

GCSE in Applied Business Unit 2: People and Business

VGCSE (0549-2186) Assessing Kelly's evidence

Strand A

Assessment criteria	Comments
<i>A1 Identify the stakeholders in the business they are investigating.</i>	On page 1, Kelly provides an introduction to her business, Drayton Manor Theme Park. Kelly has combined her A1 evidence with her A2 evidence on pages 2-4. She has identified 5 stakeholders. However within her second submission of a2 on pages 5-6 she has included sponsors of rides.
<i>A2 Explain the nature of the interest that each stakeholder has in the business.</i>	Kelly has submitted pages 2-4 and then 5-6 as her a2 evidence. Pages 5-6 are mainly a repeat of pages 2-4. However, she has now included the nature of interest of the sixth stakeholder. Kelly has clearly outlined the nature of interest of 6 stakeholders.
<i>A3 Evaluate the extent to which each stakeholder has an influence on the business and how it operates.</i>	On pages 7-8 Kelly has evaluated the extent to which three stakeholders have an influence on the business and how it operates. She has achieved customers, employees and local community. Owners and shareholders were not achieved because Kelly has failed to evaluate what the effect would be on the business if the owners sold it. She has also muddled the coverage of profit and dividends.
Mark Allocation: 6	Kelly has evaluated the extent to which three stakeholders have an influence on Drayton Manor. Her coverage of the other three stakeholders failed to evaluate the impact each stakeholder has on the business. An example for the Government would have been – if the theme park breaches health and safety legislation it could be closed down instantly. This would be a major influence on profit.

Strand B

Assessment criteria	Comments
<i>B1 Describe the roles of three people who have different responsibilities within their chosen business.</i>	On pages 9-13 Kelly has described the job roles of a ride attendant, a theme park manager and head chef. She has used headings in order to develop her evidence and has produced a detailed section.
<i>B2 Explain the content of the Contract of Employment for one of the three people described in b1 including terms and conditions of employment and working arrangements.</i>	Kelly has provided a detailed and extremely interesting explanation of the contract of employment for the head chef on pages 13-15.
<i>B3 Evaluate, using examples, how well the contract of employment</i>	Kelly has not attempted b3.

<i>described in b2 meets the needs of the business and the employee. Recommend and justify suitable changes to the Contract of Employment.</i>	
Mark Allocation: 5 +1	Kelly has been awarded the quality mark for b2 as her evidence was very well related to her selected business. She had explained each of the headings in detail demonstrating a sound understanding.

Strand C

Assessment criteria	Comments
<i>C1 Describe, using examples from the selected business, the rights of the employer and its employees.</i>	On pages 16-17 Kelly has given a detailed description of the rights of employees. She has developed this to also cover the legal aspects. However, her coverage of employer's rights is limited (page 16).
<i>C2 Explain, using examples, how the selected business resolves disagreements with its employees over rights of employment or working conditions.</i>	Kelly commences her evidence with an explanation of the difference between grievance and disciplinary procedures. On pages 19-20 Kelly has explained in detail the disciplinary and grievance procedures used by Drayton Manor. On page 21 she has used three examples. This criterion has been achieved to a high standard.
<i>C3 Evaluate the extent to which the selected business ensures that a good working relationship exists between the employer and its employees.</i>	On pages 22-24 Kelly has evaluated in simple terms the extent to which the selected business ensures that good working relationships exist between the employer and its employees. On page 23 paragraph 3, Kelly discusses how seasonal staff have an effect on Drayton Manor's ability to establish good working relationships.
Mark Allocation: 8	Kelly has evaluated the extent to which Drayton Manor ensures a good working relationship between the employer and employee. In order to gain the quality mark Kelly needed to relate her evaluation back to how each of her bullet points did actually help working relationships, eg breaks down barriers, makes communication easier.

Strand D

Assessment criteria	Comments
<i>D1 Describe the recruitment and selection process that the business uses to meet its staffing needs.</i>	On pages 25-28 Kelly has described in detail the recruitment process used by Drayton Manor Park. She has included theory and then related this back to her selected business. This criterion has been achieved to a high standard.
<i>D2 Explain why the business uses the recruitment and selection process described in d1 to</i>	Kelly's evidence for this section is annotated as pages 29-31. She has explained why Drayton Manor use various methods of recruitment and selection depending on whether the job is permanent or

<i>meet its staffing needs.</i>	temporary. Her explanation on page 30 of the different types of advertisements used for vacancies is detailed and well researched.
<i>D3 Evaluate the effectiveness of the recruitment and selection process and suggest improvements to documentation and procedures.</i>	Kelly has not attempted this criterion.
Mark Allocation: 4 + 1	Kelly has produced a well researched explanation of why Drayton Manor uses the recruitment and selection processes described in d1 to meet its staffing needs.

Strand E

Assessment criteria	Comments
<p><i>E1 Describe the procedures that their chosen business follows for:</i></p> <ul style="list-style-type: none"> • <i>staff training</i> • <i>appraisal and performance review</i> • <i>retraining for new technology or new work practices</i> • <i>any national training initiatives</i> • <i>health and safety training.</i> 	Kelly has used each bullet point as a heading and clearly described the training procedures that Drayton Manor follows. This criterion has been achieved to a high standard. Kelly has clearly linked her evidence to the selected business.
<p><i>E2 Analyse how effectively the procedures described in e1 enable people to perform their jobs well and maintain a safe and secure working environment.</i></p>	Kelly has presented her E2 evidence on pages 36-37. She has used each of the bullet points as headings and tried to analyse each bullet point in terms of helping people perform their job well and maintain a safe and secure working environment. Her analysis for staff training, retraining for new technology and work practices is good. However, her coverage of appraisals and national training initiatives does not fully analyse how they help people perform their job or maintain a safe and secure environment. For example under Appraisal she states ...'Also, some health and safety training needs could be identified in an appraisal.' Her evidence needed to be more specific – what health and safety training? How would it help employees maintain a safe and secure working environment?
<p><i>E3 Using the analysis in e2, suggest and justify alternative or additional procedures to those described in e1 that might improve the effectiveness of employees and the safety of</i></p>	On page 38 Kelly has suggested and justified alternative and additional procedures. Her linkage to effectiveness is weak. Her last suggestion that Drayton Manor should introduce a tour into their initial training does link back to effectiveness. She states '... customers would feel a greater sense of security as they know people who are operating the rides they

<i>the working environment.</i>	are going on are well trained about the health and safety features of the park in case of a problem occurring.'
Mark Allocation: 8	Kelly has been awarded 8 marks as she has suggested and justified one additional procedure that might improve the safety of the working environment within Drayton Manor.

Strand F

Assessment criteria	Comments
<i>F1 Describe the rights of customers under consumer law and identify the features within their chosen business that contribute towards good customer service.</i>	On pages 39-40 Kelly has described the rights of customers under consumer law generically. Pages 42 and 43 contain the same information except for the last paragraph. Kelly has identified and described the features within Drayton Manor that contribute towards good customer service. This section has been achieved to a high standard.
<i>F2 Analyse how effectively the customer service provision of the business meets the needs and expectations of its customers.</i>	Kelly's f2 evidence is annotated on pages 48-52. On page 48 she has given a good description of Drayton Manor's customers needs and expectations. On page 49 Kelly has made a price comparison of Drayton Manor against its competitors. On page 51 she has analysed the map and web site and how these meet the needs and expectations of customers. However she has also included some analysis of customer service provision on pages 44 and 45 where she looks at premises and after sales care.
<i>F3 On the basis of their analysis in f2, suggest and justify ways in which customer service provision of the business could be improved to further meet the needs and expectations of customers.</i>	Kelly has not attempted this criterion.
Mark Allocation: 6	Kelly was awarded 6 marks as she analysed how two and above aspects of customer service provision within the chosen business meets the needs and expectations of its customers.
Total Marks: 39	Kelly has been awarded 39/50 for Unit 2.

GCSE IN APPLIED BUSINESS (DOUBLE AWARD)
Unit Recording Sheet for Unit 2: People and Business



No (49)

Taster Pack - Unit 4864

Please read the instructions printed at the end of this form. One of these sheets, suitably completed, should be attached to the assessed work of each candidate.

Specification Code	1491	Unit Code	4864	Session	Jan / June	Year	2	0	0
Centre Name	[REDACTED]								
Candidate Name	[REDACTED]								

RECOGNISING ACHIEVEMENT

Evidence: a portfolio based on your investigation of one medium to large business.

Criteria		Teacher Comment	Location
a1 Identify the stakeholders in the business you are investigating.	a2 Explain the nature of the interest that each stakeholder has in the business.	See within assignment.	Pages 1 - 8
0 1 2 3	4 5		
b1 Describe the roles of three people who have different responsibilities within your chosen business.	b2 Explain the content of the Contract of Employment for one of the three people describes in b1 including terms and conditions of employment and working arrangements.		Pages 9 - 15
0 1 2 3 4	5 6		
	b3 Evaluate, using examples, how well the Contract of Employment described in b2 meets the needs of the business and the employee. Recommend and justify suitable changes to the Contract of Employment.		
	7 8		
	Mark		
	6		

Criteria		Teacher Comment	Location
<p>c1 Describe, using examples from the selected business, the rights of the employer and its employees.</p> <p>0 1 2 3 4</p>	<p>c2 Explain, using examples, how the selected business resolves disagreements with its employees over rights of employment or working conditions.</p> <p>5 6 7</p>	<p>c3 Evaluate the extent to which the selected business ensures that a good working relationship exists between the employer and its employees.</p>	<p>Pages 16 - 24</p>
<p>d1 Describe the recruitment and selection process that the business uses to meet its staffing needs.</p> <p>0 1 2 3</p>		<p>d2 Explain why the business uses the recruitment and selection process described in d1 to meet its staffing needs.</p> <p>4 5 6</p>	<p>d3 Evaluate the effectiveness of the recruitment and selection process and suggest improvements to documentation and procedures.</p> <p>7 8</p>
<p>Mark</p> <p>8</p>			
<p>Mark</p> <p>6</p>			<p>Pages 25 - 31</p>

Criteria		Teacher Comment	Location
<p>e1 Describe the procedures that your chosen business follows for: staff training; appraisal and performance review; retraining for new technology or new work practices; any national training initiatives; health and safety training. 0 1 2 3 4</p>	<p>e2 Analyse how effectively the procedures described in e1 enable people to perform their jobs well and maintain a safe and secure working environment.</p>		Pages 32 - 38
<p>f1 Describe the rights of customers under consumer law and identify the features within your chosen business that contribute towards good customer service.</p>	<p>f2 Analyse how effectively the customer service provision of the business meets the needs and expectation of its customers.</p>		Pages 39 - 52
	<p>e3 Using the analysis in e2, suggest and justify alternative or additional procedures to those described in e1 that might improve the effectiveness of employees and the safety of the working environment.</p>		
	<p>f3 On the basis of your analysis in f2, suggest and justify ways in which customer service provision of the business could be improved to further meet the needs and expectations of customers.</p>		
0 1 2 3 4	5 6 7	8 9	Mark 7
Total/50		43	Mark 7



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 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.
- 4 Add the marks for the strands together to give a total out of 50. Enter this total in the relevant box.
- 5 Sign and date the Authentication statement.

