

Write your name here

Surname

Other names

Centre Number

Candidate Number

Edexcel GCE

Leisure Studies

Advanced

Unit 5: Employment in Leisure

Friday 15 June 2012 – Afternoon

Time: 1 hour 30 minutes

Paper Reference

6970/01

You do not need any other materials.

Total Marks

Instructions

- Use **black** ink or ball-point pen.
- **Fill in the boxes** at the top of this page with your name, centre number and candidate number.
- Answer **all** questions.
- Answer the questions in the spaces provided
– *there may be more space than you need.*

Information

- The total mark for this paper is 90.
- The marks for **each** question are shown in brackets
– *use this as a guide as to how much time to spend on each question.*
- Quality of written communication will be taken into account in the marking of your responses to questions 1(b) and 2(d)(ii). These questions are indicated with an **asterisk** (*)
– *you should take particular care on these questions with your spelling, punctuation and grammar, as well as the clarity of expression.*

Advice

- Read each question carefully before you start to answer it.
- Keep an eye on the time.
- Try to answer every question.
- Check your answers if you have time at the end.

Turn over ►

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Answer ALL the questions. Write your answers in the spaces provided.

1 Naten Heritage Trust (NHT) is a private organisation that owns four castles. At each castle there is a variety of jobs, including dealing with customers, administration and maintenance of buildings and grounds.

Tolcastle, one of the castles, had fewer visitors last year although numbers are up in the first part of 2012. One of the three senior guides there has just left. Before advertising for a replacement, Tolcastle will conduct a job analysis.

(a) (i) Explain the benefits to Tolcastle of carrying out a job analysis before advertising for a new senior guide.

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(ii) State **four** items you would expect to see in an advert for the post of senior guide.

(4)

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Human Resources has decided that it is necessary to recruit a new senior guide.

Tolcastle Senior Guide – Job Description

Roles and responsibilities

You will be responsible for the supervision and ongoing training of a team of full-time guides.

You will be responsible for producing the rota of shifts for the guides and ensuring there are enough guides available for the number of customers at all times.

You will be required to conduct tours for parties of visitors around the castle and assist visitors with enquiries at the main information point.

Remuneration

The salary is £20 000 per year. You will get five weeks' paid holiday per year. You and your family will get free admission to Tolcastle and the other castles in the group.

Hours

You will be employed on a full-time contract with a 48-hour week. In the summer you will need to do overtime as well. The post will involve shift work.

Figure 1



*(b) Evaluate the effectiveness of the job description shown in Figure 1 for recruiting a new senior guide at Tolcastle.

(8)

A series of horizontal dotted lines for writing the answer.



(c) Using the information in the job description in Figure 1, suggest **two** criteria that should be stated in the person specification. For each of these, justify your choice. (6)

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(d) (i) Suggest **one** question that would be appropriate to ask the candidates at the interview. Explain why it would be appropriate. (4)

Question

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Explanation

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It has been decided to invite six candidates for interview. They will be invited to attend on the same day and will each have an individual interview. Human Resources has been asked to suggest two other activities that would be suitable in the interview and selection process.

- (ii) Suggest **two** other suitable activities that could be used in the interview and selection process. Explain how each activity would help Tolcastle choose the best candidate for the post of senior guide.

(8)

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(e) Describe how the appointment process should take place after the last interview.

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(f) Explain why it is important for a new member of staff to have a contract of employment.

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(Total for Question 1 = 44 marks)



2 Tolcastle always has far more visitors in the summer, both from the UK and overseas. For this reason, it needs more staff in the summer. They decided some years ago that, although it would be slightly more expensive, they would employ staff on seasonal contracts rather than casuals or volunteers.

(a) Explain the benefits for Tolcastle of employing seasonal staff rather than casual or volunteer staff.

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Annie and Pablo work in the maintenance department, carrying out the same tasks. Annie has just returned from maternity leave to find that Pablo has had a pay rise as he has had to work harder whilst Annie has been away. He has also been given an extra week off because Annie has had a lot of time off on maternity leave. Annie has been given her old job back at the same salary as before.

(b) With reference to specific pieces of legislation, explain how Tolcastle is **not** following employment law in allowing this to happen.

(6)

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Annie is not happy about this situation and has decided to start a grievance procedure.

(c) (i) Describe how a grievance procedure should operate.

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(ii) Explain the benefits to Tolcastle of having a grievance procedure.

(4)

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One of the other castles owned by the Naten Heritage Trust is in poor repair and it will be closed down. They have to decide whether to make the staff redundant or to redeploy them. The factors they must consider are:

- Two permanent exhibitions are to be moved to other NHT castles. Areas in the other castles will have to be renovated to do this.
- Each exhibition requires one or more staff to be present to help visitors.
- In future the administration for all NHT castles will be carried out at Tolcastle. All these castles are in the North West of England.
- The recent recession has left NHT short of money; however, overall visitor numbers are now increasing.

(d) (i) Explain what is meant by *redundancy*.

(3)

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*(ii) Evaluate the use of redeployment rather than redundancy in this situation.

(8)

Area with horizontal dotted lines for writing the answer.

(Total for Question 2 = 30 marks)



3 There has been a number of complaints by visitors about the state of the grounds at Tolcastle – the guides keep having to apologise for poor maintenance and the large amount of litter and rubble from recent building work. The guides have told the maintenance department about it but nothing has been done. The maintenance staff cannot see the point in working harder as they get paid the same anyway.

The administrative staff have also been inefficient and, as a result, wages have been paid late most weeks this year. They are known for arriving to work late and leaving early. Recently a new computer system has been introduced and many of the team are confused as to how it works. The administrative staff are in a separate block away from the main part of the castle.

The management team is looking at different ways of increasing the motivation of their workforce at Tolcastle.

(a) (i) Analyse the advantages and disadvantages of using awards and recognition to motivate the administrative staff.

(6)

(ii) Outline **one** reason why using awards and recognition might **not** motivate the maintenance staff.

(2)



(b) Evaluate the use of staff training and development as a method of motivating the administrative and maintenance staff at Tolcastle.

(8)

Ruled area for writing the answer to question 3(b).

(Total for Question 3 = 16 marks)

TOTAL FOR PAPER = 90 MARKS



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