

**ADVANCED GCE  
LEISURE STUDIES**

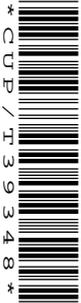
**G184/CS**

Unit 5: Human Resources in the Leisure Industry

**PRE-RELEASE CASE STUDY**

**JUNE 2008**

**To be opened on receipt**



**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** printed pages.

## Thamesbridge City Council Leisure Services Department

After many years of steady growth the Leisure Services Department at *Thamesbridge City Council (TCC)* has just completed a major review of the department. A detailed SWOT analysis revealed the following key issues affecting human resources in the department.

### Strengths

- Low labour turnover amongst staff at the higher levels of the departmental hierarchy and at all levels of staff working within heritage services. 5
- Clear disciplinary and grievance procedures.
- Excellent opportunities for staff training and development.
- An effective appraisal scheme which covers both self and peer appraisal.

### Weaknesses

- High labour turnover of staff at the lower levels of the hierarchy, especially in the sports centres and catering department. 10
- Sickness and absenteeism rates above the national average for the public sector.
- Poor staff induction.
- Many staff unaware of departmental objectives and targets, probably as a result of a very hierarchical organisational structure. 15

### Opportunities

- Restructuring of the department to take advantage of the growing demand for the arts and heritage leisure sectors within the city.

### Threats

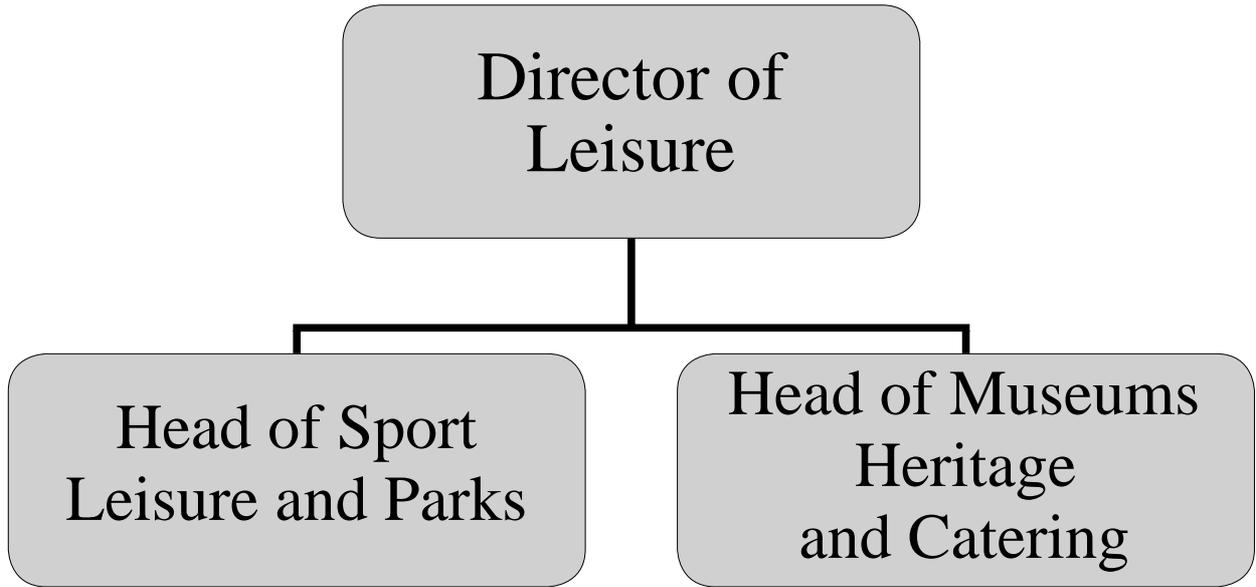
- Skills shortages affecting the recruitment of senior leisure personnel, as well as an acute shortage of trampoline and gymnastic coaches, which are very popular sports in Thamesbridge. 20
- High levels of employment in the area making the recruitment of appropriate staff difficult. 25

As a result of this review, Megan Williams, for many years the Director of Leisure for the department, has identified a number of issues which need to be addressed in the near future. In her role as Director, she has already identified the key human resource priorities for the department and has produced an action plan to deal with these challenges.