A
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GCSE in Applied Business

Mark sheet for Unit 2

Student Name  Assessor 

	Max mark	Draft 1 Mark	Draft 2 mark	Final Mark for strand	Comment
A1	3				
A2	2			/7	
A3	2	10/11	7		
B1	4				
B2	2			/8	
B3	2	6			
C1	4				
C2	3			/9	
C3	2	8			
D1	3				
D2	3			/8	
D3	2	6			
E1	4				
E2	3			/9	
E3	2	7			
F1	4				
F2	3			/9	
F3	2	7			
TOTAL	50				

Additional comments:

Unit 2 – Drayton Manor**Introduction**

Drayton Manor is a fun theme activity park. It attracts many visitors each year with its thrilling rides such as Apocalypse and the Shockwave. Its most recent rides included onto the park are Pandemonium and Cyclone. There are also some fantastic rides such as Storm Force 10 and Maelstrom. As well as these, Drayton Manor has a special part of the park which has rides designed for younger children called Robinsons Land. The rides here are for the younger children who visit the theme park. Here are some pictures of all the rides mentioned above:



Apocalypse



Cyclone



Shockwave



Storm Force 10



Maelstrom



Pandemonium

As well as having a variety of rides and attractions for people of all ages, Drayton Manor also has a zoo within the facilities. They have a range of animals such as reptiles, big cats, bats, monkeys, owls, eagles and parrots. They also have an exotic creature reserve and dinosaur land.



Drayton Manor is situated approximately 20 miles outside of Birmingham, just outside Tamworth, Staffordshire. It is on the A4091, close to junctions 9 and 10 on the M42.

Unit 2 - Drayton Manor Theme Park

A stakeholder is any person or organisation that has an interest in a business. Here are all the stakeholders of Drayton Manor Theme Park:

❖ **Customers** - These are the people who have used or still use Drayton Manor. Customers are directly affected by the business' activities (e.g. the launch of a new ride) as it can affect their day out at Drayton Manor. However, most of the activities Drayton Manor undertake affect most customers in a good way (e.g. the launch of a new ride attracts customers to try it out). Unless the customer knows the owner personally or it is a small business, which Drayton Manor is not, it is the collective views of customers that influence the business' activities. Some issues that would concern a customer visiting Drayton Manor theme park could be:

- * The hours the theme park is open and the availability of staff help when needed (e.g. when purchasing a gift)
- * The range of different rides they have to offer to suit a variety of their customers (e.g. smaller rides for younger children)
- * The attitude of the staff (if a member is abusive and uses rude words towards a customer)
- * The overall performance of the theme park
- * They would like value for money

As stakeholders in Drayton Manor, a customer's influence depends on the number of customers involved. For example if only one customer decided never to use Drayton Manor again, the owners wouldn't be as concerned as they would be if 1000 people stopped using the park. This is because Drayton Manor attracts masses of people every year to visit the attractions so one person deciding not to go would not really affect them.

❖ **Employees** - The interests of the staff at Drayton Manor are different to that of their customers. The employees' attention is likely to be on differing aspects of the company, such as the way staff are treated within the theme park e.g. by their fellow workmates and the employees who work at a higher

level than they do. They will also be concerned about the safety of the environment they are working in and the facilities they have to use within Drayton Manor. A major interest of any employee working within a business is the rate of pay. Their attention would be towards topics, such as how often they receive pay rises and whether they are receiving the same amount of money as someone else who does the same job. Most, if not all the employees will live locally, so they would want a good standard of living.

The interests of a manager at Drayton Manor are much the same as the rest of the employees. However, as well as those the managers will have the opportunity to make important decisions, which proves they can handle the responsibility of being a manager.

It is important for the employees to have an interest in the business, and to work hard because if the business doesn't succeed they could find themselves without a job.

❖ *Owners and shareholders* - These are the most important stakeholders in Drayton Manor. This is because they have a common interest of protecting their investment as they have placed money towards the theme park. Their aim is to make sure Drayton Manor attracts enough attention from people all over the country in order to make a profit. The owners and shareholders have to make the business become a success because if it doesn't, they could lose money. The more a shareholder puts into the business, the more profit they will make if it is doing well, but if the business suffers badly in any circumstances, they can lose some or all of their investment.

❖ *The Local Community* - The local community has an interest in the activities taking place at Drayton Manor as it could affect their standard of living as residents in that area. Some locals might like Drayton Manor being so close as it is a source of entertainment that is close by. Some will also find it profitable to have a theme park in the area as it attracts tourists who could help towards the income of certain businesses. However, as well as tourists helping businesses to make a profit some locals who work for Drayton Manor would pay a contribution as the money they earn whilst working there goes towards something's from certain businesses (e.g. food from the local supermarket). On the other hand, some locals might protest about living next to a theme park because of certain problems such as traffic, pollution, litter and noise pollution. They might also have a problem with the look of some of the rides, and complain that they are eyesores on the landscape. Locals are

not really important stakeholders in Drayton Manor even though their views are still important.

❖ **The Government** - It is in the government's best interests for Drayton Manor to open to the public and stay open. This is because the more profit Drayton Manor makes from the customers entering the theme park, using the facilities and purchasing gifts, the more tax the government will receive. This is because the more profit a business makes, the more business tax they have to give to the government.

The government also benefits by the amount of people Drayton Manor employ to work at the theme park. This is because the more people that work, the more income tax the government receives. Also, the employees have to pay national insurance, which contributes to the National Health Service.

A2 reached - interests covered for 5
stakeholders - need 1 more for
5 marks

A3?
↔

A Tasks

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➤ **The Local Community** – The local community has an interest in the activities taking place at Drayton Manor as it could affect their standard of living as residents in that area. Some locals might like Drayton Manor being so close as it is a source of entertainment that is close by. Some will also find it profitable to have a theme park in the area as it attracts tourists who could help towards the income of certain businesses. However, as well as tourists helping businesses to make a profit some locals who work for Drayton Manor would pay a contribution as the money they earn whilst working there goes towards something's from certain businesses (e.g. food from the local supermarket). On the other hand, some locals might protest about living next to a theme park because of certain problems such as traffic, pollution, litter and noise pollution. They might also have a problem with the look of some of the rides, and complain that they are eyesores on the landscape. Locals are not really important stakeholders in Drayton Manor even though their views are still important.

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The government also benefits by the amount of people Drayton Manor employ to work at the theme park. This is because the more people that work, the more income tax the government receives. Also, the employees have to pay national insurance, which contributes to the National Health Service.

➤ **Sponsors of rides** – These are the different companies who sponsor a particular ride at Drayton Manor (e.g. BRMB, the local radio station sponsor the Apocalypse). These have an interest in Drayton Manor doing well as they are concerned with the features of the ride they sponsor. They are also interested in the image of Drayton Manor and the whether it is succeeding (are they making enough money) and whether enough people are going on the ride they have chosen to sponsor.

Sponsoring a ride at Drayton Manor also helps to give that company to be noticed and recognised by the people who visit the park. They have the opportunities to be shown to the local community to try and advertise their business.

All of the above stakeholders have an influence on Drayton Manor, some more than others. Here are much each stakeholder effects the business:

➤ **Customers** – These are really important stakeholders as they can have a massive impact on Drayton Manor. They determine whether the company survives or becomes bankrupt. This is because the customers are the ones who have an influence on the impact of sales at the theme park. In particular they have an impact on repeat sales (customers who visit the park more than once).

Customers also have an effect on the company's reputation. They are the ones who pass on information to other people how good or how bad Drayton Manor is, which influences other people on whether to visit the park or not.

In order for Drayton Manor to keep their customers and ensure that will visit the theme park again, they have to make sure that they provide an excellent customer service, which ensures customer satisfaction (see f tasks for work on how to provide good customer satisfaction).

➤ **Employees** – Like the customers, the employees have an effect on the level of sales they receive each year. This is by the quality of customer service that they provide to their customers in order to ensure customer satisfaction. They also need to make sure that the quality of the product they are providing is to a good standard (e.g. the souvenirs that are being sold in the shops).

It is only the employees as a whole which could cause the most threat to Drayton Manor, individually, they would not. This is because they have a high number of casual staff (part time staff) who work there. It is also because they have a large number of turnover of staff. If one employee proved to be unsatisfactory in doing their job, they would have limited impact as they are easy to replace.

➤ **Owners and Shareholders** – These have the biggest influence on the business as it is a family company. They are always involved in the running of the company at the Annual General meeting. The owners/shareholders are the ones who have to provide enough dividends (e.g. make enough profit) to ensure the company survives. If the business does not seem to be making enough profit (although at Drayton Manor at the moment this is not the case), then they can choose to sell the business and give it to somebody else.

➤ **The Local Community** – The people who live around the theme park have an impact on the events that Drayton Manor can provide, however it is not a major influence. They can cause restrictions at the park if they complain numerous times due to certain problems within the park (such as the level of noise, pollution and litter). They also are the ones who provide the quality of workforce for Drayton Manor, as the majority of the part time staff come from the local community.

Every business should ensure that their local community is happy with them. Drayton Manor do all they can to ensure that the people living around them are happy and do not have any complaints with the park, especially as they are also

potential customers. Drayton Manor, up till now, have not any complaints that have been made about the park, which means they are keeping their local community happy.

➤ **The Government** – These could have a significant influence if the company displeases them. Drayton Manor have to ensure they abide by all the legislations set, in particular health and safety within the park and the restrictions on the variety of rides Drayton Manor has. They also have to make sure that they pay the corporation taxes to the government. This affects the level of profits that Drayton Manor will have at the end, after paying out to the government, which could prove to be quite drastic.

