

**ADVANCED GCE UNIT  
LEISURE STUDIES**

**G184/CS**

UNIT 5: Human Resources in the Leisure Industry

**CASE STUDY**

Afternoon

Pre-release case study for examination June 2007

**WEDNESDAY 20 JUNE 2007**

Time: 1 hour 30 minutes



**INSTRUCTIONS TO CENTRES**

- This clean copy of the case study should be issued to candidates in the examination.

**INFORMATION FOR CANDIDATES**

- This is a clean copy of the case study which you should already have seen.
- You should refer to it when answering the examination questions which are printed in a separate booklet.
- You **must not** take your previous copy of the case study into the examination.
- You **must not** take notes into the examination.

This document consists of **4** printed pages.

## Dalehead Aqua Park

“Fun for All” was the slogan adopted by Bob Doherty, the new owner of the recently refurbished Dalehead Aqua Park. Situated in a remote area of the Peak District, by the edge of a small reservoir, Dalehead Aqua Park is a relatively small water sports and family leisure centre. Activities available at the centre include:

- water sports – windsurfing, sailing, canoeing and kayaking
- mountain bike hire
- lido style swimming pool with changing facilities
- café bar serving a range of hot and cold food and drink.

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For the last six months, Bob Doherty has run and managed the facility on a day-to-day basis. Bob plans to open the Park all year round, seven days a week, with extended opening hours between Easter and the end of August when the main activities will be open from 8.00 am until dusk, with the café bar remaining opening until 11.00 pm.

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Bob has invested a lot of money into this venture and is determined to make it a success. He is always the first to arrive in the morning and nearly always the last to leave in the evening. He takes an active part in the running of all the different activities at the Park. The staff refer to his management style as “management by walking about.” Many of the staff see this as unnecessary interference and this is one of the contributing elements to a high labour turnover.

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After speaking to a friend who works in the Human Resources Department at the local council, Bob has decided to make human resources his priority, realising that, in the leisure industry staff are a vital component of the experience the customer receives. After some deliberation, Bob has come up with the following statement relating to human resources:

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### Dalehead Aqua Park Human Resources Mission Statement

“The declared policy of Dalehead Aqua Park is to invest in staff, not only in monetary terms, but in interest shown in personal development, training and motivation.

The benefits to the business are not easily measured but in an industry which relies heavily on the performance quality of its staff, it is essential that this vital element in the product offering is recognised.”

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However, of more immediate concern are the numbers of outstanding vacancies that exist in all areas, particularly the lack of a pool supervisor/lifeguard. Following a disagreement over time-keeping, Bob threatened to “sack” Darren O’Rourke, who immediately announced he was quitting. That was four days ago and Bob has not heard from Darren since. Bob has quickly drafted a job description for the post of Pool Supervisor/Lifeguard (Fig. 1) on his recently purchased computer system.

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# DALEHEAD AQUA PARK

## Job Description

TITLE: **Pool Supervisor/Lifeguard**  
 GRADE: **£15,000 per annum + PRP**  
 RESPONSIBLE TO: **OPERATIONS MANAGER**  
 RESPONSIBLE FOR:

### JOB PURPOSE

- To be responsible for supervising the pool and all associated tasks, preparing facilities for use and providing a safe and enjoyable experience for all users.

### MAIN DUTIES AND RESPONSIBILITIES:

- To ensure a safe, clean and welcoming environment for all users and to be familiar with the NOPs and EAPs which provide this
- To ensure the safety of swimmers by constantly monitoring all areas of the pool and taking action to correct behaviour where necessary
- To monitor the cleanliness and hygiene of the pool, surrounds, changing rooms and other areas of the facility, carrying out cleaning duties where required
- To monitor and carry out pool water tests, record results and take action, where appropriate
- To carry out any other duties appropriate to the post, which may be reasonably required from time to time.

### Hours of Work

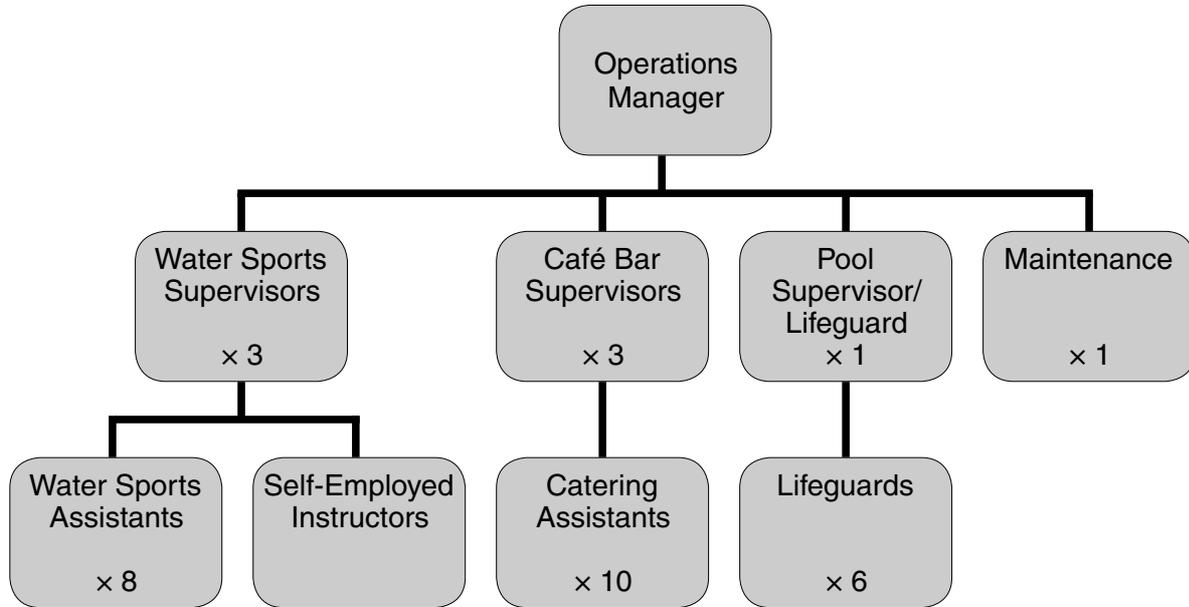
Based on a 40 hour week, working hours will be on a shift pattern, which includes early mornings, evenings, weekends and bank holidays. The total daily hours will normally be eight. This flexibility and willingness to work unsocial hours according to the fluctuating demands of the role is a requirement of the job.

**Fig. 1**

Aware of the worsening position regarding the recruitment of staff in the leisure industry, Bob intends to place a recruitment advertisement in suitable media even before he has clarified the situation regarding Darren O'Rourke. 35

Bob has drawn up an organisational chart (Fig. 2) to remind him of the number and types of employees at Dalehead Aqua Park. Currently, Bob is acting as the Operations Manager as he has failed to find anybody suitable for the role.

**Organisational Structure for Dalehead Aqua Park**



**Fig. 2**

There are a number of different types of employment opportunities at Dalehead Aqua Park including: 40

- permanent
- temporary
- full-time
- part-time
- seasonal.

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Bob is concerned with the on-going human resources problems and has called a staff meeting for the following Monday morning at 8.00 am and has instructed all staff to attend whether “on-shift” or not. At the meeting, Bob intends to give every member of staff a copy of the newly written “Human Resources Mission Statement” and discuss the future of the human resources function in light of the Statement and the possibility of introducing performance management. 50