

GCE

Leisure Studies

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

Advanced GCE

Mark Scheme for June 2015

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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 used in the detailed Mark Scheme (to include abbreviations and subject-specific conventions)

Annotation	Meaning
	Correct
	Wrong
L1	Level 1
L2	Level 2
L3	Level 3
NAQ	Not answered the Question – award 0 marks
REP	Repetition
BOD	Benefit of doubt

Question	Answer	Marks	Guidance	
			Content	Levels of Response
1a.	<p>Seasonal Staff</p> <p>A seasonal job is a short-term position designed to fill a temporary need, usually related to the time of year.</p>	2	Extra mark awarded for an appropriate example of when a seasonal employee would work	<p>Points marking</p> <p>One mark for the correct</p> <p>One mark for correct identification of job role</p>
1b	<p>Equality Act</p> <p>The main purpose of the Equality Act 2010 is to strengthen the previous law on discrimination to promote equality and provide a simpler, framework for the effective prevention of discrimination. People cannot be discriminated against based on race, religion, gender, age, disability, or sexual orientation.</p>	2	<p>Extra mark awarded for an appropriate example of how a person can be discriminated against</p> <p>And/or</p> <p>For explaining that all previous acts have now been brought together under the Equality Act</p>	<p>Points marking</p> <p>One mark for the correct identification of intention</p> <p>One mark for correct identification of requirements</p>
1c	<p>Indicative Content</p> <p>The Working Time Regulations set:</p> <ul style="list-style-type: none"> • A limit on average weekly working time to 48 hours (though individuals can choose to work longer) • A limit on night workers' average normal daily working time to 8 hours • A requirement to offer health assessments to night workers • Minimum daily and weekly rest periods • Rest breaks at work • Paid annual leave 	10	<p>Level 1: [1-3 marks]</p> <p>Candidate identifies/describes the selected piece of legislation. Information may be in the form of a list of actions that the organisation has to carry out. Sentences have limited coherence and structure, often being of doubtful relevance to the main focus of the question.</p> <p>Level 2: [4-6 marks]</p> <p>Candidate discusses a number of the key implications of the selected piece of legislation. Candidates will show an understanding of the question and include explanations of</p>	<p>0 marks</p> <p>No response or no response worthy of credit.</p> <p>Level 1: [1-3 marks]</p> <p>List – maximum 2 marks</p> <p>2 identifications plus one description – 3 marks</p> <p>2 identifications and unsupported judgement – 3 marks</p> <p>Level 2: [4-6 marks]</p> <p>No list – must be at least 'describe'</p> <p>Description only – 4 marks</p> <p>Explanation/analysis – 5 marks</p> <p>Evaluative comment (because.... means that....) – 6 marks</p>

Question	Answer	Marks	Guidance	
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	<p>Level 1: [1-3 marks] The Working Time Regulations limit weekly working time to 48 hours; they place a limit on night workers' average normal daily working time to 8 hours. There are minimum daily and weekly rest periods, rest breaks at work and paid annual leave. Full Sail will have to employ more staff to ensure that their staff are not working too many hours, both during the day and the evening. They will also have to ensure that they have enough different types of staff to cover shifts, breaks and holidays</p> <p>Level 2: [4-6 marks] Full Sail will have to employ a variety of seasonal, part-time and self-employed staff to ensure that no-one is working too many hours, unless they choose to, and that there are enough breaks and holidays for staff. Failure to follow the Working Time Directive could result in Full Sail being taken to court over breaches, or an increase in accidents due to tired staff. Full Sail may lose business due to the resulting poor publicity. The Working time directive places a limit on average weekly working time to 48 hours – upper limit although individuals can choose to work longer. This means that organisation such as Full Sail may have to employ more staff to ensure all the working hours are covered, but without breaking this regulation or they could have legal action taken against them. To get more people means recruiting more staff, which could cost in both time and money.</p>		<p>possible impact of the legislation, and comes to a judgement. The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary.</p> <p>Level 3: [7-10 marks] Candidate will show a clear understanding of the question and include detailed identification and explanation of their selected piece of legislation. Candidate effectively discusses the impact on the organisation of the selected legislation, coming to a judgement. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary</p>	<p>Level 3: [7-10 marks] Identification/description implied/assumed Explanation/analysis/comparison of more than one point/both sides – 7 marks An evaluation/judgement without overall conclusion/prioritisation – 8 marks With overall supporting conclusion – 9/10 marks</p>

