The Griffith Institute for Educational Research, Griffith University invites you to their *Learning and Social Change* seminar:

**Work process knowledge in the Scottish visitor attraction industry**

By Dr Shuna Marr  
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Dr Shuna Marr joined Napier University as a lecturer in March 2008 and is the undergraduate programme leader in Tourism. Prior to this appointment she was at University of Stirling writing her PhD thesis ‘Work Process Knowledge in Scottish Visitor Attractions’, the findings of which are being used to develop National Occupational Standards for both ‘Visitor Attractions’ and ‘Events’. While at Stirling, Shuna also taught a range of postgraduate and undergraduate modules in the Institute of Education.

**Abstract**

‘Work process knowledge’ (WPK) is a concept for systems-level knowledge of the workplace and has been shown to be most important in organisations requiring multi-functional working. The conditions that require WPK development are rapidly becoming established in the Visitor Attraction (VA) sector. Many businesses are rapidly moving towards multi-functional team working, driven by an urgent need to develop quality, customer-focused strategies to survive in an over-supplied and very competitive market.

This paper presents the findings from a comparative case study of 6 VAs in Scotland. Following recruitment using an online questionnaire and subsequent site visits, six sites were selected for case study, on the basis that they demonstrated most evidence of multi-functional working and staff with developed WPK. The research design was comparative case studies of the WPK within these six VAs, based on a social constructivist framework, using the methods of key informant interviews and shadowing.

The data from this study show that the main factor contributing to the development of WPK is communication, especially of systems-level information. Cultural information-sharing is an essential pre-condition for the development of WPK in this context. Other determining factors are flexibility, employee biographies, seasonality issues, how weddings and functions are handled on-site and the size and complexity of the site.

WPK is an essential element of workers’ roles and a vital requirement in providing excellent customer service. It is the closely integrated nature of the employee-customer relationship that has such a profound effect on WPK development in this service sector industry and is essentially what differentiates this from previously published studies. What underpins the ability to deliver good service is WPK, and actively developing employee WPK empowers them to contribute effectively to the total visitor experience.

**Tuesday 27 January**

4.30pm – 6.00pm  
Room 5.01, Level 5, M10 Social Science, Mt Gravatt campus

Guests are welcome to join us for refreshments prior to the seminar. Places are limited, so please book early to avoid disappointment. Cost: FREE.

To RSVP, please contact Leslie Murphy on (07) 3735 5779 or gier@griffith.edu.au by **Wed 21 January 2009**.