

Do's /Don't

Human Resources in Travel and Tourism-G735

Though the assessor has filled in comment box and included page numbers **specific annotation** of evidence is unclear and in some cases not evident

Candidate introduction---There is some **definition** and an attempt at quote but reference is unclear. However recording comments about work experience and pages 1 to 5 are mostly irrelevant to the assessment criteria and therefore **unnecessary**.

AO1

This has generally been well covered. There is management structure but Candidate has made little reference to charts included in the work and type of structure with reasoning.

Candidate commences by treating organisations separately as mark band 1 but then approaches the compare/contrast. There is some lack of reasoning behind some statements to provide a full understanding of issues. Values and attitudes not always clear.

Mark-8

AO2

Needs analysis tends to be intrinsic in the evidence and considered holistically. There could be greater relevance to the skills and qualities needed for the job in line with the requirements/needs of the company. There is an attempt at a plan and implementation programme but this needs developing.

Mark 7

AO3

There was a DVD with clear evidence. There are witness statements. Good evaluation and recommendations but could develop more reasoning. **However, the Candidate has used the same job role as AO2 which causes some replication in terms of the**

Travel and Tourism

Unit G735 Human resources in travel and tourism

Unit Recording Sheet

Form. One of these sheets, suitably completed, should be attached to the assessed work of each candidate.

Travel and Tourism		Unit Code	G735	Session		Jan / June	Year	2	0	0	8
		Centre Number		Candidate Number							

and contrasting the management of human resources within two travel and tourism organisations. You also need to produce evidence showing how you process for a travel and tourism related job role. Evidence of your participation as a candidate for a different interview is also necessary. To complement of your chosen organisations manages the performance and discipline of its staff.

Criteria		Teacher Comment	Page No.
<p>duce a report on nt and planning of es for two travel and ations, where some e covered in more rs, showing nderstanding; id make some etween the two and give some o each values and attitudes man-resource nd planning;</p> <p>[5 6 7]</p>	<p>A01.3: you produce a report on the management and planning of human resources for two travel and tourism organisations, showing full understanding of the issues, and you identify different approaches used by each organisation; you make a comprehensive comparison between the two organisations, with mature consideration of each organisation's values and attitudes, in relation to human-resource planning and management.</p> <p>[19 10 11 12]</p>	<p>An excellent report on the two organisations. Points found strong full understanding of the issues and planning issues. The approach was appropriate. The comparison was very clear. Candidate made mature comparison between the two organisations, with mature consideration of each organisation's values and attitudes, in relation to human-resource planning and management.</p> <p>Mark</p>	<p>1-37</p>
<p>vide a plan and programmed of the selection process one travel and ation, with realistic job advertisement, and person ich match the job knowledge and you present ly, with appropriate inology, and your s conveyed through ite language;</p> <p>[5 6 7 8]</p>	<p>A02.3: you provide thorough evidence of the planning and implementing of the recruitment and selection process for a job role in one travel and tourism organisation, with a comprehensive needs-analysis, appropriate job advertisement, job description and person specification, which fully reflect the job role, showing full application of knowledge and understanding; there are no inaccuracies in content and the coverage of the skills required is complete; you present your work logically, showing use of appropriate terminology and your meaning is clear and accurately conveyed.</p> <p>[19 10 11 12]</p>	<p>There is clear evidence of the R+S process for the job role with a comprehensive cover of the required points. There is a full application of knowledge and understanding of the issues and is clear and accurate. The work is clearly and accurately presented and conveyed through the use of appropriate terminology and your meaning is clear and accurately conveyed.</p> <p>Mark</p>	<p>40-73</p>

G735/URS

M, DNE, 12/5/08

(4)

Criteria

Teacher Com

<p>AO3.1: You provide limited evidence of your participation in an interview, as a candidate, for a job role in the travel and tourism industry; there may be limited evidence of your research into the requirements or skills of the job concerned and no attempt at analysis of your own performance;</p>	<p>AO3.2: you provide clear evidence of your research into the requirements of the job for which you are being interviewed, as well as evidence of your participation in the interview, as a candidate, for a job role in the travel and tourism industry; you provide an analysis of your performance, with some attempt at making recommendations for improvement in your performance or further skills that you need;</p>	<p>AO3.3: you provide comprehensive research into the requirements of the job for which you are being interviewed, and you give a mature performance in an interview situation for this job within the travel and tourism industry; you also produce a thorough analysis of your performance during this interview, with well-considered recommendations for improvement in your performance and the skills which you need to develop to improve this performance.</p>	<p>There is a clear attempt to compare the candidate's own performance in the interview with a thorough analysis of your performance during the interview. The well-considered recommendations for improvement in your performance and the skills which you need to develop to improve this performance.</p> <p>Mark</p>
<p>AO4.1: You evaluate briefly how your chosen organisation manages the training, motivation, performance and discipline of its staff and your conclusions and references to relevant legislation are limited; there are omissions and/or inaccuracies in your interpretation of technical language or content;</p>	<p>AO4.2: you provide an evaluation of how your chosen organisation manages the training, motivation, performance and discipline of its staff and you draw some supported conclusions, which may not be wholly realistic but meet the requirements of current legislation; there may be some inaccuracies and/or omissions in content and little reference to values and attitudes of stakeholders;</p>	<p>AO4.3: you produce a critical and comprehensive evaluation of the way the chosen organisation manages the training, motivation, performance and discipline of its staff, which includes valid conclusions and recommendations for improvement reflecting the effects of legislation and the values and attitudes of stakeholders.</p>	<p>Using a clear and concise structure, the candidate has provided a thorough analysis of the performance of the organisation. There are valid conclusions and recommendations for improvement. The candidate has provided a clear and concise analysis of the effects of legislation and the values and attitudes of stakeholders.</p> <p>Mark</p>
<p>[0 1 2 3 4 5]</p>	<p>[6 7 8 9 10]</p>	<p>[10 11 12 13]</p>	<p>Total/50</p>
<p>If this work is a re-sit, please tick</p>	<p>Session and Year of previous submission</p>	<p>Jan / June</p>	<p>Please tick to indicate this work</p>
<p>Please note: This form may be updated on an annual basis. The current version of this form will be available on the OCR website (www.ocr.org.uk).</p>	<p>Please complete one Centre Authentication Form (CCS 160) for each unit and forward to the moderator with your sample.</p>		

Guidance on Completion of this Form

- 1 One sheet should be used for each candidate.
- 2 Please ensure that the appropriate boxes at the top of the form are completed.
- 3 Please enter *specific* page numbers where evidence can be found in the portfolio, and where possible, indicate to which part of the text in the mark band you refer.
- 4 Circle the mark awarded for each strand of the marking criteria in the appropriate box and also enter the circled mark in the final column.
- 5 Add the marks for the strands together to give a total out of 50. Enter this total in the relevant box.

NIA

Introduction

For our Travel and Tourism course we are looking into the many different areas of Travel and Tourism industry, one area we intend to focus our research on is the Human Resource departments within two very different organisations. While the term 'Human Resources' is most commonly used within the work environment many organisations refer to this department as 'personnel', although they do mean the same thing there are few things that differentiate the two, these include personnel management focusing more closely upon staff welfare and administrative record keeping while human resource management links more closely to the issues of large investment for example staff salaries, training and meeting budgets. This basically means that one is more staff based while the other is slightly more focused upon the money side of managing staff. There are many different definitions given to human resources due to it covering such a large area of an organisation, it is also because the human resource department in every business is different therefore has a different meaning to each business.

The Chartered Institute of Personnel and Development defines Human Resource management as "a management process to enhance individual and collective contributions to the long and short term success of the organisation".

The Heinemann A2 Level, Travel and Tourism textbook states that "Human resource management within an organisation is that part of the management that relates to the recruitment, training, retention and performance of staff, as well as administrative issues such as pay, holiday entitlement and sick leave."

From my experience in the area of human resources, with regards to my part time work as a sales assistant within the Early Learning Centre and from my work experience at a variety of different travel and tourism based companies, including 2 hotels and Gatwick Airport. I have learnt about how this particular department runs within the different organisations and noticed that they were all very unique. I found that while one method of running the department of human resources works well for

Organisations have three types of resources and the distribution and inter-relationship between them is extremely important to the success of the business. I will make a table to show the three resources and what each of them includes.

Human Resource Management area	Human Resource Tasks	Industry Examples
Organisation	Job role and Design	Tour representatives
Resourcing	Recruitment and selection	Cabin crew
Employee relations	Industrial relations	Baggage handling
Performance Management	Target setting and monitoring	Travel agents
Human Resource Management	Career management	Hilton hotel
Reward Development	Pay systems	Tour operators

Human Resources is of major importance to the Global Tourism Industry due to the vast number of staff employed in providing services for travellers and tourists. The World Trade Organization is the only global international organisation dealing with the rules of trade between nations. "Their goal is to help producers of goods and services, exporters, and importers conduct their business. According to the WTO tourism generates a higher contribution of Gross domestic product, jobs and investment than most other economic activities. In many developing countries and in particular in emerging tourism destinations, tourism is the principal service sector activity and source of employment for young people."

Issues are continuously being brought up with regards to human resources some of the latest ones would be competition, international operations, technology, legislation and ethical issues

Competition

department as it may require them to enter staff in for further training to increase their level of customer service due to the demand of high quality customer service.

International operations

Since the rise of foreign travel, international operations has become a serious issue. It is well known that many travel and tourism organisations have links with foreign destinations, global providers of products and services and overseas customers. Any large multinational organisation needs to be able to standardise the way in which its staff work in all divisions around the world so as to be able to create and maintain its corporate culture.

Technology

Although newly established, technology has become one of the biggest issues brought forward by human resource management. With the help of technology travel has been able to offer new opportunities and move forwards, saying that the affects of it have not only been positive, along with improvements it has also created problems. The human resource function is directly affected by the use of technology, such as using email and intranet systems as an internal communication tool and many others. Technological change often enforces organisational change- where computer technologies have been considered secure and effective, former job roles and work allocations may have to change.

Legislation

The number and rigour of statutory regulations affecting the way in which employer-employee relations operate are increasing. The following is a list of the areas in which employment law has recently changed in ways that are likely to affect travel

- Equality of opportunity laws, including disability discriminating laws
- Working time regulations
- National minimum wage
- Maternity and paternity regulations

Needs analysis

Needs analysis is a management tool used to identify the staff required by an organisation at any given time. It identifies not only the number of employees required, but also enables the human resource department to distinguish the type of skills of the employee best suited to each job role

The labour market

The labour market is the market in which workers compete for jobs and employers compete for workers. It is very important that the human resource departments of large travel and tourism organisations keep well informed of the changes which affect the labour market as these will affect recruitment and retention of staff within the organisation. Many factors affect the labour market these are most commonly classified as either external or internal influences.

External influences are those that are beyond the control of the organisation. They are likely to have an impact on the operating environment of the travel and tourism business at a local or national level. External influences will affect all the companies within a sector or region these include the following the

- Economy
- employment levels
- employment trends
- skills shortages and surpluses
- competition for job seekers
- market demand
- location issues
- seasonality, tangibility, perishability
- current issues affecting the travel and tourism industry

Internal influences on the labour market are those that are within the control of the organisation, these include

- Staff turnover

A01

Human Resources- The Caravan Club

Human Resources is a very important part of organisations, when competently managed it can help to maintain the hard work of an organisations staff. Human Resources consists of a number of areas such as staff training, management, motivation and employee relations. The Caravan Club has an extremely effective and hard working human resource team who constantly strive to heighten their staff's methods of working. We have researched the Caravan Club's human resource department and therefore able to draw a number of conclusions regarding how effective it is.

In order to have a hard working and successful Human Resource department the staff you employ must be competent and skilled. The Caravan Club employ over 1,000 people who are situated both in head quarters and sites around the country. Around 300 of the staff at the caravan club are based at headquarters working to pass on their skills and keep the organisation running successfully. 600- 700 of the members of staff work at the different sites under the roles of Warden and Assistant Warden. They work to keep the many different sites up to the standard expected by their members and to continue to attract others, it is a challenging and demanding job, which requires them to keep all staff motivated and continuing to work to a high standard.. The Caravan Club also have many volunteers working for them, they are very highly respected and appreciated within the club as without them it is unlikely that the organisation would run as successfully as it does with them.

Not only is it important that to the organisation that staff work hard it is also essential for the location of the organisation to be easily accessible. Although the Caravan Club have sites based all over the country their headquarters can be found in East Grinstead. Their headquarters is a large office complex with 3 floors. It is open plan and modern building, which allows flexibility between departments, creating a very nice working environment for all members of staff. The Caravan Club also have a distribution base at Felbridge, also known as the industrial unit. There are hundreds of sites based in the UK and Ireland open to the members of the Caravan Club with further ones being introduced. Sites in the UK currently stand at 200 with 90% of them being awarded with 4 or 5 quality stars.

from the membership fees the majority of the money that helps keep the Caravan Club running is from selling insurance services such as caravans, cars, houses and pets, private health is also readily available from the Club. Breakdown services offered by the Caravan Club are another source of funding. From all the funding that the Club receives it means they do not have to borrow money from any other sources such as banks, as they have more than enough to fund projects and things of their choice, that they believe will benefit the club, without being in debt or owing someone money.

When starting a business it is essential to set aims/ goals in which the business hopes to achieve. When putting together a business plan the objectives of the organisation must be thoroughly discussed. The Caravan Club hopes "to bring together those interested in van life as a pastime...to improve and supply suitable vans and other appliances....to develop the pastime by collecting, publishing and supplying to members, books and periodicals and lists of camp sites etc... to arrange camping grounds". It is very common for an organisation to assess whether or not objectives and targets have been met and if not, ways in which they can be achieved. The Caravan Club has maintained this objective for 100 years and strives to make sure they are continuously met.

Aims and objectives are often set in the interest of the stakeholders; they are often beneficial to them in some way. The stakeholders of the Caravan Club are mostly the members of the Club; however the insurance companies, breakdown companies and suppliers who work in partnership with the club are also counted as stakeholders. Any company or organisation who work alongside the Club, are counted as stakeholders as they have much business concerning how the Club runs and its success. The Caravan Club feel it is very important to report to their stakeholders, they do this by the directors of the Club reporting to the club councils who will then report back to the members, suppliers and partnered organisations. The majority of the information regarding the club is passed on through the Caravan Club's monthly magazine and Web site, which incidentally had 3.2 million hits in 2006 showing that it is largely popular and that people linked to the Caravan Club do show an interest in the operations and success of the club.

make the decisions for the company is the director general, however they are not their own boss they must report back to the committee before any large and important decisions can be made. The caravan club has a number of departments within their company that must be run these include Finance, Marketing, Membership services, Information systems, Personnel, Administrative services and Estates. In addition to those they have a distribution centre that manages the distribution of all their membership correspondence. Each of these departments are very unique each having their own objectives to be met/ achieved.

The Administrative services department is accountable for the post room, reception, housekeeping, maintenance and other general office services at East Grinstead House, together with The Club's health & safety department. Together they are the back-stage team, providing essential in-house services to support the front-line departments.

The finance department is in charge of producing financial plans, management information, management and statutory accounts and are responsible for financial controls within The Club and ensuring compliance with relevant legislation and accounting standards

The information systems in a very complex department who is responsible for ensuring systems meet the day-to-day operational needs of The Club. They are responsible for the development of IT systems and infrastructure to support The Caravan Club's business communication about I.S within all areas of the Club's operations. It is also responsible for the provision of technical expertise and guidance to The Club's management on the on-going development and implementation of the Club's systems strategy, including provision for business continuity.

The marketing department is a very large department within the organisation the different areas focus on separate branches of marketing. The membership marketing division focuses on recruiting and retaining members, as well as marketing The Club's insurance and financial services. They are also committed to adding value to the membership proposition by offering different products and services to members, as well as creating relevant affinity partnerships with companies who can really offer something of "value" to their membership. While the public relations department focuses on raising the profile of the organisation and its services.

marketing would be insight and planning it is an area that has only just been introduced it covers market and member research, competitor intelligence, data analysis and planning. Its main aim is to gain a deeper understanding of member needs and anticipate how The Club can improve services and products to meet these. E-commerce is responsible for the management of the website ensuring it is up to date and contains interesting and relevant content. The website is constantly evolving and there is the need to oversee and test any developments of the website and introduce new services to ensure the best possible member experience. There are three further areas in the marketing department they are all small groups however, have quite large responsibilities the departments are called publications, UK technical advice and finally events. All of these departments are extremely important as the success of the club depends on how effective the different areas of marketing are.

Membership services are a further department employed by the Caravan Club they are also quite a large department consisting of 4 separate business entities spanning membership operations, travel, U.K. Sites operations and insurance and financial services. They are responsible for taking inbound calls from existing and potential members regarding their full range of products and services, catering for the overseas travel requirements of our membership and includes our Red Pennant breakdown & recovery service, manage the U.K Sites network and also provide scheme underwriting/medical screening and technical support to the contact centre regarding all Club insurance products.

The final department within the Caravan Club would be the personnel department; they are responsible for the welfare of all Club staff both within East Grinstead and across the sites network, advising on the formulation of Club policy and procedure in respect of recruitment, training and development, employee benefits and employment law.

It is essential that all these departments run effectively in order for the entire business to succeed. Each department has their own jobs to carry out and without even one of these departments it would be unlikely that the organisation would be as successful as it is today, therefore in order to continue with their present success, good management of these departments is crucial.

As you can see in the staffing/ organisation chart, lines of communication through directors runs downwards to line managers, who they must consult when dealing

perspectives. The Caravan Club's major company decisions are made by the executive committee, while the lesser decisions are made by directors of departments which are usually in reference to their departments of which they know best. Decisions are usually made from the feedback that the company receives from their members for example if they were thinking of making a change they would consult their members and ask of their opinions. A large amount of consideration goes into how their decisions will affect their members and whether it will create a positive or negative affect will be decided by executive committee.

Employment relationships

Management culture is very important within an organisation. Staff must be aware of who they should go to if they have a problem or query and should also know that their management team is working to support all their members of staff and meeting their needs. The Caravan Club creates their management culture by clear responsibility framework and teamwork; they believe these are essential to create a successfully running team.

Employment relationships are very important as it is essential that all staff members are happy with their working environment, the largest part of their job is to work alongside others therefore it is important that they are happy with their colleagues. It is very important that staff know which colleagues are in which positions, the Caravan Club have created a very clear organisation chart which shows which members of staff are which positions and who they should go to if they have a problem, they have also created a line management structure which is extremely clear, stating that that main method of running the company is through line management.

Resourcing

When looking into the area of resourcing it is very important to consider the number of staff needed for the establishment, thinking of how many will be needed to make sure the organisation runs successfully, effectively and also for staff to know they are being supported by not putting major amounts of unnecessary pressure upon them, which could be taken off by employing the right amount of staff for the job. A 5 year action plan is produced to look at developments, changes and new ideas. Many of these ideas regarding development are picked up by the questionnaire the Caravan Club asks their members to fill out. They know they will receive an honest opinion from their members, which is likely to benefit everyone. The human resources

job role is next to none. In the case where the skills they comprise are not up to expected standard, the opportunity for training is available. The Caravan Club offers both internal and external training to make sure that their staff work to the standards that is expected by the company. Internal training ensures that they are trained in the correct way by the company rather than the skills they learn from external sources that are not relevant to their job role and the tasks they will be carrying out.

Organisations tend to have very different recruitment and selection processes, as they choose the way in which is most suitable for their company; the Caravan Club internally advertise all their jobs by means of their website and magazine. It is very common for internal staff to be promoted and made the first choice when job roles are being recruited for they believe that experience is very important therefore staff that are loyal and want to remain working for their company are very suitable for the positions they offer.

Although it is common for internal staff to be promoted and offered new job roles it is sometimes necessary for the company to bring in some new blood that will contribute new ideas and bring about a bit of a positive change. This will help to keep the members of staff on their feet and motivated so that things don't become repetitive. The Caravan Club have a very long and effective recruitment and selection process whereby many things are considered and tested for. The Caravan Club's recruitment and selection process starts by them advertising the job in their magazine or through their website it will include a job description and person specification, which is when the applicant will decide whether they are suitable for the job being offered. They will then be asked to complete an application form and letter of application. If the applicant passes this stage they will then be asked to attend an interview whereby they will be asked to answer a number of questions for example why they are interested in the position. The applicant will then have to complete a number of tests and assessments which will then make clear to the company that they are suitable for the position being recruited for. Finally they will make their decisions by completing a matrix which will add up the scores of the applicant from the person specification, interview, assessment 1, 2 and finally the psychometric test, which will show who is most suitable for the position.

Performance management

The area of performance management is one of the most important parts of maintaining a good working team. The Caravan Club carries out a number of methods to measure the performance of individuals, teams and the whole

staff motivated and by setting targets and goals for their staff to meet they can maintain hard work from their staff, therefore allowing them to take part in training schemes they will keep their staff motivated as it will help contribute them attaining their goals/ targets.

Human resource development

As I mentioned previously much of the training that takes place within the company of the Caravan Club is in-house, while some training is already set up it is sometimes necessary for special training needs to be developed. For example if a member of staff is looking to better themselves and apply for a senior position, it is likely that they will already have the training schemes ready for them, however for newly introduced job roles new training programs will have to be created as they will not have trained anyone to gain that role before. If the Caravan Club cannot offer certain training, individuals will be sent on external courses, however the club try to keep this to a minimum as it can be costly.