Question	Answer	Marks	Guidance	
			Content	Levels of Response
	<p>Level 3: [7-10 marks] The Working time directive places a limit on average weekly working time to 48 hours – upper limit although individuals can choose to work longer. This means that organisation such as Full Sail may have to employ more staff to ensure all the working hours and break periods are covered. This would cost the organisation time and money – initially through recruitment of additional staff, but also through training as the additional staff may need to be trained in order to do the job. Using a number of staff also means that quality may be variable as consistency is generally easier to maintain with a smaller team. As an outdoor activity centre they need to ensure the staff have sufficient hours to cover the session times as changes of staff could affect the health and safety of the activity – a prime concern in this industry. The working time directive should mean that the staff are happier and have a more scheduled week of work; however it may prove costly to the organisation.</p>			

Question	Answer	Marks	Guidance	
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2a	<p>Indicative content: 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 Cost <p>Level 1: [1-3 marks] Advertising locally means that Full Sail are 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, or competition from other sailing organisations. 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 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 sailing 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</p>	10	<p>Level 1: [1-3 marks] Candidate identifies/describes advertising. Information may be in the form of a list of advantages and disadvantages of advertising. Sentences have limited coherence and structure, often being of doubtful relevance to the main focus of the question.</p> <p>Level 2: [4-6 marks] Candidate discusses a number of advantages and disadvantages of present method - advertising. Candidates will show an understanding of the question and include explanations of possible advantages and disadvantages of advertising and comes to a judgement. The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary.</p> <p>Level 3: [7-10 marks] Candidate will show a clear understanding of the question and include detailed identification and explanation of advertising. Candidate effectively discusses the features of advertising and</p>	<p>Level 1: [1-3 marks] List – maximum 2 marks 2 identifications plus one description – 3 marks 2 identifications and unsupported judgement – 3 marks</p> <p>Level 2: [4-6 marks] No list – must be at least ‘describe’ Description only – 4 marks Explanation/analysis – 5 marks Evaluative comment (because.... means that....) – 6 marks</p> <p>Level 3: [7-10 marks] Identification/description implied/assumed Explanation/analysis/comparison of more than one point/both sides – 7 marks An evaluation/judgement without overall conclusion/prioritisation – 8 marks With overall supporting conclusion – 9/10 marks</p>

Question	Answer	Marks	Guidance	
			Content	Levels of Response
	<p>the 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. If 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> <p>Level 3: [7-10 marks] Advertising locally in sailing clubs and local newspapers could attract appropriate people to apply for the instructor positions. However as the area is a sailing area it is likely that there are other clubs in the area trying to recruit the same staff in a limited employee market. The other issue with advertising locally is the lack of sufficiently qualified staff, as the instructors will require qualifications in order to take people onto the water due to insurance needs. Limiting themselves locally, although probably the quickest and easiest method with little cost. It may not result in finding suitable people for the role and therefore they may need to think about advertising further afield in more specialist magazines.</p>		<p>why they are suitable, coming to a judgement. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary</p>	

Question	Answer	Marks	Guidance	
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2b	<p>Indicative Content</p> <ul style="list-style-type: none"> • 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>Level 1: [1-3 marks] An application form is a form sent out to potential applicants, they combine the content of CV and other information that the organisation wants to collect from potential employees. The application form can be designed to suit the organisation's needs, whereas the CV in general follows a more generic format.</p> <p>Level 2: [4-6 marks] Application forms have several advantages over submitting CV's as the business can direct applicants to key questions that are particularly relevant to the job. All applicants submit the information in the same format which make comparisons of individuals much easier. The form can also be tailored to meet the needs of Full Sail. 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 wait for CV's. The application form also allows employer to draw more personal information than the summary in a CV.</p>	10	<p>Level 1: [1-3 marks] Candidate identifies/describes advertising. Information may be in the form of a list of advantages and disadvantages of application forms. Sentences have limited coherence and structure, often being of doubtful relevance to the main focus of the question.</p> <p>Level 2: [4-6 marks] Candidate discusses a number of advantages and disadvantages of application forms. Candidates will show an understanding of the question and include explanations of possible advantages and disadvantages of application forms over CV's and comes to a judgement. The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary.</p> <p>Level 3: [7-10 marks] Candidate will show a clear understanding of the question and include detailed identification and explanation of application forms and their advantages and disadvantages in comparison to</p>	<p>Level 1: [1-3 marks] List – maximum 2 marks 2 identifications plus one description – 3 marks 2 identifications and unsupported judgement – 3 marks</p> <p>Level 2: [4-6 marks] No list – must be at least 'describe' Description only – 4 marks Explanation/analysis – 5 marks Evaluative comment (because.... means that....) – 6 marks</p> <p>Level 3: [7-10 marks] Identification/description implied/assumed Explanation/analysis/comparison of more than one point/both sides – 7 marks An evaluation/judgement without overall conclusion/prioritisation – 8 marks With overall supporting conclusion – 9/10 marks</p>

