

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

Read the following information before answering question 1.

1. In the city of Sinton there are three museums owned by the same company. Sinton Railway Museum is one of these. The museum employs forty staff. Fifteen of these are on full-time contracts. These include most of the management posts and some staff in the main office. Some of the full-time staff operate on a flexible working system. Some museum guides are employed full-time, but others are self-employed. The remaining employees are part-time or casual.

(a) Explain what is meant by *flexible working*.

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(b) Explain why some museum guides might prefer to be full-time whilst others prefer to be self-employed.

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The museum is open from 09.00 until 20.00 during the week and from 09.00 until 18.00 at the weekend. It has a café and souvenir shop, which are open at these times. The museum guides provide hour-long tours of the museum. It has a classroom for educational visits from school parties during the week in term time. In general the museum is busiest at weekends during the school holidays. Twice a year, railway enthusiasts hold large events at the museum.

- (c) Analyse the benefits to Sinton Railway Museum of having a mixture of part-time, full-time and casual employees.

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Q1

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2. Sinton Railway Museum has recently experienced a high level of staff turnover. Two full-time museum guides and two part-time teaching staff have left. Although three part-time staff have joined, the museum is starting the recruitment process for a full-time senior museum guide. The first step in this recruitment process will be to carry out a job analysis.

(a) Explain why a job analysis is necessary in the recruitment process for the senior museum guide at Sinton Railway Museum.

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The following job description was sent out to prospective candidates for the post as part of an information pack.

Sinton Railway Museum
Senior Museum Guide – Job Description

Roles and responsibilities

You will be responsible for the supervision and ongoing training of a team of part-time and full-time guides.

You will be responsible to the Railway Museum Guide Manager.

You will be required to conduct tours for parties of visitors around the museum and assist visitors with enquiries at the main information point.

Remuneration

The salary is £15 450 per year. You will get five weeks' paid holiday per year. You can take advantage of the staff discount of 20% in the café.

Hours

You will be employed on a full-time contract. This will involve shift working and will include working some weekends. Voluntary overtime may be available.



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(b) Evaluate the effectiveness of the job description on page 6 in helping the selection process for a senior museum guide at Sinton Railway Museum.

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(c) Identify **two** suitable methods of advertising that could be used to fill the post of senior museum guide. Explain why each method would be suitable.

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The museum received a large number of applications for the post of senior museum guide and decided to produce a shortlist of six candidates for interview.

(d) (i) Identify **two** criteria you would expect to be included in the shortlisting process. Give reasons for your choices.

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(ii) Explain why Sinton Railway Museum needed to create a shortlist.

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(f) Explain what might be included in an induction for a senior museum guide. Give reasons for your choices.

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Q2

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3. The three museums owned by the company in Sinton are experiencing different levels of success. The other two, both in locations that are easily accessible, are experiencing a rise in visitor numbers. The Sinton Railway Museum has seen a decline in visitor numbers. The company has decided to move some of the exhibits from the Sinton Railway Museum to one of its other museums, Sinton History Museum. This means that some of the staff at the Sinton Railway Museum may have to be made redundant.

(a) (i) Explain what is meant by the term *redundancy*.

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(ii) Describe a procedure Sinton Railway Museum could use to make staff redundant.

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(iii) Explain why it is important for Sinton Railway Museum to have a redundancy procedure.

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(b) Explain why redeployment might be an alternative to redundancy in this situation at Sinton Railway Museum.

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Q3

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4. The expansion at Sinton History Museum has meant an increase in staff numbers from 45 to 60. This means that the staff room is crowded. There used to be a games table which now cannot be used. In the office more computers have been installed but working conditions are now cramped for the staff. Since the expansion the museum has seen an increase in sickness and absence amongst the staff.

Some staff have been transferred from Sinton Railway Museum to Sinton History Museum. They have taken on job roles that are completely new to them so they are having difficulty settling in. Some of the existing Sinton History Museum staff seem to resent the newcomers and teams are not working very efficiently. Comment cards show that customers are less satisfied with the service they now receive than before the expansion.

- (a) Explain what is meant by *sickness and absence*.

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(b) Explain how an improvement in the working environment might be used to motivate the workforce at Sinton History Museum.

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PLEASE TURN OVER – QUESTION 4C BEGINS ON NEXT PAGE