➤ **Sponsors of Rides** – The influence they have on Drayton Manor is to provide finance for them. They pay money to sponsor one of their rides in order to gain publicity and for the customers to notice them. They also help to give the new rides a better image if they are sponsored by a company that is well known (even if it is just within the local area). Although they do have an influence on Drayton Manor, sponsors of their rides are not really that significant as if needs be they can find alternate sponsors if one chooses they do not want to.

AS achieved for 6 stakeholders



B2 / 6 marks.

B TASKS

B1 –

In this section of the coursework assignment I will be discussing the key roles and responsibilities of three types of employees within Drayton Manor. Those three are:

- A ride attendant (operative)
- A manager
- A head chef (supervisor)

A number of topics will be covered when discussing these three job roles, they are:

- Their key responsibilities
- Their tasks or activities
- The level of job security they have
- Examples of decision making and problem solving required
- Skills, qualifications and personal qualities required
- The related pay and benefits

A ride attendant

A ride attendant is an employee who is in charge of operating one of the rides (starts off with working on the smaller ones then progresses onto the major rides) within the theme park. When doing this they must ensure they are obeying the standards set by Drayton Manor in regards to health and safety regulations (towards the customers, including the disabled) and fellow members of staff, legal requirements and ride efficiency and profitability.

If a ride attendant has any documentations to fill out for any reason (e.g. report an accident) then they must make sure that they complete it accurately to Drayton Manor's standards.

They are not required to much decision making as they only have to operate the rides, however there are problems that could occur. They need to decide whether a person who wants to go on a ride can actually go on it, due to height restrictions or other regulations). Other than that they are not required to do much decision making.

A ride attendant can be required to do more problem solving than decision making whilst operating a ride. They need to identify any hazards that are around the ride that they are operating.

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As being a ride attendant is one of the lower jobs that an employee can do within Drayton Manor, the level of their job security is very low. This is because being a ride attendant is seasonal work. If an employee operating a ride were asked to leave Drayton Manor for a particular reason (they are losing their job because Drayton Manor can not afford to have so many employees) then they would receive a one week notice period (they would be told one week beforehand that they must leave the job).

As they have to interact with the customers who visit the park, Drayton Manor's ride attendants should be polite and friendly. This is so they seem approachable to the customers if they have a problem or query. They must also be confident because and not be afraid of taking on new roles and working in an environment filled with lots of people.

Being a ride attendant at Drayton Manor does not mean you have to have many skills in order to apply for a job there. This is because they train the staff when newly recruited and later on in their career all they need to know and learn about operating a ride. However, Drayton Manor prefer it if the new recruit does have some customer service skills, as they would be around the customers all the time.

In order to be a ride attendant at Drayton Manor, you need to have the right qualifications to be able to even apply for the job. They require that a person must have at least 4 GCSE's at a grade C or above to be able to become a ride attendant.

A typical ride attendant receives around £10,000 per annum. This excludes any money they receive through working overtime.

As a ride attendant is one of the lower paid jobs within Drayton Manor, they do not receive many benefits. Like everyone who works in the park they are only entitled to free entry to the theme parks. They are only allowed free entry during the off peak periods (e.g. during the week, not the weekends).

A theme park manager

The job description of a theme park manager at Drayton Manor is to provide safe and enjoyable family activities by being an effective manager and being able to be in control over an operation (have authority). They must constantly be providing new strategies in order to improve customer satisfaction. As well as that, the theme park manager is required to generate custom through a useful marketing strategy which is aimed at developing and maintaining the operations profile with both the internal and external customers.

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Theme park managers have the responsibility of the daily run of the park. They are in charge for every aspect of the park, including office tasks (e.g. strategic planning, budgeting and managing park developments). Their work is 70% park based and 30% office based during the opening season.

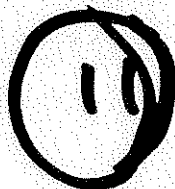
The range of a typical salary that a theme park manager would receive from Drayton Manor is between £25,000 - 30,000 per annum. In order to earn this much they are expected to work regular unsociable hours, which is what is typical for any theme park manager. They also are allowed a pension scheme and access to the park free of charge during the off peak seasons. As a bonus, the higher theme park managers sometimes receive a company car and health insurance.

A theme park manager is open to apply for anyone who has graduated or has got a Diploma, however, the employers at Drayton Manor prefer someone who has achieved these under the following subjects:

- Business/management
- Business/management with languages
- Leisure/travel/tourism management
- Hotel and catering/hospitality management
- Engineering

Even if someone applies for the job who has not achieved a degree or Higher National Diploma is still in with a chance of getting the job. Also, a post graduate qualification is not a requirement, however, a postgraduate course in leisure and recreation management, marketing, financial management, human resource management or business would improve their employability slightly.

Out of all the employees at Drayton Manor (except the directors) the managers have the most decision making and problem solving to do. This means that they need good problem solving and decision making skills, as well as being a team leader. They have to decide on whether or not to close a ride (e.g. if it is raining and might be unsafe to ride). They also have to decide which applicant is appropriate for the new job opportunity as they are part of the recruitment and selection process. Theme park managers at Drayton Manor have certain problems which they also have to deal with. If a dispute has occurred, then it is up to the manager to either sort it out or send them to an external tribunal whereby they come to a conclusion. They also have to deal with the problem of maintaining



income during the off peak periods, they need to think of new ideas to earn money during the winter months.

A head chef

The role of a head chef at Drayton Manor is to prepare, cook and serve up the food to the customers. The food has to be to the standards that Drayton Manor has stated and the chef must use prescribed methods and recipes to follow. They also have to be able to work with the management team within that department to ensure that the kitchen they are working in is operating efficiently and effectively.

A head chef at Drayton Manor is expected to be assertive, organised and self motivated. They should also be able to be a team leader and be able to work within a group in a small environment. These are the personal qualities of a head chef at Drayton Manor.

The chefs at Drayton Manor (this includes the head chef) need to make sure they are working within the hygiene regulations that have been set. This is to enforce kitchen, personal and food hygiene within the kitchen. This is so they are not at fault with any of the following Acts:

- The Food Safety Act 1990
- The Food Safety (General Food Hygiene) Regulations 1995
- The Food Safety (Temperature Control) Regulations 1995
- The Health and Safety at Work Act 1974

A head chef of Drayton Manor has a better level of job security compared to a ride attendant. This is because it is harder to find a good, skilled head chef than find a person with the basic skills to operate a ride. Their job security is reasonable, if a problem with a head chef occurred, meaning they had to leave the job, they would receive a months notice period.

To apply for a job as a head chef at Drayton Manor, the applicant would require certain skills and qualifications to be able to even get an interview. They would need to have supervisory skills and at least the basic catering skills. The basic qualifications that a head chef requires are 5 GCSE's at a grade C or above (which has to include a pass in Maths and English) and they also need a NVQ level 3 in catering. These are the basic requirements of a head chef at Drayton Manor.

A head chef has to do a lot of decision making within their job. The main decision they have to make is creating a menu for the customers to look at. It is up to them to choose what the contents of the menu will be (what dishes they are going to put onto the menu), so they have to decide what dishes the customers will like. This also comes under the problem solving that a head chef does, as they need to make sure that they have dishes on the menu to suit all needs (e.g. vegetarians, people with nut allergies etc). They also have to create a staff rota for all the chefs working within the kitchen. They have to give each equal amounts of working time and equal amounts of breaks.

A typical head chef working within Drayton Manor receives £17,000 per annum, again this does not include any overtime money they receive for doing any extra work.

Like the ride attendant (and most the employees at Drayton Manor), a benefit for working for the company is that they are allowed to visit the parks (go on the attractions) free of charge during the off peak periods. They are also entitled to receive a pension from Drayton Manor. This means that they are allowed to save a bit of their wage packet each year, which goes into their pension. They receive this when they have retired or been made redundant.

B2 – The content of a contract of employment for an employee at Drayton Manor

The contract being examined is a full time contract of employment for a head chef. Here is what is included within this contract of employment:

Hours of work

This is where they discuss how much the head chef has to work and the decisions Drayton Manor have made on them receiving overtime pay. The working hours for a head chef are related around the hours that the park is open, which are variable and seasonal. They do not receive any money for working overtime as it is stated in the contract of employment. It also states, that as it is an important job, the head chef must be flexible and may some times have to work extra, unreasonable hours, such as working on a bank holidays, weekends and maybe parts of their statutory holidays.

Annual Leave

The annual leave year for a head chef is from 6th April to 5th April the following year. During this time they are allowed 23 days paid holidays. This includes three days which are taken at Christmas time (Christmas Day, Boxing Day and New

31 fully covered.

Years Day). Also, they have to take a further two days off during the Christmas time (between 25th December to 1st January).

If a head chef was to go on holiday during working times, they must give at least six weeks notice of the proposed holiday time. The time in which they want take off has to be agreed by the company before they are allowed to do so. They are not allowed to take more than 10 days working holiday at any one time. They are also not allowed to take time off during Drayton Manor's peak periods, which are from 1st July to the end of the first full week in September.

The contract of employment also states that the head chef is not allowed to carry any unused holiday entitlements from one leave year to the next. They are also not allowed to receive their holiday pay in lieu.

Absence from Work and Illness

If the head chef is not able to attend work for any reason, then they have to inform their Director by the telephone explaining the reason for their absence. If the director is unavailable then they must ring the general office. They have to do this no later than 10.00 am on the working day of absence. Any unauthorised absence must be properly to Drayton Manor.

The contract states that Drayton Manor require a medical certificate from a professional doctor which states what the seriousness of the illness is, if the employee is absent for more than seven days off work.

Sick Pay

Drayton Manor only gives the management team and above sick pay when absent due to illness. Anyone under the management team, which includes a head chef, only receives Statutory Sick Pay. This is the minimum money that someone can get when off due to illness.

Termination

The contract of employment for a head chef clearly states that if they are off work at any time (except when they have took the time off as part of their annual holiday) for a period of up to 40 working days within a period of 12 months, then Drayton Manor are allowed to terminate their employment by a written notice.

If the employee is living in any accommodation which Drayton Manor, then they must surrender any licenses they have to occupy this property. They must do this

on the date which is specified on the written notice. They must give up the license no more than 28 days from the date specified.

Pension

Drayton Manor operates a stakeholder pension scheme for a head chef. If they wanted have this pension scheme then they can obtain the relevant information from Drayton Manor's general office.

