

Leisure Studies

Advanced GCE

Unit **G184**: Unit 5: Human Resources in the Leisure Industry

Mark Scheme for June 2013

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All examiners are instructed that alternative correct answers and unexpected approaches in candidates' scripts must be given marks that fairly reflect the relevant knowledge and skills demonstrated.

Mark schemes should be read in conjunction with the published question papers and the report on the examination.

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1. Annotations

Annotation	Meaning
	Correct
	Wrong
	Level 1
	Level 2
	Level 3
	Not answered the Question – award 0 marks
	Repetition
	Benefit of doubt

Question			Answer
1	(a)		full-time staff who work 35 hours or more per week
1	(b)	(i)	<p>Level 1 (1–4 marks) Full-time staff are staff who work over 35 hours per week. The advantages of employing full time staff are that they have a good understanding of how the organisation operates, and, therefore, can help in providing a high level of customer service, which should show in profits. Full-time staff also have more commitment to the organisation so will reduce staff turnover and the costs associated with it. A disadvantage of full-time staff is that few new ideas will come into the organisation, so it may get stuck in a rut.</p> <p>Level 2 (5–8 marks) Full-time staff are staff who work over 35 hours per week. An advantage of employing full time staff is that they generally have more commitment to the organisation so will reduce staff turnover and the costs associated with it. Full-time staff will be inducted into the organisation once, whereas this will be a continual programme with casual staff which will make the permanent staff cheaper to train for the Arena. As permanent staff they will develop expertise in their own particular area, whereas casual staff take their expertise with them when they leave the organisation.</p> <p>An issue with permanent staff is that when the facility is quiet these staff still need to be paid, whereas casual staff would not be employed during these periods. Permanent staff also means the recruitment and selection process would need to be carried out less frequently thus reducing costs and upset within the team working in the facility. Permanent staff have both advantages and disadvantages; however, when as in the case of the GPX Arena these are kept to a small number it allows the most flexibility possible.</p>

Question		Answer
2	(a)	The purpose of the job analysis stage in the recruitment process is to identify what the job entails ie: what roles and responsibilities it would include, putting the into a job description
2	(b)*	<p>Indicative content:</p> <p>Limitations:</p> <ul style="list-style-type: none"> • limited number of people in local area • may be a skills shortage in local area • may be a competitive market for staff due to other organisations. <p>Benefits:</p> <ul style="list-style-type: none"> • relocation not an issue • travelling not an issue • may have knowledge of the organisation and its reputation • local people may show more commitment to the organisation if limited opportunities. <p>Level 1 (1–3 marks) Advertising locally means that GPX is advertising to a limited number of people in local area, and may not find a suitable candidate as there may be a skills shortage in local area. However, local people may show more commitment to the organisation if limited opportunities so may prove to be an asset to the organisation.</p> <p>Level 2 (4–6 marks) Advertising locally has many limitations such as a limited number of people in the local area, who may not be suitable as there may be a skills shortage in the local area, so a suitable person may not be available, more so as it is a managerial job. Being a small area there also may be a competitive market for staff due to other organisations wishing to recruit staff, so they may have to offer more to get the staff. On the plus side relocation is not an issue for any staff, and travelling is not an issue as the staff are local. Potential staff may have knowledge of the organisation and its reputation, and want to work there. With limited employment opportunities local people may show more commitment to the organisation, although in this case there may be plenty of other employers. Although it has many downsides, advertising locally could be done initially and if no suitable candidates it could be opened wider.</p>

Question			Answer
			<p>Level 3 (7–10 marks)</p> <p>Advertising locally has many limitations such as a limited number of people in local area, who may not be suitable as there may be a skills shortage in local area, so a suitable person may not be available. There also may be a competitive market for staff due to other organisations wishing to recruit staff, so it may have to offer more to get the staff.</p> <p>On the plus side relocation is not an issue for any staff, and travelling is not an issue as the staff are local. Potential staff may have knowledge of the organisation and its reputation, and want to work there. Advertising locally does have many limitations; however, if the position advertised is that of a position lower down the organisation, which is either a minimum wage or close to a minimum wage job it is unlikely that anyone out of the local area would apply; therefore, the local newspaper is the most appropriate. If the position advertised is for a management position it should be advertised more widely as well as the local area, to allow people with the relevant skills and qualities to apply for the job, whereas locally the skills may be somewhat limited.</p>

