

Applied Business

Advanced GCE

Unit **F257**: Managing Risk in the Workplace

Mark Scheme for January 2012

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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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Annotations

Annotation	Meaning
	Unclear
	Benefit of the doubt
	Cross
	Level 1
	Level 2
	Level 3
	Level 4
	Not answered question
	Own figure rule
	Repeat
	Noted but no credit given
	Tick

Subject-specific Marking Instructions**Testing of QWC**

In this external assessment the assessment of QWC will take place in Question 1e which is a levels of response question and carries 14 marks.

Marks are embedded within this question for assessing the quality of written communication. The following criteria are embedded within the levels of response for Question 1e.

Level 4:

Ability to present relevant material in a well planned and logical sequence. Material clearly structured using appropriate business terminology confidently and accurately. Sentences, consistently relevant are well structured in a way that directly answers question. There will be few, if any errors of grammar, punctuation and spelling.

[4 marks representing the appropriate level of written communication are embedded in this level of response].

Level 3:

Ability to present relevant material in a planned and logical sequence. Appropriate business terminology used. Sentences for the most part relevant presented in a balanced, logical and coherent manner which addresses the question. There will be occasional errors of grammar, punctuation and spelling.

[3 marks representing the appropriate level of written communication are embedded in this level of response]

Level 2:

Limited ability to organise relevant material. Some appropriate business 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.

[2 marks representing the appropriate level of written communication are embedded in this level of response]

Level 1:

Ability to communicate at least one point using some appropriate business terminology. Sentences have limited coherence and structure, often being of doubtful relevance to the main focus of question. Errors of grammar, punctuation and spelling may be noticeable and intrusive.

[1 mark representing the appropriate level of written communication is embedded in this level of response]

Question		Answer	Marks	Guidance
1	(a)	<p>Indicative content:</p> <ul style="list-style-type: none"> distinct management function to minimise exposure negative consequence form an action. <p>Exemplar response:</p> <ul style="list-style-type: none"> A distinct management function which needs to be integrated into business practices (1) in order to minimise exposure to possible negative consequences of a particular course of action (1) A management function needed to be put into business practices (1) in order to minimise possible negative consequences of an action (1). 	2	<p>Up to two marks</p> <p>Award only for 'management function into the business'.</p> <p>Do not award for 'negative exposure to risk'.</p> <p>No context required.</p>
	(b) (i)	<p>Indicative content:</p> <p>Likelihood of risk:</p> <ul style="list-style-type: none"> high <p>Burn:</p> <ul style="list-style-type: none"> wearing protective gloves wearing protective clothing not leaving hot substances near flames put guards on cooker warning signs <p>Shock:</p> <ul style="list-style-type: none"> do not have wires exposed make sure that electrics are checked warning signs do not have sockets near water 	4	<p>One mark for each correct identification to a maximum of four identifications.</p> <p>Knowledge of specific risk in the context of a commercial kitchen is not required.</p> <p>Do not award 'sprinkler system' or 'smoke alarm' as this would not prevent a member of kitchen staff from being burnt.</p> <p>Do not award 'training'</p>

Question	Answer	Marks	Guidance
	Inhalation: <ul style="list-style-type: none"> • turn gas off when not used • store substances in a cupboard • adequate ventilation • warning signs • mask. 		
(ii)	Indicative content: <ul style="list-style-type: none"> • look for/identify hazards/risks • decide who might be harmed and how • evaluate the risks • record the findings/ make recommendations • review the assessment procedures/ revise as and when necessary. Exemplar response: <ul style="list-style-type: none"> • look for/ identify hazards/ risks (1) which means carrying out a thorough inspection of the premises (1). • decide who might be harmed and how (1) such as staff being burnt from hot pans (1). • review the assessment procedure (1) such as holding regular meetings with his staff on how to deal with risks (1). 	6	One mark for each identification to a maximum of three, plus one mark for each of three explanations. Award a development mark only if the correct identification of the risk assessment has been made. Do not award for consequences of doing a risk assessment. Specific knowledge of the industry is not required.
(c)	Indicative content: <ul style="list-style-type: none"> • avoidance of hazardous manual handling operations • lifting items properly • carrying items properly • having appropriate training to deal with lifting/carrying • having appropriate equipment/clothing to deal with lifting/carrying • make suitable and sufficient assessments of any hazardous manual handling operations that cannot be avoided • reduce the risk of injury from those operations so far as is reasonably practicable. 	3	One mark for each identification up to a maximum of three identifications. Do not award for responses which refer to 'personal protective clothing'. Do not award for responses which refer to 'need for automated machinery' or 'machinery'.

