

## **Leisure Studies**

Advanced GCE

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

# **Mark Scheme for January 2011**

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Question	Expected Answer	Marks	Additional Guidance
1 (a)	<p>At present Julie only advertises for new staff for the spa using local newspapers.</p> <p>Other than local newspapers, state <b>two</b> suitable places where Julie could advertise for new staff.</p> <p>One mark for each correct identification up to a maximum of two identifications.</p> <p><b>Indicative content:</b>            specific industry magazines [1]            professional journals [1]            Job Centre/Plus [1]  <i>specific</i> Internet sites [1]            Greenwell Grange website [1]</p>	<p>[2]</p> <p>[2*1]</p>	<p><b>Not</b> national newspapers</p> <p>Allow: recruitment agencies, Greenwell Grange Centre, post office, newsagents, radio</p>
1 (b)	<p>Analyse the benefits to Greenwell Grange of Julie only advertising for new staff within the local area.</p> <p><b>0 marks</b>            No response or no response worthy of credit.</p> <p><b>Level 1: [1–3 marks]</b>            Candidate identifies/describes the benefits of advertising locally. Information may be in the form of a list of impacts. Candidates will include explanations of possible benefits, which may be discussed with some success. The discussion in the most part is accurate, if not a little underdeveloped. The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary.</p> <p><b>Level 2: [4–6 marks]</b>            Candidate will show a clear understanding of the question and include detailed identification and explanation of the benefits of advertising locally. Candidate effectively discusses the advantages.</p>	<p>[6]</p>	

Question	Expected Answer	Marks	Additional Guidance
	<p>There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.</p> <p><b>Indicative content:</b>  Limitations:  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> <p>Benefits:  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> <p>Exemplar responses:  <b>Level 1: [1–3 marks]</b>  Advertising locally means that Greenwell Grange 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 the 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><b>Level 2: [4–6 marks]</b>  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. Being a small area there also may be a competitive market for staff due to other organisations wishing to recruit staff, so Greenwell Grange may have to offer more to get staff. On the plus side relocation 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.</p>		

Question	Expected Answer	Marks	Additional Guidance
	<p>With limited employment opportunities local people may show more commitment to the organisation. Although it has many downsides, advertising locally could be done initially and if suitable candidates could be opened wider.</p>		
1	<p><b>(c)</b> Outline the process which could be followed in order to shortlist candidates for interview for a position in the spa facility.</p> <p>One mark for the correct point up to a maximum of four points, but allow development.</p> <p><b>Indicative content:</b></p> <p>list criteria for making the decision [1]  rank criteria in order of importance [1]  divide criteria between essential and desirable [1]  use application forms to match to criteria [1]  score applicants in relation to criteria [1]  decide how many to interview [1]  select applicants for interview [1]  invite applicant to interview [1]  keep record of decisions made [1]</p>	<p><b>[4]</b></p> <p><b>[4*1]</b></p>	
1	<p><b>(d)</b> Name two documents to which Julie should refer when interviewing potential candidates for a job at the spa.</p> <p>One mark for each correct identification up to a maximum of two identifications.</p> <p><b>Indicative content:</b></p> <p>Application form [1]  Letter of application [1]  Desirable criteria [1]  Essential criteria [1]  Job description [1]</p>	<p><b>[2]</b></p> <p><b>[2*1]</b></p>	Allow CV

Question	Expected Answer	Marks	Additional Guidance
1 (e)	<p>Evaluate the advantages and disadvantages to Julie of asking applicants to submit an application form rather than a curriculum vitae (CV).</p> <p>Levels of response marking.</p> <p><b>0 marks</b> No response or no response worthy of credit.</p> <p><b>Level 1: [1–3 marks]</b> Candidate identifies/describes application forms/CV. Information may be in the form of a list of benefits of an application form. There is little or no attempt to discuss. Sentences have limited coherence and structure, often being of doubtful relevance to the main focus of the question.</p> <p><b>Level 2: [4–6 marks]</b> Candidate discusses a number of advantages of an application form over a CV. Candidates will show an understanding of the question and include explanations of possible advantages. The discussion in the most part is accurate and relevant. The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary.</p> <p><b>Level 3: [7–10 marks]</b> Candidate will show a clear understanding of the question and include detailed identification and explanation of the advantages of an application form rather than a CV. Candidate effectively discusses the features of an application form. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.</p>	[10]	