One of the first action points to come out of the review is a restructuring of the department (**see Figs. 1 and 2**). This change is to be implemented as soon as suitable staff have been recruited for the following senior managerial positions: 30

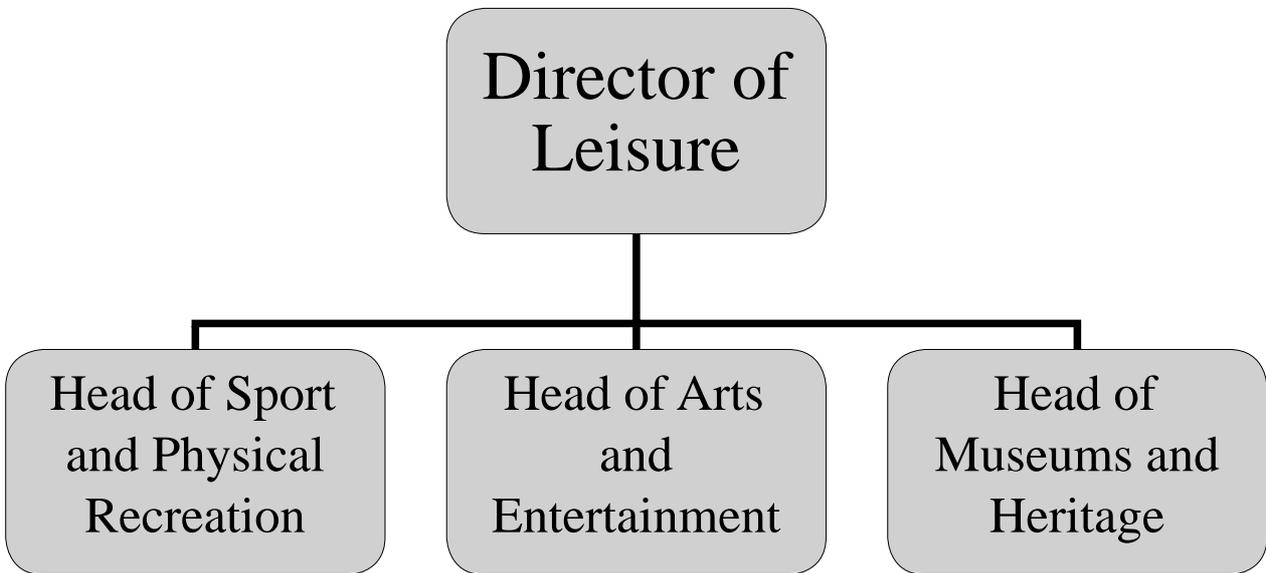
- Head of Sport and Physical Recreation;
- Head of Arts and Entertainment;
- Head of Museums and Heritage. 35

**Old Organisational Structure**



**Fig. 1**

**New Organisational Structure**



**Fig. 2**

Jenny Carroll, the current Head of Museums, Heritage and Catering, has been appointed as the new Head of Museums and Heritage. She has, however, given notice that she will be taking maternity leave commencing on 8 August 2008. As part of her employment conditions Jenny will be entitled to the full range of maternity benefits. The current Head of Sport, Leisure and Parks will retire on 31 July 2008.

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Job advertisements for all three posts are due to be placed in appropriate media within the next few weeks. It is anticipated that the starting salaries for each post will be over £35 000 p.a., plus benefits. For the first time, as part of the recruitment and selection process, the Leisure Services Department intends to make use of an on-line recruitment procedure using the Council website.

Megan Williams, as a traditional manager, is keen to oversee all aspects of the recruitment and selection process. She is also determined to address the weaknesses that have been identified in the SWOT analysis. In particular, she is concerned that the audit has clearly shown a lack of awareness of the department's objectives and has assumed that this could be one of the reasons why staff turnover and absenteeism is a problem.

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During meetings with a number of key supervisory staff in the two existing departments, Megan has been informed that much of the sickness and absenteeism appears not to be genuine. A growing number of staff at all levels have very poor attendance records, with Friday and Monday being 'popular' days for illness to affect staff.

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As a result of gathering this data, Megan Williams can see that there is a general lack of motivation amongst many employees, including both full and part-time staff. She has come to the decision that this issue must be resolved quickly if the department is to move forward.

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