

Level 3 Cambridge Technical in Business 05878

Unit 9: Human resources

Monday 15 January 2018 – Morning
Time allowed: 2 hours

You must have:

- a calculator

First Name						Last Name				
Centre Number						Candidate Number				
Date of Birth	D	D	M	M	Y	Y	Y	Y		

INSTRUCTIONS

- Use black ink.
- Complete the boxes above with your name, centre number, candidate number and date of birth.
- Answer **all** the questions.
- Write your answer to each question in the space provided.
- Additional paper may be used if necessary but you must clearly show your candidate number, centre number and question number(s).

INFORMATION

- The total mark for this paper is **90**.
- The marks for each question are shown in brackets [].
- This document consists of **16** pages.

FOR EXAMINER USE ONLY	
Question No	Mark
1	/22
2	/17
3	/31
4	/20
Total	/90

Text 1: Doggy Days Ltd

Doggy Days Ltd was set up in 1995 by James Douglas and his wife, Sofia. The business started as dog kennels, looking after peoples' dogs when they were unable to, e.g. due to being ill or on holiday. The couple worked long hours and did all of the work themselves including walking and feeding the dogs, cleaning the kennels and completing all of the administration.

Since 1995 the business has grown significantly. It now offers additional services including an on-site pet shop, pet grooming, dog training, 'doggy day-care' and a puppy playgroup. James and Sofia, as Directors, still oversee the running of the business, but they have employed other staff to take over many of the day-to-day duties. Two of their children also now work full-time for the business; Leo as the Administration and Human Resource Director and Ollie as the Kennel Manager.

Pay and conditions: James and Sofia receive £50 000 each annually and Leo receives an annual salary of £40 000. Managers receive an annual salary of £28 000, while Supervisors and the Dog Trainer receive £11.50 per hour. The business currently pays Assistants the national living wage.

Most of the employees have chosen to work for the business because of their love of animals. Their job roles enable them to spend much of the day with the dogs, most of which are well-behaved. The working conditions for the employees vary depending on the time of year. In winter the kennels can be cold and walking the dogs in the rain and snow can be unpleasant. Similarly, the pet shop is located in a barn which is difficult to heat, so in winter this can be a cold environment to work in. The three managers (Kennel Manager, Pet Grooming Manager, Dog Training Manager) have all worked for the business for five years or more, however Assistants, on average, only stay for two years.

Recruitment: Leo and Ollie studied at a local college. In recent years any job vacancies at *Doggy Days Ltd* have been advertised via the college careers advisor and on the college noticeboard. Vacancies for Kennel Assistants have also been advertised in the local job centre. Interested candidates are required to provide a CV and a covering letter explaining why they want to work for the business. Interviews are carried out by James or Sofia.

Training: All new employees receive induction training. This includes meeting their colleagues, being shown around the buildings and an explanation of the business' policies and procedures.

Monitoring employee performance: All employees have a review meeting with Leo approximately once a year. This is an informal meeting where they discuss whether the employee is happy in their work and whether Leo is happy with the employee's performance. Leo believes that if the business expands then a more formal appraisal process will be needed.

The future: Leo wants to expand the business by opening a second branch of *Doggy Days Ltd* on the outskirts of a town 20 miles away. The new branch would offer the same services as those currently offered by the existing business. The other two directors are supportive, but they are worried about being able to recruit suitably qualified and experienced staff to oversee a second branch and ensure the same level of service is provided. They are considering offering higher wages to ensure that appropriate candidates are attracted to apply.

Table 1 - Performance data for *Doggy Days Ltd*

Performance Data	2016	2017
Total number of employees (excluding the directors)	16	16
Total number of work days	4 786	4 800
Number of work days lost due to employee absence	67	78
Labour turnover	18%	23%
Customer satisfaction (% of customers giving the service at least 7 out of 10 in a customer survey)	55%	42%

(b) Using information from **Table 1**, calculate *Doggy Days Ltd*'s employee absenteeism rate for 2017.

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.....[2]

(c) Employees at *Doggy Days Ltd* are motivated by the opportunity to work closely with the dogs.

Explain **two** benefits to *Doggy Days Ltd* of having well-motivated employees.