Question	Expected Answer	Marks	Additional Guidance
	<p><b>Indicative content:</b>            application form combines content of CV and other information            can be tailored to meet the needs of the organisation rather than generic in style            may not be able to view an individual's handwriting            could speed up process as could be used online            allows employer to draw more personal information than the summary in a CV</p> <p>Exemplar response</p> <p><b>Level 1: [1–3 marks]</b>            An application form is a generic form sent out to potential applicants, it combines content of CV and other information which the organisation wants to collect from potential employees.</p> <p><b>Level 2: [4–6 marks]</b>            Application forms have several advantages over submitting CV's as the business can direct applicants to key questions which are particularly relevant to the job. All applicants submit the information in the same format which makes comparisons of individuals much easier. The form can also be tailored to meet the needs of Greenwell Grange.</p> <p><b>Level 3: [7–10 marks]</b>            Application forms have several advantages over submitting CV's as the business can direct applicants to key questions which are particularly relevant to the job. All applicants submit the information in the same format which makes comparisons of individuals much easier. The form can also be tailored to meet the needs of Greenwell Grange. The business may not be able to view an individual's handwriting and not be able to judge literacy levels. The process could be speeded up as the form could be used online, rather than waiting for CV's. The application form also allows the employer to draw more personal information than the summary in a CV.</p>		

Question	Expected Answer	Marks	Additional Guidance
2 (a)	<p>Staff within Greenwell Grange are actively encouraged to take part in training and development.</p> <p>What is meant by each of the following terms?</p> <p>Training – the provision of specific work related education, either on or off the job [1]</p> <p>Development – more general learning activities directed at meeting the personal career needs of individuals. [1]</p>	<p>[2]</p> <p>[2*1]</p>	One mark for each of two appropriate responses
2 (b)	<p>Assess the advantages and disadvantages to leisure organisations such as Greenwell Grange of investing in staff through training and development.</p> <p><b>0 marks</b> No response or no response worthy of credit.</p> <p><b>Level 1: [1–4 marks]</b> Candidate identifies/describes how Greenwell Grange could use training and development. Information may be in the form of a list of ways. There is little or no attempt to draw valid conclusions.</p> <p><b>Level 2: [5–8 marks]</b> Candidate describes how Greenwell Grange could benefit or not from staff development and training. Candidates will show an understanding of the question and include explanations related to a number of key ways, with valid conclusions made with some success. The drawing of valid conclusions in the most part is accurate and relevant. The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary. Candidate has a limited ability to organise relevant material. Some appropriate terminology used.</p>	[12]	

Question	Expected Answer	Marks	Additional Guidance
	<p><b>Level 3: [9–12 marks]</b>  Candidate will show a clear understanding of the question and include detailed identification and explanation of advantages and disadvantages of staff development and training to Greenwell Grange. Candidate effectively draws valid conclusions about how Greenwell Grange could use staff development and training. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.</p> <p><b>Indicative content:</b></p> <p>Advantages:  multi-skilled staff  improved productivity through additional skills  more opportunity for internal promotion  lower staff turnover  staff feel valued  allow organisation to respond to current trends  higher staff morale/motivation</p> <p>Disadvantages:  cost in time  cost in money  staff may move on with new qualifications  conflict within the organisation</p> <p>Exemplar response  <b>Level 1: [1–4 marks]</b>  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. Disadvantages are costs in time and money.</p>		

Question	Expected Answer	Marks	Additional Guidance
	<p><b>Level 2: [5–8 marks]</b>  Greenwell Grange 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 lower staff turnover. The disadvantages to Greenwell Grange are how much it will cost in terms of money to do the training and also the cost in time of letting staff off work to do the training.</p> <p><b>Level 3: [9–12 marks]</b>  Greenwell Grange 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. This reduces cost in terms of recruitment and selection. Staff could have improved productivity through additional skills, resulting in better customer service. With new qualifications staff may have more opportunity for internal promotion. Staff morale/motivation will also be better as they feel valued. The disadvantages to Greenwell Grange are how much it will cost in terms of money to do the training and also the cost in time of letting staff off work to do the training. Conflict could also arise between staff who do not get training. Overall the benefits outweigh the costs of training and development.</p>		