Question	Answer	Marks	Guidance
(d)	<p>Indicative content:</p> <ul style="list-style-type: none"> • improved relations between employers and employees • fewer accidents • lower absenteeism and sickness rates • compliance with the HSE requirements • reduction in long term legal consequences • reduction in long term financial costs • improved reputation • increased employee motivation • increased training costs • need for training • staff feel pressurised. <p>Exemplar response:</p> <ul style="list-style-type: none"> • Improved relations between employers and employees (1) as the employees may believe that they are safe in the workplace (1). • Reduction in the risk of being temporarily or permanent closure (1) as they will be complying with the requirements of the HSE (1). • Reduction in long term financial costs (1) as there is less likelihood of an employee taking the business to court and it having to pay fines (1). 	6	<p>One mark for each identification to a maximum of three, plus one mark for each of three explanations.</p> <p>Do not award for development if the point is a consequence rather than an explanation.</p>

Question		Answer	Marks	Guidance
	(e)	<p>Indicative content:</p> <ul style="list-style-type: none"> • an employee could be taught by a specialist • such courses may have up to date knowledge of the relevant health and safety laws • bad habits can be avoided • existing staff who may have been used to train, can get on with their tasks without being distracted. <p>Exemplar response:</p> <ul style="list-style-type: none"> • Such courses have an up-to-date knowledge of relevant health and safety laws (1) which the staff and owners at <i>Café Garda</i> can be helped with as they are not specialists in the field as they have different job descriptions (1) • Existing staff can get on with their own tasks without being distracted (1) which is important as accidents can happen in busy places like the restaurant (1). 	4	<p>One mark for each identification to a maximum of two, plus one mark for each of two explanations.</p> <p>Do not award for answers which give advantages of on-the-job training or training in general.</p> <p>Do not award development mark for answers which are about the consequences of the advantage of off-the-job training.</p>
2	(a)	<p>Indicative content:</p> <ul style="list-style-type: none"> • too many orders being taken • kitchen staff feeling too stressed • lack of space in the kitchen • Ian being called away to other duties • food in the workspace not being cleared up • Mark knocking oil bottle on the floor causing a spillage • Donna being in the kitchen when she should not have been • lack of appropriate sign around the spillage • Mark ignoring his duty of care. <p>Exemplar response:</p> <ul style="list-style-type: none"> • A too many orders were being taken (1) Ian did not clear up the spillage (1) • Mark knocked over the bottle of oil (1) which caused Donna to slip over (1). 	4	<p>One mark for each identification to a maximum of two, plus one mark for each of two explanations.</p> <p>Do not award for consequences for explanation.</p>

Question	Answer	Marks	Guidance
(b)	<p>Indicative content:</p> <ul style="list-style-type: none"> • increased headaches • increased tiredness • increased irritability • depression • heart disease • suicide • increased sickness • lack of concentration • increased risk of accidents • injury/hurt/harm • lower staff motivation • increased costs • poorer reputation • difficulty in staff retention/recruitment • lower business profits • difficulty in retaining customers • poorer quality food being served. <p>Exemplar response:</p> <ul style="list-style-type: none"> • Increased stress may mean that staff have increased headaches (1) this is because employees would need to work harder to fulfil orders (1) which means they may have less sleep (1). • Increased costs (1) as <i>Café Garda</i> has to pay fines (1) from accidents, like burns, which may happen in the kitchen through tiredness (1). 	6	<p>One mark for each identification to a maximum of two, plus up to two marks for each of two explanations.</p> <p>Do not award development marks for consequences of the identification.</p>
(c)	<p>Indicative content:</p> <ul style="list-style-type: none"> • Rob has removed Mark, a potential risk to other employees in the future • the staff may feel relieved that Mark has been removed • staff at <i>Café Garda</i> may be more motivated if they feel safer • staff at <i>Café Garda</i> may feel more stressed if the work load increases 	14	<p>Use of response criteria.</p> <p>Level 4 (10-14 marks): Candidate evaluates the consequences to <i>Café Garda</i> of Rob telling Mark to leave and not to return to the business.</p>