Question		Answer
2	(c)	<p>Level 1 (1–4 marks) Grievances are concerns, problems or complaints which employees raise with their employers. Grievance procedures are used by employers to deal with employees' grievances. Grievance procedures allow employers to deal with grievances fairly, consistently and speedily. Employers must have procedures available to employees so that their grievances can be properly considered. Without following the procedure correctly, legal action could be taken against the organisation.</p> <p>Level 2 (5–8 marks) Grievances are concerns, problems or complaints which employees raise with their employers. Grievance procedures are used by employers to deal with employees' grievances.</p> <p>It is important that employers and employees follow the grievance procedure where it applies to ensure everyone feels they are being fairly treated. Maintaining the quality of work life for employees should be an important concern for the any organisation such as the GPX Arena. The grievance handling procedure of the Arena can affect the working environment of the organisation. Effective grievance handling is an essential part of having good employee relations and running a fair, successful, and productive workplace.</p> <p>The solution to industrial problems depends on manager's approaches and attitudes in effective handling of employees grievances. Care should be taken in the way managers of the Arena approaches the problem. This will ensure effective relationships are maintained and that no legal action can be taken against the organisation, thus reducing legal and recruitment costs.</p>

Question		Answer
3	(a)	<p>Indicative content</p> <p>Advantages:</p> <ul style="list-style-type: none"> • multi-skilled staff • improved productivity through additional skills • lower staff turnover • staff feel valued • allow organisation to respond to current trends • higher staff morale/motivation • cost in time limited • cost in money limited. <p>Disadvantages:</p> <ul style="list-style-type: none"> • staff may move on with new qualifications • conflict within the organisation • staff learn bad habits • staff may not have the skills in house to train others • few new ideas coming into the organisation. <p>Level 1 (1–4 marks) Staff development and training is when an organisation trains staff to allow them to carry out their job effectively. Advantages include multi-skilled staff, Lower staff turnover and staff feel valued.</p> <p>Disadvantages are the bad habits which may be passed on. If the GPX arena did its own training in house it would save on time and money and cause less disruption to the normal day, however the experience for the person being trained may not be as good as going elsewhere.</p>

Question			Answer
			<p>Level 2 (5–8 marks)</p> <p>GPX Arena would train and develop its staff as there are many advantages which include: Multi skilled staff, this means that the staff could then go into different areas of the business so solving problems such as staff illness. Staff will feel valued as they are being trained which benefits them, and the follow on from this is the lower staff turnover. The disadvantages to the GPX Arena doing training in house is that staff in house may not have the ability, patience or time to train someone else which could result in a poor experience for staff and customers. Trainers may train showing short cuts and not the correct method, but rather their version of it. Training in-house also stops the chance to network with other people in the same industry. Therefore, the Arena should think of doing a mix of in house and off the job training.</p>

Question		Answer
3	(b)	<p>Level 1 (1–3 marks) Induction is generally used in a workplace context to describe the whole process whereby employees adjust to their jobs and working environment. Employees who have a well thought-out induction are more likely to stay with the organisation, which is beneficial to the Arena as it reduces recruitment costs. An induction programme is intended to enable the new starter to become a useful, integrated member of the team, rather than being thrown in at the deep end without understanding how to do their job, or how their role fits in with the rest of the company. If staff feel comfortable this is reflected in how they treat the customers so everyone benefits.</p> <p>Level 2 (4–6 marks) An induction programme is intended to enable the new starter to become a useful, integrated member of the team, rather than being thrown in at the deep end without understanding how to do their job, or how their role fits in with the rest of the company. If staff feel comfortable this is reflected in how they treat the customers so everyone benefits, staff, customer and organisation. An induction programme is an important process for bringing staff into an organisation. It provides an introduction to the working environment and the set-up of the employee within the organisation.</p> <p>The process will cover employer and employee rights and the terms and conditions of employment. As a priority the induction programme must cover the health and safety of the new employee, which is particularly important in the leisure environment where individuals could be hurt through activities. Staff who know where physical things are, who to report to and what their job entails are more likely to feel settled than someone who is not inducted. Without induction, mistakes may be made, customer service may decline and the staff member may feel demotivated, all of which has a negative impact.</p> <p>Level 3 (7–10 marks) An induction programme is intended to enable the new starter to become a useful, integrated member of the team. From the individual's point of view it is the period where they find their feet, learn about their new organisation, their new job and the people with whom they will be working. It is also the period during which they absorb the culture, ethics and standards of the business and begin to form judgements about what is acceptable and non-acceptable in terms of behaviour.</p>

