

**Cambridge Technicals
Business**

Unit 9: Human resources

Level 3 Cambridge Technical in Business
05834 - 05837

Mark Scheme for January 2021

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This mark scheme is published as an aid to teachers and students, to indicate the requirements of the examination. It shows the basis on which marks were awarded by examiners. It does not indicate the details of the discussions which took place at an examiners' meeting before marking commenced.

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
Tick	Valid point, mark awarded
Cross	Incorrect
Question mark	Response unclear
BOD	Benefit of doubt (mark awarded)
TV	Too vague (mark not awarded)
REP	Repetition (no additional marks awarded)
NAQ	Not answered question (incorrect focus)
L1	Level 1 response (identification)
L2	Level 2 response (explanation)
L3	Level 3 response (analysis)
L4	Level 4 response (evaluation)
CONT	Context (required for high L4 award only)

Subject-specific marking instructions

For Level of Response marked questions marked over 4 levels, the candidate can access at L1 or L2. In either case, they can analyse the point made and proceed directly to L3.

L3 analysis is required before L4 can be accessed.

Question		Answer	Marks	Guidance		
1	(a)	<p>Responses include:</p> <ul style="list-style-type: none"> • compensation and/or benefits • employee relations • employee engagement • ensuring compliance with employment legislation • exit process • health and safety • linking with other functions • recruitment and selection • skills audit • training and development <p>Exemplar response:</p> <p>They will be responsible for arranging induction training (1) to provide new staff with an introduction to the business (1).</p>	2	<p>One mark for correct identification of a responsibility, plus a further one mark for explanation.</p> <p>NB. Compensation relates to pay. Do not award the second mark if explanation refers to any other definition.</p> <p>Analysis can be awarded as explanation.</p>		
	(b)	(i)		<p>Responses include:</p> <ul style="list-style-type: none"> • Data Protection Act/GDPR • Employment Act • Equality Act • Health & Safety at Work Act • National Minimum Wage Act • Personal Protective Equipment at Work Regulations • Working Time Directive/Regulations 	3 x 1 mark	<p>One mark for each correct identification up to a maximum of three identifications.</p> <p>Only award legislation which relates to the human resources function.</p> <p>Legislation must be accurately named (no date required).</p> <p>Legislation must be current UK legislation e.g. do not award Equal Pay Act, Race Relations Act, etc.</p>

Question		Answer	Marks	Guidance
	(b) (ii)	<p>Responses include:</p> <ul style="list-style-type: none"> • motivated employees • financial costs of meeting the legislation e.g. paying minimum wage, providing safety equipment, training staff • time requirements e.g. checking that legislation is being met, training staff <p>Exemplar response:</p> <p>It would be expensive (1) because the surgery would need to buy PPE (1) for all doctors and nurses. This will increase its costs (1).</p>	3	<p>One mark for a correct identification, plus one mark for development and a further one mark for analysis.</p> <p>Analysis must be business-facing and must be appropriate for a public sector organisation. E.g. Do not award arguments related to profit.</p> <p>Implications can be positive or negative.</p> <p>Award development mark for an appropriate legal example.</p> <p>Explanation mark must be awarded before the analysis mark can be awarded.</p>
	(c) (i)	$\frac{\text{No. of employees leaving during the year}}{\text{No. of employees employed during the year}} \times 100$ $\frac{3}{15} \times 100$ <p>Answer = 20%</p>	2	<p>Up to two marks.</p> <p>Award full marks for '20% or 0.2' irrespective of workings. Award maximum 1 mark for correct formula (in words or figures) or '20' (without percentage symbol) if seen.</p>
	(c) (ii)	$\frac{\text{No. of work days lost due to employee absence}}{\text{Total number of working days}} \times 100$ $\frac{112}{3500} \times 100$ <p>Answer = 3.2%</p>	2	<p>Up to two marks.</p> <p>Award full marks for '3.2%, 3%, 0.32, 0.3' irrespective of workings. Award maximum 1 mark for correct formula (in words or figures) or '3.2 or 3' (without percentage symbol) if seen.</p>