Question	Answer	Marks	Guidance
	<ul style="list-style-type: none"> • more accidents may happen at <i>Café Garda</i> • orders for customers may not be met if staff are under more pressure • customers may start to leave <i>Café Garda</i> • profits at <i>Café Garda</i> may decrease • if accidents increase, then more legal action may happen • costs could increase • costs in the short term could decrease due to savings made from not paying Mark • Rob may have to replace Mark • costs of recruitment and retention/ staff turnover may increase • possible business closure • Mark may take legal action • the business is struggling to meet expenses already. <p>Exemplar response: The removal of an employee could have costly consequences to any business (L1). By removing Mark, Rob has lowered the staffing levels in the kitchen (CONT) (L2). This may mean one of two things, firstly he may have to recruit another person to replace Mark which would cost time and money (L3) and hence lower the profits of Café Garda (L3). Or secondly, he may choose not to replace Mark, which may mean the remaining kitchen staff having to cover his duties, which increases their workload. In turn this may mean that they struggle to cope, decreasing the speed and quality of orders (L3) also profits could drop as customers leave (L3). Overall, the outcome of the decision by Rob to tell Mark to leave, and not return to the business, is predominantly dependent upon whether or not there is a positive reaction from the kitchen (CONT) staff (L4). Even if in the short term the remaining kitchen (CONT) staff could cover the workload in the absence of Mark, in the long term they may struggle to maintain this despite their enthusiasm, which could cause profits to fall (L4).</p>		<p>Award 10-11 marks if a brief evaluation is given. Award 12-14 marks if a detailed and specific evaluation is given.</p> <p>Level 3 (6-9 marks): Candidate analyses the consequences to <i>Café Garda</i> of Rob telling Mark to leave and not to return to the business.</p> <p>Level 2 (3-5 marks): Candidate applies knowledge and understanding of the consequences to <i>Café Garda</i> of Rob telling Mark to leave and not to return to the business.</p> <p>Level (1-2 marks): Candidate identifies the consequences of sacking an employee with no context.</p> <p>Knowledge of employment laws, dismissal, and contracts of employment is not required.</p> <p>Do not award for answers which mention a visit from the Health and Safety Executive, as this is as a result of the incident, not the removal of Mark.</p>

Question		Answer	Marks	Guidance
3	(a)	<p>Indicative content:</p> <ul style="list-style-type: none"> • Equipment is suitable for intended use • Equipment is maintained in a safe condition • Equipment is inspected to make sure that it remains safe • Equipment is stored in a safe manner. 	3	<p>One mark for each identification up to a maximum of three identifications.</p> <p>'Maintenance' must stress the safety aspect rather than equipment working well to be awarded.</p> <p>The legislation only requires that it is the employer's responsibility for the provision and use of the above. Do not award for responses from the employee's perspective.</p> <p>Do not award for 'training' as this is not a requirement of the Provision and Use of Workplace regulations.</p> <p>Do award for 'correct' equipment.</p>
	(b)	<p>Indicative content:</p> <ul style="list-style-type: none"> • expert knowledge • health safety advice/guidelines • promoting positive health and safety culture • controlling occupational risk. <p>Exemplar response:</p> <ul style="list-style-type: none"> • A health and safety advisor gives knowledge on how to have a positive health and safety culture (1). They therefore help to control risk in the workplace (1) • They are responsible for ensuring that all safety legislation is adhered to and policies and practices are adopted (1). This is to help a business minimise risk (1). 	2	<p>Up to two marks.</p> <p>Award an example as additional mark only.</p>