Question	Expected Answer	Marks	Additional Guidance
3	<p data-bbox="241 212 293 244">(a)</p> <p data-bbox="327 212 1196 308">The management of the facility is split into departments. Greenwell Grange has a General Manager who oversees all aspects of the facility, whilst each department has its own departmental manager</p> <p data-bbox="327 347 1218 411">Assess the benefits and drawbacks to a leisure organisation such as Greenwell Grange of a functional organisational structure.</p> <p data-bbox="327 451 913 515"><b>0 marks</b> No response or no response worthy of credit.</p> <p data-bbox="327 555 1196 683"><b>Level 1: [1–4 marks]</b> Candidate identifies/describes a functional organisational structure. Information may be in the form of a list of ways. There is little or no attempt to draw valid conclusions.</p> <p data-bbox="327 722 1218 1058"><b>Level 2: [5–8 marks]</b> Candidate describes how a functional organisational structure would affect Greenwell Grange. Candidates will show an understanding of the question and include explanations related to a number of key ways with valid conclusions made with some success. The drawing of valid conclusions in the most part is accurate and relevant. The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary. Candidate has a limited ability to organise relevant material. Some appropriate terminology used.</p> <p data-bbox="327 1098 1196 1361"><b>Level 3: [9–12 marks]</b> Candidate will show a clear understanding of the question and include detailed identification and explanation of a number of key ways. Candidate effectively draws valid conclusions about how Greenwell Grange could use a functional organisational structure. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.</p>	[12]	

Question	Expected Answer	Marks	Additional Guidance
	<p><b>Indicative content:</b></p> <p>Benefits:</p> <ul style="list-style-type: none"> <li>• specialist staff managing specific areas.</li> <li>• clear focus for staff in departments</li> <li>• budgeting easy to control as spending specific to that area</li> <li>• managers have the advantage of supervising similar tasks related to functions such as marketing, manufacturing, R &amp; D etc</li> <li>• overall supervision is high and coordination can be easily achieved</li> <li>• since employees performing similar tasks are grouped together therefore overall learning from each other's skills is high</li> </ul> <p>Drawbacks</p> <ul style="list-style-type: none"> <li>• communication is slower</li> <li>• economies of scale may not operate as each department buying its own items</li> <li>• lesser interaction between the other departments and people belonging to other departments</li> <li>• it is difficult to motivate employees under functional structure because of similar nature of tasks</li> <li>• higher costs associated with maintenance of such structures</li> </ul> <p>Exemplar response:  <b>Level 1: [1–4 marks]</b>  A functional organisational structure has specific departments where the tasks and roles carried out in that area relate to that specific area. This ensures that these activities are carried out effectively. The functional organisational structure is based on a hierarchy in each department, under the leadership of those above in that functional area.</p>		

Question	Expected Answer	Marks	Additional Guidance
	<p><b>Level 2: [5–8 marks]</b>  A functional organisational structure has specific departments where the tasks and roles carried out in that area relate to that specific area. This ensures that these activities are carried out effectively. The functional organisational structure is based on a hierarchy in each department, under the leadership of those above in that functional area. The benefits of a functional structure are that specialist staff managing specific areas, such as the spa manager who clearly has experience in this area – meaning it should work more efficiently. Each area has a clear focus for staff in departments, who know exactly what is expected of them. Drawbacks of a functional structure include that communication is slower, as it has to happen in the functional area and then be shared with other areas of the business.</p> <p><b>Level 3: [9–12 marks]</b>  A functional organisational structure has specific departments where the tasks and roles carried out in that area relate to that specific area. This ensures that these activities are carried out effectively. The functional organisational structure is based on a hierarchy in each department, under the leadership of those above in that functional area. The benefits of a functional structure are that specialist staff managing specific areas, such as the spa manager who clearly has experience in this area – meaning it should work more efficiently. Budgeting is easier to control as spending specific to that area, and Greenwell Grange will be able to identify specifically where over- or under-spending is occurring. Drawbacks include that communication is slower, as it has to happen in the functional area and then be shared with other areas of the business. Although budgeting is easier to manage in each functional area, economies of scale may not operate as each department is buying own items – so could cost the business money.</p>		