Notice

Notice by the company – If the employment of a head chef still continues after the end of the probability period of notice, the employee is given one weeks notice for each continuous year of employment. This can go up to a maximum of twelve weeks.

By the head chef – They have to give their manager their written notice to terminate their contract of employment. The period they have left to work would be four weeks after giving in their notice.

Drayton Manor also has to pay the employees salary in lieu of the notice being given.

B2 fully covered.

Rights of Employers and Employees

Employer Rights and the law

All employers have some legal right over the employees. For example, when an employee signs a contract of employment the employer expects them to abide by it. If the employee chooses to ignore the contract of employment, the law would be on the employer's side who can decide whether or not to take disciplinary action if they wish.

Employers at Drayton Manor can expect their employees to:

- Abide by and meet the terms of the contract
- Co operate in meeting the objectives set by the business
- Follow and use the correct health and safety regulations

When the employee signs the contract of agreement you agree to all the things that have been stated, which could be:

- The hours the employee is expected to work
- That you turn up for work (unless you are ill)
- Do the work that is stated as part of the job
- To comply with any other conditions stated in the contract

As well as insuring the employees abide by the terms of the contracts, the employers of Drayton Manor must also deal with the legal responsibility to comply with health and safety legislation. Employees have the same responsibility and must cooperate with their employers over health and safety issues. These are statutory requirements of all employers and employees. Any member of staff who ignores health and safety regulations could endanger their fellow work colleagues. They can be prosecuted for committing a criminal offence and be dismissed from their job. Employers who disregard health and safety can also be prosecuted.

Employee Rights and the law

As well as the employers, the employees of Drayton Manor also have some legal rights. For example, the employees have the right to be paid at the rate that has been agreed in the contract of employment. If the employees are not being paid at the rate that has been decided, the employer has broken the agreement, so the law would be on the side of the employee.

All employees at Drayton Manor can expect to be:

- Paid accordingly to the amount stated in the contract
- Provided with a safe environment for them to work in
- Receive the appropriate training needed for the job
- Allowed to join trade unions or staff associations
- Permitted access to any of the confidential computer records kept on them as employees.
- Treated equally and not receive any sort of discrimination (e.g. racist, sexist).

Every employee of Drayton Manor has a statutory right to receive any details of the employment terms for the job they do within two months of then starting work. These terms are usually in the contract of employment. They also have to right to be consulted about any changes that will radically affect the terms of the contract.

Employees have rights that concern their wages or salaries. Their rights are:

- They have to right to be paid a wage or salary that is equal to, or above the national minimum wage.
- Employees have the right to be paid in accordance to the details stated in the contract of employment.
- They have the right to receive an estimated pay slip showing the gross net pay and any reductions that will be made.
- Employees are entitled to receive at the least four weeks' paid holidays.
- They have the right to be paid up to 26 weeks if they are suspended from work due to medical problems
- Employees can receive redundancy pay if they have been dismissed and have been working for the company for longer than two years.

Employees at Drayton Manor have the certain rights in regards to the training they receive. They have the right to receive the essential health and safety training needed for the job to ensure them to work safely. Trade union officials also have the right to undertake the relevant training related to the duties they undertake. Any employees who are safety representatives and employee representatives must be allowed time to undergo specific training for their role. If an employee is 16 or 17 years of age they have the right to study or train for a qualification that could help them do their job better.

All employees get to choose whether they want to join a trade union or not. It is illegal for the employer to discriminate against employees or victimise them in any way because they are part of a union. They cannot also refuse to employ a person just because they belong to a trade union.

An employee who serves as a trade union official can ask to be paid for time off in order to carry out duties specific for the union, as well as time off for training.

Q reached

C2 – How Drayton Manor resolve their disagreements with their employees over rights of employment or working conditions

Drayton Manor uses both the disciplinary and grievance procedures, depending on what the problem is. The disciplinary procedure lets the employers know what action they can take if there is a problem with the employee (e.g. if the employee has breached the terms of the contract of employment). The grievance procedure tells the employee what action they can take if they have a problem with their employer.

Disciplinary Procedure.

There are normally three stages to the disciplinary procedure when an employer has a complaint to make about the employee, they are:

- **Stage 1** – A verbal warning will occur for a minor offence that the employee has committed (e.g. turning up late for work once)
- **Stage 2** – A written (or final) warning for a serious offence or a repeated minor offence (e.g. persistently turning up for work late)
- **Stage 3** – Suspension, demotion, transfer or dismissal for a very serious offence, often called gross misconduct (e.g. stealing from the workplace)

At Drayton Manor, if there is a problem between the employer and employee, the immediate supervisor is set to deal with it. They will try to resolve the problem through informal discussions in the normal course of work. Such discussions should identify any problem areas and result in an agreed action plan. However, if the supervisor cannot decide on the suitable course of action, they may think it is necessary to invoke Drayton Manor's disciplinary procedure. The employers should be fully aware of the seriousness of the situation if they find themselves subject to the disciplinary procedure.

If the problem is serious within Drayton Manor, then a senior member of management will be notified to deal with it. This is only for any case that appears to need to warrant formal action. The manager would arrange to acquire the full facts of the situation, which will then be put onto the employer. They will be asked to comment on the matter and explain their view of the circumstances.

The case is dealt in certain ways which is relevant to the seriousness of the facts revealed by the investigation. The case may be dealt in one of the following ways:

- *Case closed* – this is where no further action will take place
- *Verbal advice* – where advice is given and not recorded
- *Verbal warning* – this is advice/ a warning that is recorded
- *Formal written warning* – this is warning that is in writing, usually in a letter.

Or if the facts appear to warrant more serious steps, the following action is taken:

- *A final written warning* – this is the person's last warning
- *Termination of employment, whether summarily or with notice or with payment in lieu of notice* – this is where they have to leave the job, this is a result of a very serious offence.

The range of possible responses to a disciplinary problem (the ones mentioned above) are not regarded as cumulative. Where it is decided that action should be taken, it is relevant manager who has to decide which of the possible responses is appropriate in a given case.

In most cases at Drayton Manor, continuous or repetition of the misconduct, poor performance of duties or further breaches of discipline during the currency of a final written warning will result in dismissal.

Grievance Procedure

Employees use this if they feel they are being treated differently and unfairly to compared to other employees by their employer. The three main areas which the grievance procedure covers, they are:

- *Money* – an employee can use the grievance procedure when disputes over pay arise (such as a mistake in the calculation of payments).
- *Work issues* – an employee can go through the grievance procedure if they have any work related issues (such a change in job content that was not consented or a disagreement about working overtime).
- *Discrimination* – an employee has the right to go through the grievance procedure if they are being treated unfairly due to their race, age, sex etc.

Sometimes, these disputes can be resolved before the grievance procedure needs to take place, in other cases they can not.

Like the disciplinary procedure, the grievance procedure also works in three stages, which are:

- *Within the department* – This is where the employee will try to resolve the dispute with their line manager at which all facts are looked at and checked. The employee has the choice to bring a fellow employee to the meeting with the manager. If it can not be resolved at this stage, the employee goes onto the next stage of the procedure.

- **Outside the department** – This is where the employee will try to resolve it with the senior management. Once again all the facts are looked at in detail and checked just in case there was a mistake before. If it is still unable to be resolved then the employee moves on to the final stage.
- **Outside the organisation** – This is where the employee meets with their employment tribunal or the Advisory Conciliation and Arbitration Service (ACAS). They have a member to make the final decision on the case based on what they know.

Drayton Manor understands that grievances sometimes occur. They say that it is most important that these grievances are talked about and resolved as fair and as quickly as possible. In most cases if there is a dispute, it is resolved on an informal basis (within the organisation). However, there are rare occasions where a more formal approach is needed.

If a member of staff have a personal grievance or complaint about a work related matter which affects their efficiency at work, they should immediately discuss it with their supervisor and try to settle the matter promptly.

If they wish to appeal against the supervisor's decision, they are supposed to set out in writing the main points of the grievance which clarify the issue or issues involved and refer to the department manager. The written reference should be done within five working days of the date on which the decision with which they are dissatisfied was communicated to them. A meeting will then be arranged with the manager to consider the matter and to try to reach a solution. This meeting takes place as soon as it is reasonably practical after the receipt of the written referral.

If the matter is still not resolved, then the employee at Drayton Manor with the grievance will be referred to the General Manager or subsequently the Managing Director. Their decision, following interviews and discussions that they consider appropriate, is final and binding upon the employee.

Any employee of Drayton Manor who has a grievance is allowed to be accompanied by a colleague of their choice at any part of the procedure. If these accomplices wish to represent the employee on their behalf, the employee must expressly authorise them to do so at the beginning of the relevant hearing. This is so all members of the decision making know who may make representations on the employee's behalf.

Although Drayton Manor have these disciplinary and grievance procedures, there is very rarely a dispute between people. The few that have occurred were able to be resolved quickly and effectively with the manager.

Good start - at C2 but to reach this level, you must include examples from student pool.

20

Here are some examples of disputes within Drayton Manor that have resulted in them going through the grievance procedure:

Dispute 1 – A chef had a dispute with Drayton Manor over his dismissal, which he claimed was unfair. He lost his job due to repeated absences for work for which he had received both verbal and written warnings. It was taken to an Employment Tribunal, which decided that it was a fair dismissal as the procedure for absences was clearly stated in the staff handbook and Mr Brown (the chef) had not followed those procedures despite repeated warnings

Dispute 2 – A ride attendant was unhappy with the “verbal advice” given by her supervisor about her attitude towards the customers. She believed it was unjustified and was concerned that it would lead to a “verbal warning” that would be on her records.

She set out the issues in writing to her department manager who then held a meeting with the attendant, her colleague and supervisor. The attendant had asked her colleague to be present as her witness of the discussion.

The supervisor outlined the customer complaints, which had led to the verbal advice and as a result the manager supported the supervisors decision. He felt that the supervisor had actually been quite lenient. The ride attendant eventually accepted the need to improve her attitude towards customers.

Dispute 3 – Drayton Manor had a dispute with a number of their employees regarding their hours of work. The employees wanted a change to their contract of employment so that working hours were a maximum of 40 hours, and if employees choose to work after the that time they would be paid at an overtime rate.

A representative of the employees held a meeting with the Human Resources manager to discuss the issues. After discussion with the directors, the manager informed the representative that the company would not agree to any changes to the existing contract of employment.

