

GCE

Leisure Studies

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

Advanced GCE

Mark Scheme for June 2017

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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)

Subject specific - insert details in table making sure that the annotation matches the image that appears on scoris. Your Qualifications Manager or Qualifications Leader will be able to help.

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

Question	Answer	Marks	Guidance	
			Content	Levels of Response
1a	<p>Full time staff – staff who have a contract without an end date, who work at least 35 hours per week</p> <p>Seasonal Staff – staff with a contract for a specific time period, with an end date.</p>	2		Points marking
1b	<ul style="list-style-type: none"> • Contracts with end dates • More flexible to meet seasonal needs • Less communication with the organisation • Might affect motivation • Only paying staff when you need them • Difficult to plan seasonal staff due to changing lives. • Bring in new skills <p>Level 1: [1-3 marks]</p> <p>Seasonal staff are staff employed just for a particular period of time, usually when the organisation is experiencing increased demand. This time period can usually be anticipated as it often forms a trend year on year. Organisations benefit from employing seasonal staff as the staff are needed only for that time period and therefore do not have to be paid during the quieter periods of the year. Due to only being there for a short period of time, they may not feel committed to the organisation and not work as well as they possibly could.</p>	6	<p>Level 1: [1-3 marks] Candidate identifies/describes a seasonal workforce. Information may be in the form of a list of items for the key features of a seasonal workforce. 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 analyses a number of the key elements of a seasonal workforce. Candidates will show an understanding of the question and include explanations of the elements of a seasonal work force. The answer is relevant and accurate and shows reasonable knowledge</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 General analysis – 5 marks Applied analysis (because.... means that....) – 6 marks</p>

	<p>Level 2: [4-6 marks] Seasonal staff are staff employed just for a particular period of time, usually when the organisation is experiencing increased demand. Organisations benefit from employing seasonal staff as the staff are needed only for that time period and therefore do not have to be paid during the quieter periods of the year, so saving on direct staffing costs. However the disadvantages of seasonal staff are that year on year different staff may be recruited, and all have to be trained in the ways of the organisation so increasing training costs for Snap Gate Fishing. As they are only there on a temporary basis commitment may be lacking and levels of absenteeism and sickness may be higher than in the permanent staff. Customer service could be potentially at a lower level due to a don't care attitude as they have no long term commitment. Overall seasonal staff are beneficial to a leisure organisation such as Snap Gate Fishing as it allows them to be flexible, however all areas of work should be monitored for quality.</p>		and understanding of concepts and principles with some use of specialist vocabulary	
2a	<p>Indicative content: Person Specification Qualifications Personal Skills and Qualities Experience Job Description</p>	8	<p>Level 1: [1-4 marks] Candidate identifies/describes the purpose of documents in the recruitment process. Information may be in the form of a list of advantages and disadvantages of job</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</p>

	<p>Nature of the post Reporting Structure Responsibilities Location Salary</p> <p>Exemplar response:</p> <p>Level 1: [1-4 marks] A job description outlines what the job entails such as the nature of the post, reporting structure, responsibilities and the job location and the person specification outlines the qualifications, personal skills, qualities and experience the person needs to be able to carry out the duties of that job. These can be used to match the person to the job, looking at what they can offer in qualifications and skills etc and whether these match what the organisation want.</p> <p>Level 2: [5-8 marks] A job description outlines what the job entails such as the nature of the post, reporting structure, responsibilities and the job location and the person specification outlines the qualifications, personal skills, qualities and experience the person needs to be able to carry out the duties of that job. The documents provide a clear description of what the companies looking for and therefore reduce the number of unsuitable applicants, which saves</p>		<p>descriptions and person specifications. Candidates may include explanations of advantages and disadvantages of using recruitment documents. 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 the reasons for the use of recruitment and selection documents. Candidate effectively justifies their views and suggests ways in which these documents aid organisations. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.</p>	<p>– 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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	<p>Snap Gate Fishing time and money in the recruitment process, reducing the number of people they may have to interview. Person specifications, alongside the job description can be used as assessment tools to match up the skills and qualifications against each applicant they allow the company to shortlist candidates and rank the criteria by which candidates can be judged and used in the decision making process. The use of job descriptions and person specifications also aid recruitment as it should ensure that the people applying for the job are people who have the reviewed what is needed for the job and therefore do not apply if they do not have sufficient skills or experience. However on the downside, people are able to write an application that ticks the boxes on the description, even if they are unsuitable for the position – this could lead to wasted time and money in the recruitment process.</p>			
2b	<p>Contract start date Salary Holiday entitlement Hours of work Annual leave Notice periods Job role</p>	2		<p>Points marking One mark for the correct identification of items up to two marks</p>
2c	<p>Indicative content: The Working Time Directive set:</p> <ul style="list-style-type: none"> • A limit on average weekly working time to 48 hours (though individuals can choose 	8	<p>Level 1: [1-4 marks] Candidate identifies/describes the working time directive. Information may be in the form of a list of impacts of the act.</p>	<p>Level 1: [1-4 marks] List of points – maximum 1 mark Description – up to 2 marks Explanation – up to 3 marks</p>