Question		Answer	Marks	Guidance
2	(a)	<p>Responses include:</p> <ul style="list-style-type: none"> • absenteeism rate • employee feedback • employee productivity • labour turnover rate • quality of service <p>Exemplar response:</p> <p>Greenside Surgery could look at employee productivity (1) by monitoring how many patients are seen in a day (1).</p>	2 x 2 marks	<p>One mark for each correct identification to a maximum of two identifications, plus a further one mark for each of two explanations.</p> <p>Methods must be appropriate for a public sector organisation.</p> <p>Explanation must be how the method can be used to measure motivation.</p>
	(b)	<p>Responses include:</p> <ul style="list-style-type: none"> • award e.g. employee of the month • delegation • empowerment • flexible working • job rotation • opportunity for team working • praise • promotion opportunities • training and development opportunities <p>Exemplar response:</p> <p>Office administrators could be offered flexible working (1). This means that they could better fit their working hours around other commitments that they may have e.g. childcare (1).</p>	2 x 2 marks	<p>One mark for each correct identification up to a maximum of two identifications, plus one mark for each of two explanations.</p> <p>Do not award fringe benefits as the specification refers to these as monetary rewards.</p>

Question	Answer	Marks	Guidance
(c)	<p>Use level of response criteria.</p> <p>Responses include:</p> <ul style="list-style-type: none"> • improved company/customer loyalty • improved customer satisfaction • improved employee engagement • improved employee loyalty • improved service quality/fewer mistakes • improved productivity • lower levels of absenteeism • lower levels of labour turnover and lower recruitment costs <p>Exemplar response:</p> <p>A benefit of having motivated employees is improved productivity (L1). This is particularly important for the administrators as they will have paperwork that may urgently need to be completed (L2). If all work is done on time then the reputation of the surgery should improve (L3).</p> <p>Another benefit of having motivated employees is that levels of absenteeism should fall (L1). This should help the surgery to continue to provide a good service which, again, will mean that customers are more likely to discuss the surgery in a positive way which may attract new patients to register with the new surgery (L3).</p> <p>A public sector organisation is focused on providing an excellent service to the public in this case the patients (CONT). The most significant benefit is therefore an increase in productivity due to having motivated employees because the patients are more likely to receive the service that they want and deserve on time (L4).</p>	8	<p>Levels of response</p> <p>Level 4 (7 – 8) Candidate evaluates benefits to Greenside Surgery of having motivated employees.</p> <p>Level 3 (5 – 6) Candidate analyses benefit(s) to a business of having motivated employees.</p> <p>Level 2 (3 – 4 marks) Candidate explains benefit(s) to a business of having motivated employees.</p> <p>Level 1 (1 – 2 marks) Candidate identifies benefit(s) to a business of having motivated employees.</p> <p>L1 – identification of one or more benefit(s).</p> <p>L2 – explanation of one or more benefit(s).</p> <p>L3 – analysis of one or more benefit(s) i.e. further consequences to the business. Analysis must be business facing.</p> <p>Do not award reference to profits.</p> <p>L4 – a justified decision is made as to which is the most important/significant/desirable benefit. Award 7 marks for a non-contextual justification. Award 8 marks for contextual justification.</p> <p>Context can include patients, doctors, nurses, receptionists, <u>new</u> surgery, etc. Do not award 'surgery'.</p>

Question			Answer	Marks	Guidance
3	(a)	(i)	<p>Responses include:</p> <p>Benefits:</p> <ul style="list-style-type: none"> encouraging nurse peers to be involved in the assessment process may be a motivator for those peers peers who work alongside the nurse should have a better understanding of their day-to-day ability to carry out the role peers who work alongside the nurse should have a better understanding of the job role itself peers who work alongside the nurse should have a better understanding of the nurse's attitude to work <p>Drawbacks:</p> <ul style="list-style-type: none"> as nurses often work alone there may not be anyone relevant to complete the appraisal may cause friction between peers opinions may be personal/biased rather than based on the nurses' ability to complete the role (this could be being more complimentary or being very harsh) peers are unlikely to have had relevant training <p>Exemplar response:</p> <p><i>Benefit:</i> The other nurses will have a good idea how well a nurse carries out their role (1). This should lead to a more accurate appraisal (1). This will help the surgery to target training effectively (1).</p> <p><i>Drawback:</i> Opinions in the appraisal may be personal (1) rather than based on the nurse's actual ability to do the job (1). This means that the surgery may be assessing performance based on inaccurate information (1).</p>	2 x 3 marks	<p>One mark for correct identification of a benefit/drawback, plus an additional one mark for further impact, plus an additional one mark for further impact (must be business facing).</p> <p>The third mark must be appropriate for a public sector organisation e.g. not relate to profit.</p>