As a result a small number of employees chose to leave the company but most continued to work their hours as required with no additional overtime rate.

✓ C2 reached to good standard

21

C3 -almost!

C3 – Evaluation of what extent a good working relationship exists between the employer and its employees, and how the relationship is maintained and improved.

A good working relationship between the employers and the employees if:

- ***The employees feel that their senior management is accessible*** - The employees at Drayton Manor feel that their senior management is very accessible in that they can tell them about any problems worrying them. This is because Drayton Manor is a family company, so the employees feel more personally involved and are willing for its success. Although it can be a good thing that the management are easy to talk to, it has its bad points. There is minimal official communication between the management and the employees. They rely on informal methods instead as they felt it is more affective. ✓
- ***Both the management and employees can trust one another*** - There are many ways in which Drayton Manor show they have a good working relationship with all of their employees. Both sides (management and employees) feel they can trust one another, so the relationship is mutual and not one sided between the two. ✓
- ***Decisions are seen to be fair*** - If any decisions had to be made if a dispute happened to break out, Drayton Manor ensures that the decisions that are made are fair to the people involved. Their disciplinary and grievance procedures are outlined in the staff handbook that each member of staff receives (which they must read and sign before starting the job). It also includes a list of the company's rules and regulations (the do's and don'ts of Drayton Manor). This ensures that the staff are aware of the companies rules on all things, before they start work, so if something did happen and the employee was in the wrong, the manager would be able to point out to them that it was stated in the company handbook. ✓
- ***Union or staff reps become involved in a dispute at an early stage*** – At Drayton Manor they try not to let the union or a staff rep become involved in a dispute at an early stage as they try to deal with it themselves first. They do not mention unions in their grievance or disciplinary procedures as do not want to actively encourage the involvement of a union in their disputes. This is because they feel that they can deal with it themselves as the employees and the managers are so close. They also allow the employee with the problem to take a colleague in with them when they have a meeting about the dispute, to confirm everything that was said. ✓
- ***There is a Human Relations manager within the company who understands the legal requirements of both parties involved*** – Drayton Manor do have a Human Relations manager at the company. They are on hand for any employee has queries about what they are and are not entitled to if they feel they are being treated unfairly. They have employed a Human Relations manager so their employees have improved ✓

22

relationship between the managers and staff, if they feel they can come to a manager and ask them about certain rules and regulations.

Overall, these show that Drayton Manor's management does have a good working relationship between them and their members of staff. However, there are some negative factors about the relationship the two have:

➤ *It is a bit too informal* – Although this shows that the management/employers are approachable if there is a problem, they lack the level of authority as they appear too friendly towards their staff. Maybe if they were a bit more formal in that they involved the unions and staff reps at the early stages of a dispute instead of trying to sort it out themselves, then the employees would realise that the managers are also their bosses, and not just fellow work colleagues.

➤ *Having to renew good relationship due to part time and seasonal staff* – The quality of their good working relationship between employees and employers is affected due to the amount of part time staff they employ each year. At the start of every new season the management teams have to rebuild their friendship with the new member of staff who have just arrived at the park. This can be a pain as it means each year they are having to redo the same thing just with different people. Maybe if they employed more full time staff to work in the park (employ people who are willing to work more than one year there) then they would not have to rebuild the friendship so often.

Excellent - just need a paragraph to summarise and give an overall judgement.

C3 / 8 marks.

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Overall it seems that Drayton Manor have a good working relationship with their employees. This suits the theme park because they need good communication with each other in order to produce such a high quality customer service. Although they can make improvements to their relationship, it really is not needed as they get on well and can work well with the employees. The only problem which they can improve if they feel they need to, is to make some of their methods more formal, to show that it is a professional working relationship.

C3 covered but lacks depth for quality marks.

24

~~D1 / 1/3.3~~

D2/6 man



D1 – The recruitment and selection process at Drayton Manor

Identifying the vacancy

Drayton Manor may need to recruit new staff for various reasons as there is more than one reason new employees may be required. One example is if the managers decide to introduce a new ride to Drayton Manor, they are going to need more work force who will operate and supervise the ride. The same would apply if a new shop opened, as they would need someone to work in there and provide their help to customers. This example of identifying the vacancy is when the park is about to expand (for more details on the expansion plans of Drayton Manor, see the company booklet. Another reason the theme park may need to recruit somebody is if an existing employee decides to resign or retire. A replacement would need to be able to step in and take their place.

D1

D2

When Drayton Manor identify the vacancy that has opened they must decide whether the position is for a seasonal member of staff (only work in the time the park is open, which is March to November), to recruit part-time seasonal staff (who work for the weekend openings) or a person who is willing to work full time throughout the year (only for the higher up jobs such as a manager)

Writing a job description

A job description is a broad statement of the purpose, scope, duties and responsibilities involved in a job. A typical job description would include things such as the job title, a simple description of the roles and duties which are going to be carried out, to whom the employee is responsible and if the employee themselves are responsible for anyone and any special circumstances (such as if they had to do shiftwork).

At Drayton Manor job descriptions are only produced for permanent/full time members of staff.

The seasonal and part time staff receive an informal, verbal description of the job they will have to do. However, both for the seasonal part time and the permanent full time workers at Drayton Manor they only receive the job description after they have received the job, it is not part of their recruitment process.

It is the personnel managers and the department managers that fill the applicants in about the job descriptions, as they are all familiar with the duties involved with each job.

Writing a person specification

A person specification is used to help the employer identify the qualities the new recruit will need in order to carry out the job.

Like with the job description, Drayton Manor also does not write a person specification in order to decide on the right applicant who is ideal for the job. They only design a person specification for the more senior level jobs (again, such as a new manager). For the lower level jobs at the park (e.g. shop worker, zoo keeper or ride attendant) the main criteria which is vital in any of the mentioned jobs is that they possess good communication skills (they have to be a people person) as they will have to interact with the customers within the theme park.

Advertising the vacancy

Drayton Manor advertises their vacancies in a number of ways. They have a big billboard situated at the entrance of the park so anyone entering the park will be able to see it. They also advertise any vacancies in the newspaper (only the local newspapers as it is a waste to advertise them in national newspapers) so anyone unemployed living in the area will apply. Also, for the part time and seasonal staff they advertise in the local universities to encourage the younger generations to apply for the job.

A popular way Drayton Manor likes to recruit people is by their recruitment weekends. This is where the possible employees get the opportunity to meet the managers of each department situated at Drayton Manor. They get to interact with the different managers and discuss what the job involves in that department. If they are still interested in the job after taking part in the recruitment weekend then they take home an application form.

Shortlisting

Shortlisting is when the company who is employing reduce the applicants that have applied by choosing who they think is the most suitable for the job and then inform them they must attend an interview.

The normal procedure of short listing the applicants would be to match the application forms filled out by the possible employees to the person specification created by the company and make a decision on who meets the criteria, and then they can be interviewed. However, as Drayton Manor does not use a person specification in their recruitment process they cannot do this. They have to leave it up to the managers. The managers of Drayton Manor have to use their own and

individual criteria. They have to use their own judgements and past experiences in order to determine who is the most suitable for the job. The method Drayton Manor use is an informal way of short listing the potential recruits.

Interviewing

There are four ways in which a company or business can determine who best fits the job after they have been short listed. They are:

- *A basic interview* – this is a meeting between the applicant and either one person already within the company or a group of people from the business. The applicants would be asked various questions to do about the job and why they want it. This is so the employer can determine if they meet the requirements needed (i.e. the person specification).
- *Ability skills tests* – These are mainly only used as a back up to various other selection methods (such as an interview). There are two main types of these tests, which are the job related test (e.g. computer skills) or the numerical and verbal reasoning.
- *Psychometric tests* – These look at the personality traits of the person and are used to improve the information used for the selection. This is usually only used for more senior positions as these tests are expensive to administer.
- *Assessment centres* – These consist of a wide variety of selection methods. The candidates will attend together for at least one day. These are very expensive and time consuming for senior management but are very rigorous selection methods.

At Drayton Manor they only use one selection method when choosing the right person for the job. They use the process of having just a one to one interview between the applicant wanting the job and the manager of the department the job is in. The managers at Drayton Manor have no set procedures for the interviews they carry out. They do not have any set questions they ask to the candidates for each type of interview.

Most of the applicants for the permanent staff are people who already work within the park as seasonal staff. This means there is no special need for them to interviewed again as the selection for the full time staff will be based on the manager's view of the employee's performance so far in the park.

Selecting and appointing

This is when the applicants who apply for a particular job get told if they are successful in receiving the job or not. The seasonal and part time staff are notified at the end of their one to one interview if they have received the job they wanted. The recruits for the permanent and more senior jobs are all contacted by a formal letter informing them if they triumphed in getting the job. This is usually sent out within a week after the one to one interview. The starting date and time will be given out to the newly employed candidates.

The newly recruited employees all start with a two day induction (see later in assignment for details of content).

References

This is just a little description from a past employer (or teacher if it is your first job) letting the new employer know what their potential new employee is like. The applicant usually must produce at least two references from a member of their old job. A reference is asked for before the appropriate applicant is chosen so the employers can double check that the person is right for the job before confirming the job offer.

Good for DI but

~~SHORT LISTING~~ is missing
Done

so only 1/3 full included,

then 3/3

28

D2 – Explain why Drayton Manor uses the recruitment and selection process described in D1 to meet its staffing needs.

Identifying the vacancy

Drayton Manor needs new staff when they wish to expand the park. For example, they will soon open a hotel at the park; therefore they will need new staff to work there. They also need new staff when they open a new ride in the park. It is essential that Drayton Manor add new rides to the park so the customers do not become bored. This means that they are constantly needing new staff once a new ride is opened as they need people to take care of that ride.

In the opening season, (March till November) Drayton Manor look to recruit part time staff to work within the park. They especially need part time workers to work at peak times of the year, in particular school holidays and weekends.

As well as part time staff, they also identify that they need seasonal staff to work each year for the summer months.

Creating a job description

Drayton Manor only create these for the more senior/higher jobs. They choose to create one so that they can use the information to send to the applicants and to help them produce a job advert describing the job that they need someone for and a person specification.

Drayton Manor also use the job descriptions to remind their existing employees (in particular the more senior roles as they only create a job description for these), of the responsibilities and tasks they have to do as part of their job.