Question	Expected Answer	Marks	Additional Guidance
3	<p data-bbox="241 236 293 269"><b>(b)</b></p> <p data-bbox="327 236 1167 304">Julie and Alfie have very different management styles, one being democratic and one being autocratic.</p> <p data-bbox="327 341 1205 410">As an employee in the leisure industry, is it better to work for an autocratic manager or a democratic manager? Justify your answer.</p> <p data-bbox="327 445 443 472"><b>0 marks</b></p> <p data-bbox="327 477 913 504">No response or no response worthy of credit.</p> <p data-bbox="327 509 611 536"><b>Level 1: [1–4 marks]</b></p> <p data-bbox="327 541 1193 676">Candidate identifies/describes different management styles. Information may be in the form of a list of ways. There is little or no attempt to draw valid conclusions. Errors of grammar, punctuation and spelling may be noticeable and intrusive.</p> <p data-bbox="327 713 611 740"><b>Level 2: [5–8 marks]</b></p> <p data-bbox="327 745 1227 1150">Candidate describes how different management styles affect Greenwell Grange. Candidates will show an understanding of the question and include explanations related to a number of key ways with valid conclusions made with some success. The drawing of valid conclusions in the most part is accurate and relevant. The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary. Candidate has a limited ability to organise relevant material. Some appropriate terminology used. Sentences are not always relevant with material presented in a way that does not always address the question. There may be noticeable errors of grammar, punctuation and spelling.</p> <p data-bbox="327 1187 627 1214"><b>Level 3: [9–12 marks]</b></p> <p data-bbox="327 1219 1178 1385">Candidate will show a clear understanding of the question and include detailed identification and explanation of autocratic and democratic management styles. Candidate effectively draws valid conclusions about how Greenwell Grange could use different management styles.</p>	<b>[12]</b>	This is the question assessing QWC.

Question	Expected Answer	Marks	Additional Guidance
	<p>There is sound and frequent evidence of thorough detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.</p> <p>Candidate presents relevant material in a well planned and logical sequence. Material clearly structured using appropriate terminology confidently and accurately. Sentences, consistently relevant are well structured in a way that directly answers the question. There will be few, if any errors of grammar, punctuation and spelling.</p> <p><b>Indicative content:</b></p> <p>Autocratic:  clear  unambiguous  quick decisions  only one view point considered  staff feel undervalued</p> <p>Democratic:  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> <p>Exemplar response  <b>Level 1: [1–4 marks]</b>  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	Expected Answer	Marks	Additional Guidance
	<p><b>Level 2: [5–8 marks]</b>            Everyone has a different management style. Some managers are autocratic, this means management is clear and unambiguous as only the manager’s decision is considered, and they do not ask the staff for their viewpoint – this may mean staff feel undervalued. A democratic manager values staff as their viewpoints are sought. This means that they 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 work for a manager of this type.</p> <p><b>Level 3: [9–12 marks]</b>            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. 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. A democratic manager has loyalty to 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.</p>		

Question	Expected Answer	Marks	Additional Guidance
4	<p data-bbox="241 209 293 244">(a)</p> <p data-bbox="327 209 1227 376">At present, Julie carries out appraisals with all of the staff in the spa and leisure facility on a six-monthly basis. She is considering the use of other appraisal methods to improve the quality of the process. Discuss the advantages and disadvantages to the appraiser and appraisee of <b>two other</b> appraisal methods.</p> <p data-bbox="327 411 918 478"><b>0 marks</b> No response or no response worthy of credit.</p> <p data-bbox="327 513 1196 644"><b>Level 1: [1–4 marks]</b> Candidate identifies/describes appraisal methods. Information may be in the form of a list of ways. There is little or no attempt to draw valid conclusions.</p> <p data-bbox="327 679 1223 1054"><b>Level 2: [5–8 marks]</b> Candidate describes the advantages and disadvantages to the appraiser and appraisee of two other appraisal methods. Candidates will show an understanding of the question and include explanations related to a number of key ways with valid conclusions made with some success. The drawing of valid conclusions in the most part is accurate and relevant. The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary. Candidate has a limited ability to organise relevant material. Some appropriate terminology used.</p> <p data-bbox="327 1090 1223 1358"><b>Level 3: [9–12 marks]</b> Candidate will show a clear understanding of the question and include detailed identification and explanation of the advantages and disadvantages to the appraiser and appraisee of two appraisal methods. Candidate effectively draws valid conclusions about appraisal methods. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.</p>	[12]	