I also previously mentioned that opportunities for promotion are a good motivator, therefore the Caravan Club find that by offering their jobs through internal recruitment is likely to help them gain the most suitable candidate for the job, as they are going to be a loyal and motivated member of their organisation. Most of the staff within the organisation are promoted from the basic jobs where they first started off as they have learned further skills which have enabled them to take on much more responsibility within the company.

Reward management

Looking into the area of reward management in regards to the Caravan Club I found a very clear pay structure. It is a set pay structure that increase yearly for all member of staff at the same %. This maintains fairness which then goes on to keep a positive working relationship between staff, which is essential in this kind of organisation. The Caravan Club use an outside company to review pay with the market rate. They do this to make sure that staff are being fairly paid with reference to how much other in the same position are and also how well the market/ industry in which they work is doing, therefore if it is doing well they should be eligible for a pay rise if they are working hard as the organization can accommodate this due to the success in the market.

can vary whether it be a permanent or temporary staff must work to what the contract states and agree with the terms of it before signing. The Caravan Club offer all types of contract; therefore they employ both permanent and temporary staff.

Employee relations

Employee relations are very important within an organisation; it is very common for staff to be part of both formal and informal organisations that support employees and their actions within the companies they work for. The caravan club use both formal and informal methods to help with employee relations, however there are no trade unions or staff associations at the Caravan Club.

Human resource planning

The Caravan Club has a very clear method of needs analysis, as I mentioned previously they have a 5 year action plan which looks at developments, changes, new ideas and looks at plans and consequences for staffing and finally the affects of changing levels of responsibility and also to predict future staffing changes.

Some organisations believe that a low turnover is good while others require a high one, organisations such as hotels turnover as many as 70% of their staff while the Caravan Club only have a low staff turnover, at just 2%. The caravan club believes the main reason behind their low staff turnover is largely to do with the rewards they offer their staff. They believe that by treating their staff well, paying them fairly, supplying good working conditions and finally supporting them throughout their work will maintain staff loyalty and will continue to help them retain their low staff turnover.

It is very important that organisations try to limit sickness and absenteeism rates, although this can be quite a difficult and an unpleasant job to carry out it is essential. The Caravan Club manages to limit sickness and absenteeism through monitoring. Staff returning from sickness are helped get back to full time work through a large amount of support and as I mentioned previously the club do offer private health to their members of staff, therefore showing their support and concern for their staff's health. In some cases however it is necessary to use their medical assessment to confirm that their staff are sick and not just skiving.

In some businesses the affect of their recruitment process can have an effect on economic climate, however the Caravan Clubs recruitment process has not effect on the economic climate and there has never been any problems with regards to this issue as the market leader attract staff



found that the Caravan Club has grown every year in last 100 years, showing that is very much affected by the Travel and Tourism industry and also people's decisions to travel.

For some businesses it is impossible to employ local people; however some organisations believe it is the best way to employ staff. The Caravan Club much prefer to employ local people and find that there is no problem finding candidates in East Grinstead, as the skill levels of the local people are good, this is because the area of East Grinstead is very well respected and is quite an expensive area to live therefore the majority of people who live there have jobs therefore are likely to be very well educated and learnt important skills. Although they find it easy to recruit from the local area, IT staff are much harder to come across as they must be extremely well skilled in the area of which they work. The Caravan Club also have found no problems in recruiting from the UK. They have however found that there is such a large demand of people wanting to be Wardens and Assistant Wardens that many of them are having to wait for a placement, with over 200 waiting for sites.

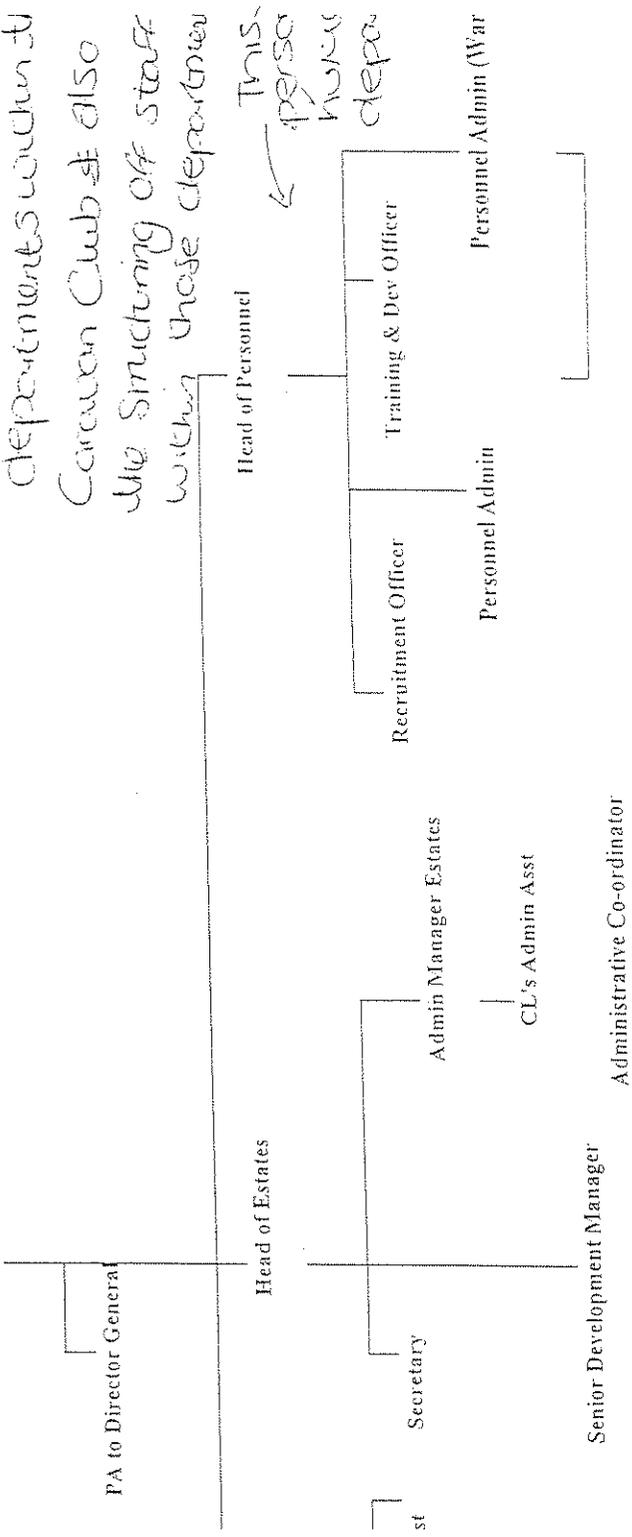
The use of sub contractors is quite common within organisations however the Caravan Club do not make much use of them with them only employing a couple. All work carried out is in-house and is as far as possible.

Looking at the Caravan Club there appears to be no skills shortages within their organisation, which is very effective and beneficial to them, as it means that training is not necessary for a number of their employees.

Many staff get head hunted through different organisations, and within the company of the Caravan Club headhunting takes place both ways, meaning that they look for people within other organisations while others look for people within their own.

DIRECTORATE

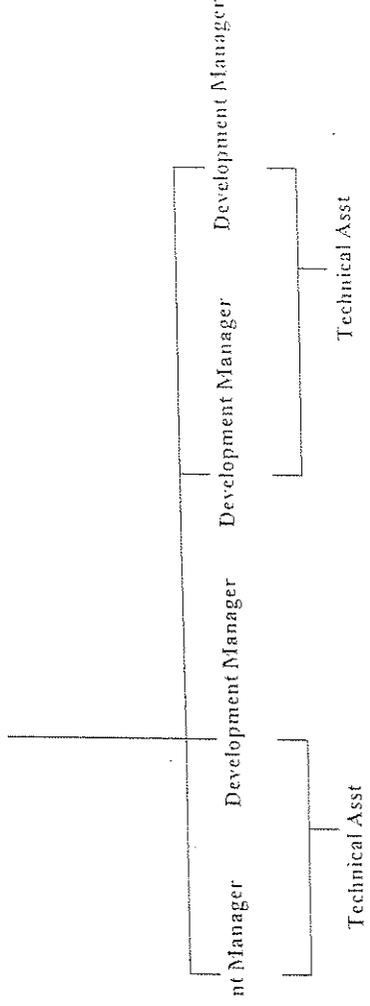
DIRECTOR GENERAL



The following diagram shows the different departments within the Corporation Club. It also shows the structuring of staff within these departments.

This person works in the department

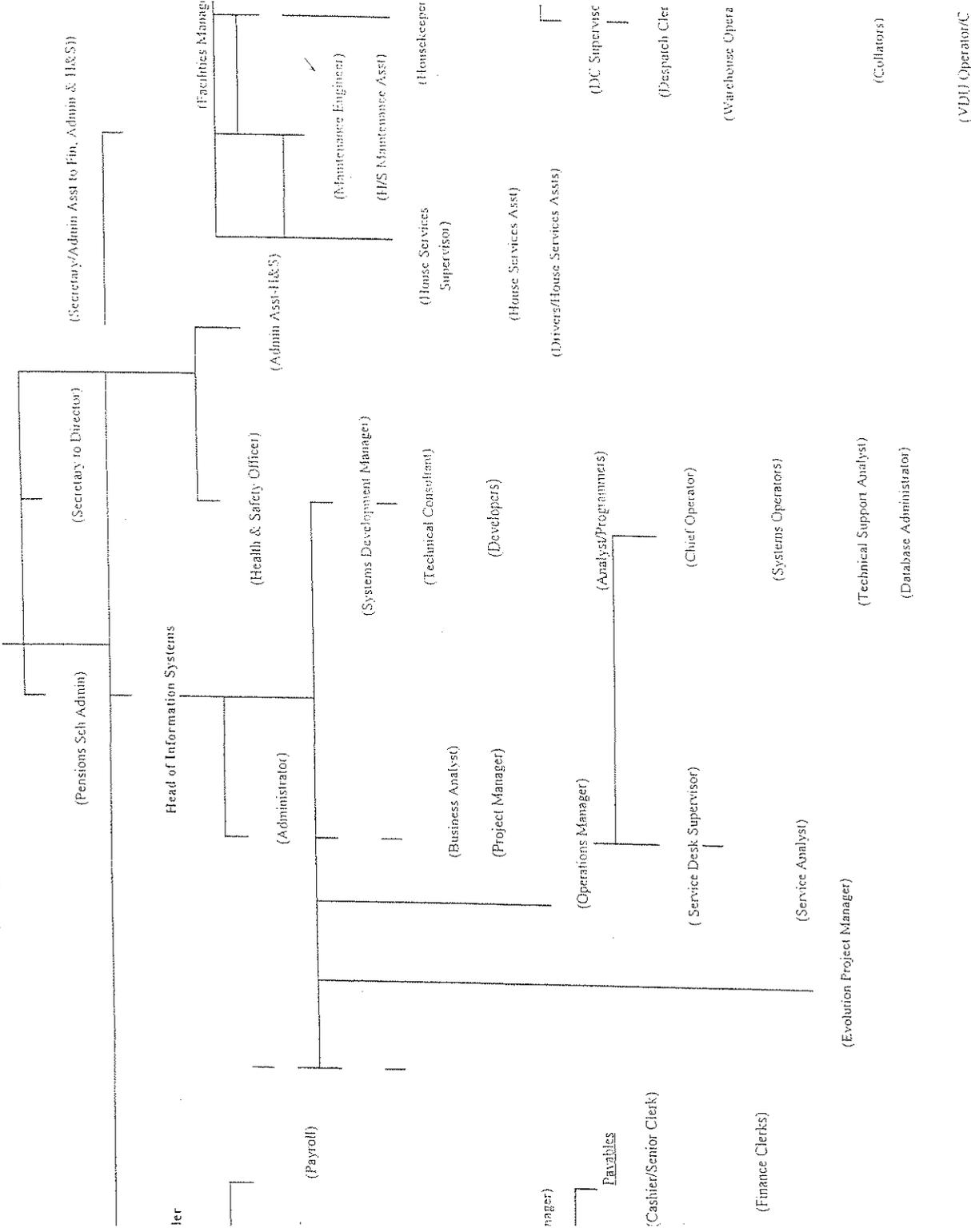
Senior Development Manager
Administrative Co-ordinator



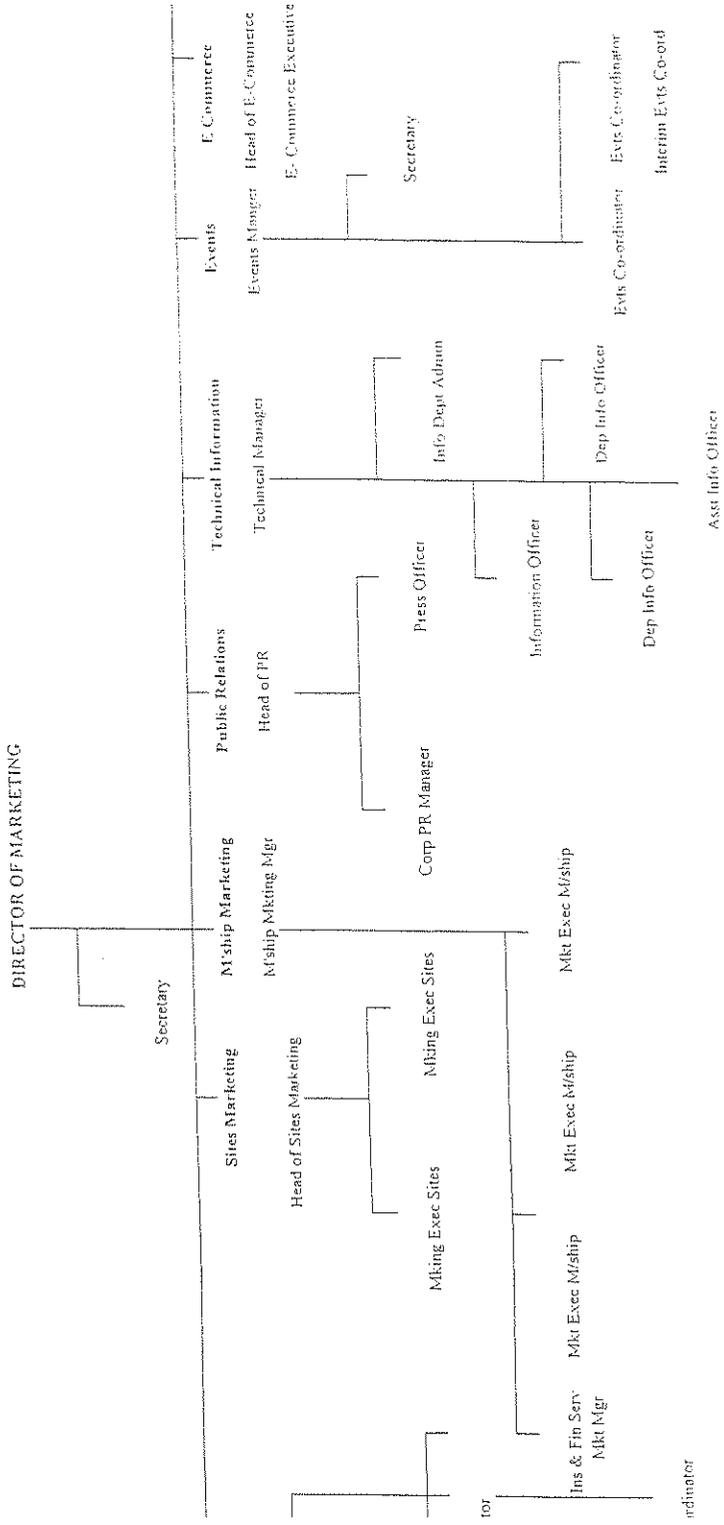
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FINANCE & MANAGEMENT SERVICES

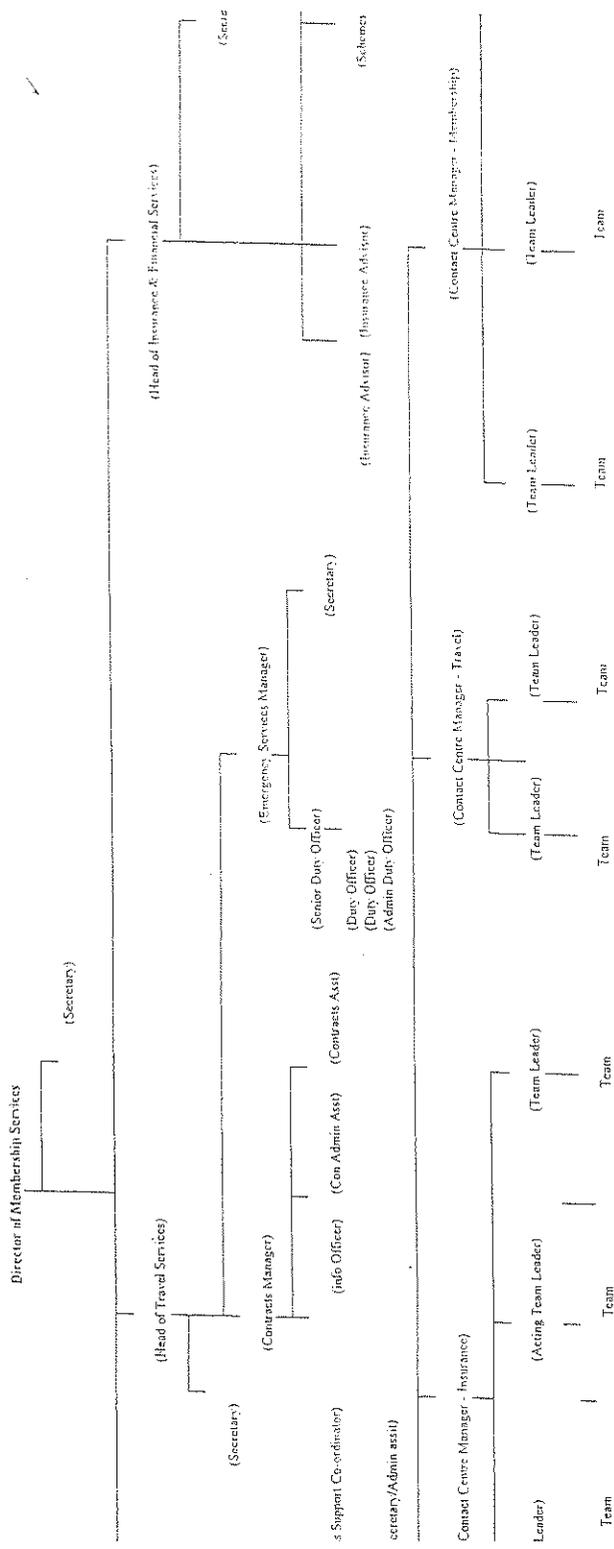
DIRECTOR OF FINANCE & MANAGEMENT SERVICES



MARKETING DEPARTMENT



MEMBERSHIP SERVICES



Human Resources – Chequer Mead

On Monday 10th March we visited the Chequer Mead theatre located in East Grinstead, as we were studying the unit of human resources we were interested to see how their department ran. From interviewing Hannah Kester the, department chief executive officer, we were able to gain a large amount of information regarding Chequer Mead's human resource department, which then helped us to compare the two organisations: Chequer Mead and the Caravan Club.

The size of an organisation's human resource department is usually dependant on how large the company is, as a small organisation, Chequer Mead employs only 10 permanent staff. 4 of these are full time while the other 6 are part time. Hannah mentioned that they also plan to appoint a new part time member of staff to help with the many tasks that must be carried out in order for the theatre to remain open. Although it does not sound like many members of staff, they do employ over 100 volunteers who are keen to lend a helping hand when needed. Volunteers generally carry out tasks such as being stewards when plays are taking place and also covering the bar, making sure all customers are happy and being served. Although the company is only small there are many tasks that need to be completed by only a small number of employees, however Chequer Mead does not have to worry about this as they employ staff, who they believe have the skills to multitask as it is very important in their line of work to be able to do so. It is also important that chequer mead's staff are flexible in their job roles, this means they have to be able to complete other tasks and take on further responsibilities in addition to the ones they already do as they do not have the resources to take on any more members of staff, being just a charity trust.

Chequer Mead is located in a very popular area, being based in the centre of East Grinstead town means that transport links are fantastic and helps make the theatre's accessibility easy and high. The theatre is very close to a busy high street which also means there are many large car parks in the close vicinity. The actual building has a 340 seat capacity which allows them to show over 200 shows every year. Not only is there a large amount of access for customers within the actual

gained from the bar goes straight back to the Town Council which they will then decided how to spend it on the establishment. The bar is a separate business within the building which means that profits gained from it do not belong to Chequer Mead, but to the council. The £80,000 grant from the council largely covers the salaries of the staff, which totals around £100,000. The organisations turnover is about £300.00 per year, with about £8,000 made as a profit each year. The bar can make over a £30,000 profit every year for various reasons, however like I previously mentioned it does not belong to the theatre. Although it is not asked of people chequer mead do receive a large amount of funding from sources such as Chequer Mead friends and with people donating money for items within the centre, which means they are able to raise large amounts of money to help fund new ideas that could benefit the theatre.

As a charity trust, Chequer Mead has very different aims and objectives to other organisations offering services to the public. Rather than choosing to make money for themselves they prefer to put the money back into the resource which received the donations in the first place. Chequer Mead aims to educate the public on the arts while also providing a community facility for local people, showing that their aims are very selfless and are plainly for the benefit of others. Their main aim is to fulfill the needs of theatregoers by offering them a fantastic facility to watch amazing shows. These have been the objectives from day one and continue to the present day.

