

# OCR

Oxford Cambridge and RSA

**Monday 8 June 2015 – 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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## FULL SAIL

Full Sail is a sailing school located on the south coast of England. The primary service they offer is a range of Royal Yachting Association (RYA) accredited sailing courses to individuals or groups who wish to learn to sail. The school has been established for over 20 years and has an excellent reputation for quality and service. Full Sail is owned and managed by Peter Robinson, who initially started with one boat, but now operates the school with 10 boats. 5

Full Sail offer a comprehensive range of courses from beginner to instructor level. The school offers practical sailing courses on the water, but also offers classroom-based theory courses in navigation and the like. For people who are already qualified, Full Sail also offers charter holidays, where clients can hire boats and sail at their leisure.

To help run Full Sail, Peter employs a range of full-time and part-time permanent staff; he also employs staff on a seasonal basis who are on fixed-term contracts. This allows Peter to meet the increased demand for courses and boats in the summer season. The staff includes instructors, maintenance staff, administration staff, and cleaning staff (**see Fig. 1**). 10

When recruiting new instructors for the summer season, Full Sail advertise the positions in the local sailing clubs as well as in the local newspapers. They have considered using sport-specific press, such as sailing magazines but have decided against this method. 15

Potential employees are asked to complete an application form and, following shortlisting, they are invited to attend an interview. As part of the interview process the potential instructors are asked to take a boat out of the marina and to give a sailing lesson to Peter and Simon Graham (Head Instructor). This is followed up by a formal interview with Peter and Simon. Following this process, successful applicants are offered positions. Due to the number of families taking sailing holidays, all staff, permanent and seasonal, have to have a Disclosure and Barring Service check\* (DBS) carried out prior to starting work. 20

All new staff are required to complete induction training prior to starting work. This is done through a range of methods including the use of pre-recorded materials, discussions and demonstrations from staff who already work for Full Sail. 25

All instructors, whether permanent or seasonal, are expected to be qualified to the highest level. Peter supports this by offering an ongoing programme of staff development and training in all areas of sailing. This is done by attending specialist courses away from the sailing school, rather than in-house. 30

Simon has worked for Full Sail for the last 15 years, and the other permanent sailing instructors have all worked for Full Sail for over five years. The permanent sailing staff have a high level of commitment to the sailing school. The seasonal instructors work from Easter until mid-October, with many only working for one season and not returning for the following year, despite the training provided by Full Sail. Simon would like to look at methods which might encourage the seasonal instructors to return on an annual basis. 35

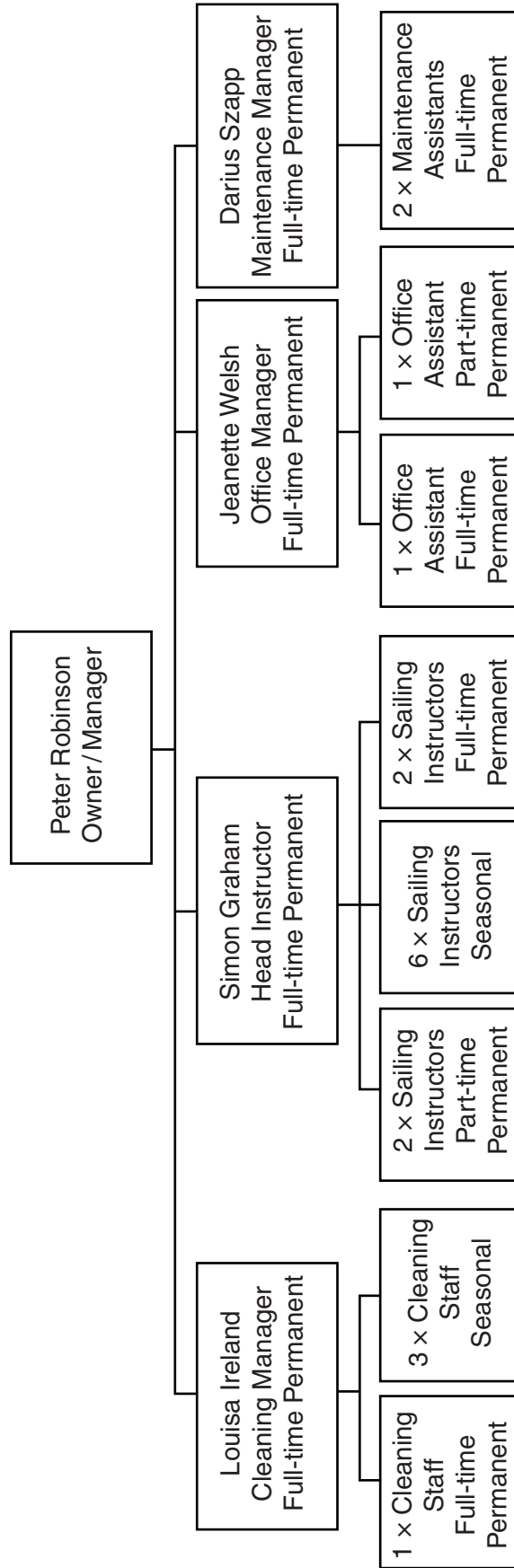
Peter has very exacting standards and expects his staff to be the best in the industry, and will not settle for anything less. Staff sometimes struggle with his standards and some see him as over demanding. One member of staff who is not meeting Peter's standards is Jeanette Welsh, Office Manager. Her role includes all of the administration tasks such as the marketing of the business, all tasks involved with human resources, along with taking the bookings for boat hire and sailing lessons. Jeanette's attendance is good; however, her punctuality is very poor and she often takes longer than permitted for lunch. She has failed to send out brochures to clients and has mis-recorded bookings. 40

The management has recognised that Jeanette has had problems completing the tasks 45

asked of her. Jeanette has undertaken the normal staff reviews. Although Jeanette has been through the appraisal process, which has included a review of her role against targets, she has failed to meet these targets repeatedly. She has been offered additional training and staff development in the work areas she is struggling with; however, on each occasion she has telephoned in sick and failed to attend the training events. Despite all of these efforts, Jeanette's performance has not improved and Peter feels that he has no other option than to dismiss her. 50

Full Sail has expanded its fleet of boats from one to ten over the last 20 years and, in that time, business has been profitable as Full Sail has taken over another sailing school and has increased its customer base. However, the sailing industry has been seriously affected by changes in the economy. Sailing is seen very much as a luxury purchase, and for the first time in its operating history, Full Sail has seen a decline in the number of bookings. Peter is not sure if this is solely down to changes in the economy or partly down to the issues with Jeanette, but recognises that the decrease in bookings will have an impact on the staffing at Full Sail. 55

*\*previously, Criminal Records Bureau (CRB) check*



**Fig. 1 Staffing at Full Sail**







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