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A2 GCE LEISURE STUDIES

G184/01/CS Human Resources in the Leisure Industry

PRE-RELEASE CASE STUDY

JUNE 2018



INSTRUCTIONS TO TEACHERS

- This Case Study **must** be opened and given to candidates on receipt.

INFORMATION FOR CANDIDATES

- You **must** make yourself familiar with the Case Study before you sit the examination.
- You **must not** take notes into the examination.
- A clean copy of the Case Study will be given to you with the Question Paper.
- This document consists of **4** pages. Any blank pages are indicated.

Ford Forest Park is a leisure park owned by the Armstrong family, located in Ford Forest on the Scottish border. The park is primarily a large swimming pool, around which different types of accommodation are situated, surrounded by natural forest. There are a range of other leisure facilities and services located in the park including:

- | | | |
|---------------------------------------|-------------------------------|---|
| • Mountain bike circuit and bike hire | • Fishing lake | 5 |
| • Climbing wall | • Canoe and water sports lake | |
| • Aerial ropes course | • Petting farm. | |

The park has a functional structure with a general manager, Liz Wallace, who has overall responsibility for the running of the park. Under her management are individuals with specific responsibility for elements of the park operation (see Fig. 1). The park reception opens at 6am and closes at 6pm. The different areas within the park all operate to different schedules, but are expected to have staff available to customers from 8am until 6pm. 10

The main target market for Ford Forest Park is families. Due to this the park suffers from a level of seasonality, with peak times and increased demand occurring during the school holidays.

At least 50% of the staff are employed on seasonal contracts and are recruited from the surrounding area through job advertisements placed in the local newspapers. Many of the staff return year on year. 15

All staff, permanent and seasonal, are given contracts and undertake an induction programme prior to starting work. This induction programme includes a full day of activities that takes the new member of staff through the key functions of the organisation. Presently the induction programme and all training and development for permanent staff is provided in-house at Ford Forest Park. 20

Staff training usually falls to the specific functional managers where the content of the training is chosen by the managers. The induction programme is common to all staff and organised centrally. Every member of staff undergoes an appraisal annually. Liz recognises the benefits of quality systems and feels one of these could help formalise the present staff training and development programme. 25

In the last year an outlet retail park has opened nearby. This has had a negative impact on the seasonal recruitment for the park. Liz Wallace recognises the retail park as a potential threat to her human resource planning and is now considering her options, which include the use of agency staff to fill the shortfall. 30

One of the longest serving members of staff is Billie Webster. His role is the manager of the petting farm and fishing lake. Billie has been with the park since its first day. Although he loves the animals, and has always been enthusiastic about his job, recently Billie does not seem to be enjoying his job. Once a key contributor at staff meetings, recently these contributions have been reduced to almost zero and Billie has become withdrawn and seems to lack any motivation, doing just what is needed to ensure the welfare of the animals. His attendance record over the last fifteen years of employment has been exemplary, but in recent months he has taken numerous days off 'sick'. 35

The centre has an active marketing department. As a business they have a presence on the internet including on social media platforms such as Facebook and Twitter. One of the biggest challenges Ford Forest Park faces in a very competitive market place is standing out and being different from other forest parks that are known nationwide. 40

Liz believes they have many USPs and thinks they need to concentrate on what makes them different from others rather than what they have in common. 45

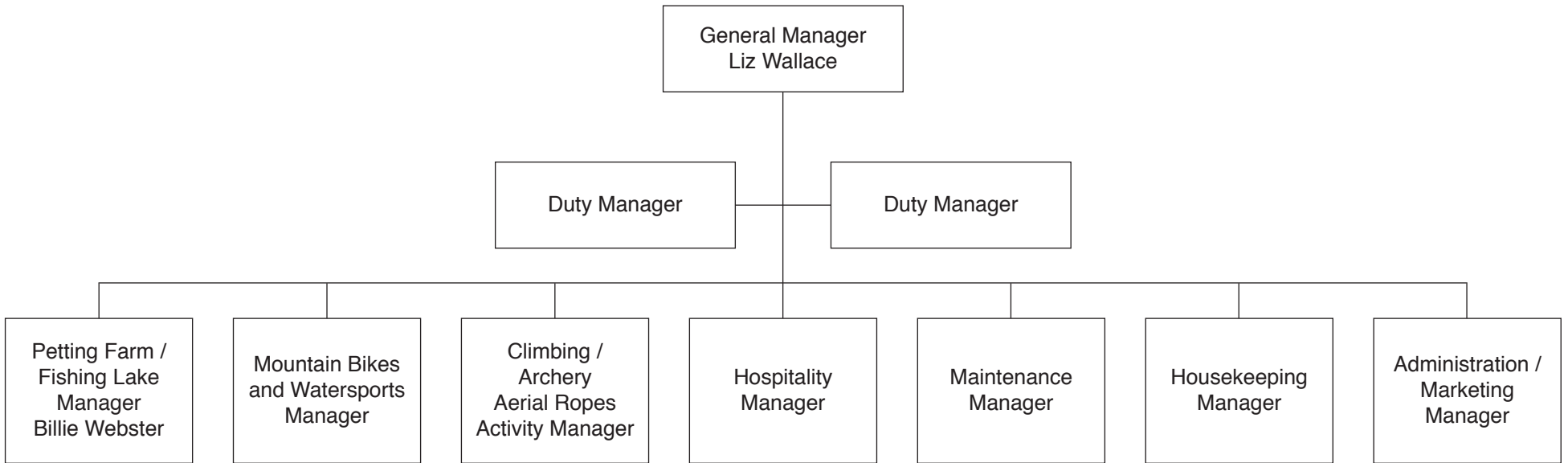


Fig. 1 Organisational chart of key operational areas of Ford Forest Park

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