Question			Answer
			<p>From the organisation's point of view induction is the period which, if used effectively, equips and prepares the new staff member for their role and gives them the basic knowledge required to begin functioning effectively and safely at the earliest possible moment. Induction is also the period during which the employer can quickly confirm the decision the individual has made to come and work there and make them feel welcomed and valued. A poor induction period, where the individual is left to fend for themselves is, at best, unsettling for the individual and time-wasting for the organisation and means that people take longer to learn what they need to know. At the worst it can lead to the new staff member leaving in the first few weeks or even days, thus wasting the cost of the initial recruitment and making it necessary to duplicate the cost and effort involved to fill the vacancy again. Good induction programmes can increase productivity and reduce short-term turnover of staff. These programmes can also play a critical role to the organisation in terms of performance, attitudes and organisational commitment.</p>

Question		Answer
3	(c)	<ul style="list-style-type: none"> • phone • email • twitter • facebook • text • pager • video conferencing • skype • Tablet/IPad
3	(d)	<p>The “protected characteristics” which are protected from unlawful discrimination are: age, pregnancy and maternity, disability, gender re-assignment, marriage and civil partnership, race, religion or belief, sex and sexual orientation.</p> <p>The key concepts of current discrimination legislation are retained and the definitions unified across all the strands ie direct discrimination, indirect discrimination, harassment and victimisation.</p> <p>The impact is that all of these elements need to be considered at every stage of the recruitment and selection process*. The process should be fairly applied and not discriminate based on any of the above, should discrimination occur legal action could be taken against the organisation.</p>

Question		Answer
4	(a)	<p>Autocratic:</p> <ul style="list-style-type: none"> • Clear • Unambiguous • Quick decisions • Only one view point considered • Staff feel undervalued. <p>Democratic:</p> <ul style="list-style-type: none"> • Loyalty with staff • Respect of staff • Staff feel valued • Decisions may take longer • Decisions may be of a higher standard • Many viewpoints sought • Team approach. <p>Level 1 (1–4 marks) Management style is how a person works with a group of people. An autocratic manager is one who takes control and makes all of the decisions. A democratic approach is when the views of the staff in the organisations are included, rather than the manager just making all of the decisions. A democratic manager is better as they care about the staff.</p>

Question		Answer
		<p>Everyone has a different management style Some managers are autocratic, this means management is clear and unambiguous as only the managers decision is considered, and they do not ask the staff for their view point – this may mean staff feel undervalued. A democratic manager values staff as their viewpoint is sought this means that the staff feel valued. They operate well in a team and respect is shown for staff. This is the better type of manager to work for as staff will be more motivated, and their ideas will be listened to. Staff are more likely to want to work for a manager of this type. In the case of the Arena a mix of styles occurs and it seems that the democratic style operated by Becky is more successful and the democratic one operated by Roy causes issues with staff and leads, with other factors, to high staff turnover. Therefore, the correct management style can motivate staff.</p> <p>Level 2 (5–8) An autocratic manager is clear and unambiguous, as they make the decisions and tell other people exactly what they expect them to do. They make quick decisions as there is no-one else considered, but the downside is, although quick, it is only one viewpoint.</p> <p>With an autocratic manager staff feel undervalued, as they cannot add to the business. Although generally seen as negative, in the event of an emergency this type of manager is best as things get done quickly. In the case of the GPX Arena this style is operated by Roy and it has a negative impact as people such as Becky are not allowed to think for themselves and merely told what to do. This has a negative impact and will cause demotivation in staff. A democratic manager such as Becky has loyalty with staff and staff feel valued. Decisions may take longer, but because lots of views are included decisions may be of a higher standard. It is much more of a team approach, which builds loyalty and respect. This is a good management style as it will develop a team, but will also cut down labour turnover as staff feel valued. A good manager needs a combination of these styles to use in different situations. Management style if used correctly to build a team could have a positive effect on the motivation levels of staff at the GPX Arena.</p>