Question	Answer	Marks	Guidance	
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	<p>Level 3: [7-10 marks] Application forms have several advantages over submitting CV's. Application forms are more specific to the organisation in terms of layout, format and questions asked. They can be used to link into the aims of the organisation and to see if the individual would fit into the environment. As the business can direct applicants to key questions that are particularly relevant to the job, unlike a CV which is very much generalised information. All applicants submit the information in the same format which make comparisons of individuals much easier. The form can also be tailored to meet the needs of Full Sail in every way. One disadvantage of both an application form and a CV is that the business may not be able to view an individual's handwriting and not be able to judge literacy levels; however this could be tested late in the recruitment process. The process could be speeded up as the form could be used online, rather than wait for CV's. The application form also allows employer to draw more personal information than the summary in a CV. Over all the application form can be tailored specifically to the needs of the business; however it still needs to be used in conjunction with other pieces of information about potential employees.</p>		CV's. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary	
2c	Shortlisting is the comparison of a job applicant's skills and qualifications against the list of preferable skills candidates should have that have been selected for final consideration for a job position.	2	Second mark award for statement of a suitable criteria to use for shortlisting e.g. essential criteria on the job description	Points marking Up to 2 marks for a correct definition

Question	Answer	Marks	Guidance	
			Content	Levels of Response
2d	<p>Indicative content:</p> <ul style="list-style-type: none"> - Can be employed short term – so avoiding seasonal issues - May be competition for workers - May lack commitment to the organisation - They are responsible for their own personal development - May lack updated training <p>Seasonal employed – flexible, useful when busy, easy to lay off when not needed, lack motivation, and may not understand company procedures. Permanently employed – motivated, understand company procedures, have to pay them more, pay their tax, sick pay.</p> <p>Exemplar response:</p> <p>Level 1: [1-4 marks] If an employer provides and controls work, supplies equipment and pays tax and national insurance the worker is an employee. Using seasonal staff, remove some administration burdens for the organisation, however they may struggle to get the staff when they need them as they may have other work commitments, or may be available for one season and then not the next – removing consistency for the organisation. Staff who are employed on a seasonal basis also need training into how the organisation operates, and this is repeated year after year – costing money. Seasonal staff also may lack the commitment to the organisation as there is no long term future there; however the cost savings when there is no work may justify this as a choice.</p>	8	<p>Level 1: [1-4 marks] Candidate identifies/describes the seasonal employment. Information may be in the form of advantages and disadvantages. 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>Level 2: [5-8 marks] Candidate will show a clear understanding of the question and include detailed identification and explanation of employment types. Candidate effectively justifies their views and suggests why seasonal employees are suitable or not. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.</p>	<p>Level 1: [1-4 marks] List of points – maximum 1 mark Description – up to 2 marks Explanation – up to 3 marks Unsupported judgements/limited discussion – up to 4 marks</p> <p>Level 2: [5-8 marks] Identification/description implied/assumed. Explanation/analysis/comparison of more than one point/both sides – 5-6 marks. An evaluation/judgement without overall conclusion/prioritisation – 7 marks. With overall supporting conclusion – 8 marks</p>

Question	Answer	Marks	Guidance	
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	<p>Level 2: [5-8 marks] Using seasonal staff, removes some administration burdens, the worker could be said to be self-employed for the organisation, which may save the organisation money. However, they may struggle to get the staff when they need them as they may have other work commitments, which would reduce the flexibility the organisation have, making them less able to meet the needs of their customers. The benefits for Full Sail using seasonal staff rather than employed staff is that they are saving costs on employing staff full time, particularly important in an industry where the additional administration tasks such as taxation and national insurance, money that could be invested elsewhere to make the organisation better. The use of these workers gives Full Sail flexibility, and also allows employees flexibility to work around their lives. However, they may feel they do not belong to the organisation, and have less commitment, reflected in the service they offer, so in the long run Full Sail may suffer in terms of customer experience, but may make up for this in cost saving..</p>			

