

**OXFORD CAMBRIDGE AND RSA EXAMINATIONS
ADVANCED GCE**

G184/CS

LEISURE STUDIES

Human Resources in the Leisure Industry

CASE STUDY

WEDNESDAY 19 JANUARY 2011: Afternoon

DURATION: 1 hour 30 minutes

SUITABLE FOR VISUALLY IMPAIRED CANDIDATES

READ INSTRUCTIONS OVERLEAF

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GREENWELL GRANGE

Greenwell Grange is a privately owned four-star hotel, with a spa and leisure facility. It is located on one site; however, the hotel is in a different building to the spa and leisure facility. Greenwell Grange is located in a very rural setting, with access to the nearest “A” road through narrow and winding country lanes, often only one car wide. Although rural in location, there are two large towns within a 20 minute drive of the facility. 5

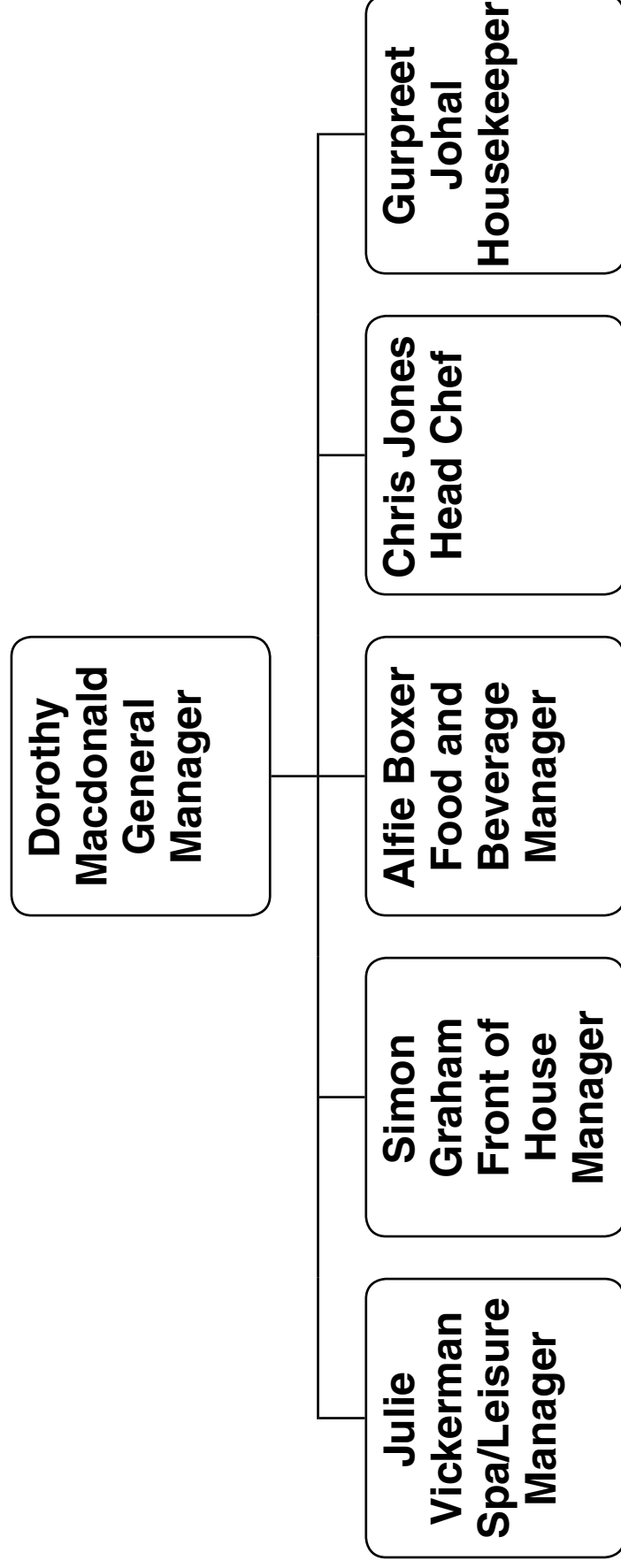
The spa is primarily for the use of hotel guests, but also accepts day visitors and has a range of membership deals available to non-residents for a yearly fee. 10

The facilities within the spa and leisure facility are:

- 15m heated pool
 - outside jacuzzi and sun terrace
 - sauna
 - steam room
 - fully equipped gym
 - changing facilities
 - range of rooms for spa treatments
 - nail bar
 - bistro and bar area.
- 15
-
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The management of the facility is split into departments. Greenwell Grange has a functional organisational structure with a General Manager who oversees all aspects of the facility, and each department has its own departmental manager (see Fig. 1 opposite). 25