Question		Answer
4	(b)	<p>Indicative content:</p> <ul style="list-style-type: none"> • financial and non financial awards • job enlargement, job rotation, job enrichment • teamwork, multi-skilling, quality circles • empowerment • management by objectives. <p>Level 1 (1–4 marks) Motivation is what gives an individual an incentive for action. Individuals are not the same, therefore, it is unlikely that any two people could have been motivated in the same way. What motivates one individual may not motivate another – so everyone should be viewed individually. All staff need to feel that what they are doing is worthwhile. The managers at the GPX Arena could look at a number of ways to motivate staff. Money is always the motivator people look at; in this case it is likely that money would be a good motivator as many of the jobs on offer are paid at minimum wage, so an opportunity to increase wages is likely to engage staff.</p> <p>Level 2 (5–8 marks) Motivation is what gives an individual an incentive for action. Individuals are not the same, therefore, it is unlikely that any two people could have been motivated in the same way. What motivates one individual may not motivate another – so everyone should be viewed individually. As staff at the Arena are paid a minimum wage it is likely that money would be a motivator. The downside is that the inclusion of a financial motivator would cost the organisation money; however, this could result in higher levels of customer service and an increase in customer numbers.</p> <p>Level 3 (9–12 marks) Motivation is what gives an individual an incentive for action. Individuals are not the same, therefore, it is unlikely that any two people could have been motivated in the same way. What motivates one individual may not motivate another – so everyone should be viewed individually. With lower paid jobs, it is likely that money would be a motivator. Many of the staff who work at the Arena are employed through an agency, and one issue is that potentially the Arena will not get the same staff back for each event.</p>

Question			Answer
			With an increase in potential wages, it means that the competition for employees will be lessened as staff are more likely to chose to go to the Arena and work, which allows teams to form and therefore a more solid and cohesive work force for the Arena. Many of the staff at the Arena are younger, so again the motivator being financial would be appropriate as many younger people would be more motivated by money, particularly if they are students. There are many other methods to motivate people but a financial incentive would seem to outweigh the costs in this case.

Question		Answer
5	(a)	<p>Changing of jobs and promotion:</p> <ul style="list-style-type: none"> • end of contract • redundancy • illness • retirement • maternity • paternity.
5	(b)	<p>Peer appraisal:</p> <ul style="list-style-type: none"> • may be a conflict of interest • conflict • may not be honest • may not produce feedback of suitable standard • feedback may be more accurate as working with individual • reporting may be inconsistent • appraisals may not be as frequent or organised as before. <p>Self appraisal:</p> <ul style="list-style-type: none"> • may not be honest • may not be self-critical • may find it hard to praise themselves • may lack value to individual. <p>360 appraisal:</p> <ul style="list-style-type: none"> • conflict • undermines confidence • may not be honest • may not feel comfortable in position of appraiser.

Question		Answer
		<p>Level 1 (1–3 marks) An appraisal is an identification of your progress and development needs. It is usually done at least once a year. It is most commonly done in a meeting with your line manager. It could also be done through a self-appraisal, 360 appraisal or a peer appraisal. Appraisals allow both parties to identify what has been done well, what needs improving and what development needs an individual has; therefore, they can be seen to be a positive thing if done correctly.</p> <p>Level 2 (4–6 marks) An appraisal is an identification of your progress and development needs. It is usually done at least once a year. It is most commonly done in a meeting with your line manager. It could also be done through a self-appraisal, 360 appraisals or a peer appraisal. Appraisals allow both parties to identify what has been done well, what needs improving and what development needs an individual has.</p> <p>Self appraisal is one method which could be used, however, the staff member may not be honest and self-critical. This would result in inaccurate findings. Staff may also find it hard to praise themselves, again resulting in poor findings. A peer appraisal may not be honest as someone may give a friend a better appraisal than they should get. As this person is not fully trained it may not produce feedback of a suitable standard and may result in spending money on training that is not needed. However, feedback may be more accurate as working with individual, and they may know the job better than a line manager who is distant to the job. Therefore appraisals can be seen to be a positive thing if done correctly.</p> <p>Level 3 (7–10 marks) Appraisals can be carried out in a number of different ways, each with its advantages and disadvantages. Self-appraisal is one method which could be used; This is when a staff member does their own appraisal. The staff member may not be honest and self-critical, and believe they are doing better than they are. This would result in inaccurate findings. Staff may also find it hard to praise themselves as many people find it hard to say good things about themselves, again resulting in poor findings.</p>

