

GCE

Leisure Studies

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

Advanced GCE

Mark Scheme for June 2014

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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)

Annotation	Meaning
	Blank Page – this annotation must be used on all blank pages within an answer booklet (structured or unstructured) and on each page of an additional object where there is no candidate response.
	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
1(a)	<ul style="list-style-type: none"> • Part-time staff Staff who work less than full time staff (1) normally less than 35 hours per week (1) • Self-employed staff Self-employment is working for themselves (1). Self-employed people work for himself/herself instead of an <u>employer</u> (1) or a suitable description of being <u>self-employed</u>. 	4		Up to two marks for each of two responses
1(b)	A needs analysis is the assessment of the <u>training requirements</u> of a position in <u>terms of</u> number of <u>trainees</u> , their educational and <u>professional</u> background, their present level of <u>competence</u> , and the desired <u>skill</u> level.	2		Up to two marks
1(c)	<p>Level 3: [7-10 marks] Full time staff are staff who work over 35 hours per week. The advantages of employing full time staff are that they have a good understanding of how the organisation operates, and therefore can help in providing a high level of customer service, which should show in profits. This level of care and attention to customer service is vital for Wilderness Boot Camp, and may only be achieved through the use of permanent staff rather than self-employed staff who do not have the same level of commitment as they may move onto other organisations. An issue with permanent staff is that when the facility is quiet these staff still need to be paid, whereas casual staff would not be employed during these periods. Wilderness Boot Camp, at present, is quite a small organisation and to commit to more permanent staff may be a significant decision for them to take, but</p>	10	<p>Level 3: [7-10 marks] Candidate will show a clear understanding of the question and include detailed identification and explanation of the advantages and disadvantages of employing full-time permanent staff over other types of employment. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.</p> <p>Level 2: [4-6 marks] Candidates will show an understanding of the question</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>Level 2: [4-6 marks] No list – must be at least 'describe' Description only – 4 marks Explanation/analysis – 5 marks Evaluative comment (because....</p>

Question	Answer	Marks	Guidance	
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	<p>one they will have to take at some point. Permanent staff have both advantages and disadvantages, however, when as in the case of the Wilderness Boot Camp these are kept to a small number it allows the most flexibility possible. As they are presently against trend and growing it would seem to be the time for them to consider a growth in staffing in this way allowing stability for them in terms of staffing in an uncertain period.</p> <p>Level 2: [4-6 marks] Full time staff are staff who work over 35 hours per week. An advantage of employing full time staff is that they generally have more commitment to the organisation and so will reduce staff turnover and the costs associated with it. Full-time staff will be inducted into the organisation once, whereas this will be a continual programme with casual staff which will make the permanent staff cheaper to train for Wilderness Boot Camp. As permanent staff they will develop expertise in their own particular area, whereas casual staff take their expertise with them when they leave the organisation. An issue with permanent staff is that when the facility is quiet these staff still need to be paid, whereas casual staff would not be employed during these periods. Permanent staff also means the recruitment and selection process would need to be carried out less frequently thus reducing costs and upset within the team working in the facility. Permanent staff have both advantages and disadvantages; However, when as in the case of the Wilderness Boot Camp these are kept to a small number it allows the greatest flexibility possible.</p>		<p>and include explanations of possible advantages and of full-time permanent staff over self-employed staff. The discussion 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.</p> <p>Level 1: [1-3 marks] Candidate identifies/describes both advantages and disadvantages of full-time permanent staff. There is little or no attempt to discuss. Sentences have limited coherence and structure, often being of doubtful relevance to the main focus of the question.</p>	<p>means that....) – 6 marks</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>