Question	Expected Answer	Marks	Additional Guidance
	<p><b>Indicative content:</b></p> <p>Peer appraisal:</p> <ul style="list-style-type: none"> <li>• may be a conflict of interest</li> <li>• conflict</li> <li>• may not be honest</li> <li>• may not produce feedback of suitable standard</li> <li>• feedback may be more accurate as working with individual</li> <li>• reporting may be inconsistent</li> <li>• appraisals may not be as frequent or organised as before</li> </ul> <p>Self-appraisal:</p> <ul style="list-style-type: none"> <li>• may not be honest</li> <li>• may not be self critical</li> <li>• may find it hard to praise themselves</li> <li>• may lack value to individual</li> </ul> <p>360 appraisal:</p> <ul style="list-style-type: none"> <li>• conflict</li> <li>• undermines confidence</li> <li>• may not be honest</li> <li>• may not feel comfortable in position of appraiser</li> </ul> <p>Exemplar response</p> <p><b>Level 1: [1–4 marks]</b>  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.</p> <p><b>Level 2: [5–8 marks]</b>  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.</p>		

Question	Expected Answer	Marks	Additional Guidance
	<p>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 suitable standard and may result in spending money on training which 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.</p> <p><b>Level 3: [9–12 marks]</b>            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. 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 which 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.</p>		
4	<p><b>(b)</b> All leisure organisations need to be aware of legislation and how it affects them. Discuss the impact of the Sex Discrimination Act and the Disability Discrimination Act on employment in leisure organisations such as the spa and leisure facility at Greenwell Grange.</p> <p><b>0 marks</b>            No response or no response worthy of credit.</p>	<b>[12]</b>	

Question	Expected Answer	Marks	Additional Guidance
	<p><b>Level 1: [1–4 marks]</b> Candidate identifies/describes the Acts. Information may be in the form of a list of ways. There is little or no attempt to draw valid conclusions.</p> <p><b>Level 2: [5–8 marks]</b> Candidate describes the impact of the Acts on Greenwell Grange. Candidates will show an understanding of the question and include explanations related to a number of key ways with valid conclusions made with some success. The drawing of valid conclusions in the most part is accurate and relevant. The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary. Candidate has a limited ability to organise relevant material. Some appropriate terminology used.</p> <p><b>Level 3: [9–12 marks]</b> Candidate will show a clear understanding of the question and include detailed identification and explanation the Acts. Candidate effectively draws valid conclusions about the impact of the Sex Discrimination Act and the Disability Discrimination Act on Greenwell Grange. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary. Candidate presents relevant material in a well planned and logical sequence. Material clearly structured using appropriate terminology confidently and accurately.</p> <p><b>Indicative content:</b></p> <p>Sex Discrimination:</p> <ul style="list-style-type: none"> <li>• all staff female</li> <li>• Sex Discrimination Act prevents discrimination on the grounds of: <ul style="list-style-type: none"> <li>- gender</li> <li>- marital status</li> </ul> </li> </ul>		

Question	Expected Answer	Marks	Additional Guidance
	<p>- sexual orientation</p> <p>Disability Discrimination Act:</p> <ul style="list-style-type: none"> <li>• the key intention of the DDA is to ensure that no one is discriminated against on the grounds of disability</li> <li>• the Act requires that organisations make reasonable adjustments to working conditions and facilities to allow people with disabilities to work there</li> </ul> <p>Exemplar response</p> <p><b>Level 1: [1–4 marks]</b> The Sex Discrimination Act ensures no one is discriminated against based on gender, sexuality or marital status. The DDA is to ensure that no one is discriminated against on the grounds of disability, and that everyone is treated equally.</p> <p><b>Level 2: [5–8 marks]</b> The Sex Discrimination Act ensures no one is discriminated against based on gender, sexuality or marital status. This means that when an organisation is advertising for new staff it must ensure that the job is open to anyone and the best person gets the job, not whether they are male or female. The Disability Discrimination Act requires that organisations make reasonable adjustments to working conditions and facilities to allow people with disabilities to work there. This may cost Greenwell Grange money as it may have to put in ramps and the like to allow people into the building.</p> <p><b>Level 3: [9–12 marks]</b> The Sex Discrimination Act ensures no one is discriminated against based on gender, sexuality or marital status. This means that when the organisation is advertising for new staff it must ensure that the job is open to anyone and the best person gets the job, not whether they are male or female. It also means that when looking to promote someone within the business it should promote the most qualified person, rather than favour either a female as the job, for example, is seen as a traditionally female job.</p>		

