

**ADVANCED GCE
LEISURE STUDIES**

Unit 5: Human Resources in the Leisure Industry

G184/CS

PRE-RELEASE CASE STUDY

To be opened on receipt

JANUARY 2009



INSTRUCTIONS TO TEACHERS

- This case study **must** be opened and given to candidates on receipt.

INFORMATION FOR CANDIDATES

- You **must** make yourself familiar with the case study before you sit the examination.
- You **must not** take notes into the examination.
- A clean copy of the case study will be given to you with the question paper.
- This document consists of **4** pages. Any blank pages are indicated.

Blake's Bistro

Blake's Bistro was established in 1997 by the current owner, Rhodri Jenkins, in the Welsh city of St. David's, close to the Pembrokeshire Coast National Park and the Heritage Coast. The owner plays an active part in the development of the business, which now employs 29 staff, but he has recently appointed a manager to oversee the day-to-day running of the Bistro.

The business is split into two separate functional areas, both controlled by the new Bistro manager, Cerys Williams. These areas are: 5

- Food Preparation – headed by Head Chef, Liz Whittaker;
- Front of House – headed by Maître d', Alan Bailey.

Blake's Bistro provides a range of employment opportunities for its staff.

The Bistro works hard to promote the importance of staff providing a quality service to the customers. Great emphasis is placed on staff attitudes and their contribution to the customer experience. A recent initiative at the Bistro has been to delegate increased authority to the different teams which operate within each functional area. 10

As part of the development of the Bistro, Rhodri Jenkins is keen that the business achieves the Investors in People (IIP) award. During the first years of the business, Rhodri had always been keen to develop the potential of his staff. In fact, Cerys had started work at the Bistro in 1999 as a seasonal worker during a gap year, after finishing her A levels. She has remained with the Bistro ever since, gradually working her way up the organisational structure. 15

Most training and development of staff is carried out in-house, but staff have access to external training, with some members working towards NVQs. 20

All staff are required to attend regular staff meetings, the aim of which is to foster teamwork and improve the quality of the service provided to customers. These meetings allow individual staff to discuss issues which affect their area which feed into the performance management scheme. In addition, Cerys holds a weekly supervisors' meeting with both Liz and Alan.

At a recent supervisors' meeting it was decided that a programme of job rotation be introduced to allow employees the opportunity of understanding the different job roles which exist. Cerys, as manager, spent time working in all areas in order to gain a better understanding of the demands placed on staff. She has encouraged both Alan and Liz to do the same. Whilst Alan was keen to follow this initiative, Liz, a recent recruit to the business, objected strongly. She believed in an autocratic approach to management, with staff in the kitchen having clearly defined roles. 25 30

Cerys, who has responsibility for human resource planning and the recruitment and selection process, is keen to ensure that the business can respond quickly to the seasonal nature of the catering industry. She has undertaken some research into the:

- external issues;
 - internal issues;
 - nature of the employment opportunities;
- 35

which might affect the Bistro in the near future.

She has examined the labour turnover in other local organisations and discovered that Blake's labour turnover is higher than the national average, but lower than its local competitors.

Concerned about this high labour turnover in the catering industry, Cerys has recently introduced a new initiative for potential new employees. As part of the recruitment and selection process, 40

new recruits are given a full day's work experience in the Bistro before committing themselves to employment with Blake's.

After using the Internet to carry out some research, Cerys has compiled the following economic data which she believes might be of benefit in planning for the future of *Blake's Bistro*.

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UK Economic Forecasts

Year	Unemployment %	Inflation %	Interest Rate %	Real Growth in Consumer Spending %
2010	5.0	2.2	5.0	3.5
2011	4.7	2.4	5.5	3.2
2012	4.2	2.4	5.75	3.1
2013	3.8	2.6	5.75	3.0

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Fig. 1

In preparation for the upcoming summer season in St. David's, Cerys is about to undertake a review of the recruitment and selection procedures at *Blake's Bistro*. Rhodri Jenkins never got round to producing job descriptions or person specifications, preferring to rely on his instincts when recruiting staff.

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In the past, Rhodri was often inundated with applications for junior staff looking for part-time work and spent much time shortlisting and interviewing applicants. Cerys is keen to avoid this in the future and she has begun to draft a comprehensive recruitment and selection procedure for all future appointments. This will include an application pack provided for all applicants.

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