Chequer Mead has very different stakeholders compared to organisation such as the Caravan Club, their main stakeholder are the community Tax payers of East Grinstead, this is because the money they pay to the council goes towards the £80,000 grant that the theatre receives. The 14 town councillors who are trustees of Chequer Mead are also counted as stakeholders. While there are no shareholders for Chequer Mead (due to their position as a business being categorised as a voluntary organisation) they do have main hirers who are also seen as stakeholders.

As Chequer Mead believe it is very important to inform their stakeholders of their present goings on, so they make sure that their Chief Executive Officer (John Durrant) and Deputy Chief Executive Officer (Hannah Kester) report back to their review group every month. As they provide the £80,000 grant each year. the East

speaking to Hannah or John when experiencing a problem of which they can sort out themselves. It is very important that within organisations that all staff members are aware of their responsibilities within their departments, All the jobs mentioned above are specified in the job descriptions put together by Chequer Mead; however everyone must be able to multi-task and also use a hands on approach to get things done, although for some businesses this would not work, for Chequer Mead it is a very well suited method of running their organisation.

As I mentioned above the different positions of each member of staff, they have a very clear and effective staffing structure which is very well managed, they do this by making sure that Chief executive officer, deputy chief executive and technical manager discuss the different department responsibilities. They also make sure that everyone attends the monthly staff meetings. Chequer Mead is very unique in how their staff work together, rather than all working in separate offices, they all work together in one, although in some businesses this would not work as chequer mead is so small there is no other way. They do find it to be quite beneficial as it makes communication between the different departments extremely easy as everyone is sitting together in one room. Chequer Mead do not find that they need a structure for lines of communication within the different departments, as they are such a small organisation and can easily discuss matters with each other regarding the different departments.

With regards to staffing structures in the different departments of Chequer Mead, one person is responsible for each of the different departments, they only have one job share within the team at Chequer Mead and that is in the marketing and PR department.

Similar to many other organisations, Chequer Mead designs their job roles by putting job descriptions in place so responsibilities are very clear. And staff are aware of what is expected of them and also to prepare them so that they know what to expect from the job. Chequer Mead believe it is very important to regularly review existing job roles which if needed can then be adjusted/ changed.

Staff at chequer mead are all aware of who their senior staff are, therefore know who to go to if they have problem/ question. It is important that staff know who to go to, if an important decision needs to be made. Within Chequer Mead, day to

should respect and work hard for but also to know who to go to if they have a serious problem. Chequer Mead is very fortunate in how most of the staff working within their organisation are long serving and are very loyal, they understand their hirers needs and have plenty of experience of working within their environment so can deal with things much more easily than someone who has been newly introduced to the company. Management deals with things by means of discussion and cooperation from their staff. Within this organisation volunteers are welcomed and gently managed meaning that they are not treated like permanent staff in the way of which responsibilities and tasks are distributed to them. Although at present volunteers do not have contracts, Chequer Mead are looking to introduce them as they believe it will make the rotating much easier and clearer, both for the volunteers and the employers.

It is very common for organisations to have a line management structure, even as a very small establishment, Chequer Mead does have one, however it does work up and down the line. Information is passed on down the line while suggestions and ideas are given up. They find that this method works best for them and that a strict line management is not needed as decisions are made by two way consultation. This shows that Chequer Mead uses a consultative management method as their staff are being trusted. This style suits them as strong team work is created and because there is two way communication and widespread responsibility throughout the organisation.

Resourcing

Although Chequer Mead does not employ a huge amount of staff, it is still essential that they plan for their staffing needs. Full time staff will work 9 am – 6.30 pm through the week while part time staff can choose from hours such as 9 am- 1.30pm or 1.30pm- 6.30pm. Every member of staff is expected to do at least one night shift each week to make it fair, this ensures that not only one person gets stuck having to do them all. The hours for the night shift start from 2.30pm until 11pm when the theatre closes.

the venues in which the candidate has worked as it gives them an idea of what they have had to previously deal with and also how their previous line of work differs from the one they are about to take on. Chequer Mead believes that customer service skills and care are essential for you to possess for you to be able to successfully work within their organisation. Hospitality experience and event management also help as they are likely to benefit you whilst working at Chequer Mead. Skilled jobs are often advertised in the "Stage", on their website and in local papers which allows them to interview a number of people with a variety of skills, this in turn can help them to go on to choose the most suitable candidate for the post.

Chequer Mead have a very simple recruitment and selection process which includes candidates completing an application form and submitting their CVS and letters of application. All staff look at the information provided and comment on whether they believe they would work well within the company. Short listing generally depends on the quality of the application and its presentation. Hannah commented that it was very common for applicants to make grammatical mistakes on application forms, when this is found staff are create quite a negative impression of the candidate as it usually gives an idea on how the applicant would works and if they cannot even fill out a simple they are unlikely to work well within the organisation. Interviews for people who have been decided as suitable for the position will be held with John Durrant, Chief Executive Officer and the board of Trustees. It has been found that a few people who have volunteered to work at chequer mead have been refused as they are unsuitable. Chequer Mead recruits volunteers through adverts and by holding a recruiting day.

Performance Management

Performance management is a method, which businesses use to asses the performance of their staff, they look at how they are operating within the company whether it is good or bad, they will look at ways in which they could improve their work. A number of methods are used to assess an organisation's workers and their performance. Organisations look at not only individual performances but, teams and entire establishment Although Chequer Mead has no set targets that they must

course to improve their knowledge and skill level, however this is not offered to all members of staff due to it being rather costly, the money for the training comes straight out of the pocket of Chequer Mead and due to the grant they are given having to pay for a number of other sources they do not have enough to fund the external training of all people working for their organisation. Sometimes it is not possible for every member of staff to attend external course, so Chequer Mead will sometime bring experts in, to assist with training. All volunteers must take on training for emergency evacuation and first aid as this is a requirement. All paid members of staff are qualified to use the defibrillator in the event of an emergency; this is very beneficial as there will always be one paid member of staff working within the building at one time. Staff within the organisation of Chequer Mead are all very well trained in different areas an example would be the box office staff being trained to use Databox software.

Human Resources development

As I mentioned previously staff at Chequer Mead receive a large amount of training in many different areas whether it be health and safety or just to improve their own performance within their line of work, it is essential that the employers working for Chequer Mead are as supportive as possible to allow their staff the opportunities to better themselves. Although Chequer Mead believes it is important that staff continue to work hard and better their own performances within the company there are little opportunities open for internal promotion, this is mainly down to the fact that they are such a small organisation. Promotion would involve the member of staff moving on to another organisation. There are only really opportunities for volunteers as it is possible for them to take on further responsibilities within the company, such as working as senior bar staff or acting as duty manager, however they still will not be paid for their act of generosity. Although the box office staff can not be promoted, they are trained to a very high level providing them with many distinguished and superior skills that could help with attaining future job positions, this shows that Chequer Mead appreciate the high and newly developed skills that their staff are attaining however they just do not have the resources to put them to proper use

morale by having a social curry night every so often and also having a Christmas party at the end of each year. Chequer Mead do however offer non financial rewards in the form of free training and also free meals whilst working which is very beneficial to staff, although it only seems small it is greatly appreciated by all staff.

As I mentioned previously volunteers are not actually employed by a contract and although they intend to introduce them, they do not at present therefore they are not legally bound to work for Chequer Mead, it is a different story for paid staff as they have all signed permanent contracts.

Employee Relations

It is very important for Chequer Mead to maintain good employee relations as it is with any business however it is even more so being that chequer mead is so small and employees work in very close contact with each other (all work in one office). Therefore it is important that they consider both formal and informal methods of keeping their workforce happy. In reference to formal methods used, Chequer Mead holds a monthly staff meeting which is formal and is obligatory for all staff to attend. They also have formal appraisals yearly for every member of staff and the chance is offered to the volunteers. While Chequer Mead does use formal methods it is easier and more appropriate for them to use informal methods due to their size. It is silly to hold large formal meeting when only two members of staff may be present and also when the majority of the staff actually work together in one room where subjects can easily be discussed face to face. As I mentioned informal methods are the most suitable for this particular working environment as the need for multitasking depends on informal contact. Although Chequer Mead does not prevent their workers from joining industrial relations there is no particular one invented for them. They have the choice to join Trade Unions and such if they feel it is necessary and suits them.

Human Resource Planning

The needs analysis for Chequer Mead completely depends upon what activities are on at the theatre. They do however have a need for staff to be available throughout

and forward their planning sheet to them, this makes them feel more part of the company and also more appreciated.

Although sickness generally cannot be prevented, organisations do try to limit sickness and absenteeism rates, Chequer Mead however does not, they find that it does not really occur and in the event of their staff coming down with an illness other members of staff are happy to cover for them until they return, this is also very similar with volunteers as they find replacements, if they are unable to help out on one of the days they have been assigned. The matter of economic climate does not effect Chequer Mead's recruitment in any way as their volunteers are not paid.

Like many businesses there is generally a period in which it is particularly busy, this can sometimes have an effect on the employment of companies staff, Chequer Mead finds that their busiest period is through Christmas, while august is their quietest. Through these times volunteers will be either asked to work more or less depending on the number of shows being shown, while the paid staff will work throughout the year. A large number of volunteers are needed during the Christmas months as more shows such as pantos and such are being held at the theatre and draw in more customers. Like the economical climate chequer mead is neither influenced by national employment/unemployment trends nor immigration due to the uniqueness of their organisation. They also aren't affected by the travel and tourism trends.

Looking further into their staffing we asked if they face any problems recruiting in East Grinstead, they stated that they did not however suggested that it would be nice to have some younger volunteers such as the ones they take on after they have experienced work placement for a short period of time.

Chequer Mead try to keep as much work as possible in house however in emergencies they do have to use sub contractors for repairs, but because they are such a small organisation they try to keep this to a minimum due to the cost.

Although Chequer Mead does not feel they have a big problem with skill shortages, on occasions they do however have problems finding volunteers for bar work. As the bar work is extremely pressurised and fairly heavy therefore does not attract many of the volunteers. With regards to headhunting it does not really take place, although all local theatres are in a network which makes it possible. Staff

Differences between Chequer Mead and The Caravan Club

As two completely different organisations it is not strange to find that that they have many differences. Every company is unique and makes decisions which they feel suit and will benefit their own company, Chequer Mead and The Caravan Club are no different.

The most obvious difference between the two organisations would be the sectors in which they are categorised. Neither are voluntary organisations as they both intend to make money and provide a service to the public. Chequer Mead is categorised as a public sector organisation as they receive money from the East Grinstead town councillors to fund their organisations, the money they make is then passed back to the council who will decide what to do with. The Caravan Club is categorised as a private sector organisation whose aim is to make a profit from the products and services they offer the public. The fact that these are two completely different organisations found in two very different categories affects the aims and objectives they set, while one is purely there to make money, the other is there to provide products and services to the public.

A further difference between the two organisations would be that their companies are organised extremely differently. While Chequer Mead has a charity status, which means they are not a business created to make a profit, The Caravan Club are an organisation that is run through membership, making the two companies extremely different.

The funding of the organisations definitely sets the two apart. Chequer Mead receives a grant of £80,000 every year from the town councillors which is funded from the tax payer's money. Chequer Mead also accumulates money from the ticket sales and hiring of the rooms/ theatre of the establishment. The Caravan Club gathers money for

*Headquarters in East Grinstead, earning them the title of largest company in the town. There are many more departments within the Caravan Club which need more than just one member of staff to run and complete effectively. Chequer Mead has a tiny workforce with only 10 paid members, of full and part time staff they are one of the smallest in East Grinstead. Chequer mead is very popular and can sometimes be a very busy establishment which requires quite a bit of staffing however the company just do not have the resources to fund this therefore require their staff to take on more responsibilities and multi task within their work to get jobs effectively completed to the expected standard, this means a lot of hard work and commitment from the staff at Chequer Mead. as I previously mentioned The Caravan Club and Chequer Mead have a number of similar departments within their company however, while The Caravan Club has teams working on tasks for the different areas of that department there is generally only one person working on everything in that specific department in Chequer Mead.

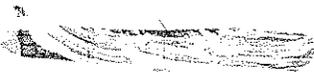
Although I stated that the locations of the two companies are similar, they are in fact quite different, The Caravan Club's, headquarters is based in East Grinstead however they do actually have sites based all over the UK and Ireland, which is much more widespread than Chequer Mead who are solely based in the town of East Grinstead. As there are so many sites within the Caravan Club they require a large number of staff to help maintain and manage them this means that there is more staff who do not work in East Grinstead than who do. We have found that 250 of their staff work at headquarters which means over 700 of their staff do not and are based all over the UK and Ireland.

Although I have already stated their funding is very different, I also noticed that their finances are handled very differently. While Chequer Mead receives their £80,000 grant from the town council it is also handled by them which means they must be notified when large amounts of the money are being spent on various areas of theatre. The Caravan Club however receives over 1,250,000 from it members which is the complete opposite too Chequer Mead.

structure is not as clear although it also goes down, it does sometimes go up, as their organisation is based more upon teamwork where staff members are able to state and give opinions regarding different matters, Chequer Mead respect all of their staff views and believe that their staff are loyal enough to keep the organisation best interests in mind and that they would only suggest things that will benefit the company and its staff. As I mentioned they are much more staff oriented within Chequer Mead therefore their formal meetings and discussions usually turn out to be much less formal as there is so few of them and ask that everyone joins in.

From much research into the two organisations human resource departments I found many differences in both how the departments are run and also what is involved with the running of them. I found that within The Caravan Club it is a much more high powered work environment, with staff having to be continuously motivated and rewarded for good work and working towards achieving their goals/ objectives. Chequer mead is extremely different to this, they have no Human Resources department, just one member staff making sure that other employees are completing tasks that would need to be covered by a Human Resources department this task is carried out by John Durrant as he is in charge of all of the departments within Chequer Mead.

Training is very different within every business just like it is with Chequer Mead and the Caravan Club, although both companies use in house training the majority of the time, one does branch out every so often for help from external sources such as experts in the different departments. Chequer mead believes it to be extremely important that their staff are trained in a number of areas as they must be able to multi task. As they cannot afford to send each member of their staff to external training days they invite the experts to the centre so that all employees get the benefit of their expertise and develop their skills in other areas of work. The Caravan Club has a very different opinion regarding training, all of theirs is carried out through in-house they believe it is the correct way to train staff as external course can be general and train you with skills that are not relevant to their job, The Caravan Club cut this stage out and train their staff exactly the same way so that



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work in areas for example they offer financial rewards for completing first aid course and gaining qualifications from them. They also offer financial rewards when staff gain promotions.

Similarities between Chequer Mead and the Caravan Club

As two completely different organisations, running for entirely different reasons, Chequer Mead and The Caravan Club are both very unique and dissimilar however from much research into both the organisations, human resources departments I was able to come across many similarities between the two.

The first of which would be that they both have set clear aims and objectives, which they work towards. Although the actual aims and objectives of the two organisations are different they both believe they and their team should work towards a goal. Both organisations believe it is important for their staff to be motivated and have both proven that their staff work harder when aiming for a target. The aims and objectives for each of the organisations have been set from day one and are continuously worked towards even to this day. Chequer Mead hopes to educate the public on the arts while also providing a community facility for local people. Their main aim is to fulfil the needs of theatregoers by offering them a fantastic facility to watch amazing shows. The Caravan Club hopes to bring together those interested in van life as a pastime...to improve and supply suitable vans and other appliances....to develop the pastime by collecting, publishing and supplying to members, books and periodicals and lists of camp sites etc... to arrange camping grounds. As I mentioned they are very different actual objectives, however both organisations have designed them for the benefit of their customers and staff, therefore making them quite similar.

A further similarity would be how both the organisations rely heavily upon their volunteers, not just a few, quite a large number of them. They are extremely important and are very appreciated within each organisation. Both the Caravan Club and Chequer Mead are aware that their businesses would not function at all well without the volunteers and that the tasks they carry out at each establishment save them both large amounts of money. At the Caravan Club they carry out tasks such as undertaking sites management, which means they monitor the goings on of the different sites where members of the caravan club stay, making sure they are at the correct standard that their members expect, they are also there to support staff such

and Ireland its headquarters is based in East Grinstead this is very advantageous to both organisations due to East Grinstead being a very well respected area, it is also very accessible making their locations very well positioned. The transport links through the town are fantastic with a regular bus service running throughout the week. With East Grinstead being such a busy area the fact that there are many large car parks slotted around the town is very providential to both organisations and will contribute to their growing success as it shows East Grinstead is able to manage this growth.

A further similarity between the two organisations would be that they both have clear department structures. Although the size of the departments and teams are very different with they both have people who are in charge of different areas and also senior colleagues who will deal with problems that occur within the workplace and who the employees know they should go to. The structure in both organisations is very similar due to one person being in charge of each department for example within Chequer mead volunteers are managed by Chris Rea while finance and administration is run by Julia Durrant, with John Durrant as Chief Executive Officer managing all areas of the organisation, checking that they are all being managed to the standard that he expects. Although I am unaware of the names of the Caravan Club staff their organisational structure definitely highlights the similarities between the two companies. There are positions such as director of finance and management services and director of marketing that are also in charge of other departments, these are much bigger teams than those at chequer mead however they are both working towards the same goal of making their department effective/ successful.

As I mentioned previously both organisation have similar staffing structures this is also true in terms of both companies having one person in charge and who has overall responsibility of the whole company. John Durrant is Chief Executive Officer at Chequer Mead and although he must report back to the East Grinstead Town councillors, he is very much in charge of the running of the organisation, he receive many responsibilities regarding both staff and customers involved with Chequer Mead. Named as the Director General, The Caravan Club staff

are most commonly held monthly, this gives them the chance to discuss the companies going on and problems or successes that may have occurred in the past month. They discuss a variety of other subjects regarding staff and their responsibilities and also how they can improve the services and products in which they are offering their customers. Although the people that each organisation must report back to are very different they both have similar views showing that they are solely looking out for the business, keeping its best interests at heart, while trying to develop the company they also try to keep its goals and objectives in mind to stop it changing into a completely different company which its members and customers do not want to be a part of. They are most importantly checking that the money they are providing the company with is being spent properly so that it will benefit the organisation and its staff and customers. John Durrant must report back to the East Grinstead town councillors every month to discuss Chequer Mead; this board of councillors consists of both members and experts in the area of theatre. The Director General of the Caravan Club also pays a visit to the executive committee regularly to discuss very similar matters.

Through research into both organisations I also found that they both have action plans in which they hope to achieve within the next few years. The Caravan Club have set theirs for the next five years, while Chequer Mead has based theirs for the next three years. It is obvious that both these time scales are very large and show that both the organisations are optimistic and very positive about the future of their companies over the next few years and are keen to strive for success.

I have also noticed that both organisations have an extremely low staff turnover. Both companies believe this to be an extremely positive attribute. A low turnover works well for both companies as it increases staff loyalty and also helps to develop employee relations as staff feel valued within the company therefore are more likely to want to remain there. The Caravan Club has a staff turnover of just 2% while Chequer Mead has 0%, as I said these are extremely low numbers particularly for a company as large as the caravan club.

Being based in the area of East Grinstead both organisations like to employ local people in East Grinstead and the surrounding area. As I have previously mentioned East Grinstead is a very respectable area producing many intelligent and skilled young people and attracting some of the very upper market adults who have both knowledge and confidence in their abilities. This means that both organisations will get the advantage of all the qualities that the candidates possess. Both organisations like to employ local people because of their knowledge of the area this is particularly apparent in Chequer Mead.

When looking closely at both organisations human resource departments I found that neither of the companies staff are part of the trade union I found that they do not offer them, however neither prevent their staff from joining. Although some staff members feel that they need the support and protection from their employers in case of any disputes. However I do believe this may be down to the fact that all staff members feel comfortable and confident that they will not have problems with the companies and their employers therefore do not feel the needs to join any unions.

A further similarity I found present within both organisation would be that they both have appraisal systems, both companies believe it is very important to discuss the performance of their staff and ways in which it can be improved both to benefit the company and the member of staff. Both companies hold yearly appraisals to their permanent paid staff while offering the opportunity to their volunteers if they so choose.

The final similarity I found between the two companies would be that neither suffers from skill shortages, I previously mentioned that both companies try to employ local people of whom are very suitable for the positions being offered due to their variety of high quality skills. This also contributes to them having no trouble in filling vacancies.

The Values and Attitudes of The Caravan Club and Chequer Mead

After a large amount of research into the two different organisations I was very interested to find out what they believe to be important to their businesses.

As the two organisations are categorised under two completely different sectors they both have different opinions of what they believe is important to their business. The Caravan Club are under the private sector and believe that what is most important for their business is to make a profit. Although they want to provide to good products and services to their customers/ members they are very money oriented therefore would prefer to make more money rather than a voluntary sector that is run solely for the benefit of the public. Chequer Mead categorised as a public sector organisation are very community oriented therefore would rather provide a high quality service and products to its customers than be wholly focused upon the money in which they receive and how much profit they make. Chequer mead is very lucky to receive the £80,000 grant from the town council as the success of the company would be questioned if they did not receive it. If the East Grinstead town council told chequer mead that they could not have the grant, they would be likely to go bust and in order to prevent this they would have to raise prices, which in turn would make the customers unhappy, therefore it is very important to chequer mead that they receive the grant from the council to remain as a community oriented organisation.

Both of the organisations believe it to be important to keep relations between themselves and stakeholders good, I have found that they both are very loyal to their stakeholders and work extremely hard to achieve the aims and objectives set by the organisation that will in turn benefit their stakeholders.