Creating a person specification

Like the job description, Drayton Manor only produces a person specification for the more senior roles within the company. The reason they create one is so they can send it to the applicants, this way they can assess the job and see if it is worthwhile for them applying for it.

The person specification is also used during another part of the recruitment and selection process, the shortlisting. They use the person specification to compare it to the forms that the applicant had filled in when applying for the job and see which people deserve an interview.

It also helps when creating the job adverts as they can just revert to the person specification and write what type of person would be ideal for the job that is to be promoted.

The reason Drayton Manor decides only to create a person specification for the more senior roles is due to the fact that they employ so many people. This is because of the part time and seasonal work they have to offer. If they were to create a person specification and distribute them each time there is a new job open at the theme park, then it would cost Drayton Manor a lot of money. It is also not so much of a big deal if they employ the wrong part time staff (e.g. a cleaner) but it is if they employ the wrong person for a managerial position. This is why the person specifications are sent to ensure that they get the right person for such a major job.

Advertising the vacancy

There are many ways in which Drayton Manor choose identify the vacancy within the company to people. Here are the ways in which they choose to advertise:

- *Local Newspapers* – This is for the lower paid jobs (the part time and seasonal jobs). They choose to use the local papers for these jobs as people are unlikely to travel very far for this type of job, so they need to recruit local people.
- *National Newspapers* – This is only for the senior positions. They use this for the well paid jobs as more people are likely to travel distances or even relocate if the pay is good enough.
- *Universities and colleges* – Drayton Manor uses this source of advertisement a lot as it is free. It also recruits the most people, as young people who seek jobs are there. This method is ideal for seasonal and part time employment
- *Billboards* – These are located at the entrance gates to the park. This is also a free way of advertising as they own the billboard. They target the local people who are driving past or who have come to visit the park for a day out.
- *Recruitment Weekend* – This is where the possible applicants get the chance to collect the information about the jobs available from the managers at Drayton Manor (e.g. the job description or the person specification). Drayton Manor do this as it is a great way of them meeting the applicants before they apply and people can ask the relevant questions that they wish to know about the job offers.
- *Website* – They also promote new job offers on their website (www.draytonmanor.co.uk). Once again this is only for the lower paid jobs.

Shortlisting

As they only create a person specification for the more senior level jobs, they do not have them to help them shortlist the applicants who are right for the job. Instead Drayton Manor trusts their experienced managers to choose the suitable candidates they feel are right for the available job.

When shortlisting for the more senior roles, they compare the forms that they filled in when applying for the job and see which ones, out of all the applicants, should be interviewed as they could be right for the job in hand.

Interviewing

Drayton Manor are supposed to have a set criteria for their interviews and they should have set questions to ask (just to avoid any complaints), however, they do not and choose a more informal method. They feel they do not need to do this as they know what questions they will ask and what procedure for each of the jobs available.

It is down to the managers decisions (the ones who are conducting the interview). Drayton Manor feel that they can trust their managers to make the right choices and decisions about who deserves the job. It is good that Drayton Manor feel that they can trust them, but not having a set procedure for their interviews could lead to racist accusations (saying they are not right for the job because of their ethnic background), sexism etc. and the applicants would have no evidence to argue their case as it is not a formal procedure.

Well done.

D2 reached to a good standard.

31

E1 – The procedures that Drayton Manor follows

There are five main procedures that Drayton Manor follows. They are:

Staff Training

Staff Training is when the staff are trained properly to do the job they have been given. At Drayton Manor, when a new member of staff has been given a job, they must go on a two day induction once recruited. This induction also includes an induction video. The induction video covers a number of areas for the job, such as:

- **Business performance and awards** – the different awards that they can achieve individually and as part of the Drayton Manor team, if they work well enough
- **Opening dates** – the dates and times that the theme park is open and the dates it is closed season
- **Products/rides** – They need to know about all the rides and products that Drayton Manor have to offer
- **Facilities** – new employees need to be aware where the different facilities are located in case of an emergency (e.g. first aid).
- **Source of Customers** (where they travel from) – They need to have some level of knowledge about where the majority of their customers travel from
- **Competition** – who the other leisure facilities there are that they are up against for in gaining the most customers
- **Marketing** – what style of customers they are aiming to attract to the park (children etc).
- **Key personnel** – who the top people are within the company (the main people in charge)
- **Customer satisfaction training** – ways to ensure the customer is satisfied whilst visiting Drayton Manor.

After the new employees have watched this induction video of Drayton Manor receive 2½ hours of general training. General training is a training session that any of the employees can do, as it is not on one area of the business, it is based on general material that all employees need to learn (e.g. customer relations).

Once the training is completed, the employee has a meeting with their new department manager. This is so the employee gets a detailed description of the job they must do. During this time the employee can ask any questions or queries that they might have about the job. The manager would give them a handbook which

they must sign once they have read the entire document and understand it. The handbook covers different aspects, such as:

- **The company's regulations** – these are all the rules they have for the staff at Drayton Manor which they must abide by
- **Issues on uniforms** – what uniform you have to wear and what you are not allowed to wear whilst working at the park
- **Pension schemes** – the different pension schemes that Drayton Manor have to offer
- **Disciplinary and Grievance procedures** – The actions that are taken when there are problems with either the employee or employer.
- **Personal hygiene standards** – the rules that they set about the personal hygiene of their staff for health and safety reasons
- **Fire safety** – what they are not allowed to do in case of a fire and what to do if a fire occurred at the theme park.
- **Company's do's and don'ts** – what the employees are allowed and not allowed to do whilst working within Drayton Manor.

All of the above from staff training usually takes place on the first day of the employee's induction (there are sometimes where it may take longer). On the second day they must shadow another employee from the park who are doing the same job that they will be doing. This is so they can actually see how its done and so gain a better understanding of the job they must do.

Appraisals

In some companies it is also known as a performance review. This is because each employee at Drayton Manor has a confidential interview with his or her manager to discuss their performance of the job they do. These meetings are usually only held once a year. The discussion usually covers:

- the work the employee has done over the year, and the quality of the work
- areas that the employee feels they are less confident in or haven't performed as well in.
- the types of jobs or work that the employee might like to do in the future within Drayton Manor (e.g. become manager of work in a different part of the business)

When in the interview employees at Drayton Manor are expected to contribute to the meeting in a positive way. If they have a good manager, the employees will be

carefully listened to, and be helped with any worries or queries they have about the job.

Appraisals at Drayton Manor are documented in case they are needed for future reference. On this document they agree the targets the employee should aim for during the next year and the employee and the manager would sign it so when they are agreed.

The appraisals procedure at Drayton Manor is an informal procedure. They haven't any set procedure they follow when conducting the meeting, it is up to the manager how they conduct the interview.

Retraining for new technology or new work practises

The major reason the employees have to retrain for new technology is when they have new rides inside the park. This is mainly the staff who actually operate the rides. They have to retrain so they know how to operate the new rides, and more importantly, the health and safety issues with the ride. They also need to be trained when they just have regular forms of new technology (e.g. new computer system).

Drayton Manor have not had any new work practises introduced to the company within the last five years. This means that their hasn't been any need to retrain any of their staff for new work practises.

National training initiatives

National training initiatives are the different awards that companies work towards. Drayton Manor are working towards receiving the Investors in People award.



INVESTORS IN PEOPLE

Drayton Manor must show that they are committed to the development of their employees to meet their business goals if they want the Investors in People Award. In order to win the award, they have, as well as showing they are committed, they must prove they have met the evidence required. This evidence is based on four principles, one is commitment, and the others are:

- **Planning** – business who wish to win this award must show they have set appropriate aims and objectives and knows what the staff must do in order to achieve them.
- **Action** – the organisation must have a clear, flowing programme of staff training and development in order to achieve the plans they have for the business.

- **Evaluating** – Drayton Manor should review the success's of its training and development methods and adjust anything which is not working well. This should be a regular procedure.

If Drayton Manor does win this award, then they must maintain these principles and they must be reviewed to see they are working. If not then the award could be withdrawn from the company.

Health and Safety training

Once a new employee starts a job at Drayton Manor they receive the handbook, which has a very detailed section about the health and safety regulations. This provides the employee with the policies Drayton Manor have about the health and safety within the park.

When a new ride is introduced, the relevant staff have training on the health and safety aspects of the new ride. This is to ensure that they do not harm another member of staff or their customers whilst working on the ride. As well as training for a new ride, the employees at Drayton Manor are well trained to spot any health and safety hazards what at occur within the park and immediately report them to their manager.

Drayton Manor also hold a monthly committee, whereby all their managers must attend about the health and safety issues. As well as talking about the issues within the park, they also discuss the health and safety changes that are being made within the industry. This information is then passed on to the employees via their managers.

Excellent! EI reached

E2 – Evaluate how effectively the procedures described in E1 help people to:

A) perform their job well

B) Maintain a safe and secure working environment

Staff Training

At Drayton Manor, when a new member of staff arrives, they receive an induction for the job they will be doing. They will spend time with their manager, then shadow a member of staff to gain a better understanding on what to do. This helps as it gives the new employees a good understanding on the job they have to do and specifically how they must do it. This minimises the mistakes they could make whilst working for Drayton Manor. They watch somebody doing the job so they do not become confused when they have to conduct the job.

When the staff first arrives they are shown they are shown a safety video during their weekend induction. This gives them a general awareness of the health and safety issues at Drayton Manor. There is also a section in Drayton Manor's handbook about health and safety which they must read and then sign before starting the job. The handbook deals with safety on rides etc. This means the new employees are more aware about health and safety procedures for themselves and the customers when in the park.

Appraisal (performance review)

Drayton Manor's managers try to ensure that the majority of their feedback is good, so they can praise the staff on how well they have worked. This keeps their employee's more motivated and they will want to keep up the good work and succeed. This means that the employees at Drayton Manor will work really hard to ensure they are succeeding.

During the appraisal, even if the employee is a really hard worker, the manager and the employee must agree on some targets for the employee to work towards ready for next time. This is presented on a document which they both must agree upon and sign when happy. Drayton Manor choose to do this so their employees know what they need to work that extra bit harder at doing.

There can be some targets that are agreed by the employee and the manager at Drayton Manor which are related to health and safety. This could be because a member of staff needs to be a bit more cautious whilst working. Also, some health and safety training needs could be identified in an appraisal.

Appraisals also help to identify any training needs, whether it is retraining or learning something new. This helps their employees to learn more skills or improve the ones they have. Learning new skills, could potentially mean they want to work in another area of the company.

