



To be opened on receipt

A2 GCE LEISURE STUDIES

G184/01/CS Human Resources in the Leisure Industry

PRE-RELEASE CASE STUDY

JUNE 2019



INSTRUCTIONS TO TEACHERS

- This Case Study **must** be opened and given to candidates on receipt.

INFORMATION FOR CANDIDATES

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

The Friendly Bean

The Friendly Bean is a café and art gallery that offers a range of food and drink to locals and visitors all year round. It is part of a visitor centre in the coastal town of West Wells, on the south east coast of England. Within the centre there is one other café and a number of small artists selling their crafts to visitors. The café is on the tourist trail as the coastal road goes past the centre and it is often used as a stopping point by hungry visitors to the area.

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The café and gallery were established when the visitor centre was first opened just over ten years ago. It is a family run business and has been a tremendous success. Initially managed by Christine Hopkirk, in the last year the day-to-day running has now passed to her two daughters, Sophie and Ellen. Sophie, as the eldest, has taken the role of Manager, and Ellen is Assistant Manager. They also have two full-time permanent members of staff, Yvonne Stannard and Beccy Sewell, six part-time permanent members of staff, and a pool of casual staff they can call on as required. They treat everybody as friends and no one has a contract of employment.

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Sophie and Ellen have many arguments; most of these are down to neither of them having clearly defined responsibilities in the café and very different management styles. Sophie likes to include the staff in discussions, whereas Ellen sees herself as the decision maker, and believes people should 'just get on with it'.

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Ellen believes, as assistant manager, she is entitled to take time off whenever she wishes. This often leads the café to be short staffed and Sophie having to step in and undertake more work. There is now a negative atmosphere in the café, which is affecting working relationships.

The business is seasonal, with peak times running from April to October. During this peak time seasonal staff are employed. Due to the rural location of the facility, many of the staff are locals. During the traditional school holidays many of the seasonal staff are young people returning home from university, however, often Sophie and Ellen do not know who will be available to work when. The fluidity of this means it is very difficult for Sophie to plan staffing, so there are many weeks when Sophie will work close to 90 hours per week. Sophie feels another member of permanent staff would be beneficial to the business. Ellen does not agree and thinks casual staff are sufficient.

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When Ellen does employ staff, often she will employ someone purely because there was no one else available (whether they are suitable or not). The impact of this is that Sophie will train staff up to the café's standards, which takes a considerable amount of time, as all training takes place in-house. The business has never used any sort of performance management or formal training programme. Staff lack knowledge and consistency in terms of the standard of service being provided to customers. The permanent staff are frustrated by the lack of direction they are being given and how their ideas to improve the organisation are being ignored. Yvonne Stannard is particularly frustrated as she, has previously managed three cafés and, feels her experience is not valued. Recently Yvonne has had several absences from work.

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Café work is monotonous and repetitive, and the hours on offer are long and unsociable, in return for the minimum wage. The café suffers from high levels of sickness and absenteeism, and they also struggle to retain their staff, with staff turnover being at a very high level. Recently Sophie has noticed that staff are arriving late. She also had to dismiss a member of staff for taking money from the till.

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The café is also located on a 'tourist' route, so there are many other leisure and tourism providers in the area, offering similar work, at the same or greater levels of pay. This means in terms of staffing the area is very competitive. This is something Sophie and Ellen have decided they need to address in order to reduce training costs and staff turnover.

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With the increase in terror attacks in Europe and the rest of the world there are many people deciding to remain in their own country for holidays. Sophie and Ellen see this as an opportunity, and have looked at how they can take advantage of this within their own business.

Sophie and Ellen have decided that The Friendly Bean will be fully open over the Christmas period. This year they will have a Victorian Christmas event, with a range of craft stalls, carol singers and Santa Claus. The idea is that this will bring in customers at this normally quiet time of year. They have decided to advertise locally for staff in the local newspaper and also with a notice in the café window. They will then carry out interviews. The advert they will use is shown in Fig. 1.

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Fig. 1 Recruitment advert for The Friendly Bean Christmas Santa



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