As I previously discussed both Chequer Mead and The Caravan Club are keen to recruit people from the local area, they believe this to be very important as having knowledgeable people from the area can be extremely beneficial to them. I also mentioned that the majority of people living within the East Grinstead area are very

Why The Caravan Club and Chequer Mead are different

Through much research into the two organisations of Chequer Mead and The Caravan Club, I have been able to gather much information and draw many conclusions regarding the two. Although I was able to find a number of similarities between the two companies their differences are definitely more prominent and clearly set the two apart. I will now discuss why the two organisations are so different.

As I already stated in the differences between the two organisations the size of the companies is one of the largest factors as to why the businesses are so different. The Caravan Club is a large business with over 1000 members of staff working for them, while chequer mead is only small with just 10 members of paid staff working for them both full and part time. The Caravan has so many members of staff working in the different areas of the organisation it allows them to create different departments in which they can be based. Chequer Mead is very small therefore it is impossible to make departments; they are much better described as a small team. I am certain that if chequer mead had the resources to pay for it, they would employ many more staff, this I believe would definitely affect the way in which the company is run and also how effective the different areas of the business are, as they would be able to section off the team into departments like the Caravan Club rather than working as one like they do now.

Another factor I believe contributes to the difference between the two organisations is the turnover. The fact that the caravan club is much larger organisation than chequer mead is the main reason behind the differences between the two companies. The caravan club have a much larger turnover of money therefore, can employ more staff. Chequer Mead do not have this luxury, they can only afford a small staffing structure, which means they largely rely upon their volunteers to make up for the lack of permanent paid staff.

A further difference separating the two companies would be the reserves of money

What sets many businesses apart is their history and how they were founded. I believe this to be a further factor which contributes to why these two organisations are so different. Being founded back in 1907 and still running to this day shows what a successful business The Caravan Club actually is and also the fact that it is still growing in popularity is definitely an achievement. The Caravan Clubs history is very memorable and detailed. Chequer Mead is much more newly developed organisation being only 10 years old, its history is nowhere near as well known as the caravan clubs, however as the company is still developing it is becoming increasingly better known within the wide community and they are slowly creating their own identity and history.

The staffing of the two organisations is a further reason for why they are so different. While The Caravan Clubs staffing system is extremely complex due to the many departments and teams working within the company, Chequer Meads system is much more straightforward, all of the staff within Chequer Mead work together in one room, with the technicians based in the theatre. This allows easy communication between workers and helps to discuss important matter with other employees without having to call meeting for everyone to attend. Although this works for Chequer Mead I do not believe it would be suitable for The Caravan Club due to their much larger size.

Another reason linked to the previous statement on the staffing of the two companies would be communication. While the Caravan Club holds regular department meeting, formal management meetings and also executive meetings to discuss a number of matters with staff, Chequer mead only hold an informal meeting every two weeks- a month, most of their communication is from a chat across the office, like I previously mentioned this is well suited to this specific business while it would not be to an organisation such as The Caravan Club, their departments are based in many different areas, they cannot simply call across an office as they are in separate buildings/ rooms therefore must hold meeting so different members of each department can inform others of their goings on.

Management and planning human resources

The Caravan Club's Head Office is one of the largest organisations based in the East Grinstead Town; it employs over 250 members of staff working in the seven different departments of the company. These include administrative services, finance, information systems, marketing, membership services, PR and finally personnel.

Department	Role within the company
Administrative services	Are accountable for the post room, reception, housekeeping, maintenance and other general office services at East Grinstead House, together with The Club's health & safety department. Together they are the back-stage team, providing essential in-house services to support the front-line departments.
Finance	Are in charge of producing financial plans, management information, management and statutory accounts and are responsible for financial controls within The Club and ensuring compliance with relevant legislation and accounting standards
	is responsible for ensuring systems meet the day-to-day operational needs of The Club. They are responsible for the development of IT systems and infrastructure to support The Caravan

Marketing	also committed to adding value to the membership proposition by offering different products and services to members, as well as creating relevant affinity partnerships with companies who can really offer something of "value" to their membership
Membership services	They are responsible for taking inbound calls from existing and potential members regarding their full range of products and services, catering for the overseas travel requirements of our membership and includes our Red Pennant breakdown & recovery service, manage the U.K Sites network and also provide scheme underwriting/medical screening and technical support to the contact centre regarding all Club insurance products.
Public Relations	Focuses on raising the profile of caravanning and motor caravanning to consumers and industry bodies. This is carried out via strategic alliances with like-minded partners such as Sustrans and the RSPB together with high profile PR campaigns, events and awards ceremonies. A programme of strategic press releases and articles are compiled and distributed to regional, national and specialist press journalists to ensure The Club remains at the forefront of peoples minds with regard to caravanning. The department has representation at relevant EU meetings with matters concerning caravanners and motor caravanners

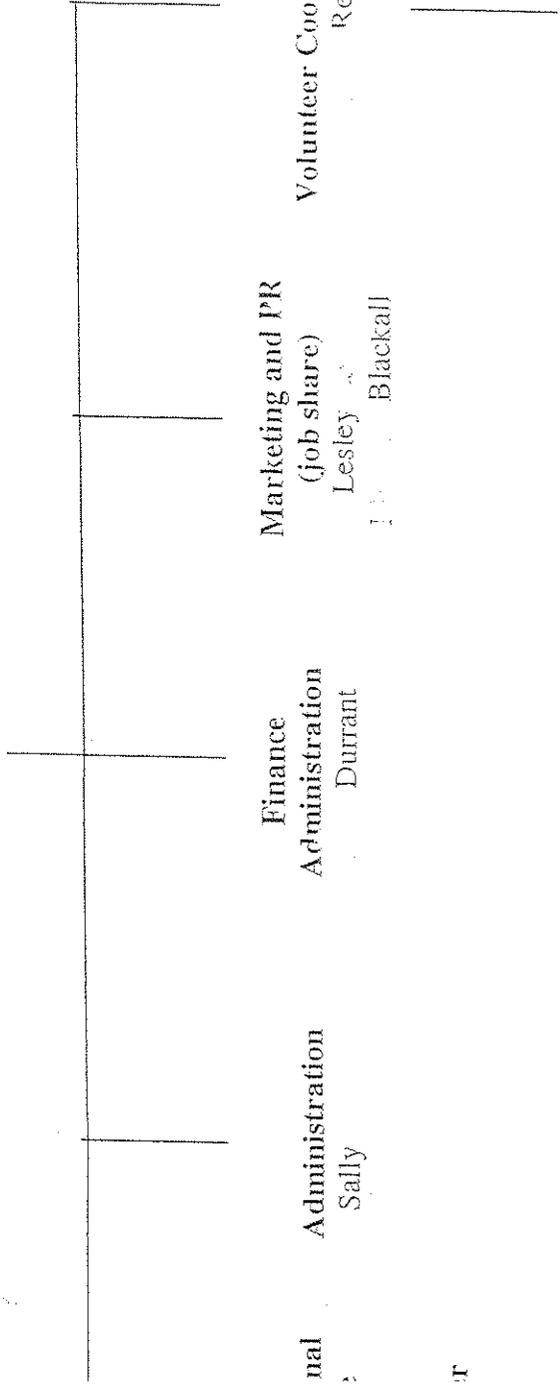
Chequer Mead Organisation chart showing the positions of the most senior members of the team and which should go to if they have a problem.

Chequer Mead Organisational Chart

Venue, Staff, Strategic and Operational Management

Chief Executive Officer - John.
 - Most Senior member of the team

Deputy Chief Executive Officer
 Hannah



Volunteers

This Document shows the three main objectives here by Chequer Mead.

2. AIMS AND OBJECTIVES

2.1 The primary objectives of the Charity are three-fold:

- (i) To advance public education by fostering and promoting for the benefit of the public, improvement and development of artistic knowledge and taste, understanding and appreciation of the Arts and Crafts among the inhabitants of the Area of Benefit;
- (ii) To provide and assist in the provision of community facilities for recreation and other leisure time occupation of the inhabitants of the Area of Benefit in the interest of social welfare and with the objective of improving their conditions of life in particular but not exclusively by the provision and maintenance of a Community Arts Centre; and
- (iii) To further such other charitable purposes for the benefit of inhabitants of the Area of Benefit as the managing trustees see fit from time to time.

2.2 For the purposes of the Declaration of Trust it needs emphasising that "the Area of Benefit" means the area of East Grinstead or the neighbourhood thereof.

2.3 In addition to the objects of the Charity and in furtherance of these, but not for any other purpose, the Managing Trustees may exercise any of the following powers:

to provide or to foster support or subsidise the establishment of an Arts and Community Centre at Chequer Mead Community Arts Centre or such other facilities as the Managing Trustees may determine in the Area of Benefit;

to carry out, foster, promote, support or subsidise activities outside the Area of Benefit that is considered by the Managing Trustees that such reciprocal benefits will accrue in the Area of Benefit;

to present, produce, manage, conduct, present or promote at Chequer Mead

This Document was given to us by [redacted] - it shows how much chequer mead spends on different areas of the theatre. The money spent on these various areas comes from the £80,000 grant from the [redacted] town Council

Appendix C

CHEQUER MEAD TRUST
BUDGET
2005-2006 FINANCIAL YEAR

COST CENTRE	£
Salaries & Wages	90,000
Employers Ni	8,400
UBR	-
Gas	8,000
Electricity	11,000
Water & Sewerage Charges	3,800
Telephones	3,500
Insurances	8,500
Equipment & Consumables - Purchase	7,000
Equipment & Consumables - R&M	3,200
Service Contracts	11,000
Buildings R&M	15,000
Grounds Maintenance	500
Cleaning Materials, Equipment & Protective Clothing	2,000
Waste Collection	1,000
Printing & Stationary	4,000
Postages	5,000
Audit	2,000

- Nearly £100,000 spent on wages.

Different areas of chequer mead.

A02

The Job role

For my Travel and Tourism unit entitled Human Resources, I am going to research the job role of assistant warden based at the Caravan Club. This is a job that the Caravan Club are currently recruiting for and it fits within the Travel and Tourism framework.

The needs of the Caravan Club

The needs of organisations are perpetually changing to fit with the diverse and ever growing public. They need to adjust to keep in the game and to have an edge over other competitors. There are three main justifications for recruitments in the travel and tourism industry they are as follows

- The growth of the organisation
- Changing job roles within the organisation
- Natural wastage

Growth

To stay in the game it is essential that a company grows. A company needs more staff as it gains new customers and an effect of a larger customer base. Staff are not the only aspect of growth, adding a new branch to the organisations is seen as growth and will result in the need of recruiting more staff in its new branch

Changing Job roles

There are large numbers of competitors within the industry of Travel and Tourism it is very intense therefore everyone must be on top of their game. The market is majority run by larger organisations. In order to keep competitive many of the workers take on more roles and responsibilities within their departments. This also results in new roles and positions being created to complete the gaps created by these newly taken on job roles. Again recruitment is necessary to make sure all jobs are being completed to the best possible standard without workers feeling to heavily depended on and pressurised.

Natural wastage

* staff of 800 of which 250 work at Head Office at East Grinstead, recently they have invested £66 million in site improvements such as toilet and washing facilities.

Changing roles and the Caravan Club

Because the caravan club is expanding there will always be a need for job roles to be developed, for example when sites are open in Europe a new department in east Grinstead will be needed to develop this area. Another changing role is the need for more language specialists to assist caravan club members when they venture abroad. At the caravan club sites there has been voluntary workers assisting the work of the permanent warden. Unfortunately voluntary workers are not reliable as they are working unpaid. Therefore there has been a change of role to pay members of the club to take on the job of assistant warden, whose task is to support the warden. Assistant wardens can be promoted to warden after working within the company for three years.

Natural wastage and the Caravan Club

Natural wastage at the Caravan club is largely due to the seasonal nature of the job roles. Between the months of April through to August the caravan club site staff increases by 600 people as this is the busiest time of the year. Assistant wardens can work from four to ten months on a fixed term contract, they are also able to organise their own flexible working times. Natural wastage occurs if the contract is not renewed by the caravan club or the assistant warden decides not to continue their work for the following season. This results in the caravan club permanently needing to recruit new assistant wardens.

Job description

A job description is a written document that sets out

- The overall objective of the job
- The main activities or duties it entails
- The span of control and reporting relationships involved (for example the lines of responsibility and accountability for the post holder).

The version of a job description which is sent out to potential applicants for the post often includes information relating to the training and professional development opportunities associated with the post, together with the terms and conditions of the job, such as pay and other benefits. The purpose of the job description is to provide framework of specific tasks and duties that the job will involve.

I will now use an internet search to find an example of a job description

JOB DESCRIPTION

Job Title: Caravan Club Assistant Wardens

Responsible to: Caravan Club Wardens

Purpose of the Job: To support the Wardens in providing a first-class service and in creating a safe, relaxed & enjoyable holiday environment for all our visitors by ensuring the smooth running of the site at all times.

Key Tasks:

1. Provide levels of service in accordance with The Club's standards to meet visitors' expectations.
2. Ensure the site and the site's facilities are maintained to a high level of cleanliness and appearance to comply with The Club's standards.
3. Maintain accurate written and computerised records and provide efficient administration of the site to support The Club's operational procedures.
4. Apply Club policies, procedures and rules in a fair, flexible and equitable manner.
5. Maintain effective and friendly working relationships with colleagues to promote a constructive working environment.
6. Maintain and monitor safe and healthy working practices thereby ensuring a secure environment for the welfare of our visitors and staff.
7. Assist the Wardens with the safe operational practices and maintenance of site equipment to ensure compliance with the Club's obligations and policies.

Person Specification

This is an extremely important document that is needed to stipulate the education background, training, qualification, experience and competencies the person applying for the job will require in order to acquire the post. A job specification is most commonly displayed in a table which will include the list of desirable and essential qualities the person applying for the job must possess.

Person specification for the post, Assistant Warden

Key skills

- Able to drive and holds a current license
- Customer service skills and experience
- Interpersonal skills
- Understanding of club policies, procedures and rules

Personal qualities

- Willingness to learn new skills
- Works well in a team
- Able to deal with difficult situations
- Sense of humour

Desirable skills

- Computer literacy
- Knowledge of first aid also health and safety

Other

- Must have been a member of the Caravan Club for the duration of at least one year.
- Language skills- willingness to learn basic communication skills in a foreign language

- Essential

- Desirable

Interest:
For someone in the catering industry, this gives them further information of the post.

We are looking for a permanent full time Restaurant Manager
Salary £20,000 per annum
This is a full time position of 40 hours per week working Tuesday - Sunday.
You must have at least three years experience of NVQ level 3 or above in the catering/restaurant industry. Must have a strong sense of family commitment, drive & passion for a customer focused restaurant. Must be a team player who develops yourself & those around you. Should comply with all company policies & legal requirements relating to the operation of the restaurant. You must have a strong track record in the effective operation of the restaurant to a high maximum sales & profitability having motivated & skilled staff and a high standard of customer experience. Responsibility includes training, recruiting & continually developing your team such as cashiers, grillers, hostesses, kitchen assistants as well as a manager's team. You must develop the business by continuously seeking opportunities for increases in sales & improve service to our customers & the franchise company.
To apply, please send your CV with a covering letter addressed to:
Mr David Kadya, Sakhina's Restaurant 118, 85-87, Deane Road, Bolton, Greater Manchester, BL3 5AG
Closing date is 28th February 2008 / start date for the vacancy is 6th March 2008

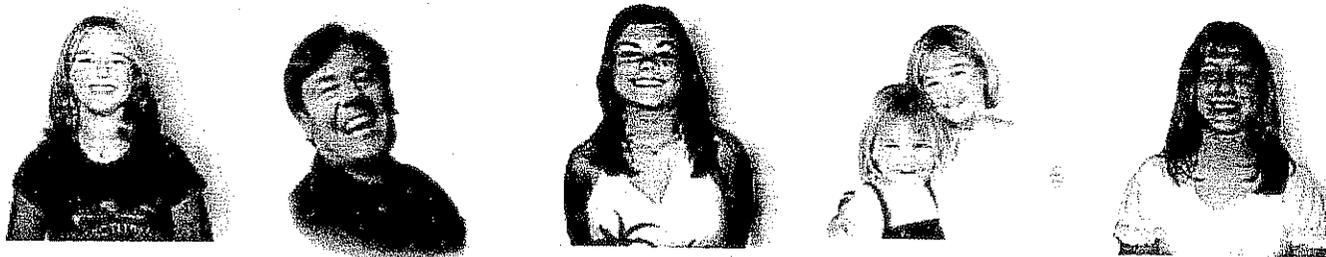
Attention:
although there is no picture upon the advert, the bold heading is still likely to draw your attention.

Desire:
you would only read on this for if you were interested in the position. This would give information on qualifications, skills & qualities you must possess to attain the post.

Action:
This section includes contact details, enabling you to go on to be considered for the job. This section would include things like telephone numbers, addresses and closing dates.



WHAT'S PUTTING A SMILE ON THEIR FACES?



It could be you.....

The Caravan Club require Assistant Wardens for the next 2 seasons. The lifestyle can be very rewarding and enjoyable. We employ all manner of different people from a variety of backgrounds and walks of life. You too can be part of this exceptional team! You will need to be a member of the caravan club and hold a current driving license. Full training will be given leading to NVQ level 2 qualifications

How I have applied A.I.D.A to my caravan club magazine advert

After researching the position of Assistant Warden I had to design an advertisement, which would be placed in the Caravan Club magazine. To design it I had to take into consideration the 4 A.I.D.A principles.

Regarding **Attention** on my advert the faces would draw in people's attention. They are large and smiley also in colour therefore will grab your attention immediately upon looking at the advert, they are also surrounded by a bold heading in colour which is likely to capture your attention

The **Interest** in my advert would be the second bold heading displaying that 'it could be you...' the audience is likely to be intrigued by this message and maybe try to picture themselves putting a smile upon someone's face it is also likely to encourage them to read on.

The **Desire** of my advert would be the smaller print, by now the reader is likely to be interested in the position and want to know more about how they can attain it and if they are suitable. I used information from the caravan club website specifically the person specification to connect in my advert, therefore it was more accurate in the description of what kind of person would suit the post being advertised.

The **Action** of my advert would be the contact details displayed under the picture and heading. I retrieved this information from the caravan club website, which included their telephone number and email address, it also mentions that you will receive the application form by contacting them with these details for the position.

Job advertisement

Lots of things must be considered when designing a job advertisement. They are used to attract applicants to the post; there are 5 core pieces of information that need to be included. These are as follows:

1. Name and brief details of the employer
2. Job and duties
3. Competency profile
4. Salary details and finally
5. Details of how to apply

A.I.D.A

A.I.D.A is a principal that is applied universally. It is used when looking at any piece of marketing or promotional material. It stands for Attention, Interest, Desire and Action. All these four points must be well considered in order for a type of marketing to be successful.

- A. Customer's attentions are captured by pictures, colours and slogans
 - I. Customers decide if the advert is something that appeals to them therefore read further
- D. Customers want to find all the detail available and will read the 'small print' included in the advert
- A. Customers who want to respond to the advert will need telephone numbers addresses and contact numbers in order to obtain what is being marketed.

Newspaper advert

I will now design a newspaper advert, which will be displayed in a national newspaper. I will then go on to apply the principles of A.I.D.A to it.

Post of Assistant Warden

Recruiting by the caravan club for UK sites

The following advert is referring to the position of Assistant warden, to attain this post there must be a number of personal qualities, skills and experience that you possess, you must also be aware of the main duties you will have to carry out on a day to day basis

One of the most important skills you must comprise would be to be a good team member; it is also important that you are computer literate and have a good sense of humour.

Applicants must be a caravan club member for the duration of at least a year, to hold a valid license and also boast customer service skills. The duties that you will have to carry out will be to support the site wardens, to provide a first class service to members and finally maintain a safe and healthy working practice.

Phone 0800 666 2121 or email sitesrecruitment@caravanclub.co.uk

For more details

Application forms

Application forms are most commonly used, when recruiting for new members of staff. They contain both a record of the personal details of an applicant and an evaluation of why a candidate feels drawn to make an application for the advertised post. All forms have their strengths and weaknesses in attaining information from applicants. I will now look at the application form used by the Caravan Club to recruit for the post of assistant warden. The layout of the form is set out in sections which I will now analyse and evaluate thoroughly.

Personal details, is the first section of the application form. This is the smallest and briefest of all the sections, it requires applicants to write down personal information such as names/ title, contact numbers such as email addresses and telephone number. It also requires applicants to fill in important information that the Caravan Club states is essential for those who wish to apply for the post of assistant warden, this includes their membership number and how long they have been a member of the club it also asks the applicant to fill out their driving license number. I think this section of the form is very effective as the interviewer will be able to see straight away if they are going to be suitable for the post. This part of the form has the effectiveness of short listing as it states early on essential requirements an applicant must possess to attain the post of Assistant Warden and if they do not have these qualities, they will know straight away that they are not suitable for the post. This form has room for a second applicant to fill out their details which I think assumes that the person applying for the post is in a relationship and that they intend to do it together. This I feel is a weakness to the form as a perfect candidate for the post may want to apply but may be put off for the fact they are not in relationship therefore may result in them not applying. Also the person reading the application forms may be slightly prejudiced and prefer someone in a couple compared to an individual without meeting them therefore assuming the people in the relationship would be better suited candidates than someone who intends to work alone.