Question		Answer	Marks	Guidance
	(a) (ii)	<p>Responses include:</p> <ul style="list-style-type: none"> grading based on attendance and absenteeism individual performance management by objectives results-based appraisals e.g. number of patient complaints, errors in appointment bookings or correspondence etc self-appraisal <p>Exemplar response:</p> <p>Individual performance management by objectives could be used (1). This is where the receptionists and office administrators would be set individual annual objectives to meet (1).</p>	2	<p>One mark for correct identification of a formal appraisal technique, plus one mark for description of that technique.</p> <p>NB. Techniques described must relate to the receptionists/office administrators as individuals rather than apply to the whole surgery e.g. objectives should be individual objectives rather than any overall surgery objectives.</p> <p>NB Do not award 'peer appraisal' as that is excluded by the question. Do not award 360 feedback or upward appraisal.</p>
	(b)	<p>Responses include:</p> <p>Benefits:</p> <ul style="list-style-type: none"> specific measurable achievable realistic timely <p>Drawbacks:</p> <ul style="list-style-type: none"> time consuming to set targets incorrect focus e.g. focus is on results rather than the process <p>Exemplar response:</p> <p><i>Benefit</i> – Because SMART targets are measurable (1) it is easier to see if employees are on track to meet their targets (1).</p>	2 x 2 marks	<p>Award:</p> <ul style="list-style-type: none"> One mark for a benefit, plus a further one mark for explanation One mark for a drawback, plus a further one mark for explanation <p>Benefit/drawback must be a benefit/drawback to the surgery not employees/patients.</p> <p>In each case the explanation mark should be awarded for explanation of the benefit/drawback not description of the method.</p>

Question			Answer	Marks	Guidance
			<i>Drawback</i> – It takes a long time to set SMART targets (1) which is time that managers can't spend on their day-to-day tasks (1).		
4	(a)	(i)	<p>Responses include:</p> <ul style="list-style-type: none"> • bullying, harassment or discrimination • poor communication • inadequately trained or inexperienced management • inappropriate management style • lack of equal opportunities • unclear job roles • unfair treatment • workforce inflexibility • working environment • work-life balance <p>Exemplar response:</p> <p>Discrimination (1) causes an employee to be upset (1).</p>	2 x 2 marks	<p>One mark for each correct identification up to a maximum of two identifications, plus a further one mark for each of two explanations.</p> <p>Explanation must include an employee reaction.</p>
	(a)	(ii)	<p>Responses include:</p> <ul style="list-style-type: none"> • mediation • negotiation • disciplinary action • conciliation • arbitration • employment tribunal • go to/use/refer to ACAS • go to/use/refer to role of trade unions <p>Exemplar response:</p> <p>Referring to ACAS (1) will help to resolve conflict because they can provide advice to the employer how to resolve the conflict (1).</p>	2 x 2 marks	<p>One mark for each correct identification up to a maximum of two identifications, plus a further one mark for each of two explanations.</p>

