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

1. Animania Park is a zoo on the edge of a small city. It has suffered a fall in visitor numbers in the last year as a result of the recent recession and is trying to attract more schools and other parties. It has become a centre for development of conservation and needs to employ a new Education Officer to coordinate this work.

(a) State **four** items you would expect to find in a job description for the post of Education Officer.

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The following is an extract from the person specification for the post of Education Officer at Animania Park:

‘You will be an excellent communicator with a high standard of written and oral English. You will be educated to degree level with an interest in conservation. You will be creative and have good organisational skills. Essential skills – teaching experience or working long-term with children in an informal education environment.’

(b) Explain how the person specification is used in the recruitment process.

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A student on work experience was asked to suggest how Animania Park could advertise the post. She produced the following advert and suggested that it could be put in the local paper.

ANIMANIA

Training Officer required

This is an exciting chance to lead our zoo education programme in the new decade. As our Education Officer you will be responsible for leading groups, training group leaders and developing materials for our expanding education programme.

We offer a competitive salary with excellent working conditions, including 5 weeks holiday per year.

Candidates should be educated to degree level with some experience of dealing with young people. An interest in conservation is essential.

Further details, including our web address can be obtained from us at the address below:

Animania park
Zoo Road
Lacton

Apply online right away!



Animania Park employs 83 people in full or part-time positions and each year uses some volunteers and casual workers. For most of the posts, new employees do not need specialist skills, as all the training is given on the job. As a centre for conservation, Animania Park is committed to a 'green' sustainable future.

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- (d) Assess the benefits of asking applicants to fill in an application form online rather than Animania Park sending out an application pack.

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(e) Explain what might be included in an induction for the Education Officer. Give reasons for your choices.

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(f) Explain why it is necessary for Animedia Park to issue its new staff with a contract of employment.

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Q1

(Total 34 marks)

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Animania Park has had to make a number of changes in the last five years to comply with disability discrimination legislation. These have included the building of ramps outside and lifts inside the central building. In the classrooms, hearing loops and larger screens have been installed.

(b) Explain **one** benefit that Animania Park might receive from making these improvements.

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Animania Park uses volunteers to help with the control of large groups in the summer and to work on conservation projects.

(c) Explain **two** reasons why people may volunteer to work at Animania Park.

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Animania Park has a mix of employment types. Apart from the volunteers, there are full-time staff in the main administration block, together with some part-time staff. A number of employees are on seasonal contracts and sometimes self-employed experts are employed.

The zoo has many more visitors in the summer – particularly in the school holidays. To increase its income it encourages school parties to visit. It runs courses aimed at all levels from primary to GCE A Level. In the winter it also runs more specialist courses for students from the nearby university.

(d) Analyse the benefits that Animania Park might gain from having a variety of employment types.

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Q2

(Total 25 marks)



3. Trevor is an assistant groundsman. His record of sickness and absence is the zoo's worst. He is often late to work and fails to return to his duties on time after scheduled breaks. His line manager has noticed that some tasks have not been completed, although what Trevor does do, he does well. His references from his previous post show that he was a very good worker there.

His line manager has told him verbally that he is not satisfied with his work and must improve and now wants management to give him a written warning, stating that unless he improves he will be sacked.

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

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(b) Evaluate the use of his line manager's suggested course of action as a disciplinary procedure for Trevor.

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The recent recession has meant that there has been a drop in visitor numbers to Animania Park. Therefore, it has reduced its costs of animal upkeep by reducing the number of exotic species that require specialist food and enclosures. In winter some species are moved to a larger zoo elsewhere. The management has now decided that redundancies amongst the staff may be needed.

(c) (i) Explain why Animania Park may have to make staff redundant.

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(ii) Describe a procedure that could be used to make staff redundant at Animania Park.

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Q3

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4. Animania Park's human resources department has decided that Trevor could be a valuable member of staff. They need to decide on a motivational technique to help him improve. One suggestion has been to offer him better remuneration, with a higher salary or perhaps more perks.

(a) Explain why it would **not** be appropriate to offer a salary increase or more perks to Trevor.

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The overall level of staff motivation is low. The threat of redundancies means that many staff are worried about their jobs.

Much of the zoo's equipment is out-of-date. The booking system is ten years old and difficult to work with. Animania Park covers a large area and the workforce often have to walk back to the main block for lunch or in the course of their work. The old 'walkie-talkie' system of communication does not always work. As a result, information does not always get to the right people and staff working further away feel isolated from the rest.

The management team thinks that many of the staff are not working to their full potential and wishes to increase their motivation.

(b) Evaluate the use of a positive working environment as a means of motivating the workforce at Animania Park.

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Q4

(Total 14 marks)

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