The second section of the form is just a declaration, it requires applicants to provide their signature in agreement that the information that they have provided is accurate

to see who has the furthest and most advanced level of education compared to those who have little/ or no qualifications. It then goes on to ask about the previous employment of the applicant; again as the layout of this section is only small the information provided must be brief. The caravan club have provided a table for the applicant to fill out the relevant information regarding their employment history. The table ask who the employer was, the position they held within the company, the dates from which they worked and finally to give a brief description of the duties they had to carry out. This table is very effective in showing the interviewer the types of job the applicant have had (which is helpful as they can see if any of them are linked, or are similar to the role of assistant warden and if the duties they had to carry out whilst in their position, would be ones they would use in the post for which they are applying). Although there was not a huge amount of room for the applicant to write about their employment history, after the table follows a couple of questions regarding the positions they have had. They ask questions such as whether the applicant has had direct dealing with the public and if they had, to state what they were, also whether they have managed or supervised other people. It is essential to ask questions such as these as the position of Assistant Warden requires the experience and abilities needed to carry these types of tasks out. The space provided for the applicants to give their answers is only small, however this is not a bad thing as the caravan club will ask for further details and ask for more in depth answers in the interview. This is just a brief question to see if the applicants have dealt with management like situations.

Continuing from the questions regarding management like situations, they go on to ask about the present health of applicant. This is an important question to ask as they need to know if it is likely to affect their work on or if they have to make allowances for them. They also ask if they have any disabilities or impairments. It is law for the company to ask about disabilities therefore all applicants must be accurate and honest about their state of health. However again there is a problem with the amount of space the applicant has to fill out to answer the question which is a problem as the problem/ disability they have may be more complicated than a five word sentence of which they have left space for.

stated in this section. The form continues by asking the applicant to state how they would react in different situations regarding customer service and also their experience in situations such as these. This is strength of the form as the interviewer will be able to see if they have had any experience in this field and if they would need any training to improve their skills.

As the form ends they ask further questions about club sites they have recently visited. This is a good idea as it confirms that they are keen member of the Caravan Club, by listing which ones they have visited it shows the company which particular areas have attracted them. The final part of the form for the applicant to fill out regards extra job opportunities whilst working in the company. They ask the applicant if they would be interested in training for the job role of pool attendant as well as assistant warden this is a good idea as people who answer yes are more likely to be considered as they want to broaden their skills and help the company in more ways.

At the end of the form there is a space for the office to note down any further information and also for future references which is helpful when short listing and looking quickly through the applicants, as they can just remind themselves what they thought of the applicant.

CV and Letter of Application

A **Curriculum Vitae** or more commonly known as a CV is a document that provides an summary of the standard type of information normally found on application forms. It is much briefer document that would usually provide key data about the applicants: qualifications, previous employment and past history regarding their education.

CV's are very popular due to the number of strengths attached to using it. From the employer's point of view, CVs are effective as the candidate applying for the post will have designed the format themselves and chosen to include particular information of which they feel is important. This gives the employer an insight into the professional competence of the applicant, therefore they can judge whether the applicant is suitable for the post.

There are a couple of different types of CVs used by applicants. One type would be the one which applicants make themselves, they have designed what it says and decided what it should include solely from their own opinion, while the other type has been newly formed and is becoming increasingly popular with businesses when recruiting for new staff. They use an electronic CV which can be filled out online this is popular as it speeds up the process of sending your CV through post or delivering it yourself, as it is automatically directed there through the internet. It also has sections which you fill out therefore it is directly pointing out what it should include and what the employers want to read. It also speeds up the process of selection as the document is put through a scanner which then automatically can select pieces of information the applicant has provided that fit with their selection criteria.

Letters of application are traditionally provided when applying for a position by CV. When supplying a CV it is common for people to also include their letter of application as the CV is quite brief and therefore has no explanation for why you want the job and why you are interested in the position. A letters of application is effective as it provides the extra piece of information that the CV does not contain

Short listing

Short listing is a very effective method of selecting people for a job. This method allows employers to cut down a large number of applicants to a much smaller and suitable selection of candidates. They do this by creating a criteria in which the candidates must meet, employers look through the candidates application forms and find whether they meet the selected criteria that they have decided on. Short listing can be carried out in many different ways. The most common way of carrying it out is by designing essential qualities and skills that the candidate must possess and then selecting desirable qualities. By applying this criteria to the method of manual selection it will dramatically cut down the number of suitable candidates and you are likely to be left with the best people possible to carry out the role of the job they are applying for. Example of essential skills and personal qualities a company may ask of their applicants could be that they have experience of customer service while a desirable skill may be that they would like their applicant to speak a foreign language.

I will now design a criteria that could help the Caravan Club in the selection process of choosing someone suitable for the post of Assistant Warden. I will look at the person specification and job description to help create a suitable criteria.

The most important quality a candidate applying for the post of assistant warden must possess is that they are keen and enthusiastic member of the Caravan Club and that their membership has been for the duration of at least one year. This is very important as the candidate must be happy and enthusiastic about working within the company and also that they are loyal too.

The Interview

Interviews are very important parts of recruiting people into a company. How a person acts and presents themselves in an interview is essential in whether or not they will attain the post they are applying for. An individual interview is the most commonly used selection method for short listed applicants. This particular type of interview will usually consist of a face to face discussion between the applicant and an interviewer or interview panel.

There are many advantages to using an interview to recruit members of staff. The first of which would be that they allow the employer to ask probing questions linked to the candidates experiences, this is only possible during a face to face interview as you cannot possibly fit all the questions you would like to ask in a letter. It is also possible to find out if the applicant is telling the complete truth as they would have to make it up off the top of their head which is likely to be very offer in an interview situation. A further advantage would be that an interview would allow the candidate to find out more about the organisation and the position itself. There is never a really large piece of information about the organisation in a job advert; therefore having an interview will give you the chance to ask questions to someone, within the company, about a query you could not answer yourself. The fact that both parties can assess the likelihood of the applicant fitting in within the organisation is one of the largest advantages of an interview. Having this chance first hand is very beneficial to both parties and is something which could not possibly be done without an interview.

Although there are many advantages to using an interview to recruit people there are disadvantages that should be taken into consideration, the most common problem with having an interview is that undue stress is put upon both parties. Applicants are aware that this is their only chance to impress the employers therefore feel nervous about how they are presenting themselves to them, this is a bad thing as the applicant is likely to mess up and not show their true personality because of the nerves. A further disadvantage of an interview would be that they are subjective, as interviewers make assumptions about a candidate's ability to perform and finally an interview relies upon the skill of an interviewer

6. Imagine a customer is moving their caravan in a dangerous way on the site- if you were responsible for health and safety how would you approach this situation?

The questions above are based on the information given on the job description and person specification. I have taken an important aspect the work and applied a question to it.

Tests and assessments

Tests and assessments are very important when recruiting for new members of staff. They are used to assess the candidate to see if they meet the criteria selected by the company and also what is expected by the employers. They are most commonly used to accompany the interview process in helping employers make a selection decision. They provide a wider outlook of a candidate's ability for the job. In order for the tests to be useful they must be competently administered and must provide measurable and comparable results.

The caravan club uses assessments and tests to narrow down their selection process. From large amounts of research I have found the ways in which the caravan club conduct their assessments. I will first look at assessment 1 this consists of various activities put together by the caravan club they are looking to see how well applicants cope in conditions where they are measuring candidate's skills and competency. They are looking closely at their skills in problem solving, planning and organisation, communication, innovation and finally stamina, these are all essential qualities and skills. By assessing the candidate's abilities in these situations, they will be able to narrow down the best applicants who are the most suitable for the job, from the ones who are not so fitting for the position being recruited for. The caravan club maintain that the activities that the applicants are experiencing and taking part in should not only be testing but enjoyable and give them a brief insight into how they will be challenged whilst working within the company.

Assessment 1 consists of three sections which they examine the applicants on, these include problem solving, organisation and communication, these skills will be measured by the employers who have put together the activities and assessments.

I will now design an assessment for the applicants applying for the post of Assistant Warden for the Caravan Club.

Problem solving

This is an extremely important quality to possess as throughout the position of assistant warden you will have various problems to solve and if your skills in this area are not of a high or professional standard you will be unable to fulfil the role of assistant warden pertinently.

For this activity applicants will work in pairs, The Caravan Club has received news that a pitch has been double booked by two customers both customers claim they booked it first, there are no more pitches left within this site. Discuss the problem as a pair and think of ideas on how to sort out the situation, go back to the group and decide which idea would be the most fitting for this situation.

Organisation

Organisation is essential with any job particularly so in the post of assistant warden. There are large amounts of paperwork to deal with in addition to the many customers.

Again working in pairs, there is a large group of foreign visitors intending to visit one of the UK sites in which you are working, they have little understanding of the English language and require some help with getting to know the surrounding area. With your partner plan an itinerary and get together some maps and leaflets that include information on attractions in the nearby area. Discuss which itinerary is best and most suitable for the guests.

Communication

Excellent communication skills are further essential qualities to possess in the role of Assistant Warden. As the majority of your time will be spent in the company of

the assessment centre they will be asked to take part in work experience whereby they will be assessed by the warden.

I will now design a feedback sheet for the warden to fill out to evaluate their performance during the couple of days work experience.

Work Experience On completing assessment 1 you will now need to take part in assessment 2 which requires you to act as a volunteer for a couple of days staying at one of the Caravan Club sites. We ask that you stay on one of our pitches near to your home and that you experience life working within the caravan club. You will be assessed by the warden of the site, on your performance over this period. There are many benefits to you, in taking part in this work experience as you will get to first hand experience working within the company and also the chance to decide if this type of employment is suited to you.

Problem Solving

1. Did the applicant think on their feet?
2. Did the applicant explain the problem to the customers?
3. Did the applicant refer to someone else within the company to ask advice on the problem?
4. Did the applicant keep the customer involved and informed throughout the situation?
5. Did the applicant note down the relevant information regarding the problem?
6. Did the applicant come to a suitable solution regarding the problem?

Planning

1. Was the candidate prepared for a range of customer's queries or complaints?
2. Did the candidate plan in advance for the arrival and departure of guests?
3. Did the candidate make use of IT equipment to store information?

Organisation

3. Did the candidate follow the correct greeting and farewell procedure when speaking to customers either over the phone or face to face?
4. Did the candidate follow up any complaints or queries brought forward by customer?
5. Was the candidate prepared to speak a foreign language to overseas guests or be aware of whom to find in the event of a foreign visitor, who is unable to speak English?
6. Did the candidate answer the phone in the correct manner and follow the correct procedure?
7. Did the candidate ask advice in events where necessary?

Innovation

1. Did the applicant use their initiative when jobs had been finished?
2. Did the applicant bring forward any ideas in the event of a crisis?
3. Was the applicant presence helpful and beneficial to the company?
4. Did the applicant use their time wisely?

Stamina

1. Was the candidate able to work for long periods of time?
2. Was the candidate prepared and punctual prior to each shift they worked?
3. Could the candidate complete a number of different tasks each shift?
- 4.

Other

1. Did the applicant come across any problems whereby they should have asked for advice?
2. Did the applicant fill out appropriate paperwork and follow correct procedures?
3. Was the applicant polite, friendly and professional to all customers at all times?

Criteria for the final selection

It is essential for the best candidate to be selected when going through the recruitment process, therefore to find the most suitable candidate the applicants performance in the interview, assessment 1 and 2 and also their person specification. As this process is not always easy businesses most commonly use a matrix to score individual candidates against each of the selection criteria. Using a matrix enables the candidates to be measured against the person specification as well as against one another. The candidate who scores the highest across the breadth of the selection criteria is usually the one who is offered the post.

Candidates name

Selection processes	Poor (1)	Adequate (2)	Reasonable (3)	Good (4)	Very good (5)	Extremely high standard (6)
Person specification						
Interview						
Assessment 1						
Assessment 2						
Psychometric Test						
Total score						

Candidates overall score

Psychometric test

Is this the job for me?

Please circle the following which is relevant to you

I like working as part of team	true	false
I enjoy helping customers	true	false
I have a basic understanding of IT skills	true	false
I have experience of using caravan club sites	true	false
I am good at using my own initiative and making decisions	true	false
I have good sense of humour	true	false
I hold a current driving license	true	false
I work well under pressure	true	false
I am happy to improve my skills level where I have weaknesses	true	false
I am able to follow rules and set procedures	true	false
I am aware of the high standards of cleanliness and appearance acquired by the Caravan Club	true	false
I am interested in becoming a Site Warden	true	false

АОЗ

ADVERTISEMENT

GUIDED HOLIDAYS

SPECIALISTS IN WORLD WIDE GUIDED TOURS

TOUR GUIDES

Guided Holidays are seeking people to join our successful team of TOUR GUIDES. The company is expanding its range of tours to several new destinations across the world. Guided tour holidays are very popular and we are the leading company in this growth area.

The successful applicant will help to research the locations and prepare the programme for the holidays booked by our customers. You will then have the responsibility of representing the company as the TOUR GUIDE on holidays in your location.

An extensive training programme will be given so that you can deliver a first class service.

The position offers a competitive salary and attractive package.

Excellent career prospects and staff development.

Working for a market leader in the travel and tourism industry.

No previous experience is necessary although an understanding of the travel and tourism industry would be desirable.

Please send a letter for further information to:

HUMAN RESOURCES DEPARTMENT
GUIDED HOLIDAYS

GUIDED HOLIDAYS

SPECIALISTS IN WORLD WIDE GUIDED HOLIDAYS

JOB DESCRIPTION FOR TOUR GUIDE

Guided Holidays is the leading guided tour holiday company in the UK. At present we offer guided tours to many destinations in Europe and the USA. We pride ourselves that we offer a first class service to our customers through our excellent staff.

This role is to help the company expand its horizons as we are developing guided holidays in other countries of the world. These include Australia, New Zealand, Canada, South Africa and India. Successful candidates will be given a choice as to which country they work in.

Full training will be given.

MAIN TASKS:

- Researching suitable tour programmes
- Researching suitable accommodation and transport for the tours
- Available as a representative for Guided Holidays throughout the customers holiday
- Taking customers along routes for their tour
- Pointing out areas of interest and providing a commentary
- Answering questions and providing written information
- Arranging entry to places of interest
- Arranging hotel check-ins, meals and entertainment

SKILLS AND PERSONAL QUALITIES

- Good at planning and problem solving
- Cheerful and good at interacting with people
- Able to look after customer needs
- A good team member
- Confidence to present information publicly

Skills, Personal Qualities and Working Condition

When looking further into job roles it is extremely important to see what is expected of you. You must investigate whether this role suits your own skills and personal qualities to check that it is the correct career path for yourself. Personal qualities are different to skills as they are something you already possess as they are reflected from your personality while skills can be learnt for example learning a new language and finding new ways of approaching people are fantastic skills to learn that will serve in this job role. It is also important to see what this particular job can provide to you, as a member of the staff. For this part of the Human Resources unit I will need to look further into the Job role of Tour Guide. I believe there are a number of skills and personal qualities you must possess for this specific role this is through large amounts of previous research into similar job roles. I will use both previous knowledge and research from a variety of sources to find out what skills, Personal Qualities and Working Conditions are associated with the role of Tour Guide.

Skills I believe there are a number of skills you must be trained at to become a successful tour guide. I will also research a number of different sources to find out what they believe a successful tour guide should be skilled at, they are as follow.

- Awareness of teamwork
- IT skills
- Language Skills
- Personal presentation skills
- Research skills
- To be able to look after customer needs
- Creative (ability to think out of the box)
- Flexibility
- Self Management
- Serious approach to work
- Good sense of fun
- good organisational skills
- self-motivation
- ability to prioritise
- Absorb and remember large amounts of information
- Physically active
- Skilled in problem solving and decision making.
- capable of handling problems independently and professionally

Working conditions- to become a successful tour guide you must be prepared to work in extremely diverse and sometimes uncomfortable conditions.

- Away from home for long periods of time
- Large amounts of travelling involved
- Long and stressful hours – unsociable hours
- Work during peak season
- working unsupervised
- Constantly meeting new people
- Sometimes work in uncomfortable climate conditions- too hot/ too cold
- Work with groups of a few people to around 50, or occasionally with individuals.
- Varied earnings
- Working both indoors and outdoors

Key

--- My opinion and thoughts

---- <http://www.thomson.co.uk/jobs/overseas-travel-jobs/overseas-travel-jobs.html>

---- <http://www.bicycleadventures.com/pdf/Skills07b.pdf>

---- http://www.streetdirectory.com/travel_guide/8979/self_improvement_and_motivation/top_10_skills_for_new_world_of_work.html

---- <http://www.connexions-direct.com/jobs4u/index.cfm?pid=54&catalogueContentID=424>

GUIDED HOLIDAYS
SPECIALISTS IN WORLD WIDE GUIDED TOURS

EMPLOYMENT APPLICATION

SURNAME	[REDACTED]
FIRST NAMES	[REDACTED]
ADDRESS	[REDACTED]
POST CODE	[REDACTED]
EMAIL	[REDACTED] K
HOME PHONE	[REDACTED]
MOBILE	[REDACTED]

DETAILS OF ANY PERIODS OF ILLNESS DURING LAST FIVE YEARS	N/A
ARE YOU A REGISTERED DISABLED PERSON?	NO

NAME AND ADDRESS OF PRESENT EMPLOYER (FULL OR PT)	[REDACTED]
TITLE OF POST	[REDACTED] VISOR
SALARY OR WAGE	£ 5.07 ph
DATE APPOINTED	August 2006

REFEREES (NAME AND ADDRESS)	[REDACTED]
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EDUCATION (IF IN FULL TIME EDUCATION GIVE DETAILS OF QUALIFICATIONS AND PRESENT COURSES BEING STUDIED)

FROM	TO	SCHOOL, COLLEGE, UNIV.	EXAMS PASSED / COURSES
[REDACTED]	[REDACTED]	[REDACTED]	English Science B/ 100.5M-BB/Comm-A AA AA

DETAILS OF ANY OTHER QUALIFICATIONS OR COURSES UNDERTAKEN

Information Communications technology - Merit
- GNVQ - level 3

ARE YOU RELATED TO ANY PERSON EMPLOYED BY GUIDED HOLIDAYS?	NO
--	----

REHABILITATION OF OFFENDERS ACT 1974 HAVE YOU ANY UNSPENT CONVICTIONS?	NO
---	----

For the unit Human Resources in Travel and Tourism we had to research way in which to prepare for an interview. This meant that we had to complete other of pieces of work that are linked to taking part in an interview, for example completing a CV and letter of application. A letter of application is very important and must be well written to help attain the post you are applying for.

I used a number of sources to research ways in which to write a successful letter of application. The first website I found included a letter format to use and also what content it should include.

<http://www.aber.ac.uk/careers/cdp/applictr.html>

Name & Title:

Position:

Name and Address
of Company:

Your Address:

Tel: e-mail:

Date:

Dear {Mrs., Miss, Ms, Dr, Mr.} {Name},

Position applied for and reference number may form a subject heading.

Paragraph One: Why you are writing?

Conventional opening stating the purpose of the letter, where and when you saw the vacancy advertised etc.

Paragraph Two: Useful to 'set the scene' for the reader.

Who are you?

What are you doing now or have done recently?

Paragraph Three: Why you can do the job!

- Key Skills

- Personal Qualities

Yours sincerely,
{signature}

Print Name

A further website gave the following tips of how to write a letter of application.

http://www.connexions-tw.co.uk/index2.asp?http://www.connexions-tw.co.uk/info/jobs_train/help_letter.htm

Use the job advert to find out what skills and experience the employer is looking for. Begin by saying what job you would like to apply for, and why.

You need to write a little about your skills and experience. If you have gained your skills through your hobbies and interests or through voluntary work you should include these things. You should also talk about the qualifications you have. If the advert asks for your references you need to put in their names and addresses. Finish your letter by saying you will be happy to give the employer any further information which they might require. Do make sure that your contact details are clearly set out at the top of the page.

The final website I looked at had a number of tips which include vital things that are needed to write a successful letter of application.

http://www.schiphol.nl/werken_op_schiphol/portlet/Hoe_schrijft_u_een_goede_sollicitatiebrief.jsp?PORTLET%3C%3Ecnt_id=10134198673784791&FOLDER%3C%3Efolder_id=1408474395729582&ASSORTMENT%3C%3Eeast_id=1408474395729582&VIRTUAL_TEMPLATE%3C%3Evt_id=10134198673784775&bmUID=1144645211164

- A **good layout** is vital; clumsy letters immediately end up in the bin. Did you know that recruiters get even more exasperated about spelling and typing mistakes than they do about job-hopping and gaps in a CV?
- **Avoid standard sentences** such as? Following your?? or ?With reference to?? Write a

- Do not mention money in your letter, this is not appropriate.
- Make a copy of the advertisement, your letter of application and CV. It will serve as a reminder of what you wrote.



11th December 2001



department

Dear Sir/ Madam,

Tour guide

I would like to apply for the post of tour Guide advertised in the Gatwick News.

I am 17 years old and at present studying at East Grinstead for my 'A' levels. One of the courses I am studying is Travel and Tourism through this very course I have accomplished a number of topics including Customer Service, Guided Tour, Event Management and Tourists Attractions, these units have all contributed to my decision of wanting to work within the travel industry. During the course I have developed skills of teamwork, time keeping and organisation which are all extremely beneficial. I am also studying psychology at 'A' Level although this is not directly linked to Travel and Tourism I find it interesting learning about the behaviour and cognitive thinking of people.

