

START

1 Define the term 'factors of production'.

2 Explain two pieces of information that Dave Gilman would need in order to forecast his labour demand for the next month.

3 Give two features in a Job Description and two features of a Person Specification in a Job Advert for the role of event staff working on a casual basis for Gables Food.

4 Explain the difference between core and peripheral workers.

12 Explain why Human Resource planning would be an important part of the Gables Food Business Plan to extend into Contract Management.

BUSINESS PROFILE

Managing human resources

Gables Food Group

Gables Food is a well-established and respected event management company, set up by young chef Dave Gilman, and was recently runner-up in the National Wedding Caterer of the Year awards. They provide a full planning and catering service for weddings, corporate events and parties. Gables Food has a core team of ten full-time, permanent staff plus access to plenty of flexible, casual workers, from chefs and cocktail mixologists to waiting staff. In the summer season, they run up to 10 events a week. Deadlines are very tight and the permanent staff work very long hours; other times of year will be much quieter and there is much less need for casual staff. Because of his success and the growth of his business, Dave is now considering whether he should subcontract the smaller Summer events to a local business, in order to allow him to focus on the larger weddings and corporate events.

Dave likes to have a pool of regular casual staff who have worked for him before at events, rather than to use expensive agency staff who he may have never met before. Labour market analysis of their local area shows that the excellent Hotel and Catering department of the local college is a great source of skilled workers.

Dave is now considering moving into Contract Management. This would mean providing in-house catering to other businesses, and could be anything from a juice and coffee bar to running a full staff restaurant. It gives Gables Food the potential to extend well beyond the current HR needs.



11 What is the formula used to calculate the rate of absenteeism?

10 Explain two ways in which the tight deadlines for running several events a week in the summer could cause workplace stress for the full-time staff at Gables Food.

9 Explain a possible disadvantage of a low level of labour turnover for Gables Food Group.

8 In the table below, calculate labour turnover for each year:

	2018	2019	2020
Average number of staff	170	180	200
Number of staff leaving	25	20	15
Labour turnover			

5 Explain one advantage and one disadvantage for Gables Food of using agency staff as cocktail mixologists when they are running a major corporate event.

6 Explain one advantage and one disadvantage for Gables Group of subcontracting smaller Summer events to a local business.

7 Explain two advantages of zero hours contracts for staff who want to work for Gables Food on a casual basis during the wedding season.

PRINCIPLES OF MANAGEMENT SUGGESTED ANSWERS

1 *Inputs used to produce goods and services. Land, labour, capital and enterprise.*

2 *The number of contracts he has for events in the next month; the date and timing of each event; the size of each event (e.g. number of guests, type of food and drink); the mix of skills and training needed for the staff; how many casual staff are needed; which casual staff are available; any planned staff absence eg. holidays or training courses.*

3 *Job description: Nature of the tasks e.g. assistant chef, bar work, serving at table; level of responsibility e.g. team leader; hours of work e.g. weekends only, daytimes/evenings, summer holidays only.*
Person specification: Key characteristics e.g. sociable, lively, good with customers; age, skills and qualifications e.g. silver service, culinary training; level of experience e.g. cocktail waiter; aptitude e.g. adaptable, responsible, team worker.

4 *Core workers are permanent employees holding strategic roles in the organisation e.g. head chef, events organiser.*
Peripheral workers may not have roles which are permanent and support the core workers.
They may be part-time or work flexible hours, adapting to suit the needs of the business.

12 *Running permanent in-house catering for other businesses would require more full-time or permanent staff – recruitment, training, and supervising those staff; the labour cost would be a key part of the unit cost of production so high productivity would be essential if the move was to be profitable.*

11
$$\frac{\text{Number of staff absent}}{\text{Total number of staff employed}} \times 100$$

10 *They may have to work longer hours than usual; there may not be enough equipment or space to complete all the work; it may be hard to schedule many different tasks simultaneously.*

9 *Although it is good to have a low labour turnover, it may mean that there are few new, innovative ideas coming in to the business from new staff.*

EXTENSION ACTIVITY

Now you have checked your answers to the consolidation questions, complete the extension activity below.

1 Identify the key human resources issues for Gables Food Group.

2 Gables Food Group has won the contract to manage the in-house catering for a graphic design agency in London. They will provide drinks and snacks throughout the day as well as a choice of lunch items, for the 50 staff and up to 20 business visitors each day. **Either** write a report, or prepare a presentation (which must be accompanied by speaker's notes), which identifies differences between employing casual staff for one-off events and employing full-time staff for this contract, and recommend three aspects of Human Resources Planning which will be most important for Dave Gilman in order to ensure that the contract is managed successfully.

8	2018	2019	2020
	$\frac{25}{170} \times 100$	$\frac{20}{180} \times 100$	$\frac{15}{200} \times 100$
	= 14.7%	= 11.1%	= 7.5%

7 *Staff can choose when they wish to be available for work; they can work in more than one job; they can fit work around other responsibilities e.g. childcare or studying.*

5 *Advantage: They can be employed only when they are needed; it will be easier to find appropriately skilled labour.*

Disadvantage: Agency staff may be more expensive per hour; the business won't know the personality or precise skills of the person; they may not understand or fit the style or culture of the business.

6 *Advantage: Less management time spent on planning and running those small events; releases kitchen staff, space and equipment for focus on the bigger, higher value events; enables Dave to focus on the events which he has won awards for (eg. runner-up in the National Wedding Caterer of the Year) and which will enhance the image and reputation of the business.*

Disadvantage: Risk that standards will not be maintained and the business image will be spoilt; risk that staff at the subcontractor will not have the same skills and experience; may raise costs and so reduce profits.