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

1. The Arts Arena is a concert venue offering a range of different concerts, from popular to classical. It can also put on plays. There are always two or three events per week but at times, especially in the winter pantomime season, there may be events every day. In the daytime there are also workshops and rehearsals taking place.

Staff are needed for a wide variety of job roles in different areas of The Arts Arena, including:

- to operate the backstage areas and assist people in the auditorium
- to run the restaurant and two bars that are open each day
- to check tickets and sell programmes at events.

- (a) (i) Explain what is meant by *casual workers*.

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- (ii) Explain how part-time and casual workers might be used at a venue such as The Arts Arena.

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The Front of House Manager is responsible for fifteen full-time staff in addition to some part-time and casual workers. He has two deputy managers; one in charge of the auditorium and the other in charge of the bar and restaurant. They report directly to him. The Front of House Manager reports directly to the General Manager of The Arts Arena.

The Arts Arena is in an area of low unemployment and in the past there has been difficulty filling posts. At times, in order to attract staff, they have had to increase the salary on offer. Recently the Front of House Manager retired, and The Arts Arena considered offering this post as a job share.

- (b) Analyse the advantages and disadvantages to The Arts Arena of offering the post of Front of House Manager as a job share.

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Q1

(Total 17 marks)

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2. The Arts Arena decided not to offer the post of Front of House Manager as a job share after all. Its next task was to produce a job description and person specification for this post.

(a) (i) Explain how a job description is used in the recruitment and selection process.

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(ii) Suggest **three** items that could be included in a person specification for the post of Front of House Manager. Give a reason for each of your choices.

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Two work experience students were asked where they thought the advert for the new post should be placed. One suggested a local newspaper and the other thought they could put posters up in The Arts Arena itself.

(b) Explain why using a local newspaper and putting up posters at the venue would **not** be suitable places to advertise this post.

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The Arts Arena received a large number of applications for this post and then needed to shortlist.

(c) Describe and explain the shortlisting process.

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The next stage of the recruitment and selection process was interviewing. This lasted two days and applicants had to:

- give a presentation
- complete group tasks and a personality test
- participate in a problem-solving activity
- be individually interviewed.

(d) Analyse the benefits to The Arts Arena of interviewing in this way for the position of Front of House Manager.

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<p>At the same time as the new Front of House Manager was appointed, a new part-time barperson was also appointed.</p> <p>(e) Explain the similarities and differences between the induction of the new Front of House Manager and the new part-time barperson.</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p style="text-align: right;"><b>(8)</b></p> <p style="text-align: right;"><b>(Total 36 marks)</b></p>	<p>Leave blank</p> <p style="text-align: center;"><b>Q2</b></p>
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3. The Arts Arena is open from 09:00 for some of the workshops and rehearsals. It stays open all day. There are some afternoon concerts that start at 14:30 and finish at 17:00. Most evening performances start at 19:30 and finish at about 22:30. Staff may be required to work for up to an hour after the performances finish.

(a) Explain how the Working Time Regulations will affect the running of The Arts Arena.

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Elena is a new member of the Front of House staff. She achieved four A levels and then left school to join The Arts Arena. She is very career-minded and is determined to be a Manager in the future. Up until now she has been working at the entrance, welcoming customers and checking tickets. In recent weeks she has lost some enthusiasm and her line manager has suggested that job enlargement or job rotation could be used to motivate her.

(b) (i) Explain what is meant by *job enlargement*.

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