I would really like to work at guided holidays because the industry of travel and tourism really inspires and motivates me. I also really enjoy working both individually and within a team.

During my time in the Sixth Form I have taken part in various work experiences which include working at the Skyline Hotel carrying out a range of jobs in the many departments of the hotel. I also took part in a weeks work experience at Gatwick Airport, which was a rewarding experience by introducing me to many aspects of the travel and tourism industry. I am at present working part time at the Early Learning Centre as a sales supervisor. This role has really helped to develop my customer service and communication skills. It has also helped me develop confidence in dealing with customer and colleagues. I am always keen to use my initiative to get things done and deal with any queries or problems customers may have.

I am an extremely loyal and hardworking person who enjoys working within a team to achieve our goals.

CURRICULUM VITAE

Name:

[REDACTED]

Address:

[REDACTED]

Telephone:

[REDACTED]

Mobile:

[REDACTED]

Date of Birth:

02/07/90

Education

September 2001-
June 2006

[REDACTED]

Awaiting GCSE Results

September 2006

[REDACTED]

Work Experience

July 2004-
July 2004

Gatwick Airport

July 2004-
July 2004

Copthorne Hotel

Employment

Why are aptitude tests used?

Aptitude tests are exceptionally popular test used to evaluate people opinions and choices from a number of different questions. The answers provided by the person taking the test will receive a result at the end which will give them a brief summing up from the answers that they have given. These types of tests are most commonly taken by people applying for jobs. It gives the assessor the chance to assess their candidate's personality and what they are like without actually meeting them. They are beneficial for both the candidate applying for the job as they can genuinely see if they are suited to their chosen career, it benefits the assessor as they are unable to meet every single candidate therefore can get an idea of who is applying without having to meet them, this saves a lot of time as the tests are very well respected and highly regarded when recruiting for new members of staff.

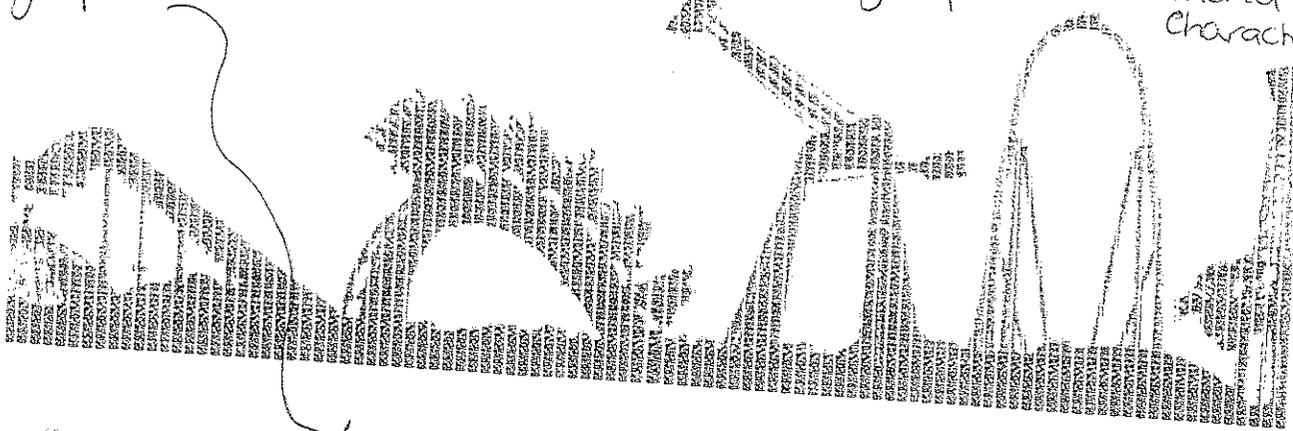
Aptitude tests are available in a number of different ways including the internet, magazines and newspapers and are developed from many different genres they can range from telling you what kind of person you are to what is your perfect job. For my travel and tourism unit I will look at a couple of examples of aptitude tests and evaluate what results they demonstrate.

Employers are increasingly using aptitude tests in assessment procedures both for job selection and for development and counseling purposes. Aptitude tests ascertain how you think and whether you think the same way as the organisation to which you are applying, they give an indication of what your potential for learning new skills is and predict how you might react in certain situations such as teamwork or problem solving.

As I mentioned previously aptitude tests not only benefit the employer they are extremely advantageous to the person completing them. It is common for many people to carry out aptitude tests when they are looking for a career path as they will assist you in finding a job or profession for which you are suited, for someone who has no idea of what they want to do it is very helpful. Many companies ask candidates to complete aptitude tests when applying for the job they are offering, making sure that the tests are chosen so that the skills involved are relevant to the job, they also make sure the tests are carefully designed and fully researched so that they are fair to all applicants. Organizations want to see what you are capable of, however this is something that an interview does not really allow you to do therefore choosing to ask applicants to complete an aptitude tests enables the candidate to demonstrate their strengths clearly to the organisation.

The instructions are within the first paragraph

The Whole test is aimed at Customer service Skills however it is a test that is likely to produce demand Characteristics.



QUICK INFO

- Benefits
- Learning & Development
- Current Jobs
- Self Assessment
- FAQs

Is working for us the right job for you?

purpose of taking the test

- This quiz is for your eyes only, and will not be seen by anyone else.
- Read the statements below and then complete the 'score column' with the number of feelings based on the scale provided.
- Answer all the questions and then add up your score!

Be honest when you answer them - this is for your benefit to see if you will enjoy working

	1	2	3	4
	I strongly disagree	I disagree	I'm not sure	I agree
Statements				
I enjoy working in a hectic environment where there are lots of customers!				4
If a customer was rude to me I would still behave in a professional & polite way				3
I am happy to take on extra responsibility				3
I am happy to help out colleagues when they need me - even if it means working harder				4
I do not mind doing jobs that are sometimes repetitive & a little boring				3
I am quite happy to follow processes				3

Scoring System

In my personal opinion I believe that this scoring system is...

first paragraph is the reason for doing the test.

How to analyse the results.

Discover one area of your life that you could improve when setting a new year's resolution.

AREA A Lose weight

- 2 I worry my weight is affecting my health
- 1 My weight prevents me from keeping up with others
- 3 I can't wear the clothes I'd like to
- 3 I lack the willpower to keep dieting

4 Being overweight makes me feel unattractive

13 TOTAL SCORE

AREA B Feel healthier

- 2 If I had more energy I would get more out of life
- 4 I tend to catch every infection going

1 The slightest activity leaves me out of breath

2 I'd like to know more about cooking healthily for my family

4 I'm not very good at dealing with stress

13 TOTAL SCORE

AREA C Stop smoking

- 1 I'm worried about how my smoking is affecting my family's health
- 1 I would love to stop but lack the commitment

1 Cigarettes make a sizeable hole in my weekly budget

1 I'd like to feel fitter and more energetic

1 My smoker's cough really concerns me

5 TOTAL SCORE

AREA D Feel happier

- 2 My lack of confidence affects my social life

5 I find it hard to find a balance between my work and home life

4 I worry a lot about what others think about me

3 I'd like to feel more positive about life

4 Feeling anxious makes it hard for me to relax

18 TOTAL SCORE

AREA E Look great

- 2 My skin isn't as radiant as I'd like it to be

4 I'm not sure how to make the most of my looks

2 I never know what to do with my hair

5 I'm unhappy about certain parts of my body

2 Facials and body treatments are for people with more time

15 TOTAL SCORE

Help! I've got a tie

Think about what would have the most effect on your life in the short term. For example, if you scored the same in Feel Happier and Lose Weight, choose the category that you think will make a difference most quickly. Get one successful change under your belt early and you can then move on to greater things.

The final decision

When it comes down to it, the resolution you want to make is a matter of personal choice. Re-read the statements above. Which ones provoke a physical feeling within you? Did some make you smile in recognition of your own situation? Chances are, these are the areas you need to pay attention to right now.

Focus on changing just

one thing for now.

You can always

move onto other

things later.

Turn over for how to write an motivating pledge

Preparing for an Interview

When arranging to go for an interview it is extremely important that you are well prepared. There are a number of ways in which you can sensibly prepare yourself for an interview. First impressions mean a great deal during an interview, which is why it is so important to show your interests and enthusiasm for the post. For our unit on Human Resources we must prepare and take part in an interview. I will now research ways in which are likely to help prepare me for my own interview.

The most important part of preparing for the interview is to ensure that you know the interview location and leave plenty of time to account for delays in travel. Arriving at an interview late means you already start the interview from behind the rest of the candidates. It also gives the impression that you can't organise yourself and plan. By turning up slightly early it gives you more preparation time where you are able to compose yourself it also reduces the panic that could set in if you arrive in a hurry and aren't relaxed.

If you are driving then ensure in advance that you will be able to park, that the car has petrol in it, and that you have change in your pocket for parking meters. On the morning before you set off check the road traffic reports.

It is extremely important that you look the part first impressions mean everything, you only have one chance to impress and by turning up looking scruffy/ untidy you will create the wrong impression. If you must take documents or notes, don't carry them in a plastic bag have them neatly folded in an envelope is fine or even in briefcase which is likely to create a more professional appearance.

Make sure you know the name of the person you are meeting and their job title. If the name appears difficult to pronounce then ensure you check first with the agent so you get it right. Also, if the person you are meeting has a name which could imply male or female, make sure you find out from the agent which one they are first. This avoids you making mistakes like assuming they are the secretary to the person you are meeting when in actual fact they are the person you are meeting.

Keep details on you in case you have trouble finding the place and need to make a phone call to confirm them. Also, if you are late then you can phone politely in advance to warn them. This will help to show that you are prepared for an event such as this and also still help to create a positive opinion of you even though you have encountered a slight problem.

It is very important to show you are confident you can do this in a number of ways for example firm hand shakes, and looking people in the eye, Also being comfortable and confident about speaking on a particular subject. This however does not mean blagging your way through the interview. It is likely that you will be caught out so will not do you any favors and certainly will not result in you attaining

Whilst preparing for an interview it is a beneficial idea to prepare answers possible interview questions you may be asked this enables you to become more comfortable with answering spontaneous questions from the interviewer. As a class we discussed possible questions the interviewer may ask us when applying for the position of tour guide and then decided on responses to these questions. They are as follows

1. What does Guided Holidays mean to you?

As one of the most respected travel companies, I would like to be part of a team that works to high standards and is constantly driven to achieve aims and objectives. I believe that working to a high standard and being challenged helps to create character and determination which in my opinion are extremely positive traits to possess.

2. Why are you interested in this post?

Having studied travel and tourism extensively, covering areas such as guided tours and customer service it has become an area that is of great interest to me. One of my main strengths is customer service therefore I believe I have the qualities and skills necessary to become a successful tour guide.

3. What qualities will you bring to the team?

With my positive and enthusiastic attitude I believe I can bring a number of qualities to the team. Having the ability to work hard under pressure and when challenged my skills make me a valuable member of the team. I have a 'can do' attitude and would carry out my duties in a professional manner whilst maintaining a sense of humour in any given stressful situation.

4. What attracts you to work in other countries?

Living within a completely unique culture I would be able to apply my skills in a different environment. I am also interested to learn new languages and different traditions.

5. Which country would you like to work in and why?

Although I believe working in all the countries would be fantastic experiences. India would be my choice of country. Its unique and beautiful culture is extremely attractive and I would be very happy

8. Are you prepared to work away for long periods of time?

Working away for long periods of time is not a problem for me. I am an independent person without dependence.

9. Which countries have you travelled too?

I have travelled to many European countries and America.

10. How would you describe your level of IT skills?

I am of a very high standard in my I.T skills due to working constantly on a computer throughout my school courses. I have studied a number of programmes including Word, Excel, PowerPoint and Publisher. I have also attained qualifications at a merit level which is the equivalent of a B at GCSE.

11. What interests you to work in the travel and tourism industry?

12. Can you speak any foreign languages?

I recently passed GCSE German with an A grade, through large amounts of revision I passed 4 areas of German which include completing coursework, a reading and listening paper and finally a German Oral.

13. Where do you plan to be in the next five years?

As a very active member of staff I am constantly striving to work harder and to high standards expected of me. I hope to have achieved a promotion, thereby given more responsibilities and duties within the company.

To create a good impression it is a good idea to show your interest in the position you are applying for. It is also important to show your personality through your answers and questions. Therefore it is a good idea to prepare a couple of questions prior to the interview that you intend to ask the interviewer as it shows that you are extremely interested in the position. Although it is a good idea to prepare questions prior to the interview you should only ask around 2 or 3 in the actual interview otherwise it may seem insulting to the interviewer.

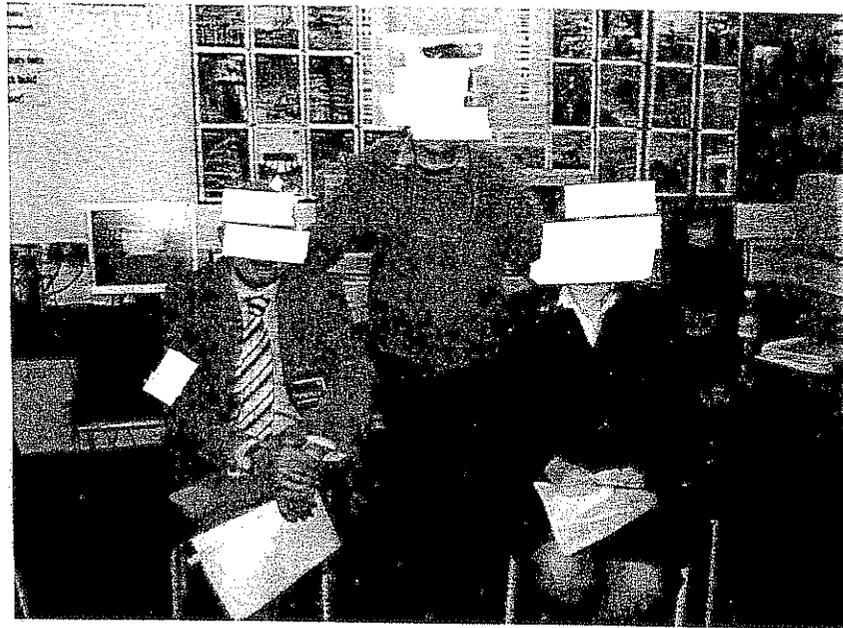
2. What sets your travel company apart from others?

This is also a good question to ask as it give them a chance to think about the positives of working in their company and also they will be able to define why this is a better company compared to others.

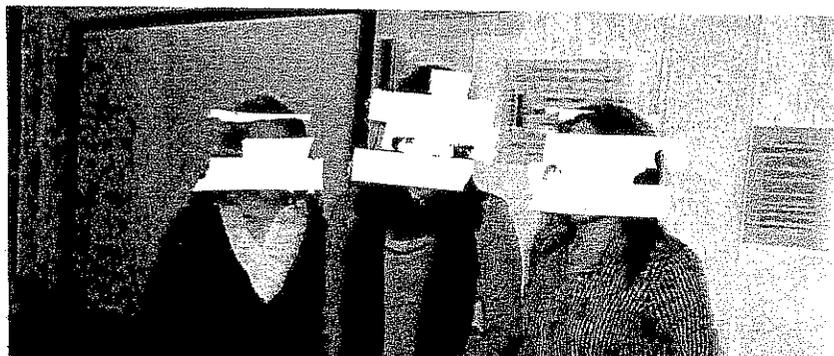
3. What kind of opportunities and benefits should I expect from working within you company?

I also think this is a good question to ask because it will contribute in helping me to consider the position if offered to me. It will also make me feel happier about working in this company as I will know to good expect opportunities and also that I will be rewarded for working in their company.

On Monday 21st January I took part in an interview for my Travel and Tourism unit entitled Human Resources. For several weeks we had been researching and looking further into how best to perform in an interview and techniques that are likely to benefit me in attaining the position of tour guide. The interview took place in school just after 12.30pm with me being the first of three to take part. We were interviewed by three people consisting of



This is a picture of the board of interviewers. They each asked a selection of questions about the post of Tour Guide.



This is a picture of the three candidates who applied for the post of tour guide. Me being the one in

WITNESS STATEMENT

[REDACTED] part in an interview for the position of Tour Guide for Guided Holidays. The interview
[REDACTED] place in January 2008. The interview panel comprised of [REDACTED] (Tourism
[REDACTED] (Age Hotel), [REDACTED] (Tourism) and [REDACTED] (Tourism) and [REDACTED] (Tourism) (se Tutor)

[REDACTED] prepared carefully for the interview. She demonstrated a clear understanding of the job
role of a tour guide and was able to answer all of the questions appropriately. She was well
presented and smartly dressed and well groomed. She was confident throughout the interview.

She followed the line of questioning very well and made some excellent contributions throughout.
She demonstrated a good depth of understanding of the T&T industry and related her work
experiences to the interview.

[REDACTED]

Please also refer to recorded interview on accompanying DVD

POST: TOUR GUIDE WITH GUIDED HOLIDAYS

CANDIDATES NAME _____

ASSESSED BY _____

FACTORS	GRADE	COMMENTS
PRESENT EDUCATION & TRAVEL & TOURISM COURSE	ABCDE	Good detail of reasons for the subject. Customer service is important 17 skills Good description of guided tour
WORKING WITH CUSTOMERS AND IN A TEAM. WORKING UNDER PRESSURE	ABCDE	clear answers and experience of team work Taken on staff training can handle pressure
PART TIME JOB	ABCDE	Good idea of importance of customer service and loyalty to the business
FUTURE AMBITIONS	ABCDE	University course and stay in T & T industry
THE POST, MOVING ABROAD, WHICH DESTINATION	ABCDE	can find out. India -
DEALING WITH A	ABCDE	

POST: TOUR GUIDE WITH GUIDED HOLIDAYS

CANDIDATES NAME _____

ASSESSED BY _____

FACTORS	GRADE	COMMENTS
PRESENT EDUCATION & TRAVEL & TOURISM COURSE	A	Makes good eye-contact. Enjoys customer interaction obviously enjoys travel + tourism
WORKING WITH CUSTOMERS AND IN A TEAM. WORKING UNDER PRESSURE	A	enjoys working as a team. big part of this job
PART TIME JOB	A	good outlet for customer service. obviously enjoys job.
FUTURE AMBITIONS	A	wants to remain within our business.
THE POST, MOVING ABROAD, WHICH DESTINATION	A	Very positive about moving abroad. India
DEALING WITH A	A	Good answer but

POST: TOUR GUIDE WITH GUIDED HOLIDAYS

CANDIDATES NAME [REDACTED]

ASSESSED BY [REDACTED]

FACTORS	GRADE	COMMENTS
PRESENT EDUCATION & TRAVEL & TOURISM COURSE	A BCDE	good word flow customer service give confidence
WORKING WITH CUSTOMERS AND IN A TEAM. WORKING UNDER PRESSURE	A BCDE	early learning - team good response listening sense of humor
PART TIME JOB	A BCDE	responsibilities to new part-time employees
FUTURE AMBITIONS	A BCDE	hoping to get promoted within the industry
THE POST, MOVING ABROAD, WHICH DESTINATION	A BCDE	good at describing her strength. good flexible attitude
DEALING WITH A	A BCDE	can handle the

Evaluation of my interview performance

For our unit on Human Resources we had to prepare and take part in an interview. The post of the job was Tour Guide for the company Guided Holidays. We researched a number of things before we took part in the interview including, looking at skills and personal qualities, working conditions relevant to the post of tour guide, possible interview questions we may be asked and also questions I would ask the interviewer.

I felt that although I worked really hard at preparing for my interview by looking at a large number of sources both from internet websites, newspaper articles and also textbooks, I could have perhaps worked a little harder at preparing questions I would ask and also looking further into answering questions the interviewer may have asked me. This was a good idea as it would have made me feel a little more relaxed and confident when being asked spontaneous questions in the real interview. I visited a vast number of internet sites, looking further into how I could develop my skills and personal qualities for my interview. I wanted to be prepared for anything that might happen or anything they may ask me therefore I looked at different techniques of how to answer questions for example; taking a breath before answering a question to make sure I have taken it all in and can prepare an answer in my head, another technique would be not to umm and ahh during the interview as it creates a very negative impression, as though you are not sure of what to say or that you are uncomfortable in the situation. Examples of sites I visited would be choices, they help people by assisting them to select future careers and creating job opportunities, they also help to prepare the candidates by making sure things such as their CV is the best it could possibly be and also preparing them for an interview situation.

I questioned a number of sites on how best to perform in an interview and was delighted to find a large numbers of results. They gave advice on how best to greet your interviewer, ways in which you can show your diverse and unique personality and finally how to show you are the best possible candidate available for the post. Not only was the internet helpful I could also draw on past experiences more specifically the research I carried out for the role of tour guide, this was possible as we had previously completed a travel and tourism unit entitled the guided tour, this was where I had to plan and carry out my own guided tour to a small group of people.

For this unit I had to find out what personal qualities and skills I would need to carry this role out successfully and also what the role of tour guide actually entailed. The research I carried out was

different areas that are linked to the post I was applying for; therefore I frequently mentioned my passion for customer service particularly relating it to my part time job as a sales assistant at the Early Learning Centre.