Question	Answer	Marks	Guidance	
			Content	Levels of Response
	<p>Level 1: [1-3 marks] Full time staff are staff who work over 35 hours per week. The advantages of employing full-time staff are that they have a good understanding of how the organisation operates, and therefore can help in providing a high level of customer service, which should show in profits. Full time staff also have more commitment to the organisation, so will reduce staff turnover and the costs associated with it, whereas self-employed staff are not generally as loyal. A disadvantage of full time staff is that few new ideas will come into the organisation, so they may get stuck in a rut, whereas self-employed staff bring new ideas with them. However the loyalty created with full time staff allows planning to be more effective and would generally outweigh the disadvantages of using such staff.</p>			
1(d)	<ul style="list-style-type: none"> • Improved productivity and profitability • Skilled and motivated people work harder and better improving productivity • Customer satisfaction. • IIP is central to staff becoming customer focused, enabling organisations meet customers' needs. • Improved motivation. • Motivation is improved through employee's greater involvement, this leads to higher morale. • Reduced wastes and costs. 	2		Points marking One mark for each correct identification up to a maximum of two identifications

Question	Answer	Marks	Guidance	
			Content	Levels of Response
2(a)	<p>Communication Skills All staff need to be able to communicate with the customers of the Boot Camp to simply instruct, give instructions or provide advise</p> <p>Organisational Skills With much of the day being on a one to one basis, and staff being limited in number, staff need to be organised to ensure that they get to the right appointment at the right time.</p> <p>Empathy Staff at the Boot Camp are dealing with people who are there due to issues with their health and body, and may lack confidence, therefore they have to be able to empathise with them and understand how they are feeling in order to motivate them.</p> <p>Any other suitable skills or qualities, but not any response that is related to qualifications.</p>	6		<p>Points marking</p> <p>One mark for each correct identification up to a maximum of three identifications, plus a further more for each of three explanations.</p> <p>One mark for each explanation of inclusion</p> <p>Accept and reasonable skill or quality</p>
2(b)	<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 reputation 	8	<p>Level 2: [5-8 marks] Candidate will show a clear understanding of the question and include detailed identification and explanation of the impact of having the correct staff in place to deal with customers. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.</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>

Question	Answer	Marks	Guidance	
			Content	Levels of Response
	<p>Level 2: [5-8 marks] Customer service is about meeting or exceeding the needs of your customers. Wilderness Boot Camp is all about a tailor made programme at high cost, so the staff employed have a huge impact on the enjoyment of the experience by customers. If Wilderness Boot Camp 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 Wilderness Boot Camp 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 Wilderness Boot Camp 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 Wilderness Boot Camp both as a provider and as an employer, which may result in a loss of custom and difficulties in the recruitment of further staff. Overall the recruitment of poorly trained staff is negative for Wilderness Boot Camp and they would be better paying higher wages for better qualified staff but also making sure they employ the right staff in the first place.</p> <p>Level 1: [1-4 marks] Customer service is about meeting or exceeding the needs of your customers. If Wilderness Boot Camp are to get customers coming back time or who will spread good word of mouth publicity they need to have good customer service. If Wilderness Boot Camp 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 1: [1-4 marks] Candidate identifies/describes the impact that staff have on the whole customer service experience. Information may be in the form of a list of possible advantages of having the best staff working for the organisation. 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 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>

Question	Answer	Marks	Guidance	
			Content	Levels of Response
2(c)	<p>Indicative Content</p> <ul style="list-style-type: none"> • Contact Information • Closing Date • Salary • Job Location • Job Role • Job Responsibilities • Responsible for • Responsible to <p>Level 3: [7-10 marks]</p> <p>A job advertisement is one of the main pieces of recruitment documentation. The advertisement is the first contact the potential employee has with the organisation. It is the job advertisement that encourages people to look into working for the organisation, however the job advertisement must also be placed in a place where it will be seen by people, no matter how good the advertisement is, if it is in a location where it cannot be seen it does not matter how good it is people will not apply for the job. The advertisement is also the first point at which the organisation can filter out inappropriate applicants, therefore must contain the relevant information. The job advertisement must contain all of information a potential employee needs in order to make a decision about applying or not. This should include job role and responsibilities, location, salary, contact details and closing date. Without a job advertisement people do not know about the position, however it is also about what the advert contains and when and</p>	10	<p>Level 3: [7-10 marks]</p> <p>Candidate will show a clear understanding of the question and include detailed identification and explanation of the advantages and disadvantages of using good job advertisements in the recruitment and selection process. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.</p> <p>Level 2: [4-6 marks]</p> <p>Candidates will show an understanding of the question and include explanations of possible advantages and disadvantages of the correct or incorrect placement of adverts, along with the correct information on the advert itself. The discussion 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.</p>	<p>Level 3: [7-10 marks]</p> <p>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>Level 2: [4-6 marks]</p> <p>No list – must be at least ‘describe’ Description only – 4 marks Explanation/analysis – 5 marks Evaluative comment (because... means that...) – 6 marks</p> <p>Level 1: [1-3 marks]</p> <p>List – maximum 2 marks 2 identifications plus one description – 3 marks 2 identifications and unsupported judgement – 3 marks</p>