Question	Answer	Marks	Guidance	
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3a	<p>Level 1: [1-4 marks] The key areas of induction are: Health and safety induction to make it safe, and induction to the Organisation so they know where they fit in. Job induction so they know their role and Personnel induction to make people feel settled so they fit in as soon as possible without affecting the running of the organisation. This ensure the customer enjoys the experience and are willing to come back.</p> <p><i>Need the why to access level 2</i></p> <p>Level 2: [5-8 marks] There are several parts of an induction that Full Sail should include, including a Health and safety induction this is needed to ensure a safe workplace They need an organisation induction. So the overall aims of the organisations are met, and they know where they fit into the organisation. They also need a job induction. So individuals understand their job, lines of responsibility etc. which aids productivity and efficiency. All staff need a personnel induction done in the first few hours after arrival so they know where key areas are – toilets, canteen etc., to make people feel settled, and they are less likely to leave reducing costs in terms of staff turnover.</p>	8	<p>Level 1: [1-4 marks] Candidate describes the key elements of an induction programme. Information may be in the form of a list of points. 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>Level 2: [5-8 marks] Candidate will show a clear understanding of the question and include detailed identification and explanation of an induction programme and the impact on the organisation and the employee. Candidate effectively justifies their views and the use of appraisal. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.</p>	<p>Level 1: [1-4 marks] List of points – maximum 1 mark Description – up to 2 marks Explanation – up to 3 marks Unsupported judgements/limited discussion – up to 4 marks</p> <p>Level 2: [5-8 marks] Identification/description implied/assumed. Explanation/analysis/comparison of more than one point/both sides – 5-6 marks. An evaluation/judgement without overall conclusion/prioritisation – 7 marks. With overall supporting conclusion – 8 marks</p>

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3b	<p>On the training, occurs when employees receive training whilst remaining in the workplace, this could be work shadowing, instruction or coaching. Whereas off the job training is when employees are taken away from their place of work to be trained, using methods such as day release, evening classes, day courses.</p>	2		<p>Points marking One mark for each correct explanation of the training types.</p>
3c	<p>Indicative content</p> <p>Advantages</p> <ul style="list-style-type: none"> • 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>Disadvantages</p> <ul style="list-style-type: none"> • Cost in time • Cost in money • Staff may move on with new qualifications • Conflict within the organisation <p>Level 1: [1-3 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. Disadvantages are cost in time and money</p>	10	<p>Look for general work and repetition in responses</p> <p>Level 1: [1-3 marks] Candidate identifies/describes the purpose of training and development. Information may be in the form of a list of advantages and disadvantages of training and development. Sentences have limited coherence and structure, often being of doubtful relevance to the main focus of the question.</p> <p>Level 2: [4-6 marks] Candidate discusses a number of the key benefits and drawbacks of training and development. Candidates will show an understanding of the question and include explanations of possible impact of the training, and comes to a judgement. The answer is relevant and accurate and shows reasonable</p>	<p>Level 1: [1-3 marks] List – maximum 2 marks 2 identifications plus one description – 3 marks 2 identifications and unsupported judgement – 3 marks</p> <p>Level 2: [4-6 marks] No list – must be at least ‘describe’ Description only – 4 marks Explanation/analysis – 5 marks Evaluative comment (because.... means that....) – 6 marks</p> <p>Level 3: [7-10 marks] Identification/description implied/assumed Explanation/analysis/comparison of more than one point/both sides – 7 marks An evaluation/judgement without overall conclusion/prioritisation – 8 marks With overall supporting</p>

Question	Answer	Marks	Guidance	
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	<p>Level 2: [4-6 marks] Full Sail would train and develop their 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 Full Sail is how much it will cost in terms of money to do the training but also the cost in time of letting staff off work to do the training.</p> <p>Level 3: [7-10 marks] Full Sail would train and develop their 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 Full Sail is how much it will cost in terms of money to do the training but also the cost in time of letting staff off work to do the training. Conflict could also arise between staff who do on not get training. Overall the benefits out weight the costs of training and development</p>		<p>knowledge and understanding of concepts and principles with some use of specialist vocabulary.</p> <p>Level 3: [7-10 marks] Candidate will show a clear understanding of the question and include detailed identification and explanation of the benefits and drawbacks of training and development. Candidate effectively discusses the impact on the organisation of the training, coming to a judgement. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary</p>	<p>conclusion – 9/10 marks</p>