When planning for the interview I not only thought about and researched questions they may ask me, I also looked at questions I should ask them. By asking your interviewers questions it shows you are very interested in the post and want as much information as possible to gain the position. I also asked people I knew about their experiences with interviews and how they performed throughout them. For example my mother has recently started a new job for which she had to apply and go through a number of interviews to obtain. We used experience from her interview to help plan for my own. She recommended questions I should ask and also helped me with preparation for questions they may ask me, by using examples from her own interview. The questions I had practiced with prior to the interview were actually very similar to the ones asked on the day of the interview. For example

- what made you apply for the job as Tour guide
- What experiences have you had with working with customers

These questions I had previously prepared for, therefore I think I was able to provide a very suitable and appropriate answer, I believe this as all members of the interview board mentioned that I showed a good response, when talking about my part time job and also mentioned that the idea about saying how passionate I am with customer service was a good touch. As I was quite nervous before the interview I decided it would be a good idea to take my prepared answers to questions they may ask, in with me, I thought this was a good idea so that they could jog my memory if I had an answer relevant to one of the questions they asked me. However once in the room they put me at ease at once and I felt it would be more natural for me to answer the questions on the spot rather than refer back to piece of paper which I am confident that I would have stared at throughout the interview and not provided eye contact and not listened to the questions properly, therefore ending up not being able to answer the questions suitably.

Recently I did a large amount of preparation for the interview, however previous experiences from both school and out of school helped contribute to my performance. Many of the work experiences I took part in were travel and tourism based which are very beneficial during this course and particularly for this performance as I could draw from past experience of how I acted throughout

the way back to leisure and tourism units I completed in year 10, where I had to use customer service skills on a number of occasions and be judged upon them.

Deciding on the outfit to wear for the interview, was a relatively hard decision a number of factors had to be considered, for example I could not look overly dressed as the position of tour guide is not one of which you would be expected to wear formal attire, however for an interview you are expected to be well-groomed and professional. My final decision was to wear a pair of smart black trousers, with a casual yet smart looking long sleeved top accompanied by black pashmina. I think it created the correct image and impression which hopefully got me off to a good start. I wore my hair down to look more natural and combined neutral colours of makeup to keep a natural look to my face, rather than being orange or extremely pale and sickly looking.

I decided that the first impression I wanted to create for myself was to be friendly and approachable, I wanted them to see that I was serious about applying for the post of tour guide and passionate about the industry in which it is based. I felt I was very smiley throughout the performance which may have been slightly unprofessional as it is a good idea to show a serious side of your personality as it will show you take the job very seriously, however I do believe it is better to be smiley than look solemn and grim as they are unlikely to want you to be part of their team. From research I found many sources that recommended showing that you are approachable as they are likely to be more natural and comfortable with you and bond with you better as it shows that you are likely to be good with customers, which is a vital quality needed for the post of tour guide.

It is very common for me to get nervous before performances/ acting in front of people I don't know, when I think of doing an interview I think of it as a performance therefore get nervous when preparing for it. I am usually a relatively confident and natural speaker, particularly when meeting new people however when I am trying to impress people in situations such as an interview I freeze up and worry about what I am saying. Whilst waiting to be called through for the interview I was feeling both excited and anxious, although I was quite confident from the amount of planning I had done I was worried that the questions and techniques I had learnt may not be relevant to questions they ask or may not make sense. The feelings of angst were very much unnecessary as all the interviewers were welcoming and friendly as soon as I walked through the door and put me at ease immediately. As I was the first candidate called in I did not have to wait that long and in my personal opinion I think this was best as I was only more likely to get nervous whilst waiting for my turn. I felt the interview was actually relatively quick however whilst waiting for the other two candidates it felt

which I think made it feel less formal and more relaxed, however it also made it seem more intense and 1 to 1 but with 3 people talking to one. This is an ordinary setting for an interview so it did not strike me as strange due to me already taking part in a couple of interviews for previous part time jobs.

Jenny introduced me to the other two interviewers as soon as I was seated this was helpful as it meant I would be ready to address them at any point during the interview if I had a question or query without seeming rude due to not knowing their names. I did already know Mr Mainstone due to him being my teacher, but I treated him as if he was someone I was meeting for the first time and continued to act normally as if it was a real interview situation when he addressed me as a candidate. Simon Kerr I recognised due to visiting his place of work for a previous coursework unit. I was thanked straight away, by Simon Kerr for meeting them today. Simon began the interview by asking me what part of the job I was interested in and why, he also asked me about the guided tour that I had recently completed.

Throughout the interview I maintained a smile and tried to look as natural, confident and comfortable as possible, however I was nervous therefore had tendency to present un-professional mannerisms such as umms and ahhs when thinking about what I was going to say next. I believe I spoke in quite professional terms when answering questions; however it is very hard to think about using mature language when you are trying to put together a suitable answer in your head, on the spot. Although I felt the language I used was suitable I believe the tone of my voice was not. I remember it being very mono-tone and at times very quiet this is very strange as my natural voice is usually quite loud and well projected. I am a very lively person and express what I am saying through large amounts of hand gestures. It makes me feel like I am able to get my point across better and from memory I know I did it many times throughout the interview when answering their questions. I am not sure whether the interviewers would see this necessarily as a bad trait as it shows my enthusiasm and zest for the job. I think my body language was very positive I sat facing the person who was asking me questions and also kept eye contact with them. I believe my body language to be open and friendly which I think would make very approachable. Being approachable is very important within the post of tour guide as the customers must feel that they are able to talk to you if you have a problem or query.

As I mentioned earlier many of the questions I was asked in the real interview were ones which I had already prepared answers to. The questions I was asked were not the exact same as the ones I had

Another question I felt fairly confident about answering would be from Mr Mainstone-

This post involves working as a member of a team. What experience do you have in working as a team member?

As I thoroughly enjoy my part time job I am able to speak very highly of it, therefore am able to answer spontaneous questions also. I talk very boldly about how I work as a very valuable member of the team. Mr Mainstone also asked me

What responsibilities do you have in your part time job?

This particular question slightly threw me as I had not prepared an answer for it, however thinking on my feet I was able to think of an answer and in my opinion quite a good one. I thought quickly and came up with an answer regarding the Christmas temporary staff. Coming up with this answer enabled me to go onto answer other questions that were linked to my responsibilities within my job role.

A further question that slightly threw me was the final question asked by Jenny-

Is there anything more you would like to tell us about yourself in relation to your application for this job?

I took a little longer to ask this question as I thought I had covered everything and did not want to repeat myself. I mentioned about me being a loyal and hardworking member of the staff, however I did not think it was the best answer I could have given and if I had thought about it for longer I am sure I would have come up with a much more suitable answer. I do not think that I hid my surprise of this question well as I think I blushed. I did this because I was put on the spot and had three people waiting for an answer and a camera pointing in my direction at this point I panicked and said the first thing that came into my head and nervously repeated it a couple of times for affect.

Once the interview panel had completed asking their questions, they gave me the chance to ask my own. I had already prepared a couple; I chose the question I felt was most relevant to what we had finished talking about and also which I thought would leave a positive lasting impression so decided on asking them-

What is the structure of promotion within the company?

future references be improved upon. Although I find performances such as these quite uncomfortable and nerve wracking, I believe they are very beneficial to practice, particularly for the industry I intend to work within as each time I take part in them my confidence grows which then enables me to enjoy them slightly more without the nerves completely taking over.

Throughout my performance I believe there to be both strengths and weaknesses. Looking at the notes the interviewers made throughout the interview I found that they all agreed that the fact that I particularly enjoyed the aspect of customer service was a very good dynamic of my interview. It was a very good idea to use this point in an interview for this kind of job role as it is relevant to the job I am applying for. Mentioning strengths that are vital for job roles you are applying for is a very good idea as it shows that you are perfect for the job as you are likely to fit within their criteria.

A further strength I found to my performance was my ability to make answers up off the top of my head, although I had previously practiced questions I thought may crop up I was unaware of the exact questions I would be asked therefore I felt that my responses were quite good. I was also able to keep the negative mannerisms to a minimum, when I was unsure of how to answer questions.

Another strength I believe contributed to the positive outcome of my interview was that I was able to provide good examples of my experiences with customers, particularly from my part time job. I believe this is a strength as it shows I am quite confident within my role of being around customers for large periods of time and also that I am able to deal with both problems and queries customers may have.

Finally I believe my largest strength in the performance had to be the correct and professional body language I used, for example at all times I kept eye contact with the interviewer asking the questions and also I looked and spoke friendly and open throughout the entire interview.

Although I was able to identify quite a few strengths to my performance I was very aware of the weaknesses in it. Firstly I remembered the greeting I gave when first entering the interview room. I felt this was particularly unprofessional and on a few occasions throughout the interview I slipped up and ended up using an unsuitable answer which I believe did not help to create a good first impression.

Another weakness had to be the tone of my voice, as I previously mentioned I tended to talk in a bit of a mono tone and at times ended up talking very quietly. To add insult to injury I also spoke quite quickly which must have been a nightmare to the interviewers as it must have been terrible hard to understand what I was saying.

Recommendations for improvement

The overall impression of the interview I took part in, I found to be very positive, however like all interviews and performances there is always something that can be improved upon or changed for future purposes. I will now look back at what particular improvements I could make to my performance, reasons for why they should be improved upon and finally how I could bring about these changes for future performances/ interviews.

Looking back at my interview I remember having a mixture of feelings both positive and negative although I felt nervous I was still excited at the same time. My nerves can be a very big problem when it comes to performing in front of others, particularly people I am not well acquainted with; this is definitely a problem I should work on, particularly for future purposes such as job interviews. The reason I should improve upon this factor is because in a situation such as an interview it is very important that you make a good first impression as you only get one chance too. Nerves always affect my level of concentration therefore when answering a question I am not able to give a better suited and more professional reply, this will be a problem because other candidates will be able to provide a suitable answer as they will have let the nerves affect them, therefore finding themselves more likely to gain the position of tour guide. Ways in which I could improve upon this problem would be to put myself in more uncomfortable position to build my confidence and comfort therefore I will be more prepared for future situations. I could practice in situations that occur in my part time job such as a problem customer or a complaint or query they may have.

A further problem I found occurring rather often throughout my performance were the unprofessional mannerisms I presented such as ummming and ahhing, these occurred when I had either run out of things to say or did not know how to answer the question, luckily I was quite well prepared for the question they asked me however I did crop up that caught me off guard for example the final question I was asked by Jenny- Is there anything else about your personality you would like to add that you feel is relevant to the post of tour guide?. I had not expected something as open ended as this question and was momentarily stuck on how to answer therefore I sat for a moment ummming about how to answer, however loyalty was one of the first things that jumped into my mind and I found it to be a very well appreciated final answer and summary of my personality. The problem with answering in this unprofessional manner is the negative image and reputation you create for yourself. The interview was a good experience and I will be more prepared for future situations.

more approachable and friendly than if you were to be frowning. I felt my voice was rather monotone at times and sometimes went rather quiet which meant the interviewers could not hear what I was saying very clearly, this was very strange problem to encounter due to me generally having a very loud and chatty voice. I believe by talking quietly the interviewers thought I did not really know what I was talking about and also that I was not very interested in the position, this I feel in a real interview would be a problem as I would not like to create that impression ways in which I could improve upon this problem would be record myself whilst answering questions then pickup where I begin to talk quietly and what my voice sounds like when it is low and not very energetic and approachable. I believe by practicing and hearing what my voice sounds like when it is dull it will prevent me from talking in that way on future occasions.

As I mentioned earlier I did tend to have a problem with actually answering spontaneous questions, this problem was mainly created due to my nerves however it was also down to my feeling of wanting to rush the interview to get it over and done with. This was a problem as I began to rush what I was saying and tended not to think properly about the content and the way in which I was answering and portraying my personality and qualities through my answers. It also meant that sometimes my answers would not make sense nor fit with what the interviewer had just asked me. Again a way in which I could improve in this area would be to practice taking breaths before I answered questions and thinking about providing more in depth and intellectual answers that suit the question being asked. These answers would promote my unique and positive personality which would hopefully contribute to me gaining the job of tour guide.

When talking naturally I have a tendency to rush what I am saying therefore forgetting what I have already spoken about, this usually creates a problem as I end up repeating myself. I found this particular problem present during my performance. However it was not down to me rushing what I was saying, it was because my nerves prevented me from thinking further into how to answer the question being asked of me. I also felt that I needed to get my point across and make it clear, however due to me repeating myself rather more times than one would have hoped I came across as though I had run out of things to say and was not very confident in my own abilities to answer a simple and straightforward question. There are many ways in which I could improve on this problem. I could do this both in my professional work and normal day to die life whilst around friends and customers. For example when talking to my friends and customers I should pause and think about

An Evaluation of how the caravan club manages the performance and discipline of its staff.

Training

As all organisations are diverse and unique in their own way, different types of training methods, benefit different types of businesses. There are many different types of training methods to choose from in and each will work in its own way to motivate staff so that they work to their best ability and also get them to work towards achieving goals set by the company, these are as follows:

- ◆ Induction training
- ◆ Mentoring
- ◆ Coaching
- ◆ Apprenticeships
- ◆ In house and on the job training
- ◆ External and off the job training
- ◆ Finally transferable versus non- transferable skills arising from training programmes

Induction Training is a very important process of introducing newly appointed personnel to the organisation; it is used to make them aware of systems and expectations. Its sole purpose is to provide new staff with an opportunity to understand the natural working environment and how things run, to know whom they may ask if they have any queries about what they should be doing, also to gain information about general organisational policies. Induction has not set duration and can range from a couple of days to months. Some organisations have an informal approach to induction whereas as others will choose to make a programme that must be meticulously followed.

the mentee as the mentee will be guided by a kind of role model in the form of a mentor.

The Caravan Club

Is an example of a company that uses mentoring to further the opportunities of their staff and also to discuss with their staff where they would like to be and what further responsibilities they would like to take on in the future within the company. Mentoring takes place on a line management basis and I have looked at the membership services department in the East Grinstead centre. This department has a director who is in charge of a large team of staff. Within the team, staff have posts of responsibility and staff under their span of control. As an example of mentoring a team member in the insurance sector would be mentored by their team leader, the team leader would be mentored by the contact centre manager, the contact centre manager would be mentored by the head of membership operations and the head of membership operations would be mentored by the director of membership services.

In the case of the caravan sites the assistant warden would be mentored by the warden and the warden would be mentored by the area manager.

In house and on the job training

This is usually one of the most popular methods of training due to its cost effectiveness. It is provided to meet an organizations own specialist needs, meaning that they can have their staff trained exactly in the way they want so they learn things particularly relevant to the company. There are many benefits to using this method of training they are that the individual will learn immediately whereby learning to develop their expertise simultaneously. Although the benefits of this type for training do outweigh the cons they should be considered for example the experiences they encounter can only be shared with other employees within the organisation.

The Caravan Club

The majority of training at the caravan club is in house and from my research I have found out that there are two reasons for this

- Understanding of procedure for paying UK and foreign suppliers.
- How to advise members to make claims

External training

Can be a very effective method of training members of staff however its biggest disadvantage would be its cost. Specialist services of training consultants are bought in by the organisation to train their staff. This tends not to be opted for as the skills they are taught are quite general not specific to the organisation you are working therefore it is likely that you will have to continue training even when they have finished due to getting the training and methods relevant to the organisation you will be working for. External training is generally expensive therefore smaller organisations tend not to choose this method of training as it is too expensive for them to pay for.

The Caravan Club

External training is conducted as little as possible within the Caravan Club due to its expense. The Caravan Club do not want to have to pay for each member of their staff to be trained externally when they can just as effectively be trained if not better by in house training. They receive more relevant and suited information through in house training which can regrettably be omitted through external training.

Transferable skills

These are skills that are non job specific and staff can bring them from previous employment. They are easily transferred from one department to another. Some of these skills staff will have as part of their education and if they don't have them they can be easily trained.

At the caravan club the following transferable skills are used

- Speaking
- Listening
- Reading
- Writing

Non Transferable skills

Are job specific and would not be suited to a range of different job roles. They are suited and relevant to a particular job type, therefore are completely different to transferable skills; they are generally unique to one specific staff member's vocational expertise.

For example at the caravan club the role of duty officer, emergency services would require the following non transferable skills

- Understanding of how to give emergency assistance to members
- Knowledge of red pennant travel insurance
- Understanding of record keeping linked to Underwriter criteria
- Understanding of procedures to implement any changes with the managers approval
- Telephone skills- communicating with members travelling in foreign countries

The Caravan Club encourage and support staff to encourage staff to gain qualifications for individual staff development that will also benefit the organisation. I will now look at the Caravan Clubs training and education policy document to see how the staff are supported in gaining qualifications.

The Caravan Club states that "A wide range of relevant qualifications are encouraged and supported across the organisation. To recognise the achievement of the qualifications, the Caravan Club will help with the costs of the study and where appropriate give time off to attend courses".

They also mention later on that "As the course fees will be paid for out of each manager's departmental training budget, these costs will need to be included when planning the budget at the beginning of the year".

Also that "The Club will pay for course fees, examination fees and registration fees for the professional/ awarding body, should this be required as part of the course/ qualification".

that all staff is given the same opportunities for development; and also to apply the policy fairly and consistently across the organisation as a whole".

The Caravan Club relate their training to the stakeholder's beliefs and attitudes, as all their training is aimed at providing a better service for their members. Looking at the training and education policy I found ways in which training is designed to benefit the club's members. "The success of the caravan club depends on having a team of committed, well informed and appropriately trained people". They also state that "The aim of the Club is to maintain and enhance its position as the leading organisation for touring caravanners by continuing to provide an unparalleled service to the members. Training and development needs are identified from the business plan, which will determine the type needed to deliver the business objectives in terms of numbers, skills and knowledge. Finally they also mention that "A wide range of relevant qualifications are encouraged and supported across the organisation. To recognise the achievement of these qualifications, the Caravan Club will help with the costs of study and where appropriate give time off to attend courses".

Performance management

It is very important for businesses to assess and communicate with members of staff, in order to carry this out organisations use Performance Reviews and Appraisals. This allows them to discuss staffs present performance and future career aspects. The Caravan Club uses these methods to assess their members of staff. This method involves:

- Looking through the job description and discussing what they believe they have carried out within that position in the company in reference to the job description and also what they could improve on within the near future.
- A meeting with the line manager to discuss the performance of the member of staff, what they believe their strengths and weaknesses are and how they can improve on their performance in order to widen their opportunities of promotion.
- Agreeing on targets and objectives they believe the staff member can meet before their next performance review/ appraisal.

I will now go on to look at how an appraisal is completed, within the Caravan Club, in the views of both the appraisal and the appraisee, I will investigate the process that takes place when discussing matters such as the job description and the appraisee's performance. Firstly I will look at the appraisal from the **appraisee's** point of view. There are many things included in the process of the appraisal such a completing/ filling out a number of forms.

The appraisal has 3 real purposes, the first of which would be that you clearly understand what is expected of you within your role in the company, secondly to review your past performance at work and finally to identify any training and development needs that will assist with enhancing your performance. The Caravan Club believes each of these stages are important and that it is essential that they are all carried out within the appraisal.

Prior to the appraisal taking place as the appraisee you must prepare yourself by checking that the your job description is accurate you must also re read any previous

eliminating the element of surprise. It is important that you feel comfortable throughout this meeting therefore a friendly and open atmosphere is essential. The discussion should be honest on both sides and everyone should feel comfortable to say what they think, constructive criticisms/ suggested improvements are very welcome throughout the appraisal. Throughout the appraisal it should be found that you are talking the majority of the time maintaining assertiveness, whereby expressing your thoughts. Through the discussion things such as additional training and expected achievements will be discussed and agreed upon you must be prepared to work harder and put as much effort possible in to meeting these targets and expectations of the company. Targets and achievements are usually asked to be completed by the next appraisal. It is the line manager's role to summarise and record the outcomes of the meeting.

Following the appraisal you will later receive the appraisal forms of which you had agreed with your line manager this is generally within 5 days of the appraisal, these will have been agreed by yourself so should not be shocking or disappointing. Once you have signed these forms they will be passed on to the appraiser's line manager, who will then have the opportunity to make any additional notes or comments upon the form. They will go onto to copy these notes which will be returned to you, kept in your own personnel file. If the content of these notes is not to your satisfaction and you do not agree a further appointment with your line manager will be made where you will discuss the outcomes of the previous meeting and go onto agree on objectives. This meeting would generally take place within 14 working days after the original meeting. Any training and development needs will be addressed by your line manager with training and development officer as necessary.

I will now look at the appraisal from the **appraiser's** point of view. It is not just the appraisee's job to prepare for the appraisal it is essential that the notes and files regarding the appraisee have been re- read and past appraisals have been looked over. The job description is a further thing that must be checked to see if it is up to date and accurate. It is important as the appraisers that you look over the appraisee's file to see what strengths and limitations have been noted previously in order to consider new objectives and targets that could be set for them to improve their performance. The appraiser must consider what contribution that member of staff

relevant to what should be discussed. It is your job to make sure notes are being kept throughout the appraisal as they will be later needed to be signed and agreed with by the appraisee and the appraiser's line manager. Just as I mentioned for the appraisee it is essential that this meeting remains open and friendly throughout in order to maintain an honest discussion. Rather than criticising the appraisee it is your job to point out positive improvements and targets they can meet. If a debate does arise it is important that it remains friendly and unaggressive – negotiation and compromise may be required by both parties and the debate should conclude with a recorded joint understanding and agreement. The future objective that will be agreed by both parties should be recorded so that they can later on be signed. The information collected should be recorded on the development and action plan. Once the appraisal is complete forms must be returned to the appraisee to be signed and then passed on to the personnel department. The forms require two signatures one from each part. If in the event of the appraisee not agreeing with targets and decisions made, another appraisal will have to take place at least 14 days after the original one. Agree with the training and development officer any support required for booking, monitoring and follow up of training needs.