Question	Answer	Marks	Guidance	
			Content	Levels of Response
	<p>where it is placed. If all of these are correct Wilderness Boot Camp have a better chance of recruiting good staff.</p> <p>Level 2: [4-6 marks]</p> <p>A job advertisement is one of the main pieces of recruitment documentation. It is the job advertisement that encourages people to look into working for the organisation, however the job advertisement must also be placed in a place where it will be seen by people, no matter how good the advertisement is, if it is in a location where it cannot be seen it does not matter how good it is. The job advertisement also must contain all of information a potential employee needs in order to make a decision about applying or not. This should include job role and responsibilities, location, salary, contact details and closing date.</p> <p>Contact Information so the prospective employee knows where to contact the organisation to collect further information Closing Date-To allow the prospective employee knows when they have to have their application completed by.</p> <p>Salary-This allows the prospective employee to understand how much money is attached to the position, and whether or not it is in the salary scale appropriate to them.</p> <p>Job Location - This allows the prospective employee an understanding of where the organisation is situated so they can see if the location is suitable or not.</p>		<p>Level 1: [1-3 marks]</p> <p>Candidate identifies/describes a job advertisement and what could be included and where it should be placed.</p> <p>There is little or no attempt to discuss. Sentences have limited coherence and structure, often being of doubtful relevance to the main focus of the question.</p>	

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	<p>However the job advert is very brief and only contains the key points, it is more useful when used in conjunction with other documents such as the person specification and further information about the organisation.</p> <p>Level 1: [1-3 marks]</p> <p>A job advertisement is the first point of contact for a prospective employee to an organisation. The job advertisement should provide the necessary information to encourage people to take it further and collect an application pack. The job advertisement also needs to show the necessary information such as role and responsibilities and contact information without any of the major details people will be unable to make the decision as to whether to apply or not. The job advertisement must also be placed in suitable places so people will see it.</p>			

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2(d)	<ul style="list-style-type: none"> • the full name of employer and employee • the address of the employer • the place of work • the title of job or nature of work • the date the employment started • if the contract is temporary, the expected duration of the contract • if the contract of employment is for a fixed term, the details • details of rest periods and breaks as required by law • pay intervals • hours of work • details of paid leave • sick pay and pension (if any) • period of notice to be given by employer or employee • details of any collective agreements that may affect the employee's terms of employment 	2		<p>Points marking</p> <p>One mark for correct identification up to a maximum of two marks.</p>
3(a)	<p>Stage 1- Verbal/Oral warning</p> <p>Stage 2 - First written warning</p> <p>Stage 3 – Final/Second written warning</p> <p>Stage 4 - Dismissal/Sacked/Fired/Suspension</p>	4		<p>One mark for correct identification up to a maximum of four identifications.</p>
3(b)	<p>Level 2: [5-8 marks]</p> <p>Grievances are concerns, problems or complaints that employees raise with their employers. Grievance procedures are used by employers to deal with employees' grievances.</p> <p>It is important that employers and employees follow the grievance procedure where it applies to ensure everyone feels they are being fairly treated.</p> <p>Maintaining the quality of work life for employees</p>	8	<p>Level 2: [5-8 marks]</p> <p>Candidate will show a clear understanding of the question and include detailed identification and explanation of a grievance procedure. Candidate effectively discusses the impact of failing to follow the process. There is sound and frequent evidence of</p>	<p>Level 2: [5-8 marks]</p> <p>Identification/description implied/assumed.</p> <p>Explanation/analysis/comparison of more than one point/both sides – 5-6 marks.</p> <p>An evaluation/judgement without overall conclusion/prioritisation – 7 marks.</p>