Question	Answer	Marks	Guidance
(b)	<p>Responses include:</p> <ul style="list-style-type: none"> • accompanying employees to disciplinary/grievance meetings with employers • discussion with employers regarding employee concerns on an individual level/on a group level • discussion with employers regarding major changes within the workplace • immigration advice • legal advice • negotiating agreements with employers regarding pay and conditions • pensions advice • well-being services 	2 x 1 mark	One mark for each correct identification up to a maximum of two identifications.
(c)	<p>Use level of response criteria.</p> <p>Responses include:</p> <ul style="list-style-type: none"> • absenteeism and labour turnover rates have both increased between 2019 and 2020 (OFR) • climate survey suggests that nurses have the highest levels of engagement • number of employees leaving has increased from 3 to 4 • number of days absent has increased from 85 to 112 • administrators and receptionists are more likely to currently be looking for another job role than the doctors or nurses • receptionists are on lower pay than other employees (£14 000) – may affect employee engagement • working conditions are currently poor for all employees, although they will improve when the new surgery opens • doctors and nurses have much 'better' responses than the support staff 	16	<p>Levels of response</p> <p>Level 4 (13 - 16 marks) Candidate evaluates whether Greenside Surgery should be concerned about its level of employee engagement.</p> <p>Level 3 (9 -12 marks) Candidate analyses factor(s) concerning Greenside Surgery's level of employee engagement.</p> <p>Level 2 (5 – 8 marks) Candidate explains factor(s) concerning Greenside Surgery's level of employee engagement.</p> <p>Level 1 (1 – 4 marks) Candidate identifies factor(s) concerning Greenside Surgery's level of employee engagement.</p>

Question	Answer	Marks	Guidance
	<p>Exemplar response:</p> <p>The receptionists and administrators disagree with the statement 'I do not think about looking for another job' (L1). This suggests they are unhappy at work (L2). This is worrying because losing experienced staff would increase recruitment costs (L3).</p> <p>In 2019 85 days were lost to absenteeism (L1). In 2020 this increased (L2) to 112. This means that staff are potentially choosing not to come to work when they are feeling slightly under the weather rather than really ill, leaving the surgery short-staffed (L3).</p> <p>Overall Greenside Surgery should be very concerned about the level of employee engagement because all employees are unhappy with their working conditions and as such many are thinking about leaving which will adversely impact the service provided to patients (L4). However, the surgery should be less concerned about the level of engagement of doctors and nurses compared to the receptionists and administrators as they are happy with the pay they receive and are therefore more likely to stay working there (L4).</p>		<p>L1 – makes accurate statements from the table/text 1, etc e.g. by quoting figures, identifying level of agreement/disagreement, etc.</p> <p>L2 – shows understanding of the data/information e.g. by making comparisons, or stating what the information suggests e.g. suggests working conditions are poor.</p> <p>L3 – all analysis must be business facing.</p> <p>L4 – overall judgement about the level of employee engagement which builds from previous analysis. Award 13 marks for a judgement e.g. should/should not be concerned because Award 14 marks for a two-sided argument e.g. weighing up both positive and negative aspects or weighing up the current versus future situation or the short term versus long term situation. Award 15 marks for a reasoned judgement of the extent to which they should be concerned. Award 16 marks for a two-sided argument e.g. weighing up both positive and negative aspects or weighing up the current versus future situation or the short term versus long term situation.</p>
5 (a)	<p>Use level of response criteria.</p> <p>Responses include:</p> <ul style="list-style-type: none"> • placing a job on its own website means that only people who know about the website will see it • designing a job description and person specification will help the surgery to focus on what they want the manager to do and the skills they will need • email is a quick way to receive applications 	16	<p>Levels of response:</p> <p>Level 4 (13 - 16 marks) Candidate evaluates the suitability of the recruitment and selection process for the Surgery Manager position.</p> <p>Level 3 (9 – 12 marks) Candidate analyses aspect(s) of recruitment and selection process for the Surgery Manager position.</p>