Question	Answer	Marks	Guidance
(c) *	<p>Indicative content:</p> <ul style="list-style-type: none"> • offers specialist knowledge and advice • assessment of the levels of risk • advises on the appropriate measures/equipment to put in place • advice on appropriate training requirements • it costs time and money to consult a Health and Safety advisor • a Health and Safety advisor cannot foresee the behaviours of employees or customers • accidents can still happen despite putting measures in place • even after advice is given, it does not have to be implemented • Rob already has attended a course in risk management, so he should be able to identify risks/hazards and know how to deal with them. <p>Exemplar response: A health and safety advisor is there to advise businesses about the legal health and safety parameters in which they can effectively operate (L1). The advisor would be able to assess levels of risk more accurately than Rob when considering whether to use certain equipment in the kitchen (CONT) or whether measures need to be in place when using them or not (L2). This therefore means that all staff should be fully trained allowing them to be fully aware of the risks they may be exposed to. In doing so, fewer accidents are likely to occur (L3). However when hiring a health and safety advisor it comes at an expense (L1), something which is likely to be difficult for Rob to be able to afford at this time as the restaurant (CONT) is struggling to cover costs (L2). This could lead the restaurant into a loss making situation (L3). Furthermore, given that the kitchen staff are a worker short they may struggle to find the time to accommodate the recommendations given by the health and safety advisor (L3). Overall, in the short term it may be an expensive and timely process for struggling restaurant (CONT), but if in the long term it minimises the risk of legal action from accidents in the kitchen or for customers it may be worthwhile and for that reason he should appoint one (L4).</p>	14	<p>Use of response criteria. NB Marks are embedded for quality of written response in this question.</p> <p>Level 4 (10-14 marks): Candidate evaluates whether or not Rob should consult a health and safety advisor.</p> <p>Award 10-11 marks if a brief evaluation is given. Award 12-14 marks if a detailed and specific evaluation is given.</p> <p>Level 3 (6-9 marks): Candidate analyses whether or not Rob should consult a health and safety advisor.</p> <p>Level 2 (3-5 marks): Candidate applies knowledge and understanding to suggest the advantages/disadvantages of consulting a health and safety advisor in context.</p> <p>Level 1 (1-2 marks): Candidate identifies the advantages/disadvantages of consulting a health and safety advisor with no context.</p> <p>Specific knowledge of commercial kitchens is not required.</p>

Question		Answer	Marks	Guidance
4	(a)	<p>Indicative content:</p> <ul style="list-style-type: none"> everything that is reasonably practical maintaining standards of health and safety in the workplace responsibility of all stakeholders in the business. <p>Exemplar response:</p> <ul style="list-style-type: none"> Everything practical must be done to maintain a safe workplace (1) and it is the responsibility of all the stakeholders (1) Everything must be done to maintain a safe working environment (1) such as the employers adhering to all the health and safety laws (1). 	2	<p>Up to two marks.</p> <p>Award examples as additional mark only.</p>
	(b)	<p>Indicative content:</p> <ul style="list-style-type: none"> kitchen staff must ensure they are safe kitchen staff must ensure a clean and tidy work area kitchen staff must ensure other employees are safe kitchen staff must ensure they are trained customers must ensure they are safe customers must not go in unauthorised areas Rob must ensure his staff are safe Rob must ensure that his staff are trained Rob must ensure that his staff have the correct equipment/ clothing Rob must ensure that his staff have read the health and safety policy. <p>Exemplar response:</p> <ul style="list-style-type: none"> kitchen staff must ensure other employees are safe (1) this means a clean and tidy work area such as tidying away unnecessary food stuffs piled up on the work stations (1) customers have a duty of care to themselves (1) this means not walking into any unauthorised areas such as the kitchen (1) Rob has a duty of care to his employees (1) this means provision of appropriate safety clothing like oven gloves (1). 	6	<p>One mark for each identification to a maximum of three, plus one mark for each of three explanations.</p>

