

What to expect from Wales Golf

Our values define who we are and how we'll deliver our organisational strategy:

**Inclusive
Fun
Collaborative
Real
Excellence**

It is our aim to provide high quality services to our customers, whether members or non-members. Wales Golf's (WG) aims to provide a high level of customer service which is professional, available at reasonable hours and approachable for our members.

How do we bring ourselves to work

- We aim to be good colleagues & managers, i.e. sharing what's going on for us personally can be very useful context for everyone and great for building trust, community and understanding. Be free but mindful when sharing and respect the fact that not everyone will want to or be able to respond each time, and not everyone will feel comfortable sharing.
- We respect diverse opinions, we value listening and modelling healthy, respectful disagreement directly with the person. We agree to disagree when necessary.
- We're all Human, not Superhero's.

How we communicate

- We are real. We love the use of humour, where appropriate, to make work more fun and to help us to connect!
- Our staff will conduct themselves in a courteous, efficient and responsive manner in all dealings with customers. We are committed to treating all persons equally and are committed to offering our members a high-quality service and speedy response to requests.

When someone contacts WG, we expect that:

- Your call will be answered by a staff member
- You will be greeted in a welcoming way
- The staff member will be knowledgeable when dealing with your request
- Your request will be dealt with efficiently
- If you request an item to be sent in the post or by email, then this will be carried out as soon as practically possible.
- We respect our value of inclusive but are also respectfully exclusive (e.g. We may forward an email to someone for their peace of mind and to eliminate doubt. We may choose to NOT CC someone out of respect for that person's time and focus).
- After a difficult situation, we take a moment to pause before reacting, then thoughtfully respond instead.
- When we talk about each other – it's always 'we', never 'them and us'.
- We communicate change thoughtfully, unhurriedly and in proportion to the size of the change, with clarity on how much consultation and adaptation is possible. If the decision to change something has already been made, we always provide the context and the opportunity for questions and concerns to be heard and addressed.

- When we feel frustrated, we start by giving each other the benefit of the doubt and by staying open-minded and curious. If in doubt, always ask the question.
- We embrace and welcome feedback. We see it as an opportunity or information to grow and improve. The same goes for mistakes (which we openly admit to and happily fix!)
- When we brainstorm, we collect ALL the ideas (even the surprising and challenging ones), then debate/critique them...

Our Technology:

- **Phone Call** 📞 for sensitive/nuanced/urgent conversations.
- **Email** ✉️ for Clients & Important (or Confidential) Internal Announcements/Decisions or record trails.

Our response times:

- **Internal emails** ✉️ : We avoid if we can. If really urgent, we call via Teams if possible because seeing someone's face is always better. Otherwise, we trust each other to respond when we can.
- **External Enquiry emails** ✉️: We will try to respond to any letter, or e-mail correspondence within:
 - ✓ 48 hours of receipt, and
 - ✓ within 7 working days of receipt during peak times of the season.
 If it is not possible to provide a full response to a request within that time, an acknowledgement will be sent and a detailed reply will follow within 28 working days of the original communication.

Complaints ☹️: We will attempt to resolve all justifiable complaints within 20 working days. On receipt, an initial response acknowledging receipt must be given within 48 hours. The written acknowledgement must identify the issues to be investigated. Once the complaint has been received in writing, Wales Golf has 20 working days to respond in writing to the complainant. If, however, this cannot be done, we promise to keep the complainant updated on the progress of the complaint.

Our meetings

- **Meetings (or teams calls)** for group discussions, building connection, inspiration and collaboration
- No agenda or purpose, no meeting
- Location: We think about having meetings in unusual places, particularly for brainstorming sessions (e.g. the beach, a park)
- We are mindful when scheduling across time zones that the same people are not always having to meet super late/early
- Allow some time for all important fun and/or connection at start/end
- If we need to reschedule or drop out of a meeting, respectfully give as much notice as possible (e.g. 7 days) with your reason and be prepared to send your thoughts/prep work anyway
- We are meeting-ready 5 mins before start time
- We are mindful of who hasn't yet had a chance to contribute and consider offering them a kind way to do this (e.g. chat)
- Distractions: Turn everything else off (unless you're the host)
- BEFORE WE ACCEPT AN INVITE, WE ASK OURSELF: Am I really needed here? Is this meeting really needed? How can it be a better use of everyone's time?

- AFTER THE MEETING: We trust each other to capture our own actions during meetings but are always happy to share them if it helps eliminate doubt

How we look after ourselves and remain productive

- Out of hours is out of bounds (99.9% of the time. For the 0.1%, **call** 📞 or **WhatsApp**). This includes holidays/sick leave and other types of leave of course!
- We listen to our bodies and take breaks when we need to rest, recover and restore
- Above all, we choose not to glorify “Busy”