FIG. 1 DEPARTMENTAL STRUCTURE FOR GREENWELL GRANGE



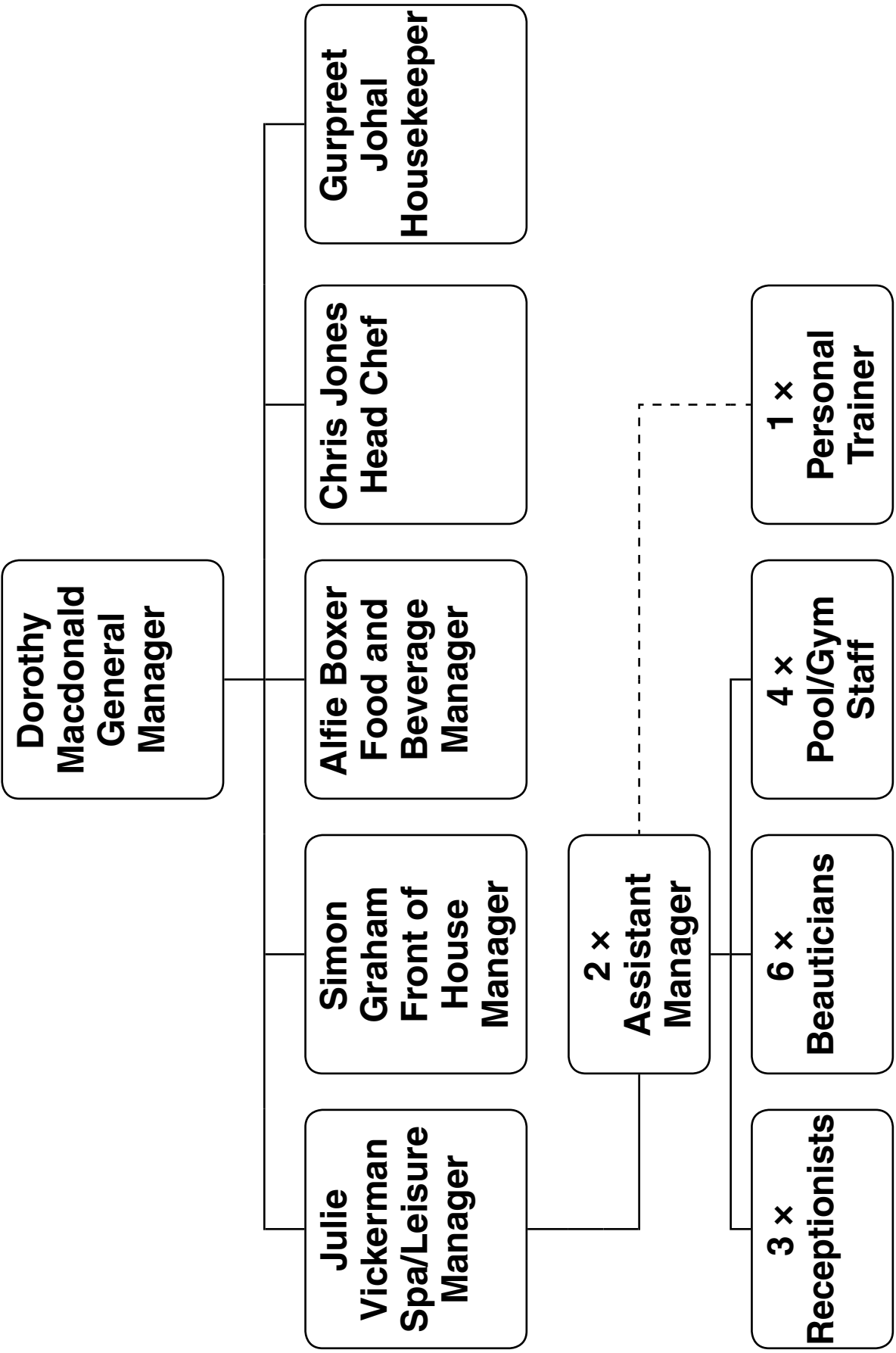
The spa and leisure facility is managed by Julie Vickerman (see Fig. 2 opposite) who has many years experience of working in the leisure industry. The staff in the spa are a mix of full-time and part-time employees, with the exception of Sally, the personal trainer, who is self-employed. All of the staff within the spa are female. 30
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Julie's management style is very democratic and she tries to involve her staff where possible in decision-making. The staff view her in a positive light and the spa has low staff turnover. She appraises all staff in the spa and leisure facility every six months and is considering the use of self appraisal. 40

One area for concern for Julie, however, is the high staff turnover in the bistro and bar area of the spa. She feels that this is affecting the enjoyment and experience of the spa customers. She wonders if the high staff turnover is the result of the autocratic approach to management adopted by Alfie Boxer, the Food and Beverage Manager, who has responsibility for the bar and bistro. 45

When it is necessary to recruit new staff to the spa, Julie places advertisements in the local newspapers. Following this, she requires potential staff to fill in an application form and enclose a letter of application. Julie then shortlists and invites suitable candidates to interview and, in most cases, she appoints staff as appropriate. 50
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FIG. 2 ORGANISATIONAL STRUCTURE OF THE SPA AND LEISURE FACILITY



When new staff are employed by Greenwell Grange they undergo a two day induction. This is introduced by Dorothy Macdonald, the General Manager, and then continues with the appropriate department. 60

There is no set induction format to follow, it is down to individual departmental managers of the facility. Staff are encouraged to take part in training and development opportunities and, due to the ever changing nature of the leisure industry, this is an ongoing programme with much of the training taking place externally. 65

The weak state of the economy has had a negative effect on the occupancy rates of the hotel. The impact of this is that the number of users of the spa is declining. Another area of concern to Julie is the number of members who have decided not to renew their membership, reducing overall usage of the spa area by some 18% compared to previous years. The management of Greenwell Grange is predicting the number of memberships will continue to decline in the forthcoming year. 70

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