	<p>to work longer) A limit on night workers' average normal daily working time to 8 hours</p> <ul style="list-style-type: none"> • A requirement to offer health assessments to night workers • Minimum daily and weekly rest periods • Rest breaks at work • Paid annual leave <p>Impact needed for higher level – such as training more staff, cost, time, having lots of staff</p> <p>Exemplar response :</p> <p>Level 1: [1-4 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 Snap Gate Fishing 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>Level 2: [5-8 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 Snap Gate Fishing may have to employ more</p>		<p>Candidates may include positive and negative impacts of the act. 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 working time directive. Candidate effectively justifies their views and suggests ways in which the act impacts on an organisation. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.</p>	<p>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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	<p>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 organisation that opens early to late they need to ensure the staffs has 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>			
2d	<p>Theft is classed as gross misconduct (needed for 2) When gross misconduct is committed a member of staff can be dismissed and removed from the premises immediately.</p>	2		Points marking Up to two marks
2e	<p>Indicative Content</p> <ul style="list-style-type: none"> • Cost in time to train • Cost in money to train • Ongoing process as higher staff turnover • Poor customer service • Loss of customers • Reputation lost • Implications legally if health and safety not abided by staff • Difficulties in recruiting good staff due to 	10	<p>Level 1: [1-3 marks] Candidate identifies/describes the impact of recruiting poorly performing staff. Information may be in the form of a list of advantages and disadvantages. Sentences have limited coherence and structure, often being of doubtful relevance to the main focus of the question.</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’</p>

	<p>reputation</p> <p>Level 1: [1-3 marks] Customer service is about meeting or exceeding the needs of your customers. If Snap Gate Fishing are to get customers coming back time and time again they need to have good customer service. If Snap Gate Fishing employ poorly performing employees in customer service positions it will show and customers will have a poor experience and not return to the business,</p> <p>Level 2: [4-6 marks] Customer service is about meeting or exceeding the needs of your customers. If Snap Gate Fishing is to get customers coming back time and time again they need to have good customer service. If the people employed do not have the necessary skills already it will cost Snap Gate Fishing time to train then up to the necessary level this will also cost in money to train them to the necessary level. Whilst this is happening Snap Gate Fishing may also be down on staffing so the experience the customers receive may also be down resulting in a lack of repeat custom. This affects the reputation of Snap Gate Fishing both as a provider and as an employer, which may result in a loss of custom and difficulties in the recruitment of further staff. Health and safety may also be an issue as staff are not trained well enough and may hurt themselves.</p>		<p>Level 2: [4-6 marks] Candidate discusses a number of the implications of employing poorly performing staff in front of house positions. Candidates will show an understanding of the question and include explanations of possible impact of the poorly performing staff. 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 impact of poorly performing staff in front of house positions. Candidate effectively discusses the impact on the organisation of selecting inappropriate staff, coming to a judgement. There is sound and frequent evidence of thorough, detailed</p>	<p>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> <p>Answer can include all positions in the organisation.</p>
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	<p>Level 3: [7-10 marks] Customer service is about meeting or exceeding the needs of your customers. If Snap Gate Fishing is to get customers coming back time and time again they need to have good customer service. The people employed do not have the necessary skills already it will cost Snap Gate Fishing time to train then up to the necessary level this will also cost in money to train them to the necessary level. Whilst this is happening Snap Gate Fishing may also be down on staffing so the experience the customers receive may also be down resulting in a lack of repeat custom. This affects the reputation of Snap Gate Fishing both as a provider and as an employer, which may result in a loss of custom and difficulties in the recruitment of further staff. Health and safety may also be an issue as staff are not trained well enough and may hurt themselves and then could go on to sue Snap Gate Fishing which would cost them additional money in terms of insurance premiums. Customers could also take legal action if an accident happened due to a lack of staff training, as well as legal action this has the potential to affect their overall reputation. Overall the recruitment of poorly trained staff is negative for Snap Gate Fishing and they would be better paying higher wages for better qualified staff.</p>		<p>and accurate knowledge and understanding of concepts and principles using specialist vocabulary</p>	
3a	<p>Level 1: [1-3 marks]</p>	6	<p>Level 1: [1-3 marks] Candidate identifies/describes</p>	<p>Level 1: [1-3 marks] List – maximum 2 marks</p>