Grievance Procedure

Grievance procedure are very commonly found within organisations, as many companies believe that good working conditions are essential to maintain a happy working force. In the event of a member of staff having a grievance most companies will try to sort it out informally however this can sometimes be ineffective therefore must be dealt with formally for that reason this it is essential that an effective grievance procedure is at the ready.

The Caravan Club have put together a grievance procedure which is clearly displayed to members of staff and is discussed on employment. They hope that concerns can be addressed and resolved to maintain a good working environment for all staff. The Caravan Club's procedure consists of 3 stages

Stage 1,

Consists of the staff in question, placing a letter of writing concerning the grievance they have to their line manager. The employee will then be asked to attend a formal meeting by the line manager, where they will discuss the grievance. In due course the manager will provide their decision, concerning the grievance, in writing. The Caravan Club intend to provide this answer within 5 working days of the matter being arose. This is generally very effective however if the grievance is with the line manager the member of staff would have to raise the attention of the head of department or the next most senior person within the company.

Stage 2,

Is carried out if the matter is not resolved after the suggested 5 working days. If the matter has not already been taken up with the head of the department at this stage it would be. You will be asked to attend another meeting (if preferred a fellow worker or trade union official may accompany you) whereby they will record any other information regarding the grievance. Another decision should be given within 5 working days of the date of referral.

Stage 3,

At this stage, if the matter still has not been resolved, or you are unhappy with the decision, decided by your employer/ head of department. You will now have the decision whether to raise this grievance to your director general who will obtain the record and will give further

Staff motivation

Staff motivation within any company is essential for the success of it. Even if the product is popular without the staff there to promote and sell it, it is worthless, therefore in order to sell the product companies must keep their staff motivated. Large amounts of training are used as a motivational tool by travel and tourism organisation to get the best out of their staff. There are 3 main reasons why staff motivation is important to companies the first of which is:

- ◆ To meet the aims and objectives that are set to meet the needs of the stakeholders
- ◆ To reduce staff turnover and retain good employees
- ◆ Little absenteeism

Through much research in the area of staff motivation four theories have been formed they are as follows:

Maslow's hierarchy of needs

Taylor's scientific management

McGregor's theory X and theory Y

Herzberg's two-factor theory.

Maslow's theory is that in life there are basic needs that everybody has to survive. These are food, protection, love- someone who cares for you and finally to develop their potential to the maximum to become the best person they can possibly be. This is a very famous theory and is known by the pyramid diagram, Maslow describes as the hierarchy of needs. The diagram shows that once an individual has moved upwards to the next level, needs in the lower level will no longer be prioritised. If a lower set of needs is no longer being met, the individual will temporarily re-prioritise those needs by focusing attention on the unfulfilled needs, but will not permanently regress to the lower level

Taylor's scientific management is further well known theory referring to staff being motivated by money or incentives, his theory states that people are motivated by money or incentive schemes, concluding that pay is the greatest motivator. Taylor believed that an organisation is like a machine and every staff member has a job, which they are trained to do. Taylor developed his theory of "scientific management" as he worked his way up from a laborer to a works manager in a US steelworks. Taylor had a simple view about what motivated people at work - money. He felt that workers should get a fair day's pay for a fair day's work, and that pay should be linked to the amount produced.

McGregor's X and Y theory is based on two ideas of strict management supervision, his belief was that all workers are lazy and will only work by using threats and punishments. According to this theory, employees will show little ambition without an enticing incentive program and will avoid responsibility whenever they can. He also believes workers should be kept under control and repressed, however this showed poor results it has been proved that you give direct responsibilities to staff for their work to help them develop and progress. By giving staff training good results were produced. The theories look at how a manager's perception of what motivates his or her team members affects the way he or she behaves. By understanding how your assumptions about employees' motivation can influence your management style, you can adapt your approach appropriately, and so manage people more effectively.

Herzberg's two factor theory is another well known assumption referring to styles of management and how best to motivate staff. In contrast to McGregor's theory, Herzberg believes that money was not the best motivator. Believing what was more important was working conditions, a good salary, benefits, status and finally a good working relationship. He found that the best motivators were a sense of achievement, recognition, responsibility and personal development. His most important motivator was career development. This theory suggests that to improve job attitudes and productivity, administrators must recognise and attend to both sets

Management styles

Different organisations use different management styles within their business, this is because one style may be more effective in one company when it does not work in another. There are four main types of management styles they are as follows:

Exploitative authoritative

Although in some organisation this can be an effective management style it has been found that employees do not respond very well if being told what to do. This style consists of management imposing decisions upon staff and motivation can be found through threats of punishment as I mentioned previously, staff do not respond well to this style as it results in no team spirit and no communication between workers.

Benevolent authoritative

This style is based on a reward system whereby staff working more will result in then obtaining more money. In regards to motivation, team work and communication this style is very similar to that of the exploitative authoritative style as they do not promote working together as a team as you are working individually to earn money for yourself alone.

Consultative management

In contrast to the previous styles of management this approach has been found to be very effective and can be found in a number of different organisations. This style entails staff being trusted and motivation being found through rewards and involvement. Within this style strong team work can be found, this is because there is two way communication and widespread responsibility.

Participative management

they can complete to the best of their ability. Rather than telling members of staff what to do they discuss tasks and jobs they need to complete and decide how they can best support them when they carry them out. Staff at the Caravan Club are kept motivated by the opportunities in which they can further their career (usually within the company).

Rewards

Rewards are regularly used within companies, habitually when staff have encountered some kind of success. There are two types of rewards given to workers they are categorised as financial and non- financial.

Financial rewards are usually a result of meeting sales targets for example if this were to happen you may receive commission, travel agents are most well known for receiving this type of reward. When working within a travel company you may receive rewards such as free flights, company cars. In some companies they use reward schemes such as profit sharing which has been found to be a very effective method of motivating staff. By sharing a proportion/ percentage of a companies final profit with staff when meeting sales targets they are likely to continue to work hard in order to receive continuous success and rewards.

Non financial rewards are more commonly used within companies due to the cost effectiveness; it can become quite expensive if you are continuously handing out financial rewards to each member of staff when they are successful. It has also been proved that money is not the best motivator therefore non financial rewards are likely to be more effective. Things like career development and opportunities for qualifications are examples of non financial rewards another example would be professional growth, whereby staff can be rewarded by schemes such as employee of month. Recognition is a further way in which organisations reward their staff. It has been found that recognition is one of the best methods of motivation therefore can be found in a number of different organisations.

The Caravan Club uses non financial rewards in order to motivate their staff. It has been found that non financial rewards are much more effective than financial rewards. The caravan club appears to take this view therefore offers opportunities to their workforce to help better themselves and widen their future career options.

Disciplinary Procedure

In all businesses/ organisations, there should be a clear disciplinary procedure, which should be known by all its members of staff. On employment you should be fully aware of the companies' policy/ procedure therefore should know what is allowed and what is not. A disciplinary procedure is followed by an organisation when a member of staff has acted in an inappropriate way and the company must correctly penalize them, this may be in the form of dismissal or perhaps a suspension, depending on the organisation.

The Caravan Club has a very clear policy/ disciplinary procedure that is known by all its members of staff, they believe that by setting patent rules and regulations staff should be aware of what is expected of them to prevent them from acting in an inappropriate manner, resulting in them being reprimanded.

The caravan club states that

"It is the aim of the club to keep "rules and regulations" to a minimum and our requirements are, therefore, based only on good sense and fairness to all."

They have put together a number of principles that staff are made aware of when starting employment. They also state what they expect of staff working within their company. They are as follows

- To maintain an acceptable performance in your job
- To maintain a good standard of time- keeping
- To work only on Club business during office hours, and not on personal matters
- To recognise the authority of those in more senior management positions
- To maintain a good standard of conduct
- To observe all such regulations regarding safety procedures, fire precautions as are current at any time
- And finally always to do everything in the best interest of the club and not do or cause anything detrimental or prejudicial to the Club

The Caravan Club believes that by stating what they expect from their staff it will prevent them from having to follow the disciplinary procedure as the staff should know what is expected of them, therefore work to the best of their ability to prevent inappropriate actions or behaviour taking place.

warning, as formal warnings are not needed for minor offences as they can be ineffective and lead to further problems for the company as it can be seen as unfair, in the event of that persons behaviour not improving a formal warning is likely to be the next option.

A more serious type of warning would be the **formal warning**. This generally takes place when an informal warning is no longer appropriate or fitting to the person's offence. The formal warning is quite complicated as there are two procedures that can be followed depending on the severity of the offence. With a less serious misconduct, a meeting will be held with your head of department where you will discuss your offence and any evidence or allegations made against you will be put forward and discussed.

In the event of the poor behaviour continuing a letter will be sent directly to you explaining details of the misconduct, details of the necessary action to remedy the situation and finally making you aware that if this behaviour continues it is likely that they will be dismissed. Formal warnings do not always result in dismissal there are a number of other options that can be chosen for example suspensions without pay, demotion, transfer to other departments and finally loss of seniority or increment.

In the more serious cases **Dismissal without Warning** can be used, in these rare circumstances members of staff can be dismissed, however this can only happen after incriminating evidence has been found and an investigation has taken place, which has included hearing the employee's version of the matter. This choice of punishment is usually the result of gross misconduct that brings the company into disrepute, examples would be serious insubordination, being under the influence of alcohol or drugs during working hours and also disorderly or indecent conduct, fighting on club premises or threatening physical violence.

Suspension is further type of punishment used by companies. It is most commonly used while investigation onto gross misconduct are taking place. Suspension can take place with or without pay depending on the circumstances.

Appeals are quite commonly put into action by members of staff after they have been informed that they will be subjected to disciplinary action. Within the caravan club staff must appeal in writing to the director general within 5 days of that action being taken. The caravan club has created a disciplinary appeals procedure which must be followed, in the event of disciplinary action being taken, in order for the appeal to be effective and taken seriously. The appeal letter must include a number of things such as being written stating

Conclusions and Recommendations for Improvement

All organisations must work carefully within the employment laws and it is the role of the human resource department in the organisation to make sure this happens, this is particularly important to the Caravan Club. To prevent problems and to protect their own company they must ensure all actions carried out within the company are law abiding and meet the correct criteria/ procedures. The majority of the main laws in reference to organisations are concerned with equal opportunities. It is essential that organisations keep up to date with requirements of general employment legislation. There are 5 main pieces of legislation regarding equality of opportunity they are as follows:

- ☐ The Race Relations Act 1976
- ☐ The Equal Pay Act 1970
- ☐ The Sex Discrimination Act 1975
- ☐ The Disability Discrimination Act 1995 and the associated 2004 provisions
- ☐ The Working Time Regulations 1998

The Race Relations Act 1976

This law is broken up into 2 sectors, which are direct and indirect discrimination. This law is relevant to the discrimination that employees face whilst at work; direct discrimination is where an employer acts in a most unfair manner towards a member of staff based on the fact that they are of a different race/ background/ ethnicity. Indirect discrimination is most commonly encountered unintentionally whereby an employer will discriminate against someone without meaning it in a discourteous way, an example would be an organisation recruiting for new members of staff and asking them to possess certain qualities and skills which some applicants may not have.

Although the Caravan Club does not directly discriminate against people, in a way it could be seen that they indirectly discriminate against them. For example whilst recruiting for the post of assistant warden they ask that applicants possess certain qualities such as being a member of the Caravan Club for the duration of 1 year. Although some people would see this as discrimination I do not believe it is a severe as discrimination, because it does not discriminate against people race, ethnicity or background.

The Equal Pay Act 1970

This law addresses the equal opportunities problem; it prevents discrimination between the sexes and ensures that men and women receive equal pay for equal work.

The Sex Discrimination Act 1975

This law is linked to the previous Equal Pay Act; it refers to the equal opportunities for men and women within the workforce. Things such as training and promotion should be equally offered and completed between the sexes in order to maintain fairness and prevent discrimination. However under this law there is a thing called positive discrimination which is allowed this is where either men or women are given more opportunities due to being under represented or because they have not been given any confidence in.

The Caravan Club Work hard to make sure they do not discriminate between the sexes and make sure they promote equal opportunities however in some cases men are more suitable to some of the position recruited. This is quite common in many businesses however the Caravan Club work their utmost to prevent this.

The Disability Discriminating Act 1995

This law refers to discrimination against people with disabilities, as it is so rightly named. Disabled candidates applying for positions are protected by this law as it prevents organisations/ employers discriminating against them because of an unfortunate disability. Although many organisation note in their job description that a good record of health is desired they are not allowed to directly say that people with disabilities are unsuitable for their position as they could be subjected to the law and be prosecuted.

The Caravan Club work hard to obey this law. A number of their staff are disabled in some way whether it be hearing impaired or physically disabled, they make sure all candidates applying for their posts are given equal opportunities; they know that just because someone is disabled they still may be suitable for a job.

The Working Time Regulations 1998

This final law that I looked at is relevant to the number of hours a member of staff is allowed to legally work. Implemented by the working time directive 1993 staff were restricted to the number of hours they are allowed to work. Employers must take reasonable steps to ensure employees take adequate rest breaks and are given an appropriate annual leave entitlement.

Within the Caravan Club all staff are entitled to holiday and rest breaks within the hours they work. It is known that members of staff are entitled to a 15min break every four hours they work within a day.

With members of staff having the opportunity to improve personal skills and qualities they will greatly benefit the Caravan Club as it means they can take on more responsibilities and be more trusted within the company. Individual development is greatly promoted within the Caravan Club. It is a real asset to the company that they treat all of their staff equally it creates a better working environment for everyone and improves things like staff loyalty and retention. The majority of the training that takes place in the caravan club is internal, it is a very cost effective way of training staff it also trains the staff in such a way that is suited to the company, training that takes place needs to be looked at in relation to the finances given by the stakeholders. Therefore I believe the method in which the Caravan Club chooses to train their staff is very well suited to their company. Training is taken very seriously within the Caravan Club as staff represent their company therefore they must be trained appropriately to deal with situations that may arise with the job. There are strict regulations regarding training and staff leaving the organisation within the Caravan Club.

Although I do believe that the training methods the Caravan Club use when employing members of staff are effective and well suited to their own company I believe there are some improvements they could make to their methods. I found that their internal training methods help make staff skills within the job well suited to the company however by employing the use of more external training may benefit them. Although many people believe that the skills you gain are too general therefore do not make you unique to the company you work for, you do get the opportunity to learn from very skilled and knowledgeable people who are highly trained in specific areas of a job for example management, cleaning, heads of customer service, therefore you get the benefit of their knowledge within your own work, although it is a more expensive method of training members of staff it is worth it. Things like gaining qualifications cannot be offered within the company of the caravan club therefore you must use external methods in order to train your staff in that way. On employment it is common for staff to be placed in one department after experiencing training, however this I believe to be an area which could be improved upon, they could offer more opportunities to rotate training and allow staff to experience the work of other departments. I also believe that they could supply experience training for East Grinstead based staff out on the sites so that they understand the demands on wardens and assistant wardens. This would help to educate staff on the different areas/ departments of the Caravan Club, which is likely to benefit the company in a number

When looking at the Caravan Clubs methods of **staff motivation** I came across many conclusions. Different businesses use different methods of staff motivation as one type is not always suited to every organisation. I found that the Caravan Club do not use financial rewards to motivate their staff. After large amount of research into this area of staff motivation many theories support the conclusion that money is not the best motivator. The main motivator of staff at the Caravan Club is the demands set by the stakeholders who are

This area of the Caravan Club I believe to be largely effective would be staff motivation there methods are extremely effective and well suited to their organisation. However there are a couple of improvements they could make in order to improve their methods of staff motivation resulting in them becoming even more effective. Although I mentioned previously that financial rewards are not the best solution to increase staff motivation, there are some cases that I think it may work. Employers could ask staff during their appraisals or performance reviews if they believe that financial rewards would increase their performance within their job. They could then be offered to other members of staff if they believe it would be effective. For example by setting targets or objectives within the appraisal and deciding that by meeting these targets a financial reward may be available or be an option. I did notice when looking at the job roles that there did not seem to be much room for career development I believe this could really help to improve staff motivation because the staff will have opportunities to further their career and in the long run gain a more superior career, which is most likely to improve staff retention. I think an improvement they could make would be to perhaps introduce a scheme such employee of the month I believe this to be a very effective way of encouraging staff to work harder and motivate them as they will receive job satisfaction from winning employee of the month as it could be to them a sense of achievement. Recognition schemes have been found to be extremely effective in the workplace therefore I believe it would be very suited to the Caravan Club. As I mentioned previously recognition schemes are extremely effective in motivating staff individually however introducing something like monthly prizes for the best department in the company would be even better as well as staff working harder to try and win the prize it will also encourage team work, this then benefits everyone involved in the caravan including its stakeholders. I also noticed when looking at staff's methods of reporting problems back to management that a large amount of improvement could be made. For example introducing problem solving groups would increase team work and team spirit within the company. Financial rewards are not always the most effective way of motivating staff however things such as extra holiday time work excellently at encouraging staff to work hard, it has been found that these types of incentives work really well within businesses therefore I believe it to be well suited to the Caravan Club.

The third area I looked closely at with regards to the Caravan Club was **performance management**. One of the areas I focused upon when researching this area was the appraisals that take place within the Caravan Club. I found that the presence of appraisals was a real strength to the Caravan Club and has greatly contributed to the success of the organisation. It is essential that all staff are happy within their work place and by carrying out

career opportunities are also discussed in appraisals therefore training that would be needed to assist with gaining new skills to achieve new positions and responsibilities within the company. The strength of the Caravan Clubs appraisals would be that they are not extremely formal and stringent they are similar to open and friendly discussions, which contributes to an honest discussion being held where staff feel comfortable discussing future career opportunities and also their present performance, this leads to action for the future being taken, which is beneficial to all. The most prevalent strength of the appraisals would be that future targets and objectives can be set, this is strong point because it makes staff want to aim higher and work harder to achieve goals set by themselves, and when achieving these goals they get a sense of achievement and job satisfaction, which then helps to motivate them for further success. The outcome of setting goals and targets for each member of staff has a very beneficial affect on the organisation of the Caravan Club as things like motivation and hard working staff helps to make the business more successful. It is like a positive domino affect, as it affects all areas of organisation in a good way.

When researching into this area of the Caravan Club I was able to draw many conclusions, although I found a large number of positives to this area of the organisation I did come across a couple of improvements I believe could help contribute to the success of the Caravan Club for the future. The first improvement I thought of would be that the Caravan Club could introduce the development of job enlargement schemes. Many staff react well to the acceptance of further and new responsibilities, it helps the staff to develop their skills in new areas and also helps to motivate them, it can be seen as the member of staff are more trusted and relied upon and also that they have the confidence of their employers. Things such as the responsibility of other staff members or perhaps the management of a further area of the organisation would help to encourage staff to work harder while also developing their management performance. I believe job rotation would be another area in which they could improve upon, by allowing staff to work in different departments/ areas of the organisation they will be able to increase their own skills and also be more tolerant and understanding of others and their line of work within their company. By allowing the staff at the Caravan Club to job rotate they will gain more skills which will help to qualify them for other positions in the future and also may go on to help them achieve a promotion or further responsibilities. Job rotation schemes could be discussed during staff members appraisals as staff may or may not want to take part as they may already be happy with their position, while others may be interested in a different department of the organisation and by experiencing what it would be like to train and work in that department may decide later on

procedure in action. The Caravan Club has established extremely clear processes for the staff having to follow the procedure. Looking into their informal warning process I found it to be very clear and fair to staff, noting that although this warning will only be informal it will be recorded in the member of staff's personal file in case of any further occurrences. The issue will be addressed by a line manager who will generally bring it up by word of mouth rather than in writing. The process of formal warnings is a little more official this will generally include a written warning from your head of department detailing your misconduct or the complaint which will then be discussed at a meeting which will be held with your head of department to discuss the matter further. This is usually where the staff member being warned is likely to be assuring the employers that it will not happen again. The Caravan Club also have a process for dismissal without warning, only in the most serious cases does this happen, the Caravan Club state from the word go that anything that could be seen as detrimental to the company will not be accepted and the person responsible for this will be severely reprimanded. This punishment is only given in the most severe cases however I do believe that their procedure is fair to all members of staff, therefore in cases where appeals happen I believe the staff being penalised will not have much ground to stand upon as they have already read and understood the procedure early on in their job, therefore can not be ignorant of their behaviour and be naive about the consequences of it. The Caravan Club appeals procedure is very straightforward to staff intending to address the matter of their dismissal/ warning, stating that you may appeal in writing to the director general against any disciplinary action within 5 working days of that action being taken.

I found the Caravan Clubs methods/ processes of their disciplinary procedure to be extremely clear and fair to all members of staff, however after looking closely at the different laws attached to the area of human resources I found their disciplinary procedure to be quite general and that it does not address as many issues and problems as it could do. Therefore it could be seen that its effectiveness is limited to specific types of worker for example they could add discrimination on the grounds of disability and age to the dismissals without warning. This problem has been found to be very common within workplaces therefore in order to protect their company from getting a discriminatory reputation they should address the problem within their disciplinary procedure to show they are aware of it and do not have a problem with either issue. Another improvement they could make would be to have a system of a staff association so that colleagues can support each other in formal interview. Staff are likely to feel more confident in speaking up about a problem/ complaint if they have the support of a colleague, as it feels as though they have got someone who has their best