Retraining for new technology and work practises

The employees at Drayton Manor are retrained every time they have a new ride built on the facilities. This is because all the relevant staff (the staff who operate the rides) must know how to work the features of the ride properly and safely. Retraining their staff due to a new ride ensures that Drayton Manor have a better customer service as they know properly how each ride works, so can answer any queries that a customer might have about the rides in the park.

Drayton Manor make sure all the staff who operate rides are retrained when a new one has arrived rather than just a selective few as it means that the employees are more flexible in terms of the ride they can attend. This means that the staff can work any of the rides, so Drayton Manor doesn't have to worry so much if a member of staff is away, as any of the park staff can take over the job.

When being retrained for a new ride, they are trained about the different health and safety aspects of the ride. This is to ensure that all the employees know them as it means there is less chance of a safety related accident to happen as the employee is aware of what not to do.

National training initiatives

As Drayton Manor are working towards the Investors in People award, the staff are more inclined to work to the best of their ability to ensure they get it. They will do their best to ensure they cover the four principles of the award to the best they can. The employees feel more motivated to work as they have something to work towards. If they did not have an award to work towards, then they will feel less inclined to work as hard as they can.

The Investors in People award also makes the employees more health and safety conscious. They will aim to make sure all the health and safety regulations are abided by all members of staff to ensure a good working environment. The employees take more care when working to ensure they co-inside with the rules of health and safety.

E2 reached to a high standard

37

E3 / 9 marks.

E3 – Suggest and justify alternative or additional procedures that improve the effectiveness of employees at Drayton Manor

There are many ways in which Drayton Manor could improve on the procedures they choose to use. Here are a few ways in which they can do this:

- Drayton Manor's appraisal procedures could be slightly altered to improve the effectiveness of their employees. Holding the meeting more than once a year would help as it means they get to review their targets more and see if they are improving on a quicker basis. This keeps the employees more motivated if they are praised more than one.
- Many other companies use set procedures that are to be followed, and have to fill out formal documents/forms, during an appraisal and performance review, however, Drayton Manor do not. They choose not to follow a set agreed procedure or fill out any official forms on how the review went and what needs to be improved. This could mean the managers of Drayton Manor might be missing out important information which may need to be passed on to all the employees. If they did follow a set procedure and fill out the relevant forms then their appraisal and performance review would become more formal. Maybe, if they take a more formal approach, then the staff might take the reviews more seriously and will make an extra effort to improve their performance if needed.
- Drayton Manor can also make improvements to their initial training. They could give the new recruits, as well as the section in the handbook which highlights the key health and safety aspects within the theme park, they could also arrange for them to go on a tour around the park. This tour would be specialised in that they would be being shown the key areas where health and safety is likely to occur. This is so the new members of staff are directly aware of the health and safety issues within the park that could arise and know how to deal with them professionally and effectively. This would benefit Drayton Manor as their customers would feel a greater sense of security as they know the people who are operating the rides they are going on are well trained about the health and safety features of the park in case of a problem occurring.

E3 reached

38

Work for task F1**Trade Descriptions Act**

The Trade Descriptions Act was set up in 1968. The Act is designed to stop/prevent the false or incorrect descriptions of goods being given out by companies. Examples of companies misleading their consumers through trading are:

- Selling products which are described wrongly by the manufacturer.
- Implied descriptions, such as a picture on a box which gives a false impression
- Other aspects of the goods, including quality, size, composition and method of manufacture.

Normally it is the spoken word of the seller that influences a customer to buy. This could be a problem as it is word of mouth, not in a statement, so if a problem came up in court about false description it would be hard to prove, as there would be no real evidence. It would be harder to prove a dispute about the manufacturer misleading the customer.

Consumer Protection Act

This Act was set up in 1987. This Act deals with the prices of goods and the safety. The Consumer Protection Act states that it is an offence to:

- Mislead consumers about the price of their products (for example by not including the VAT)
- Mislead consumers over sale prices and claim exaggerated reductions
- Supply goods which are not reasonably safe.

Sale of Goods Act

This Act was set up in 1979 then later updated in 1995. The Sale of Goods Act assures that all goods that are sold to the public must be:

- As they are described (e.g. in an advert) and that they keep to their description (e.g. waterproof boots must not leak)
- Of satisfactory quality in relation to the description of the product that has been given out, the price paid for the item and the age of the product.
- Fit for the purpose for which they are intended to do e.g. an umbrella must keep off the rain.

Second hand and sale goods are also covered under this Act, but if the price and item has been reduced specifically because of a buyer pointing out a fault, the buyer cannot complain about it at a later date.

Supply of Goods and Services Act

This Act was set up in 1982. The standards of services are covered by this Act (e.g. hiring a plumber to mend a leak or taking your vehicle to a garage for a service). Under this Act, buyers are protected against poor workmanship, delays and excessive charges.

A company who provides a service must charge a reasonable price, do the work needed to be done within a reasonable time and use sufficient skills, care and satisfactory materials in order to provide the public a decent service.

Data Protection Act

This Act was set up in 1998. Its aim of this Act is to prevent data (information) held within an organisation's computer records or in paper files being distorted. Confidential employee data is included under this Act, as well as data on the company's customers, potential customers and suppliers to the company.

Under the Data Protection Act, anyone who has data held on them has the right to access. Therefore, you could therefore formally request to view a file or computer records held about yourself by most organisations such as your bank or your employer. You can ensure that the information they have about you is accurate and up to date.

There are some types of records you are not allowed to access because the data that is in the files is exempt. Usually, these include police records, tax records, educational and health records.

Safety Signs Regulations

This Act requires safety signs to be clearly displayed to identify risks and hazards. E.g. there must be written instructions on all fire-fighting equipment. All signs must be made to a specific design and be in the correct colours (e.g. red for a prohibited action, blue for a mandatory/must do action, yellow for warning and green for a safe condition).

Health and Safety at Work Act

This Act was set up in 1974. It is the most important Act of Parliament in relation to health and safety. It is often referred to as HASWA. The Act sets out the general duties and responsibilities that employers have to their employees and to members of the public.

HASWA is an 'umbrella' Act which includes various regulations that can be revised to ensure the law is kept up to date.

F1b - Customer Services at Drayton Manor

There are six customer service features that show how good the customer service is within a company. Those six are:

- **Product** – This includes the quality, safety, packaging and clear information from the business. These need to be of good quality from the business as they need to be better than their competitors to gain more customers.
- **Staff** – This includes their attitude towards customers, the dress code, and their communication skills.
- **Premises** – This includes the cleanliness of the park, the access to the different rides (for disabled people) and the facilities provided to their customers.
- **Delivery** – This is the reliability to deliver something (e.g. food in the restaurant), the speed to which they deliver and the availability.
- **After sales care** – The service they provide after a sale has been made. It includes a policy for customers returning goods and a policy for dealing with and investigating customer complaints. This means this feature includes complaints, returns, repairs and guarantees.
- **Other features** – These are any other features that relate to the customer services of a particular company. For Drayton Manor this includes the payment methods that can be used within the park, the advice lines they operate within the company and the staff training.

Here is each of those features in a little more detail, they are more specific to Drayton Manor:

Product

Drayton Manor has many different leisure facilities that they have to compete with. These are not just other theme parks, but also other places where people visit for entertainment (such as shops, cinemas etc). Their competitors are leisure companies who are within the area of Drayton Manor. The direct competitors of Drayton Manor are:

- Alton Towers
- American Adventure World
- West Midlands Safari Park
- Chessington World of Adventure
- Camelot
- Thorpe Park

These are all direct competitors as they are not far from Drayton Manor due to the convenience of the motorway network.

The attractions at Drayton Manor are similar to those of their direct competitors (as all the above have some sort of thrill rides). However, Drayton Manor has a better range of attractions for people of all ages. Due to the similarities of all the competitors, Drayton Manor need to ensure that their products are of better quality to those of the other theme parks.

The products of Drayton Manor are:

- 250 acres of land
- Over 100 rides and attractions at the park
- 15 acre zoo and zoo farm
- Retail outlets to purchase souvenirs
- Nature trail
- Caravan and Camping site
- Games (stalls)
- Arcade
- 3 Museums
- Over 20 seasonal catering outlets
- A full time catering company for the three banqueting suites
- A hotel chain with 3 of the hotels in South Wales
- Dinosaurland
- Educational facilities
- Education officer employed in 2000

Drayton Manor also has planning permission for a hotel of their own to be built within their site.

They also have other competitors that present leisure facilities to the public, they are:

- Sea Life Centre (Birmingham)
- Cadbury World
- Snow Dome (Tamworth)
- Bowling

There are also certain entertainment factors that could influence the decision of a customer to visit Drayton Manor. They are:

- *Seven day opening of shops/supermarkets/hypermarkets* – people could choose to spend their money in the varieties of shops around Drayton Manor (especially as Birmingham has the bull ring)
- *All day opening of pubs and restaurants* – Customers could choose to visit their local and socialise more with their neighbours.
- *Cable/sky TV* – This could determine if a person visits Drayton Manor as there could be a good film on the TV or a football match, so people could decide to stay in and watch it.
- *The lottery* – The older generation could choose to spend their money on the lottery instead, so they have more of a chance of winning.

Staff

The staff at Drayton Manor are supposed to treat their customers in a polite and courteous manner during their visits to the park. This they undertake by being friendly and willing to help with any queries. They are not rude to any of the public and deal with any awkward situations with minimal fuss.

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Staff

When visiting the park I found that the majority of the staff who work for Drayton Manor were friendly and always willing to help, however there was a small percentage of the staff that came across as a bit rude towards the customers.

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 (43) had (their)

43

Included in Drayton Manor's mission statement was a part about their staff, here is what it says:

'We adopt an integrated management team approach with problem solving and decision making being affected quickly to staff who interact with customers. To achieve this we recognise the benefit derived from investigating in people through training and development to constantly improve efficiency, productivity, quality and satisfaction in employment through a mutual recognition of each others motivations and goals.'

Here Drayton Manor is saying that they treat their customers to the best possible standard and treat them with the highest quality. When visiting the park I noticed that this mission statement applies to their staff, as there were no real problems with the staff.

They also speculate what the staff should do in their customer care policy (points 4 and 7) here is what it states:

- To manage and, where appropriate, staff the park in such a way as to maintain a high standard of customer care, cleanliness courtesy and maintenance to ensure visitor safety, comfort and service.
- To deal promptly and courteously with all enquiries, requests, reservations, correspondence and complaints from visitors.

