

2.5 Operations and personnel

Name: _____ Class: _____ Date: _____ **Total: 12 marks**

KEY WORDS operations 运营 • bottleneck 瓶颈 • job description 职位描述
• person specification 人员要求

Objective

Use operations, capacity, bottlenecks, and personnel documents to improve a service process.

You must be able to:

- identify a bottleneck
- distinguish a job description from a person specification
- recommend an operational improvement using process evidence

1 Worked examples

■ Fix the limiting step

A repair service has one pump for puncture repairs. Registration is fast, but bicycles wait for the pump. The pump is the **bottleneck** 瓶颈. A second pump can increase total capacity more than another receptionist.

■ Recruit to the role

A **job description** 职位描述 lists tasks and responsibilities. A **person specification** 人员要求 lists the skills and qualities needed to complete those tasks.

2 Practice

2.1 Define a bottleneck. [1]

2.2 State which document lists a job's duties. [1]

2.3 Explain why adding staff to a faster step may not raise total capacity. [2]

3 Exam-style questions

3.1 A repair service promises two-hour turnaround but customers wait for one pump. Recommend one operational change and justify it. [4]

3.2 Explain why a clear person specification can improve recruitment. [4]

Solutions

2.1

- The slowest step that limits the whole process.

2.2

- **Job description**

2.3

- The bottleneck still limits output.
- Faster steps may create more waiting before the bottleneck.

3.1

- Buy or provide a second pump.
- The pump is the bottleneck, so removing that limit allows more repairs at once.
- This makes the two-hour promise more achievable.

3.2

- It identifies the skills and qualities actually needed.
- Applicants can be compared against consistent criteria.
- This improves the chance of choosing someone able to complete the role.