Question			Answer
			When an individual does their own appraisal, they may not value it and fail to give it the correct amount of thought and attention. A peer appraisal is where a colleague does the appraisal. It may not be honest as someone may give a friend a better appraisal than they should get. As this person is not fully trained it may not produce feedback of suitable standard and may result in spending money on training that is not needed. However, feedback may be more accurate as working with individual, and they may know the job better than a line manager who is distant to the job. Therefore appraisals can be seen to be a positive thing if done correctly, and so Becky is correct in her methods of management of staff.
5	(c)	(i)	<ul style="list-style-type: none"> • economy • employment trends • skills shortage • competition for job seekers • market demand • location • seasonality • Change in legislation

Question			Answer
5	(c)	(ii)	<p>Location</p> <p>There may be limited staff available in the organisations location, making staffing difficult.</p> <p>Market Demand</p> <p>When there is excessive competition in the market for staffing, it may cause an organisation to reconsider its package on offer to staff to get them to join their organisation.</p> <p>Seasonality</p> <p>When an organisation offers a seasonal product or service HRP has to consider this with more staff during season and less during off season.</p>

Question		Answer
5	(d)	<p>Low staff/labour turnover:</p> <ul style="list-style-type: none"> • lack of new ideas coming into the organisation • strong team of experienced people • poor levels of motivation • few opportunities for promotion • lack of training at lower levels. <p>High staff/labour turnover:</p> <ul style="list-style-type: none"> • cost of recruitment and selection • reputation of the organisation when recruiting • new ideas coming into the organisation • poor levels of motivation • employing staff on temporary contracts. <p>Exemplar response:</p> <p>Level 1 (1–4 marks) Human resource planning is a way of assisting the best deployment of human resources and can help organisations to plan for their needs in the future.</p> <p>Human resource planning allows a business to take into account issues such as the economic climate, skills shortage, location issues and consumer trends in order to:</p> <ul style="list-style-type: none"> • Assess future recruitment needs • Anticipate and possibly avoid redundancies • Formulate training programmes • Develop a promotion and career development policy including succession planning • Keep staff costs to a minimum to be competitive.

Question			Answer
			<p>Level 2 (5–8 marks) Human resource planning is a way of assisting the best deployment of human resources and can help organisations to plan for their needs in the future. Labour turnover will affect the planning at The GPX Arena. A high turnover will increase the cost the organisation in terms of recruitment and selection costs, and may also affect the reputation of the business as people might see it as a poor company to work for, and may have trouble actually getting new staff which may mean it has to pay more staff to get the staff it needs. Having lots of staff coming in may mean new ideas coming into the business; however, the motivation in the staff to implement the ideas may be low.</p> <p>The high level of staff turnover will have a major impact on the human resource planning at the GPX Arena as it will have continually have to plan for changing staffing needs.</p> <p>Level 3 (9–12 marks) Human resource planning is a way of assisting the best deployment of human resources and can help organisations to plan for their needs in the future. With low labour turnover there may be a lack of new ideas coming into the organisation so it may lose competitive advantage; however, it also keeps recruitment and selection costs down. With low turnover there may be a lack of promotion opportunities, resulting in poor motivation of staff. This could impact on the service provided. With high turnover as with the GPX Arena staff, they may fail to develop into very experienced staff, and become good team workers. There may be a lack of training at lower levels as management feels it is of no value as staff leave; Therefore costing the organisation money. Staff turnover at the GPX Arena is costing the organisation money as it is constantly having to recruit new staff, and so have pay recruitment and selection costs. Staff turnover is an issue has which all organisations will have to deal with; however, it needs to make sure that the turnover is at an appropriate level not too high or low, and if either of these to take action to bring them back into line.</p>

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