



Wednesday 4 June 2014 – Morning

A2 GCE LEISURE STUDIES

G184/01/CS Human Resources in the Leisure Industry

CASE STUDY

Duration: 1 hour 30 minutes



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WILDERNESS BOOT CAMP

The Wilderness Boot Camp is a fitness centre located in the Lake District. The centre offers a range of exercise and nutritional programmes which focus on weight loss and fitness. The camp was the idea of Mike and Karen Jenkins, both of whom have significant experience in the leisure industry. The Boot Camp is operated from a lakeside country house which has accommodation for 18 clients. 5

The facilities include:

- country house with 18 bedrooms for clients
- social areas
- state of the art gym
- three acres of garden 10
- access to the lake
- range of watersports equipment
- treatment rooms – for spa treatments
- swimming pool
- full kitchen and laundry facilities 15
- classrooms used for lectures on exercise and nutrition.

Clients come to Wilderness Boot Camp for either a one, two, three or four week tailor-made programme. In this time they follow a regimented programme of activities and educational programmes, as well as menu plans specific to individual needs. Mike and Karen see the product as a niche product, and quite different from anything else on offer in the local area. 20

To provide this range of activities, Mike and Karen employ a range of staff. There is a core of permanent full-time and part-time staff who support the day-to-day running of the camp. Mike and Karen also make use of a number of self-employed instructors and dieticians as necessary to meet the needs of the client (**see Fig. 1**).

Wilderness Boot Camp is only accessed by a small country road and it is located close to three villages. Due to its location there is accommodation provided on site for staff, if needed. If members of staff do decide to make use of the accommodation on site they are charged £11 per night which is taken straight from their wages or salary. The accommodation provided is basic with shared social space and bathroom. The bedrooms are simple with a bed, wardrobe and a set of drawers. The central heating in the staff accommodation is old and needs replacing, but Mike and Karen have decided not to do this yet, which means that the staff rooms are cold and often without hot water. 25 30

Although Wilderness Boot Camp is only in its second year of business, month on month Mike and Karen have seen a growth in the number of clients. With this in mind, Mike and Karen are considering employing more staff and are drawing up the necessary recruitment documentation. They are presently considering the advantages and disadvantages of employing permanent staff rather than self-employed instructors. 35

While clients follow a programme specific to them, Mike and Karen are responsible for the nutritional programmes. Julia Peterson is in charge of the exercise elements of the programmes, and she has worked in personal training for over 10 years. Julia was the first permanent member of staff employed by Mike and Karen and due to this she feels that she has a very strong working relationship with them. Julia is responsible for the work undertaken by John Jones, who was recruited two months ago and is a former army physical training instructor. He and Julia have very different approaches to training and this has started to cause conflict between them. John has a very forceful approach to the motivation of his clients; whereas Julia has a more gentle motivational style. Julia sees her method as more appropriate, especially as clients are spending a significant amount of money. 40 45

Julia has approached Mike and Karen and complained about John's attitude and the language he uses towards the clients. She has asked for him to be reprimanded and is considering taking out a grievance against John. John has, however, received positive feedback from his clients. Although initially they find his demanding attitude difficult, they do see results and, in the end appreciate his efforts.

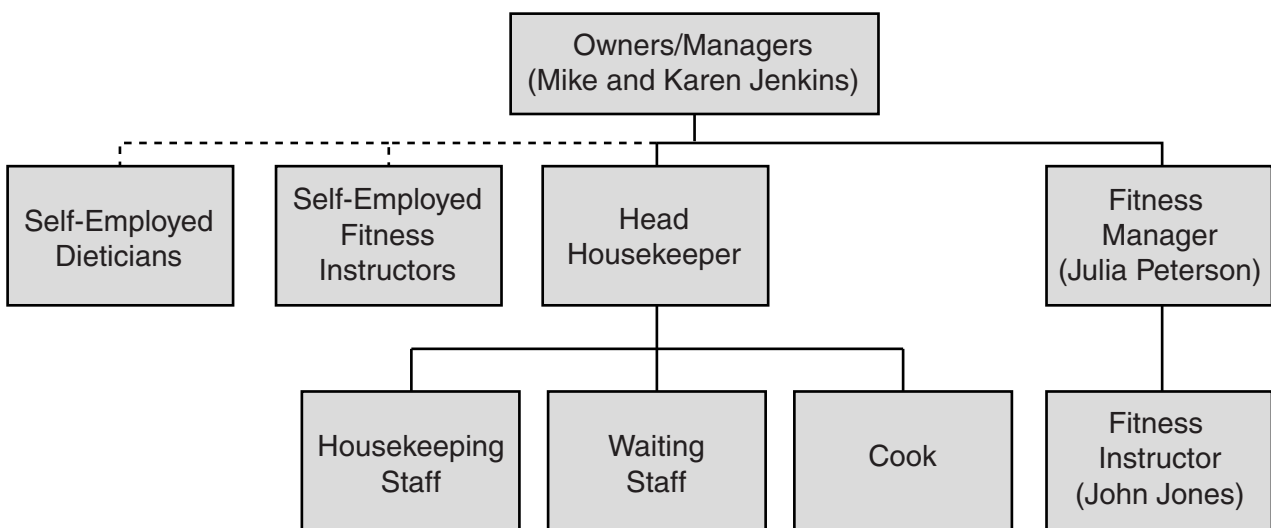
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John sees his approach as the 'norm' and what any client would expect from a Boot Camp experience. He says, *"They don't want Mr Nice Guy, they want someone who will make them do it, rather than pander to them because that won't shift the pounds"*. Mike and Karen value the contribution of both members of staff but feel that the present atmosphere is causing problems throughout Wilderness Boot Camp. It is clearly something which needs addressing.

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Mike and Karen do not currently appraise their permanent staff, but are considering the introduction of some form of appraisal.

Fig. 1 Staffing at Wilderness Boot Camp



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