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	<p>should be an important concern for the any organisation such as Wilderness Boot Camp. The grievance handling procedure of the Boot Camp can affect the working environment of the organisation. Effective grievance handling is an essential part having good employee relations and running a fair, successful, and productive workplace. The solution to industrial problems depends on manager's approaches and attitude in effective handling of employees grievances. Care should be taken in the way managers of the Boot Camp approaches the problem, this will ensure effective relationships are maintained and that no legal action can be taken against the organisation, reducing legal and recruitment costs.</p> <p>Level 1: [1-4 marks] Grievances are concerns, problems or complaints that employees raise with their employers. Grievance procedures are used by employers to deal with employees' grievances. Grievance procedures allow employers to deal with grievances fairly, consistently and speedily. Employers must have procedures available to employees so that their grievances can be properly considered. Without following the procedure correctly legal action could be taken against Wilderness Boot Camp.</p> <p><i>Description of the grievance process only level 1</i></p>		<p>thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.</p> <p>Level 1: [1-4 marks] Candidate identifies/describes the. Information may be in the form of a list grievance procedure. Candidates will include explanations of possible impacts if the process is not used properly, this may be discussed with some success. The answer is relevant and accurate and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary.</p>	<p>With overall supporting conclusion – 8 marks</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>

Question	Answer	Marks	Guidance	
			Content	Levels of Response
3(c)	<ul style="list-style-type: none"> • Facebook • Twitter • Email • Text • Apps • Internet • Mobile Phone • Walkie Talkie • Facetime/Skype/Video calls 	2		<p>Points marking</p> <p>One mark for correct identification up to a maximum of two marks</p>
4(a)*	<p>Indicative Content</p> <ul style="list-style-type: none"> • management style • non-financial awards • job enlargement, job rotation, job enrichment • teamwork, multi- skilling, quality circles, • empowerment • management by objectives <p>Level 3: [9-12 marks] 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. It is possible that money would be a motivator. With an increase potential wages, it means that the competition for employees will be lessened as staff are more likely to choose to go to Boot Camp and work, which allows teams to form and therefore a more solid and cohesive work force for the facility. However this is more likely to be true of the staff employed on lower wages such as kitchen and cleaning staff. There are limited employment opportunities in the area so</p>	12	<p>Level 3: [9-12 marks] Candidate will show a clear understanding of motivational techniques and their purpose. They identify and evaluate suitable techniques that could be used. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.</p> <p>Level 2: [5-8 marks] Candidates will show an understanding of the question and includes suitable examples of motivational approaches that could be used to motivate the staff of Wilderness Boot Camp. The discussion in the most part is accurate and relevant. The answer is relevant and accurate</p>	<p>Level 3: [9-12 marks] Identification/description implied/assumed Explanation/analysis/comparison of more than one point/both sides – 9 marks An evaluation/judgement without overall conclusion/prioritisation – 10 marks With overall supporting conclusion – 11/12 marks</p> <p>Level 2: [5-8 marks] No list – must be at least ‘describe’ Description only – 5 marks Explanation/analysis – 6/7 marks Evaluative comment (because.... means that....) – 8 marks</p> <p>Level 1: [1-4 marks] List – maximum 2 marks 2 identifications plus one description – 3 marks 2 identifications and unsupported</p>