	<p>Qualifications and units in the QCF / NVQ's have been designed to reflect the skills that employers want, because employers are involved in designing them. The QCF gives Snap Gate Fishing a range of qualifications that staff could work towards whilst still working. This means that staff remain motivated as they are progressing in their own right. It also benefits Snap Gate Fishing, as they have staff that have progressed in terms of abilities and skills which would benefit Snap Gate Fishing.</p> <p>Level 2: [4-6 marks]</p> <p>NVQ's / QCF are qualifications that have been designed with employers in mind, developing staff in skills that are needed in the industry. A well trained workforce can make a real and positive impact on any business, keeping them ahead of the competition, boosting productivity, and increasing staff retention rates. These are all beneficial to Snap Gate Fishing as they give the business a competitive advantage, whilst encouraging staff to stay with the organisation, as the training is mutually beneficial.</p>		<p>NVQ'S /QCF. Information may be in the form of a list of items for the key features of NVQ's. 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 analyses a number of the key elements of a NVQ. Candidates will show an understanding of the question and include explanations of the elements of NVQ'S. The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary</p>	<p>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 General analysis – 5 marks Applied analysis (because.... means that....) – 6 marks</p>
3b	<p>Indicative Content financial and non financial awards</p> <ul style="list-style-type: none"> • job enlargement • job rotation • job enrichment • teamwork, multi- skilling, quality circles 	12	<p>0 marks No response or no response worthy of credit.</p> <p>Level 1: [1-4 marks] Candidate identifies/describes the motivational technique -</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>

