OCR
Oxford Cambridge and RSA

Thursday 18 January 2024 – Afternoon

Level 3 Cambridge Technical in Business

05878   Unit 9: Human resources

Time allowed: 2 hours

C426/2401

You can use:
- a calculator

Please write clearly in black ink. **Do not write in the barcodes.**

Centre number						Candidate number				

First name(s) _____

Last name _____

Date of birth | D | D | M | M | Y | Y | Y | Y |

INSTRUCTIONS
- Use black ink.
- Write your answer to each question in the space provided. If you need extra space use the lined page at the end of this booklet. The question numbers must be clearly shown.
- Answer **all** the questions.

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

ADVICE
- Read each question carefully before you start your answer.

Camberside Fire Brigade

Camberside Fire Brigade (CFB) provides a fire and rescue service to five local authorities in the north-east of England. To operate the service, it relies on funding from central government and money raised locally from council taxes.

CFB operates 38 fire stations. All employees who answer the 999 calls, all administration employees, the finance function and the human resources function are based in offices attached to Reed Fire Station, CFB's oldest fire station. CFB employs firefighters using two types of contract, 'full-time' and 'on-call', to ensure its fire stations can operate 24 hours a day, 7 days a week.

Full-time firefighters: These firefighters work 42 hours per week across four days. They each work two day-shifts, followed by two night-shifts and then have four days off. This shift pattern has the agreement of the firefighters' trade union.

Full-time firefighters are entitled to 20 days of annual leave plus eight days for public holidays, when they join the fire service. They receive an extra three days of annual leave after five years of service. Full-time firefighters are paid an annual salary of £24 191 - £32 244, dependent on their level of experience. All of CFB's full-time firefighters are members of a trade union.

On-call firefighters: These are firefighters who can be called out as required, often two or three times a week, to respond to emergencies. As well as being on-call firefighters, these employees usually have other employment such as being a builder, a farmer or a shop worker. CFB's on-call firefighters are equal in job role and status with its full-time firefighters.

Mostly the firefighters work well with each other. However, a few of the full-time firefighters do not work well alongside the on-call firefighters because they think the on-call employees should have a lower status.

Training: Initial training for full-time firefighters is off-the-job. Full-time firefighters attend a fire service college for an intensive eight-week course. They learn key skills such as how to deal with emergencies and how to use the equipment. Once this training is successfully completed, these firefighters have 18-24 months of on-the-job training.

On-call firefighters receive thorough training when they join. This is a combination of on-the-job and off-the-job training. This training includes all of the skills and knowledge that the full-time firefighters are taught.

After their initial training, full-time firefighters and on-call firefighters receive the same ongoing training. This is particularly important when procedures, equipment and legislation change.

Reed Fire Station: 24 full-time firefighters and 16 on-call firefighters work from Reed Fire Station. It has three fire engines and two specialist vehicles that are used for major incidents. Performance data for Reed Fire Station in 2023 is shown in the table below.

Performance data:	2023
Number of full-time firefighters	24
Number of on-call firefighters	16
Number of full-time firefighters leaving	2
Number of on-call firefighters leaving	4
Total working days for full-time firefighters	4272
Total days absent for full-time firefighters	390

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(a) Use the table to calculate Reed Fire Station's labour turnover rate for **all** firefighters in 2023.

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(b) Use the table to calculate Reed Fire Station's absenteeism rate for **full-time** firefighters in 2023.

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Turn over

2

(a) Describe **one** human resource responsibility that Camberside Fire Brigade (CFB) has, in order to ensure the health and safety of its employees.

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(b) Other than in relation to health and safety, explain **two** legal responsibilities the human resources function at CFB has for its employees.

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3

(a) Explain **two** benefits to CFB of providing on-the-job training rather than off-the-job training.

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[6]

(b) Describe **three** methods of on-the-job training that could be used to train on-call firefighters.

Method 1 ....

Description ....

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Method 2 ....

Description ....

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Method 3 ....

Description ....

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[6]

Turn over

4

(a) Analyse **three** monetary rewards that CFB could use to motivate its full-time firefighters.

Which **one** of these monetary rewards would be most appropriate for CFB to use?
Give reasons for your answer.

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Turn over

(b) Analyse **two** ways that disengaged employees may hinder effective employee relations at CFB.

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5 CFB needs to recruit a full-time firefighter.

An application form designed by CFB is shown below.

Applicant name:		
Date of birth:	**Email:**	**Telephone:**
Previous work experience:		
Give an example of when you have worked as part of a team.		
Give an example of when you have worked under pressure.		
Do you play sport and/or keep fit?		
Personal statement:		

(a) Identify **four** improvements to the application form to make it fit for its intended purpose.

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[4]

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Turn over

Extracts from two application forms received by CFB for the role of full-time firefighter are shown below.

Applicant 1

Personal statement:

I have worked for Kingston Gym for five years as a full-time gym instructor. I can show that I can be punctual and reliable in the workplace. I have excellent communication skills as I deal with a lot of clients one-to-one and in groups. I am self-motivated and enjoy working on my own.

Applicant 2

Personal statement:

I am a practical person who thrives on pressure and likes a challenge. I have no previous work experience as I have only just left college but I am willing to work hard and to complete the training necessary to be an excellent firefighter. I studied for a Cambridge Technical qualification which meant working a lot as a team to organise events and deliver projects.

(b) CFB has received a high number of applications for this role. A decision needs to be made about who to shortlist for interview. Only one of the two applicants above can be shortlisted.

Analyse the strengths of each applicant.

Which **one** of the applicants should be shortlisted for interview? Give reasons for your choice.

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6 Describe **three** appropriate appraisal techniques to formally monitor the performance of the full-time firefighters.

Technique 1 ....

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Technique 2 ....

Description ....

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Technique 3 ....

Description ....

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7

(a) Explain **two** benefits to CFB of avoiding employee conflict in the workplace.

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(b) CFB has identified three full-time firefighters who do not work well alongside the on-call firefighters.

Evaluate ways that CFB could resolve conflict between the three full-time firefighters and the on-call firefighters.

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8 Outline **two** possible changes within the workplace that the firefighters' trade union could discuss with CFB on behalf of its members.

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END OF QUESTION PAPER

EXTRA ANSWER SPACE

If you need extra space use this lined page. You must write the question numbers clearly in the margin.