Benefit 1
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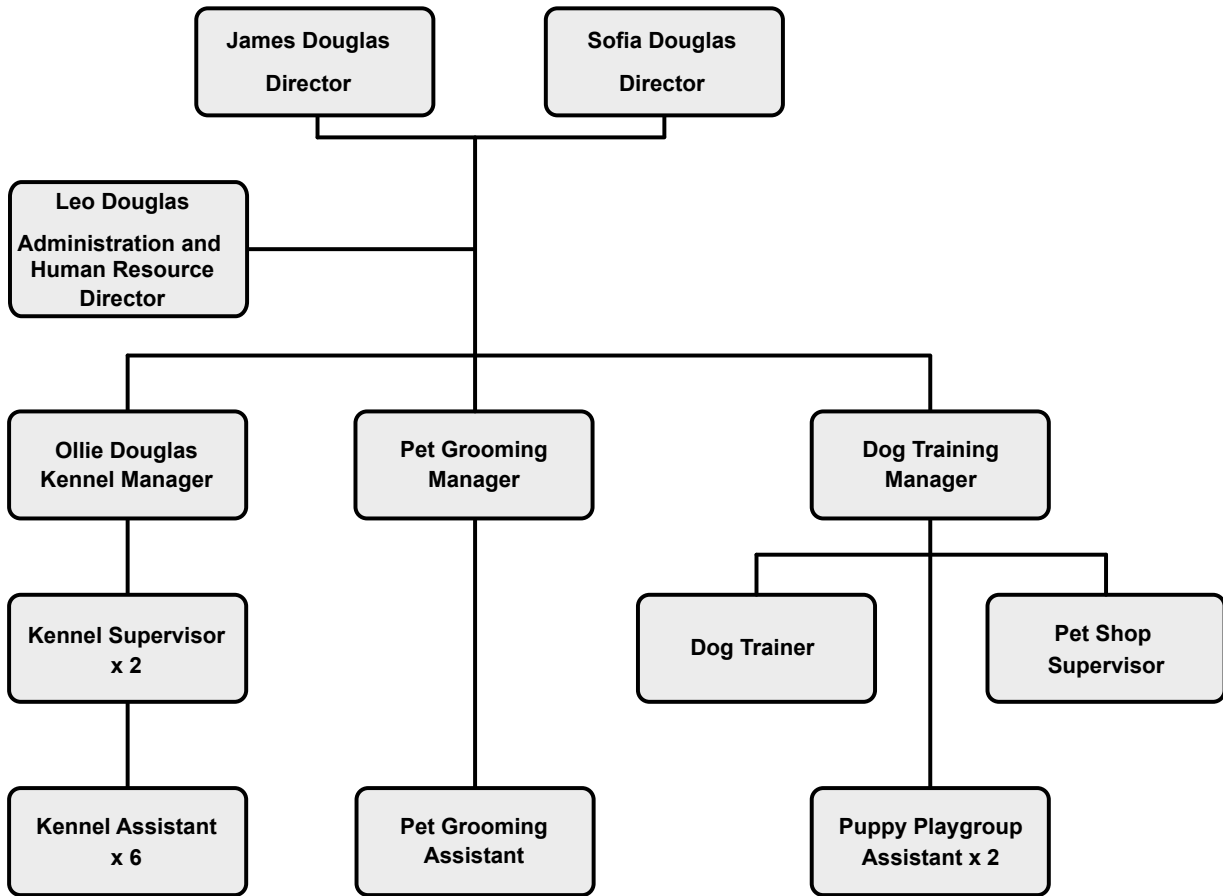
Benefit 2
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[4]

(d) Using information from **Text 1** and **Table 1**, evaluate measures that *Doggy Days Ltd* could use to assess employee motivation. [8]

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2 The organisation chart for the existing branch of *Doggy Days Ltd* is shown below.



(a) Using the information in the organisation chart, identify the span of control of the Dog Training Manager.

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(b) Analyse **one** way the style of organisation structure at *Doggy Days Ltd* might influence the relationship between the directors and the employees.

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(c) Analyse **two** ways opening a new branch of *Doggy Days Ltd* might influence the future relationship between the directors and the employees.

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[6]

(d) The directors of *Doggy Days Ltd* are considering introducing a training programme for all employees.

Recommend **two** methods of on-the-job training that would be suitable for training the Kennel Assistants. Give reasons for your choices.

Method 1.....

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Method 2.....

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[6]

- 3 (a) The directors of *Doggy Days Ltd* have investigated a complaint from a customer and have started disciplinary procedures against two of the Kennel Assistants for not carrying out their duties correctly.

Explain **one** benefit to *Doggy Days Ltd* of having a formal disciplinary procedure.

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.....[2]

- (b) Leo believes that if the business were to expand, a formal performance appraisal process would be needed.

Recommend **one different** formal appraisal technique that would be suitable to monitor the performance of each of the following:

- the Kennel Manager
- the Kennel Assistants.

In each case, justify your choice.

[6]

Kennel Manager
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Kennel Assistants

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(c) At certain times of the year the working conditions at *Doggy Days Ltd* can be cold and unpleasant. An uncomfortable working environment can be a cause of conflict between employers and employees.

(i) Identify **one** reason why the directors of *Doggy Days Ltd* may seek to avoid conflict in the workplace.

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(ii) Outline **three** methods *Doggy Days Ltd* could use to resolve conflict within the workplace.

Method 1

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Method 2

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Method 3

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[6]

- 4 An extract from an exit questionnaire completed by an employee on their last day working for *Doggy Days Ltd* is shown below.

Question 1. What is your job role?
Answer - Pet grooming assistant

Question 2. How long have you worked for *Doggy Days Ltd*?
Answer - 18 months

Question 3. Why are you leaving the business?
Answer - I have gained a lot of experience working here but I want the opportunity to progress. There are not really any opportunities for promotion here unless the Pet Grooming Manager leaves. I also feel my skills have not been developed while I have been working here.

Question 4. What have you enjoyed about your time working for the business?
Answer – I have loved working with the dogs and most of the customers have been great.

Question 5. What could we have done to improve your experience working for the business?
Answer - The building can be cold in winter and it can be unpleasant when you get wet washing the dogs. With just myself and the Pet Grooming Manager working together it can be very busy. We are frequently rushing around and often do not get the chance for a break.

- (a) Explain **one** benefit and **one** drawback to *Doggy Days Ltd* of asking employees who are leaving to complete an exit questionnaire.

Benefit

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Drawback.....

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[4]



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