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Answer ALL the questions. Write your answers in the spaces provided.

1. Lester Borough Leisure Centre is new and is expanding rapidly. It has an indoor swimming pool, health and fitness suite, tennis courts and floodlit pitches. There are regular classes in the health and fitness suite. There is also a crèche.

Lester Borough Leisure Centre has to recruit a considerable number of new staff to provide for a rapidly increasing membership. Some of these new staff are recruited with the necessary skills for the job. However, a number of the new posts are being offered as apprenticeships with on-going training programmes. In the summer Lester Borough Leisure Centre also relies on a number of volunteers to help run sports courses for children.

- (a) (i) Explain what is meant by *an apprenticeship*.

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(ii) Explain the benefits of apprenticeships to both Lester Borough Leisure Centre and its apprentices.

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(b) Explain why people might choose to work as volunteers at Lester Borough Leisure Centre.

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(Total 13 marks)

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2. Lester Borough Leisure Centre needs to recruit two receptionists. Before it can do this a job description and person specification must be prepared.

(a) (i) Outline **three** pieces of information you would expect to find in a person specification.

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(ii) Explain how the job description and person specification could be used in the recruitment process for receptionists at Lester Borough Leisure Centre.

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An apprentice in the marketing department produced the following advert for the new posts.



Lester borough Leisure Centre

Receptionists wanted

We are looking for outgoing and enthusiastic people to fill the above posts in our rapidly expanding leisure complex.

Hours: 42 hours per week with shift work

Pay: £6.30 per hour

25 days holiday per year

To apply see our website and apply online

Closing date for applications : 31st Jan 2008

LBLC is an equal opportunities employer

He suggested putting the above advert in three national newspapers on 26th January 2008.



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The post of receptionist is one of a number of different posts that Lester Borough Leisure Centre needs to fill at the same time. Others include gym assistants, café staff and cleaners. The management has decided to use online recruitment for applications.

- (c) Analyse the possible benefits to Lester Borough Leisure Centre of online recruitment.

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3. Lester Borough Leisure Centre does not find it easy to recruit staff as it is in an affluent area with competition for the workforce. This has led to the following situations:

Situation 1. Tariq, a recent immigrant to the UK from Eastern Europe, and Rachel, a student at the local college, started work as gym assistants at the same time. Tariq has discovered that although they are doing the same job Rachel is being paid more than him. Their line manager has told him that the reason 'is something to do with Rachel having better GCSE grades'.

Situation 2. Lester Borough Leisure Centre employs a number of children under 15 years of age. They work in the café and do general duties elsewhere in the leisure centre. They enjoy working there and in the week they are often serving until 9pm, when the café closes. Some of them work there all day Saturday and all day Sunday as well.

(a) (i) For **each** of these situations explain how Lester Borough Leisure Centre could be breaking employment legislation.

Situation 1

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Situation 2

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Len, an assistant groundsman at Lester Borough Leisure Centre, does not seem to enjoy his job. He is often left to work on his own and is not sure what he is meant to be doing. Len is often late returning to work after his scheduled breaks and his record of sickness and absence is poor. Although much of his work is of a poor quality, Len knows it would be difficult to find someone to replace him. The management of Lester Borough Leisure Centre is considering taking disciplinary action against Len.

(b) (i) Explain what is meant by *scheduled breaks*.

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(ii) Describe a disciplinary procedure that could be used in this situation. Explain why this could help Len improve his performance at work.

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The management at Lester Borough Leisure Centre wants to motivate Len to work more effectively. Lester Borough Leisure Centre has considered using either appraisals or remuneration to achieve this.

(c) (i) Explain how appraisals could be used to motivate Len to work more effectively.

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