Question	Answer	Marks	Guidance	
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	<p>to get the best employees the chance of increased money will prove beneficial. There are many other methods to motivate people but a financial incentive would seem to outweigh the costs in this case.</p> <p>Level 2: [5-8 marks] 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. Most people are motivated by money. The down side is that the inclusion of a financial motivator would cost the organisation money, however this could result in higher levels of customer service and an increase in customer numbers. A simple motivator for Boot Camp would be to remove the cost of the staff accommodation. They could also consider improving the state of the facilities.</p> <p>Level 1: [1-4 marks] 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. All staff need to feel that what he is doing is worthwhile. The managers of Boot Camp could look at a number of ways to motivate staff. Money is always the motivator people look at; in this case it is likely that money would be a good motivator, they could look at reducing the cost of staying at the Boot Camp.</p>		<p>and shows reasonable knowledge and understanding of concepts and principles with some use of specialist vocabulary.</p> <p>Level 1: [1-4 marks] Candidate identifies/describe motivation and motivational techniques. Sentences has limited coherence and structure, often being of doubtful relevance to the main focus of the question.</p>	<p>judgement – 4 marks</p>

Question	Answer	Marks	Guidance	
			Content	Levels of Response
4(b)	<p>Indicative Content</p> <ul style="list-style-type: none"> • Conflict • May not be honest • May not produce feedback of suitable standard • Feedback may be more accurate as working with / for / under individual • Reporting may be inconsistent • Appraisals may not be as frequent or organised as before due to time needed <p>Level 3: [7-10 marks] A 360 degree appraisal is where a colleague on the same level of responsibility does the appraisal, as does a line manager above and a subordinate below, completing a circle – hence the 360 name. There are a number of advantages and disadvantages of this. The appraisal of some of those involved may not be honest as someone may give a friend a better appraisal than they should get as they do not want to upset them. As this person is not fully trained it may not produce feedback of suitable standard and may result in spending money on training that is not needed. To train everyone up to the correct level would also take time and cost money and may not be valued by staff, however this would be necessary for 360 degree appraisal. Staff may not like taking additional responsibility for carrying out appraisals and see it as an imposition for them, getting them to carry out additional tasks for no extra money. However feedback may be more accurate as the range of people working with individual are involved. Overall appraisals are good and a way of getting feedback and praising people, however, in this case 360 appraisals may not be</p>	10	<p>Level 3: [7-10 marks] Candidate will show a clear understanding of the question and include detailed explanation of the advantages and disadvantages of 360 degree appraisal and its use at Wilderness Boot Camp. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.</p> <p>Level 2: [4-6 marks] Candidates will show an understanding of appraisal systems and is able to look at the advantages and disadvantages of a 360 degree appraisal system. The discussion 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.</p> <p>Level 1: [1-3 marks] Candidate identifies/describes appraisals and their purpose, and defines per appraisal. There is little or no attempt to</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>Level 2: [4-6 marks] No list – must be at least ‘describe’ Description only – 4 marks Explanation/analysis – 5 marks Evaluative comment (because... means that...) – 6 marks</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>

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	<p>appropriate as many of the staff are temporary, and have less commitment to the organisation and may not know each other sufficiently well or be committed to the process.</p> <p>Level 2: [4-6 marks] A 360 appraisal may not be as quick as some appraisal methods, however the information gained from the range of sources should allow a better view of the individual to be taken. One issue is that some people in the circle of appraisal may not fully trained it may not produce feedback of suitable standard and may result in spending money on training that is not needed. However feedback may be more accurate as they are working with individual, and they may know the job better than a line manager who is distant to the job. A peer appraisal may also be faster but limited in value as they may not be done correctly. The input from a varying range of people at different levels gives a more holistic view. The biggest down side of a 360 degree appraisal is the time it takes to do and to collate the information, however it could be said the results are truer and more valuable.</p> <p>Level 1: [1-3 marks] An appraisal is an identification of your progress and development needs. It is usually done at least once a year. It is most commonly done in a meeting with your line manager however a 360 degree appraisal is carried out by an individual's on the same level as you within the organisation, also by those above and below you within. This is generally an accurate view of a person as multiple views are gained.</p>		<p>discuss. Sentences have limited coherence and structure, often being of doubtful relevance to the main focus of the question.</p>	

