

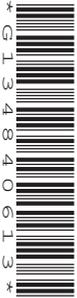
Friday 14 June 2013 – Afternoon

A2 GCE LEISURE STUDIES

G184/01/CS Human Resources in the Leisure Industry

CASE STUDY

Duration: 1 hour 30 minutes



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GPX ARENA

The GPX Arena is located on the outskirts of the city of Whallington. The Arena is a multi-purpose facility which is made up of a number of key areas, including:

- multi-purpose arena space
- seating for 8000 people
- parking on site for 2000 cars
- bar area
- 10 food outlets within the arena area
- helicopter landing pad
- toilet facilities

Being multi-functional the Arena has been used for a variety of events, including: music concerts and sporting activities ranging from basketball to ice-skating. It is also used for exhibitions, antiques and craft fairs. External issues influence demand for the Arena. 10

The General Manager is Roy Jarvis who has worked in leisure all of his working life and has 20 years experience in event management. He has spent many years managing other arena venues. Roy knows how he likes things done; he has a very autocratic management style and is seen by many of his staff as a harsh and often uncaring manager. 15

The Assistant Manager, Becky Standing, who is 28 years old, has worked her way up through the organisation having started as a part-time member of staff doing stewarding work at concerts when she was 18 years old. Becky has worked in all areas of the GPX Arena and has a true understanding of how the whole facility works. Becky has excellent people skills and gets on well with the staff team. Becky carries out appraisals with all her staff who value the time she spends with them. They also value the process as they see positive outcomes from it, particularly as she is proactive in terms of staff development and training. Becky strongly believes that an effective induction programme benefits everyone within the GPX Arena. With this in mind she has spent a considerable amount of time devising what she considers is an effective induction programme. 20
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The GPX Arena operates with a core of permanent full-time and part-time staff. They are recruited using advertisements in local newspapers and the Arena's website, using the process outlined in **Fig. 1**. The GPX Arena has to take into account legislation such as the Equality Act during the recruitment and selection process. 30

In addition to these permanent members of staff, the GPX Arena also uses agency staff when it has an event or concert needing additional temporary staff. This allows the Arena to operate with a flexible workforce.

The staff provided by the agency are generally young people who receive the minimum wage in return for work done. The agency carries out the whole recruitment and selection process, matching the needs of the GPX Arena to the curriculum vitae (CV) provided by those looking for work. Prior to starting work at the GPX Arena the agency arranges and provides all necessary training. 35

The GPX Arena itself struggles to recruit full-time permanent staff. One issue is that within the city there are many other employers willing to pay the same hourly rate. Much of the work at the Arena involves working what are seen as unsociable hours in the evenings and weekends. The Arena also struggles to retain its full-time permanent staff and has a high staff turnover. In addition it finds that agency staff fail to attend work on a regular basis. 40

Becky often comes up with new ideas on how to do things; however Roy does not see the point of changing things, as everything is, in his opinion, fine. He believes that if people do not want to work at the GPX Arena, there are plenty who would, so to him staff turnover is not an issue.

45

Roy often talks down to Becky in front of other staff, and she feels humiliated. The last incident resulted in Roy calling Becky 'stupid' in front of three other members of staff. Roy views appraisals as a waste of time and purely a paper based exercise, and often has Becky's appraisal completed before she arrives for the appraisal interview. Becky has had enough and she has taken out a grievance against Roy.

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Recruitment and selection process, GPX Arena

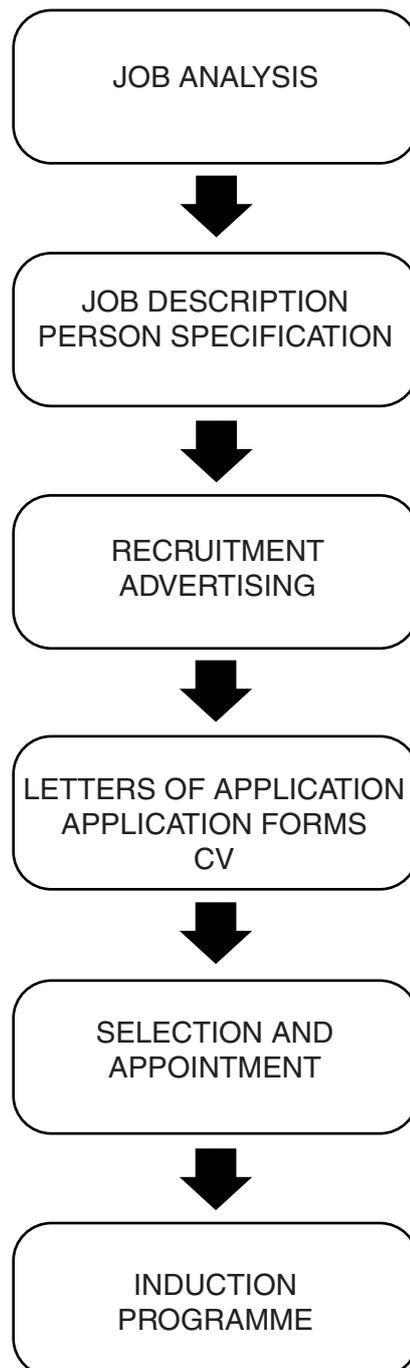


Fig. 1

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