Question	Expected Answer	Marks	Additional Guidance
	<p>The Disability Discrimination Act requires that organisations make reasonable adjustments to working conditions and facilities to allow people with disabilities to work. Making reasonable adjustments may be interviewing people in a ground floor room which is accessible, or may mean adding ramps and widening doors or changing desks so people with disabilities can both work and visit there. The impact may be the cost and money to implement the acts properly. However costly, in the long run it will prevent the business being sued, so could prove cheaper. The business will also be seen as a good employer and recruitment will be easier.</p>		

Question	Expected Answer	Marks	Additional Guidance
5 (a)	<p>The location of Greenwell Grange has an effect on its human resource planning, because of its limited catchment area for staff.</p> <p>Identify <b>two other</b> external issues which could affect human resource planning at Greenwell Grange.</p> <p>One mark for each correct identification up to a maximum of two identifications.</p> <p><b>Indicative content:</b>            employment trends [1]            shortages/surplus of skills [1]            competition for job seekers [1]            market demand [1]            location in terms of catchment area of facilities [1]            seasonality, tangibility and perishability of the products and services.            [1]</p>	<p>[2]</p> <p>[2*1]</p>	<p>Allow economy/recession (but as one issue not two)</p> <p><b>Not</b> change in government</p>
5 (b)	<p>Internal issues also affect human resource planning in leisure organisations such as Greenwell Grange.</p> <p>Evaluate how the rate of staff turnover might affect human resource planning within Greenwell Grange.</p> <p>Levels of response marking</p> <p><b>0 marks</b>            No response or no response worthy of credit.</p> <p><b>Level 1: [1–4 marks]</b>            Candidate identifies/describes how the labour turnover might affect human resource planning at Greenwell Grange. Information may be in the form of a list of effects. There is little or no attempt to discuss. Sentences have limited coherence and structure, often being of doubtful relevance to the main focus of the question.</p>	<p>[12]</p>	

Question	Expected Answer	Marks	Additional Guidance
	<p><b>Level 2: [5–8 marks]</b> Candidate discuss a number of effects. Candidates will show an understanding of the question and include explanations of possible effects. The discussion in the most part is accurate and relevant. The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary.</p> <p><b>Level 3: [9–12 marks]</b> Candidate will show a clear understanding of the question and include detailed identification and explanation of the effects. Candidate effectively discusses the effects. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.</p> <p><b>Indicative content:</b></p> <p>Low labour turnover:</p> <ul style="list-style-type: none"> <li>• lack of new ideas coming into the organisation</li> <li>• strong team of experienced people</li> <li>• poor levels of motivation</li> <li>• few opportunities for promotion</li> <li>• lack of training at lower levels</li> </ul> <p>High labour turnover:</p> <ul style="list-style-type: none"> <li>• cost of recruitment and selection</li> <li>• reputation of the organisation when recruiting</li> <li>• new ideas coming into the organisation</li> <li>• poor levels of motivation</li> <li>• employing staff on temporary contracts.</li> </ul>		

Question	Expected Answer	Marks	Additional Guidance
	<p>Exemplar response:</p> <p><b>Level 1 [1-4 marks]</b>  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. Human resource planning allows them to take into account issues such as the economic climate, skills shortage, location issues and consumer trends in order to:  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</p> <p><b>Level 2 [5-8 marks]</b>  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 human resource planning at Greenwell Grange. A high turnover will 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. Having lots of staff coming in may mean new ideas coming into the business; however, the motivation in the staff to implement change may be low</p> <p><b>Level 3 [9-12 marks]</b>  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 quality of the service provided.</p>		

Question	Expected Answer	Marks	Additional Guidance
	With low turnover staff may develop into very experienced staff, and produce good team workers. However they could become set in their ways and there may be a lack of training at lower levels. Staff turnover is an issue which all organisations will have to deal with; however, they need to make sure that the turnover is at an appropriate level not too high or low, and in either of these cases take action to bring them back into line.		

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