<ul style="list-style-type: none"> • empowerment • management style • management by objectives <p>Cannot get full marks without discussing both</p> <p>Level 1: [1-4 marks]</p> <p>Motivation is what gives an individual an incentive for action. Individuals are not the same, therefore it is unlikely that any two people could have been motivated in the same way, what motivates one individual may not motivate another – so everyone should be viewed individually. 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 in the short term, whereas non financial motivators may be better in the longer term. However with both the individuals concerned need to be considered.</p> <p>Level 2: [5-8 marks]</p> <p>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 downside 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</p>	<p>remuneration. There is little or no attempt to draw valid conclusions. .</p> <p>Level 2: [5-8 marks]</p> <p>Candidate describes remuneration or other techniques and their 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 3: [9-12 marks]</p> <p>Candidate will show a clear understanding of the question and include detailed</p>	<p>Level 2: [5-8 marks]</p> <p>No list – must be at least ‘describe’</p> <p>Description only – 5 marks</p> <p>Explanation/analysis – 6 or 7 marks</p> <p>Evaluative comment (because.... means that....) – 8 marks</p> <p>Level 3: [9-12 marks]</p> <p>Identification/description implied/assumed</p> <p>Explanation/analysis/comparison of more than one point/both sides – 9 or 10 marks</p> <p>An evaluation/judgement without overall conclusion/prioritisation – 11 marks</p> <p>With overall supporting conclusion 12 marks</p>
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	<p>which is beneficial to the organisation, however it may be a poor use of individuals experience. The use of teamwork would also help within Snap Gate Fishing – it would create good communication, and foster good relationships. With staff being seasonal, money is 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 Snap Gate Fishing more issues. As staff are seasonal remuneration would seem to be an appropriate method, particularly if the staff are younger, as this age group generally have smaller incomes, however if the staff have been there some time, a non financial technique where responsibility is included may be more appropriate to that group.</p>		<p>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>	
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<p>3c</p>	<p>Indicative Content</p> <p>Functional Centralised Decentralised Hierarchy Flat</p> <ul style="list-style-type: none"> • Specialist staff managing specific areas. • Clear focus for staff in departments • Budgeting easy to control as spending specific to that area • Communication is slower • Economies of scale may not operate as each department buying own items • One message • Clear authority <p>Level 1: [1-4 marks] The type of organisational structure adopted by Snap Gate Fishing will impact on HRP as it will give an indication as to the levels of staffing required. Different organisational structures require different levels of staffing. If a structure is flat, there are fewer levels of management or supervisory levels, therefore the impact on HRP will be limited, however if the structure is more hierarchical and they do not have sufficient staff at supervisory or management levels they may have to recruit more, impacting on the HRP.</p>	<p>12</p>	<p>0 marks No response or no response worthy of credit.</p> <p>Level 1: [1-4 marks] Candidate identifies/describes organisational structures, showing some advantages and disadvantages. There is little or no attempt to draw valid conclusions.</p> <p>Level 2: [5-8 marks] Candidate describes a structure and its impact on Snap Gate Lake. Candidates will show an understanding of the question and include explanations related to the advantages and disadvantages of different structures for snap gate fishing. 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.</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>Level 2: [5-7 marks] The type of organisational structure adopted by Snap Gate Fishing will impact on HRP as it will give an indication as to the levels of staffing required. Different organisational structures require different levels of staffing. If a structure is flat, there are fewer levels of management or supervisory levels, therefore the impact on HRP will be limited, however if the structure is more hierarchical and they do not have sufficient staff at supervisory or management levels they may have to recruit more, impacting on the HRP. If they then adopted a functional organisational structure within the hierarchy this 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, however this would mean that they may need to recruit or train people in specialist areas, and the impact on HRP could be that they struggle to find suitably qualified people, or have to pay more to gain specialist staffing.</p> <p>Level 3: [9-12 marks] The type of organisational structure adopted by Snap Gate Fishing will impact on HRP as it will give an indication as to the levels of staffing required. Different organisational structures require different levels of staffing. If a structure is flat, there are fewer levels of management or</p>		<p>Some appropriate terminology used.</p> <p>Level 3: [9-12 marks] Candidate will show a clear understanding of the question and include detailed identification and explanation of structures and the impact on HRP. Candidate effectively draws valid conclusions about how different structures may have different impacts on HRP. 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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	<p>supervisory levels, therefore the impact on HRP will be limited, however if the structure is more hierarchical and they do not have sufficient staff at supervisory or management levels they may have to recruit more, impacting on the HRP. The type of structure adopted then will impact on HRP as they may need to recruit additional staff. The structure should be considered carefully, as a relatively small operation who are affected by seasonality, they need to ensure that the structure allows flexibility to expand and contract staffing levels as required. If they select the wrong type of structure it could affect them in terms of costs, and affect the viability of the organisation.</p>			
4a	<p>All organisations need to be aware of the competition – in a service industry one of the key items that make an organisation competitive is their staff. Performance management ensures that staff are operating at their best, resulting in them giving a competitive advantage.</p>	2		Points marking
4b	<p>Performance management is a function of human resources. It includes activities such as goal setting, continuous progress review and frequent communication, feedback and coaching for improved performance of individuals.</p> <p>Level 1: [1-4 marks] The process of performance management starts with the joining of a new member of staff to a business and ends when an employee quits the</p>	8	<p>Level 1: [1-4 marks] Candidate identifies/describes performance management. Information may be in the form of methods. 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</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</p>