Question		Answer	Marks	Guidance
	(c) (i)	Indicative content: <ul style="list-style-type: none"> • holding regular meetings • carrying out research • anticipating changes in external influences. 	2	One mark for each correct identification to a maximum of two identifications. Procedures required – not just statements about contingency planning.
	(ii)	Indicative content: <ul style="list-style-type: none"> • regular meetings highlight areas for concern • there could be the creation of a multi skilled workforce • policies are created to deal with likely events • reaction time is faster • may reduce long term costs • may help maintain long term profitability • may help maintain reputation • helps to consider external event. Exemplar response: <ul style="list-style-type: none"> • Regular meetings highlight areas of concern (1). Rob would have been able to identify the problems of a reduction in staff and may have employed additional kitchen staff/front of house staff to temporarily replace Mark/Donna (1). • There could have been the creation of a multi skilled workforce (1). Rob could have ensured that both the kitchen staff and the waiters could have rotated in the event of one of the employees being unable to work by giving them specific training on each other's jobs (1). 	4	One mark for each identification to a maximum of two, plus one mark for each of two explanations.

Question	Answer	Marks	Guidance
	<p>(iii) Indicative content:</p> <ul style="list-style-type: none"> • needs to be regularly updated • initial research must be carried out • can be time consuming • could be expensive in the short term • does not always consider all eventualities • does not consider human behaviours • accidents may still happen. <p>Exemplar response:</p> <ul style="list-style-type: none"> • Can be time consuming (1) the problem that Rob faces is that he has a new business where demand is so high that the staff are struggling as it is to meet orders (1) • Could be expensive in the short term (1). It is apparent that <i>Café Garda</i> is struggling financially and so may not be able to afford to carry out contingency planning (1). 	4	<p>One mark for each identification to a maximum of two, plus one mark for each of two explanations.</p> <p>Award for 'back up plan may not work'.</p>

Question	Answer	Marks	Guidance
(d)	<p>Indicative content:</p> <ul style="list-style-type: none"> • possibility of becoming a partnership • other sources of finance (eg loans?) • more funds may be sought as a private limited company • limited liability • being in charge/control • the business has been suffering financially • extra funds could help the business to survive • there will be more owners of the business • Rob would lose his sole ownership of his business. • the family and friends may not want to buy shares in the business • the capital raised may not be enough • the new owners may run the business in a way that Rob dislikes • the business may still not survive in the long term • marketing implications. <p>Exemplar response: A sole proprietorship can grow by becoming a private limited company where funds are raised by selling shares of ownership to family and friends (L1). The shares could be sold to family and friends to bring in some much needed financial relief to the struggling restaurant (CONT) (L2). With these extra funds the restaurant may be able to afford the new kitchen equipment it so badly needs (L3). Being a sole tradership, if the restaurant goes bankrupt Rob could lose not only the business (which represents his entire life savings), but also his personal possessions as well (L2). Given that the restaurant is struggling financially it is highly likely that without these much needed extra funds the business closing is a distinct possibility (L3). Overall, the business should become a Private Limited company and Rob should sell shares to family and friends, increasing the funds available to the ailing restaurant (L4). Furthermore the limited liability obtained will ensure that Rob cannot lose his personal possessions in the event of the restaurant (CONT) becoming insolvent (L4).</p>	14	<p>Use of response criteria.</p> <p>Level 4 (10-14 marks): Candidate evaluates whether or not Rob should give up his sole ownership in an attempt to save the business.</p> <p>Award 10-11 marks if a brief evaluation is given. Award 12-14 marks if a detailed and specific evaluation is given.</p> <p>Level 3 (6-9 marks): Candidate analyses benefits/drawbacks to Rob of giving up his sole ownership in an attempt to save the business.</p> <p>Level 2 (3-5 marks): Candidate applies knowledge and understanding to suggest benefits/drawbacks to Rob of giving up his sole ownership in an attempt to save the business.</p> <p>Level 1 (1-2 marks): Candidate identifies benefits/drawbacks of different types of ownership with no context.</p> <p>A detailed knowledge of the legal structure of limited companies is not required.</p>

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