Again, like the mission statement, the customer care policy is stating that the staff at Drayton Manor must act kindly towards all their customers and treat them with a high standard. It also says that the staff must deal with any problems or enquiries affectively and appropriately and in a respectable manner.

Premises

When visiting the park I found that its cleanliness was up to standard. There were members of staff cleaning up any litter lying around throughout the day. They made sure that the park was kept clean in order to satisfy their customers.

Drayton Manor must provide special access for the different range of customers they receive. They must provide some sort of special facilities for disabled people in order for them to enter onto the rides.

Around the park Drayton Manor have disabled facilities for people who are in wheelchairs or for some medical reason are unable to queue. All the toilets blocks throughout the park provide a disabled toilet (see map to see where they are). Each ride situated around the park has a rating on the map which says how suitable it is for people with disabilities. It shows how suitable each ride is and how easy they are to access (there is a key at the bottom of the map to show the how easy it is for disabled people to access the ride). This shows that Drayton

Manor have taken into consideration about the different types of customer they receive and have adapted the park to adhere to that.

As well as the toilets for the disabled, there are also ordinary toilets for the other customers to use. Along with these, there are baby changing facilities in case there are mothers, and their young children inside the park. These are situated right around the theme park, so there is easy access to the toilet facilities if needed.

Delivery

This feature of customer service would not apply to Drayton Manor due to the nature of the service.

After sales care

Drayton Manor works under a no refunds policy. This means that the customers do not get any money back for the ticket they purchased, even if they were unhappy about the park. The only thing the customer would receive in a severe case about the park is free tickets.

If a customer has a complaint to make about Drayton Manor whilst inside the park (e.g. the attitude of the staff), then they must visit the Guest Services part of the park where they can act upon it (it is situated next to Fisherman's Wharf and is labelled with a GS on the map.) There they must fill in a customer complaint form and state on it what the problem seems to be. Here is the complaint procedure Drayton Manor follows when receiving negative views off their customers:

1. All complaints must be reported to Guest Services.
2. The complaint must be registered in the complaints book which is kept in Guest Services.
3. The customer and the member of staff must sign the form.
4. No refunds will be given on the day of the complaint.
5. The complaint will be passed to the relevant manager who will respond within fourteen days.
6. If this is not acceptable to the customer a manager will be called.

Most of the complaints Drayton Manor receive are minor and are able to be dealt with quickly. This is because Drayton Manor do not have that many of their customers complaining about the level of service at the park. Here is the form that is needed to be completed when a complaint is made which is then sent to an appropriate member of staff to sign:

Advice

Drayton Manor uses numerous ways in order to provide information and advice to their customers. They do this by:

- *The website* – This shows information about all the rides situated at Drayton Manor. Each has a description of the range of rides they offer, ways to buy tickets online, how to book a private function inside the park and the different seasonal events they hold. They also display information about how much a ticket costs, the opening and closing time of the park and contact details if the customer has any extra queries.
- *Maps* – There are maps situated at the entrance of the park at either end. Each map shows a plan of the park so the customer knows where to go and how to get there. It gives a little description about each area of the park (as the park is split up into different sections e.g. Fisherman's Wharf)

Payment methods

The payment methods the customers of Drayton Manor are allowed to use are:

- *By Cash* – The customers can use any amount of cash to purchase tickets for the park or any souvenirs from the shops.
- *By Credit or Debit Cards* - The customers can use their cards in order to gain a ticket or to buy any products from the shops.
- *By cheque* – This is not a method for all customers, only groups of customers are allowed to use this method (e.g. school groups).

Good answer Kelly - F16 fully covered.

72/1 marks.

F2 – Effectiveness of Drayton Manor Customer Service

Drayton Manor must provide a high-quality customer service in order to keep their customers satisfied. This is in their best interests to do so as it will keep them returning to the park. The expectations of customers identify that they have needs to be met by the employees at Drayton Manor. The expectations that a customer has when visiting Drayton Manor are:

- *Good value products for the price they had to pay to receive them (e.g. from the gift shops)*
- *Good service and attractions for the price paid to enter the park*
- *A rapid response from the staff when an enquiry has been made*
- *Clear and honest information from the staff when a question has been asked*
- *Information about suitable attractions (e.g. for younger children or pregnant women)*
- *Help with any general issues or individual needs that a customer might have*
- *Care and attention from the staff during a sale or when waiting for a ride*
- *A good after sales service*

It is really important for Drayton Manor to meet these prospects that their customers would have. This is because every customer is worth money to the company as they provide the business' income. Drayton Manor must ensure all customers are satisfied with the attractions, shops, restaurants, the zoo and museums at the park and make changes to areas that customers are not satisfied with any longer. If Drayton Manor can keep their customers happy they will return the favour by:

- *Returning to the park again and again*
- *Passing the quality of the park onto their friends so they visit the venue*
- *Providing the company with useful feedback about the park (tell the staff what is good about the park)*
- *Help the company to keep or increase their market share*
- *Help the company to increase their sales revenue and profits.*

To ensure customer satisfaction, Drayton Manor makes sure their needs and expectations are met again and again. They measure their customer satisfaction by analysing their sales performance. If the customers are unhappy with the park, the sales revenue will decrease, so Drayton Manor know changes need to be made. They also monitor the number of complaints made by customers, this is so they know how happy the customers are and can deal with the certain problems that arise. Another way Drayton Manor measure the needs of their customers is to make comparisons with other competitors (e.g. Alton Towers). They monitor the reactions of the competitor's customers, and compare those to that of their of their own customers.

Drayton Manor uses a range of methods to gain customer feedback, which can help them to improve the park. This is so they know what the customers do not like about the park and why. The methods they use to obtain customer feedback are:

- *Surveys*
- *Questionnaires*
- *Customer suggestion sheets/ feedback sheets.*
- *Emails*
- *Observe customers in theme park.*

There are three types of customers that Drayton Manor receives: those are external customers and internal customers. The external customers consist of private individuals (consumers), Business customers and a mixture of the two. The internal customers are the people within the organisation (Drayton Manor) who are gathering information for an external customer.

Good value Products

Drayton Manor has to ensure they offer good value products for the price their customers have to pay. They try to make sure their prices are lower than that of their competitors, to encourage people to visit them instead of the other local theme parks. Here are the prices Drayton Manor charge to enter the park:

	Off peak - (weekdays only, except banks and school holidays)	Standard - (weekends, school holidays and bank holidays)
Age 12+	£16.00	£18.00
Age 4 - 11	£12.00	£14.00
Age 60+	£8.00	£8.50
Disabled visitor helper (each)	£9.00	£10.50
Under 4 yrs	<i>Free</i>	<i>Free</i>

As you can see these are not expensive prices for the attractions and other facilities they have to offer. I feel that Drayton Manor is charging a reasonable price to their customers in order for them to gain entrance to the park. However, there are alternative theme parks to visit within the area, such as:

- *Alton Towers = £29.00*
- *American Adventure World = £18*
- *Thorpe Park = £20*
- *Chessington World of Adventure = £12*
- *West Midlands Safari Park = £7.25*
- *Camelot = £12*

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pregnant). The restrictions (height restrictions) are mainly for the thrill rides that are based at the park. This is quite an effective way of providing this specific information as otherwise a customer who is below the restrictions would have had a wasted time queuing for a ride they are unable to go on.

Drayton Manor provides maps for the visitors when entering the theme park. This means the customers have a detailed plan of the park which can help them locate the places they wish to visit much more easily and quickly. Also included in the maps are little boxes containing the different sections of the park and what each section contains. On the back it goes into more detail about the shops and restaurants available to the customers at Drayton Manor. This piece of information offered to the customers is very detailed in explaining what they can find at the park.

Another way in which Drayton Manor express their information is through their website. They provide their customers valuable information that they would wish to know about the park. They also have an email system whereby a customer can send them an email if they have any further queries that have not been answered by looking on the website.

If a customer has a query or question to ask a member of staff whilst visiting the park, any member of staff should be able to provide information or advice. This is stated in the company's information sheet about providing information to visitors/customers. It says:

"Speaking and advising customers is a very important part of anybody's job if you work in the leisure industry"

Visitors will approach any member of staff for advice and information and staff will be expected to know everything about the company and the products and the service it provides."

This shows that Drayton Manor take providing a good quality customer service seriously. They have ensured that all the staff knows all there is about the products and services. This is good as it means the customer with a question/query can be answered straight away and time is not wasted trying to find someone who knows the answer. The sheet also continues to specify what each member of staff should know about the park (e.g. Attractions and their locations, the rules and regulations of the attractions etc). This handout shows that Drayton Manor have trained there staff to a superior standard in order to guarantee customer satisfaction.

Care and Attention

This is the way the staff at Drayton Manor care for their customers and pay attention to their needs. It is the way they treat their customers while they are visiting the park (e.g. when waiting for a ride). When visiting the park, I found that the staff at Drayton Manor were nice to their customers when they were waiting for a ride and they were not rude and impolite to them in any way.

The owners of Drayton Manor have produced a customer care policy sheet to ensure that their customers receive the best possible service available. It explains how a customer should be treated to make sure they enjoy their trip to the park. Here is the customer care policy:

The owners and managers have undertaken

1. To attempt to understand our customers requirements and provide them with a good value for money day out.
2. To describe accurately to all visitors and prospective visitors with amenities, facilities and services provided in any advertisement, brochure or any other printed mans, and to indicate on all such promotional material any significant restrictions on entry.
3. To display clearly at public entry points any charges for entry and whether there are additional charges for individual attractions.
4. To manage and, where appropriate, staff the park in such a way as to maintain a high standard of customer care, cleanliness courtesy and maintenance to ensure visitor safety, comfort and service.
5. To provide adequate toilet facilities, coach and car parking and catering arrangements.
6. To give due consideration to access and other provision for people with impaired mobility and for others with special needs and to make suitable provision where practicable.
7. To deal promptly and courteously with all enquiries, requests, reservations, correspondence and complaints from visitors.
8. To provide Public Liability Insurance and to comply with all applicable planning, safety and other regulations.

This policy is to ensure that all the customers are treated with care and it specifies certain cases whereby a customer might need extra help (e.g. a person with disabilities). Drayton Manor has covered all the areas in this policy whereby a customer might need the help of a member of staff.

✓
Excellent