Question	Answer	Marks	Guidance
	<ul style="list-style-type: none"> • a covering letter will enable them to identify the written communication skills of the candidates • a covering letter may make shortlisting quicker as it pinpoints relevant specific skills/experience etc • a CV won't necessarily contain all of the information they need i.e. an application form may have been more appropriate • shortlisting prior to interview – necessary • interview with two people means that two people can meet candidates, one can take notes, more people might be disconcerting for the candidates, not all of the doctors will have met the candidates, including an administrator could be considered • role play helps to see the candidates 'in action', comparisons can be made, candidates might feel awkward and not perform well • verbal job offer suggests they won't have an answer in writing before emailing unsuccessful candidates • contract of employment is required by law <p>Exemplar response:</p> <p>The advertisement is to be placed on their own website (L1). This will limit the number of applicants that Greenside Surgery have to choose from because only people specifically looking at their website will see it. There may be someone much more experienced who would only look on a specialist job website that they miss out on (L3).</p> <p>Including a role play in the process (L1) will help to give them an idea about how the candidates will interact with the patients which is important in this role (L2). However, candidates may feel awkward that this isn't a real situation and therefore not act as they would in real life. Not having a true idea about their skills</p>		<p>Level 2 (5 – 8 marks) Candidate explains aspect(s) of the recruitment and selection process for the Surgery Manager position.</p> <p>Level 1 (1-4 marks) Candidate identifies aspect(s) of the recruitment and selection process for the Surgery Manager position.</p> <p>L1 – knowledge of features of the recruitment and selection process.</p> <p>L2 – explanation of good/bad/missing features of the recruitment and selection process.</p> <p>L3 – all analysis must be business facing.</p> <p>L4 – an overall judgement of whether the recruitment and selection process is suitable for this role. Award 13-14 marks for a reasoned judgment which is generic i.e. not specifically related to the surgery/Surgery Manager role, award 15-16 marks for a contextual, reasoned judgement.</p>

Question	Answer	Marks	Guidance
	<p>may mean that the doctors don't choose the person who on a day-to-day basis is the best person the job (L3).</p> <p>Overall the process is suitable as most of the key features needed are included. However, for it to be fully fit for purpose the role should be advertised somewhere other than just the surgery's own website e.g. on an NHS (CONT) website. If the suitable candidates don't see the role advertised and apply, then it doesn't matter how suitable the rest of the process is (L4).</p>		
(b)	<p>Responses include:</p> <ul style="list-style-type: none"> • a manager inexperienced in the NHS/medical industry may have to ask subordinates for help which may create resentment, lack of trust, unwillingness to help etc. • lack of leadership being provided • lack of leadership experience (bigger issue if one of the other members of staff applied for the role) • may have unachievable expectations for the other employees • may not be a cultural fit with the surgery/other employees/NHS • may want to make big (unpopular) changes to the working practices • poor communication between the manager and the other staff (particularly the administrators) • poor leadership style <p>Exemplar response:</p> <p>Currently the staff work well together as a team. If the new manager uses an autocratic leadership style (1) which they aren't used to, then this will make the employees unhappy (1). This means that employee relations are likely to be poor as the existing staff resent the new manager (1).</p>	3	<p>Award:</p> <ul style="list-style-type: none"> • one mark for identification of a barrier or a candidate feature • one mark for the employee response • one mark for explaining the impact on employee relations <p>Employee response e.g. resentment, tension, lack of trust, unhappy, misunderstand, etc.</p> <p>Identification mark required.</p>

Question		Answer	Marks	Guidance
6	(a)	<p>Responses include:</p> <ul style="list-style-type: none"> • conferences • online training • simulation exercises • training courses • training videos/DVDs <p>Exemplar response:</p> <p>They could attend an external training course (1) run by the business that they are buying the equipment from as they can demonstrate how to use it face-to-face (1).</p>	2	One mark for a correct identification, plus a further one mark for description of the method.
	(b)	<p>Responses include:</p> <ul style="list-style-type: none"> • employee surveys • employee/customer (internal/external) feedback • monitoring employees using the equipment (must state what is being monitored e.g. productivity) • testing the employee (practical) • quality of service(s) <p>Exemplar response:</p> <p>The employees using the equipment could be surveyed (1). Nurses (CONT) could be asked to fill in a questionnaire about how confident they feel (2).</p>	3	<p>Award:</p> <ul style="list-style-type: none"> • one mark for identification of a method plus: • two marks for a contextual description/explanation <p>OR</p> <ul style="list-style-type: none"> • one mark for a non-contextual description/explanation

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