

Answer ALL the questions. Write your answers in the spaces provided.

1. Greenleaves is an expanding health spa offering a range of treatments and sport and leisure activities. It has just started to offer coaching in outdoor sports. This is currently under the control of the Fitness Suite Manager, although in the long term it will become a separate department. Greenleaves now needs to appoint a new 'Sports Administrator' who will deal with day-to-day bookings and equipment hire for the outdoor sports. A job analysis needs to be carried out and a job description and person specification produced for this new post.

(a) (i) State **three** pieces of information that you would expect to find in a person specification.

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(ii) Explain how a job analysis could help Greenleaves in the recruitment and selection process for the new post of Sports Administrator.

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As stated, outdoor sports are currently under the control of the Fitness Suite Manager, but in the future it will be a separate department. At first, the Sports Administrator's duties will be taking bookings and hiring out equipment. The interview panel have to decide what questions they are going to ask the candidates for the post of Sports Administrator. A Management Trainee has suggested the following two questions:

Question A: Why do you wish to take up this post with Greenleaves?

Question B: What experience do you have in the leisure industry?

(d) (i) Explain why Question A might be a good question to ask the candidates for the post of Sports Administrator.

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(ii) Explain why Question B might be a poor question to ask the candidates for the post of Sports Administrator.

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(iii) Select **one** other question that you would consider suitable to ask the candidates for the post of Sports Administrator. Explain why you think your question would be a good question to ask.

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Once appointed, the new member of staff will be sent a contract of employment to sign and then given an induction.

(e) (i) Suggest **four** items that might be included in a contract of employment.

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(ii) State **two** examples of what might be included in an induction for the post of Sports Administrator.

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(iii) Explain why it is important for the new Sports Administrator at Greenleaves to be given an induction.

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Q1

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Greenleaves offers a range of specialist activities and treatments. It also holds events aimed at members interested in specific sports. Other organisations can hire part of the facilities for team bonding days or weekends.

Greenleaves employs both full-time and self-employed workers. All the receptionists are full-time.

(b) (i) Explain **two** reasons why some staff might prefer to be employed full-time rather than be self-employed.

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(ii) Explain **two** ways in which Greenleaves might use self-employed workers.

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Last year, Jane, a receptionist, was booked to go on a management training course, with a view to promotion. She became pregnant and the management at Greenleaves decided that it would not be beneficial for her to go on the training course after all, as she would soon be taking her maternity leave.

- (c) (i) With reference to specific legislation, explain how Greenleaves might have been breaking employment law in this situation.

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- (ii) Explain **two** possible problems that might occur if Greenleaves fails to follow the correct procedures when dealing with its staff.

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Jane decided to try to get the management decision on her training reversed through a grievance procedure.

(d) Explain what is meant by a *grievance procedure*.

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Q2

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3. After her maternity leave, Jane decided to return to work as a receptionist at Greenleaves despite having missed out on the management training course. She is still keen to progress in the organisation but her line manager seems uninterested in what she wants. Jane is rarely given any idea of how good her work is. She has no idea when she might get a chance to be promoted. It is more than a year since she had an appraisal.

The management of Greenleaves wishes to motivate Jane and has decided to use either appraisals or performance-related pay.

(a) Explain **two** reasons why performance-related pay might **not** be a good choice to motivate Jane.

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