

Friday 15 June 2012 – Afternoon

A2 GCE LEISURE STUDIES

G184/01/CS

Human Resources in the Leisure Industry

CASE STUDY

Duration: 1 hour 30 minutes



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SPRING HILL

Spring Hill is a golf club located in Essex. It is a family run concern, and is well established, with the business having been started in the mid 1990s. Steve and Chris Lovell run the business with help from their son, Shaun. They also receive help during the holidays from their daughter, Fiona, who is presently studying Business Management at university.

The facilities at Spring Hill have expanded over the years and now include: 5

- two 18 hole golf courses
- three 9 hole golf courses
- driving range
- golf shop
- members' facilities (bar, lounge, changing facilities) 10
- large car park.

Steve and Chris also own several holiday apartments in Spain which they rent to holidaymakers. As a result of this, they spend a considerable amount of the year running the Spanish part of the business. This leaves the day to day operations of the golf course to Shaun and Fiona, who, although brought up in the family business, have limited experience of managing staff. 15

The golf club has a core of full-time permanent staff, but also uses part-time and seasonal staff to cover during the busy periods. The seasonal staff are recruited each year, with a recruitment campaign carried out in the local area.

Shaun enjoys running the golf facility when his parents are away. He is, however, becoming frustrated. He is allowed to make decisions when his parents are away; however, on their return they often reverse the decisions which he has made, thus undermining Shaun's position. He is growing demotivated as a result of this and feels undervalued. Often Shaun works over 60 hours per week, and is growing tired of the expectation that he will 'just do it'. 20

Whilst Steve and Chris were in Spain recently, Shaun found a member of staff taking £20 from the till and putting it in her pocket. Shaun dismissed the member of staff on the spot and removed her from the building. 25

Emma, one of the full-time permanent staff, works on reception, and her husband Mike works as an assistant greenkeeper. As Emma is pregnant and due to go on maternity leave in the next 10 weeks, a suitable replacement will need to be found to cover her position. Shaun must decide how to ensure he recruits the right person for the job. He is unsure whether to recruit only internally or to recruit for the post externally as well. 30

Training for the new staff is done in-house and comprises of an induction course completed within one day, then work shadowing a member of staff for a week. This is followed up by professional development as and when necessary. Fiona has highlighted the importance of staff being able to use modern technology to its full potential and feels that this should be an integral part of staff training and development at Spring Hill. 35

Steve and Chris have not carried out appraisals with the staff as they always had 'something better to do'. Shaun, however, sees the value of appraisal and is looking into starting an appraisal process.

Golf is an expensive hobby, and with the recession and the ongoing changes in government, people are trying to reduce living costs and this is beginning to show in the number of Spring Hill members who are failing to renew their memberships. The long term implications of this trend are causing concern for Steve and Chris. 40

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