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4a	<p>Indicative Content</p> <ul style="list-style-type: none"> • management style • 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 and individual an incentive for action. Individuals are not the same, therefore it is unlikely that any two people could have be motivated in the same way, what motivates one individual may not motivate another – so everyone should be viewed individually. Staff need to feel that what they are doing is worthwhile. Remuneration, paying people more if they achieve specific targets etc. is likely to motivate staff.</p> <p>Level 2: [5-8 marks] Staff need to feel that what they are doing is worthwhile. Remuneration, paying people more if they achieve specific targets etc. is likely to motivate staff, however money is not important to all people. Job enlargement would be good as it ensures that they do more things, and reduce boredom. The down side maybe that he then may become more bored with lots of elements of the job rather than just one, however it would make them more multi skilled which is beneficial to the organisation, however it may be a poor use of individuals experience. The use of teamwork would also help within Full Sail – it would create good communication, and foster good relationships. With staff being seasonal money is</p>	12	<p>0 marks No response or no response worthy of credit. No right answers, needs explanation of why for higher grades</p> <p>Level 1: [1-4 marks] Candidate identifies/describes the motivational technique - remuneration. There is little or no attempt to draw valid conclusions. .</p> <p>Level 2: [5-8 marks] Candidate describes remuneration and its impact on motivation. Candidates will show an understanding of the question and include explanations of how the technique will motivate or not. 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>Level 1: [1-4 marks] List – maximum 2 marks 2 identifications plus one description – 3 marks 2 identifications and unsupported judgement – 4 marks</p> <p>Level 2: [5-8 marks] No list – must be at least ‘describe’ Description only – 5 marks Explanation/analysis – 6 or 7 marks Evaluative comment (because.... means that....) – 8 marks</p> <p>Level 3: [9-12 marks] Identification/description implied/assumed Explanation/analysis/comparison of more than one point/both sides – 9 or 10 marks An evaluation/judgement without overall conclusion/prioritisation – 11 marks With overall supporting conclusion 12 marks</p>

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	<p>probably a suitable motivator, as they will need other jobs to fill their employment gap.</p> <p>Level 3: [9-12 marks] Money could be used as a key motivator as most individuals can be driven by this, however the organisation must consider the cost / benefit of this as it may prevent money being used in other areas of the organisation. Job enlargement, allowing staff to do more tasks, rather than specialising in one area, this may reduce the overall boredom factor, whilst providing multi skilled individuals who may improve the service on offer to customers. However, they must consider if Staff would take on these extra tasks without additional pay – as this may demotivate them and cause Full Sail more issues. As staff are seasonal remuneration would seem to be an appropriate method, particularly if the instructors are younger, as this age group generally have smaller incomes.</p>		<p>Level 3: [9-12 marks] Candidate will show a clear understanding of the question and include detailed identification and explanation of a number motivational techniques and how they may impact onto individuals. Candidate effectively draws valid conclusions about how remuneration will affect the levels of motivation of seasonal staff. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.</p>	
4b	<p>Level 1: [1-3 marks] An appraisal is an identification of an individual's progress and development needs. It is usually done at least once a year. It is most commonly done in a meeting with a line manager. It could also be a done through a self-appraisal, 360 appraisals or a peer appraisal. It allows the appraiser and appraisee to express their views in an open forum, and therefore has value to both parties if done correctly rather than just a paper exercise. It needs to be conducted in an open non-threatening environment if it is to produce good results.</p>	10	<p>[1-3 marks] Candidate identifies/describes the purpose of training and development. Information may be in the form of a list of advantages and disadvantages of training and development. Sentences have limited coherence and structure, often being of doubtful relevance to the main focus of the question.</p>	

Question	Answer	Marks	Guidance	
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	<p>Level 2: [4-6 marks] Self-appraisal is one method that 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, so may support Peter's viewpoint. 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 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. An appraisal is often one of the few opportunities that employees get to express their views and therefore provides feedback to the organisation about how things can be improved. Due to this the appraisal process is of value and Peter should re-evaluate his view.</p> <p>Level 3: [7-10 marks] Self-appraisal is one method that could be used; however the staff member may not be honest and self-critical. This would result in inaccurate findings. In this case Jeanette does not feel she is doing anything wrong, and there if she does her own appraisal it will not be truly reflective of her work at the present moment. Other staff may also find it hard to praise themselves, again this will produce bias results which are not useful, so may support Peter's viewpoint.</p>		<p>Level 2: [4-6 marks] Candidate discusses a number of the key benefits and drawbacks appraisal. Candidates will show an understanding of the question and include explanations of possible impact of the appraisal process, and comes to a judgement. The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary.</p> <p>Level 3: [7-10 marks] Candidate will show a clear understanding of the question and include detailed identification and explanation of the benefits and drawbacks of the appraisal process. Candidate effectively discusses the impact on the organisation of appraisals, coming to a judgement. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary</p>	

