadership.

**Responsibility:** Head of Departments.

# Performance

### Daily

At Haka performance good or not so good needs to be managed as and when required, for example if an employee did a good job making a bed tell them / in the moment performance this is to be done by the Leader of the employee.

**Responsibility:** Leader

### Weekly

At Haka all employees need the opportunity to have one to one time with their leaders / therefore there should be one to one meeting scheduled where performance good and not so good is discussed on a weekly basis in person or video call where teams are remote.

**Responsibility:** Leader

### Quarterly & Annually

At Haka we have a performance review process for all employees which contributes to the annual rem appraisal this is to be conducted in person or via video call the review templates must be sent out with a few weeks' notice in order for the employee to have time to complete it properly and ask questions if stuck.

**Responsibility:** Leader

## Day to Day Work

### Advance Schedule

Rostered employees must receive their schedule at least 2 weeks in advance as per their contract with Haka, this must be delivered via the Zambian app and email and pinned to the notice board.

**Responsibility:** Leader

### Check ins or Huddles

For operational on-site staff check-ins or huddles must be conducted in person daily, this is where your leader will ensure you know what your priorities are.

Finance: Daily Huddles must be conducted in person or on video call, there is where your leader will ensure you know what your daily priorities are.

Head of Departments and Back-office Employees huddles must be conducted at least twice a week in person or on video call to set priorities etc.

**Responsibility:** Leader

### In the moment

Ad hoc and communicated in person or via a video call with follow up via slack and/or email this communication is for when priorities may need to change, or behaviour needs correcting.

**Responsibility:** Leader

## Roadblocks

At Haka we do not keep our roadblocks to ourselves, roadblocks are to be mentioned to your manager in your one to ones or ad hoc phone calls or slack / in addition to that they should be mentioned in your huddles or team meetings until the roadblocks are resolved.

**Responsibility:** All Haka House Hostel Employees.

## Service Support Teams

### IT

All IT requests or bugs should be requested via email to **hh.shared-it@hakahouse.com** and wait for response / urgent requests follow up with a call or a slack message.

IT Knowledge Path contacts valuable guides and knowledge for all things IT by heading to **IT Guides and Learning**

**Responsibility:** IT Team.

## Maintenance

All new maintenance issue, requests or Orders must be entered into FCS regardless of whether they are urgent or minor - when completing this request in FCS ensure that as much information as possible is added i.e. photos or videos in addition to a thorough description for more information follow the **Maintenance Request Process** or refer to **Hostel Manager Maintenance Responsibilities .**

If a request is urgent and in office hours, please also give the maintenance island support person a call informing them of the details of the issue.

If an **urgent maintenance issue arises afterhours** the below communication process applies:

- → Issues to be identified and added to FCS by Hostel Employees or Leader.
- → Escalation to the Island Operations Manager [Qualification of the issue and approval within the DLA limit to be communicated by Hostel Employees or Leader.
- → Escalation to Director of Operations / Maintenance Manager [if the escalation to the Director of Operations is not responded to] – Island Operations Manager.
- → Once approval has been given, the Hostel Employee or Leader is to contact the contractor.
- → Report to the Maintenance Manager issues [next available working day]

**Responsibility:** Maintenance, Director of Operations & Operations Managers.

# New Requests or Additional Work

## Ongoing new requests or tasks

At Haka new requests or tasks that are part of existing policies or processes [example bank reconciliations] will be communicated via email with a follow up call or in person for details.

This ensures that work does not get lost and the team member who is being given the work understands completely what they are able to take on and gives accurate timelines for completion.

Slack message to pay attention/follow up on an email sent if something is urgent or if context is necessary and not mentioned in the email.
**Responsibility:** All Leaders.

## Adhoc Projects or Tasks

At Haka Ad hoc projects or tasks that are not part of the current scope of work [example opening a new building] will be communicated via email with a follow up call or in person for details.

This ensures that work does not get lost and the team member who is being given the work understands completely what they are able to take on and gives accurate timelines for completion.

Slack message to pay attention/follow up on an email sent if something is urgent or if context is necessary and not mentioned in the email.

**Responsibility:** All Leaders.

# Policy & Process

## Amendments

At Haka all amendments to policy or process should be communicated to employees via email in the first instance, those employees without Haka email accounts must be made aware of the policy changes verbally and have access to where the policies/processes are held via communal computer [for example the front desk computer].

In addition, policy and process amendments must be communicated verbally in huddles or team meetings and popped up on the notice board.

**Responsibility:** Changes to be communicated by Heads of Department, Reservations or Operations Managers. Restaurant and Hostel Managers responsible for ensuring that all employees without access to Slack, Email, SharePoint etc. are communicated with verbally.

### Implementation

At Haka new implementation of policy or process should be communicated to employees via email in the first instance, those employees without Haka Emails must be made aware of the policy changes verbally and have access to where the policies/processes are held via a communal computer [for example the front desk computer].

In addition, policy and process amendments must be communicated and trained verbally in huddles or team meetings or additional training sessions where required i.e. change to bed making policy / training must be provided either via video link or in person and finally added to the notice board.

**Responsibility:** Changes to be communicated by Heads of Department, Reservations or Operations Managers. Restaurant and Hostel Managers responsible for ensuring that all employees without access to Slack, Email, SharePoint etc. are communicated with verbally.

## Adherence

All Employees employed by Haka House Management Limited trading as Haka House Hostels agree to adhere to this communications framework, intentional failure to comply with Haka communications standards could result in retraining, a warning or dismissal.

# Communications Table

| | First Contact Point | CC | Escalation Contact Point One | Escalation Contact Point Two |
|---|---|---|---|---|
| General Property | Operations Manager | | | |
| Maintenance | hh-engineering@hakahouse.com | Operations Manager | | |
| IT | hh.shared-it@hakahouse.com | Head of IT | Head of IT | |
| Finance | hh-payables@hakahouse.com | Operations Manager | Island Accountant | Finance Manager |
| Payroll Issues | Operations Manager | hh-payrollexecutive@hakahouse.com | Head of People & Capability | |
| Payroll Setups | Head of People & Capability | hh-payrollexecutive@hakahouse.com | | |
| Zambion | Operations Manager | Head of People & Capability | Head of People & Capability | |
| FutureLog | Operations Manager | Director of Operations | FutureLog Support | Finance Manager |
| Mews Issues | Operations Managers | | Mews Support Email | Head of Revenue |
| Reservations | reservations@hakahouse.com | Operations Managers | | |
| Renovations | Director of Operations | Operations Managers | | |
| OTA Issues | Operations Manager | Reservations Manager | OTA Support Email | Head of Revenue |
| OSE Purchases | Operations Support Specialist | Operations Managers | Director of Operations | |
| CCTV | hh-engineering@hakahouse.com | Operations Managers | Director of Operations | Group Chief Engineer |
| Door Locks | hh-engineering@hakahouse.com | Operations Managers | Director of Operations | Group Chief Engineer |
| WiFi / TV Casting | hh.shared-it@hakahouse.com | Operations Managers | | |