	<p>organization. Performance management is a systematic process by which the overall performance of an organisation can be improved by improving the performance of individuals within a team framework. By being aware of an individual and how they are performing or not, structures can be put in place to improve and thus help the organisation.</p> <p>Level 2: [5-8 marks] Performance management is a systematic process by which the overall performance of an organisation can be improved by improving the performance of individuals within a team framework. By being aware of an individual and how they are performing or not, structures can be put in place to improve and thus help the organisation. Performance management is a way of promoting superior performance by communicating expectations to staff, defining roles within a business and establishing achievable targets. By doing this staff are aware of their contribution, and what the goals of the organisation such as Snap Gate fishing are and can work towards it.</p>		<p>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 performance management. Candidate effectively justifies their views and suggests ways in which performance management could help Snap gate fishing. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.</p>	<p>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>
4c	<p>In the present day, much communication with both internal and external customers is done with the use of ICT. If staff do not have the ability to use this technology they need to be trained, although this will cost the organisation. It is necessary in the modern day to communicate this way or organisations will fall</p>	2		<p>Points marking Up to two marks</p>

	behind the competition. Communicate with customers and keep up-to-date, to reduce costs.			
5a	<p>▪ Seasonality</p> <p>When an organisation offers a seasonal product or service HRP has to consider this with more staff during season and less during off season</p> <p>Level 1: [1-4 marks]</p> <p>Human resources is about having the right staff with the right qualifications in the right place at the right time. When an organisation offers a seasonal product or service HRP has to consider this with more staff during season and less during off season, as is the case with Snap Gate Fishing who require more staff during the summer and less during the winter period. Seasonality will have a massive impact on this for an organisation such as Snap Gate Fishing. The key business time is the summer season, and therefore they will have to employ more staff for that period of time. This will mean that they have plan for this so all staff are in place and trained prior to start of the summer season.</p> <p>Level 2: [5-8 marks]</p> <p>Human resources is about having the right staff with the right qualifications in the right place at the right time. When an organisation offers a seasonal product or service HRP has to consider this with more staff during season and less during off season, as is the case with Snap</p>	8	<p>Level 1: [1-4 marks]</p> <p>Candidate identifies/describes the seasonality as a factor in HRP. Information may be in the form of a list of impacts on HRP. 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]</p> <p>Candidate will show a clear understanding of the question and include detailed identification and explanation of the impact of seasonality on HRP. Candidate effectively justifies their views and suggests ways in which this affects Snap gate Fishing. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist</p>	<p>Level 1: [1-4 marks]</p> <p>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]</p> <p>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>

	<p>Gate Fishing who require more staff during the summer and less during the winter period, as they are not open all year round. Seasonality will have a massive impact on this for an organisation such as Snap Gate Fishing. This will mean that they have plan for this so all staff are in place and trained prior to start of the summer season. Being seasonal staff are going to be new every year and therefore will need training every year to ensure they can carry out their roles correctly.</p>		vocabulary.	
5b	<p>Level 1: [1-3 marks] Every organisation has staff to operate it. Each of these staff need to be aware of the role they have and the responsibilities that are attached to that role. Without a clear role and responsibility it is difficult for staff to work in an ordered manner. This may mean there is an overlap in tasks done – wasting resources. Staff need to have a clear idea of what they are to do.</p> <p>Level 2: [4-6 marks] There is presently a lack of clear roles and responsibilities within the business. There are two owners who give instructions, often bringing conflict, resulting in poor image with the staff. If the staff had a clear role with clear responsibilities it would reduce overlap in tasks and thus save money for the organisation as a whole. The business needs to have an</p>	6	<p>Level 1: [1-3 marks] Candidate identifies/describes internal factors affecting hrp. Information may be in the form of a list of items for the key features of roles and responsibilities. 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 analyses a number of the key elements of a hrp in relation to staff roles and responsibilities. Candidates will show an understanding of the question and include</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 General analysis – 5 marks Applied analysis (because.... means that....) – 6 marks</p>

	organisational structure if they are to function properly and achieve their goals.		explanations of the impact of roles and responsibilities on hrp. The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary	
5c	A needs analysis will help an organisation understand what the business goals are and what staff the business already has in place to support those goals. This is the basis for if the organisation has sufficient staff or needs to recruit new staff.	2		Points marking Up to two marks for the correct explanation of needs analysis
5d	Accept any relevant skill (something that can be developed through practice or training, not a quality or trait) to waiting staff. Suitable and accurate description needed. Communication Skills To talk to customers and staff to ensure the café functions correctly, the customers feel happy and will return. Organisational Skills To manage the workload, particularly on busy days, ensuring everything is done when it should be to ensure customer satisfaction.	4		Points marking One mark for the correct identification of skill One additional mark for correct explanation of the importance of the skill Accept any relevant skill

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