Question	Answer	Marks	Guidance	
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	<p>A peer appraisal also cause problems as someone's work colleague may not be honest as someone may give a friend a better appraisal than they should get, or may use ti as a means to punish someone for something they have done, misusing the appraisal system. As a colleague may be a person who 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.</p> <p>An appraisal is often one of the few opportunities that employees get to express their views and therefore provides feedback to the organisation about how things can be improved as well as providing motivation to an individual. Due to this the appraisal process is of value and Peter should re-evaluate his view.</p>			
4c	<p>This procedure of a grievance procedure is to provide a method for the quick and effective resolution of difficulties that may arise in the workplace, through open communication and discussion between colleagues. It allows employees who feel aggrieved about the way they are treated to express their opinions and views and have issues dealt with in a fair manner.</p>	2		Points marking Up to 2 marks for correct explanation

Question	Answer	Marks	Guidance	
			Content	Levels of Response
5	<p>Level 1: [1-4 marks]</p> <p>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 such as disposable income, interest rates, and employment levels 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 <p>Level 2: [5-8 marks]</p> <p>The economy if strong may result in high employment levels in the region due to it being an area high in tourism, due to this Full Sail may have to show an increase in remuneration packages to attract people to come to work at Full Sail. Extra remuneration may also be true because of its location, and the potential competition for staff. Falling and rising interest rates will have an effect on costs therefore it might impact on finance available for labour cost and training. The changes in interest rates may also affect the amount of disposable income available to customers as this rise, disposable income is reduced and luxuries such as visits to facilities such as Full Sail may be reduced resulting in the need for less staff, as sailing is seen as a high end luxury product.</p>	12	<p>0 marks No response or no response worthy of credit.</p> <p>Level 1: [1-4 marks] Candidate identifies/describes the economy; it may be in the form of a list of economic factors. There is little or no attempt to draw valid conclusions.</p> <p>Level 2: [5-8 marks] Candidate describes the economy and its impact on HRP. Candidates will show an understanding of the question and include explanations related to a number of key economic factors that have an impact. 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>Level 1: [1-4 marks] List – maximum 2 marks 2 identifications plus one description – 3 marks 2 identifications and unsupported judgement – 4 marks</p> <p>Level 2: [5-8 marks] No list – must be at least ‘describe’ Description only – 5 marks Explanation/analysis – 6 or 7 marks Evaluative comment (because.... means that....) – 8 marks</p> <p>Level 3: [9-12 marks] Identification/description implied/assumed Explanation/analysis/comparison of more than one point/both sides – 9 or 10 marks An evaluation/judgement without overall conclusion/prioritisation – 11 marks With overall supporting conclusion 12 marks</p>

Question	Answer	Marks	Guidance	
			Content	Levels of Response
	<p>Level 3: [9-12 marks]</p> <p>Uncertainty in the economy might lead to a more flexible workforce being employed, changing the methods of employment used at Full Sail, allowing them to increase and decrease the number of staff to match in with demand for the services Full Sail offer. This may affect the finances of the organisation, with training and wages costing more – meaning costs may have to be cut or prices increased – which in turn may affect customer numbers. As customer numbers rise and fall, the number of staff rises and fall. With the economy in a weak position people may decide that a visit to Full Sail would be a luxury and therefore may chose not to do it, the impact of this is less staff are needed to provide services and so would need to be reduced. Due to changes in the economy staff may choose to work elsewhere so they might need to improve their remuneration packages to attract staff to Full Sail. Falling and increasing interest rates will have an effect on costs therefore it might impact on finance for labour cost and training. Uncertainty might lead to a more flexible workforce being employed, changing the methods of employment used at Full Sail. This may affect the finances of the organisation, with training and wages costing more – meaning costs may have to be cut or prices increased – which in turn may affect customer numbers. The economy has a direct impact on human resource planning, and is something which Full Sail will have to do on a regular basis.</p>		<p>Level 3: [9-12 marks]</p> <p>Candidate will show a clear understanding of the question and include detailed identification and explanation of a number of key economic factors that affect HRP. Candidate effectively draws valid conclusions about how the economy impacts on Full sail. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.</p>	

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