Question	Answer	Marks	Guidance	
			Content	Levels of Response
5(a)	<p>Indicative Content</p> <ul style="list-style-type: none"> • Economic climate affects the supply and demand for labour, both locally and nationally. • High demand for labour might result in an increase in salaries, wages and perks in order to attract staff at all levels • Economy affects disposable income, a rise increases spending on leisure a fall a decrease. • Changes in inflation and interest rates impact onto disposable income. <p>Level 3: [7-10 marks] Uncertainty in the economy might lead to a more flexible workforce being employed, changing the methods of employment used at Wilderness Boot Camp, allowing them to increase and decrease the number of staff to match in with demand for the services Out and About offer. This may affect the finances of the organisation, with training and wages costing more – meaning costs may have to be cut or prices increased – which in turn may affect customer numbers. As customer numbers rise and fall, the number of staff rises and fall. With the economy in a weak position people may decide that a visit to Wilderness Boot Camp would be a luxury and therefore may chose not to do it, the impact of this is less staff are needed to provide services and so would need to be reduced. Due to changes in the economy staff may choose to work elsewhere so they might need to improve their remuneration packages to attract staff to Wilderness Boot Camp. Falling and increasing interest rates will have an effect on costs therefore it might impact on finance</p>	10	<p>0 marks No response or no response worthy of credit.</p> <p>Level 3: [7-10 marks] Candidate will show a clear understanding of the question and include detailed identification and explanation of a number of key economic factors that affect HRP. Candidate effectively draws valid conclusions about how the economy impacts on wilderness Boot Camp. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.</p> <p>Level 2: [4-6 marks] Candidate describes the economy and its impact on HRP. Candidates will show an understanding of the question and include explanations related to a number of key economic factors that have an impact. 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</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>Level 2: [4-6 marks] No list – must be at least ‘describe’ Description only – 4 marks Explanation/analysis – 5 marks Evaluative comment (because... means that...) – 6 marks</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>

Question	Answer	Marks	Guidance	
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	<p>for labour cost and training. Uncertainty might lead to a more flexible workforce being employed, changing the methods of employment used at Wilderness Boot Camp. This may affect the finances of the organisation, with training and wages costing more – meaning costs may have to be cut or prices increased – which in turn may affect customer numbers. With health education more people are choosing to take care of their health and fitness. With this Wilderness Boot Camp may see an increase in customer numbers and may have to employ more staff and therefore may have to recruit more, causing increased costs. The economy has a direct impact on human resource planning, and is something which Wilderness Boot Camp will have to do on a regular basis.</p> <p>Level 2: [4-6 marks] The economy if strong may result in high employment levels in the region due to it being an area high in tourism, due to this Wilderness Boot Camp may have to show an increase in remuneration packages to attract people to come to work at Wilderness Boot Camp. Extra remuneration may also be true because of its location, and the competition for staff. Falling and rising interest rates will have an effect on costs therefore it might impact on finance available for labour cost and training. The changes in interest rates may also affect the amount of disposable income available to customers as these rise, disposable income is reduced and luxuries such as visits to facilities such as Wilderness Boot Camp may be reduced resulting in</p>		<p>principles with some use of specialist vocabulary. Candidate has a limited ability to organise relevant material. Some appropriate terminology used.</p> <p>Level 1: [1-3 marks] Candidate identifies/describes the economy, it may be in the form of a list of economic factors. There is little or no attempt to draw valid conclusions..</p>	

Question	Answer	Marks	Guidance	
			Content	Levels of Response
	<p>the need for less staff. However with more people taking an interest in health and leisure and wanting a quick fix, Wilderness Boot Camp may have to employ more staff and therefore may have to recruit more.</p> <p>Level 1: [1-3 marks] Human resource planning is a way of assisting the best deployment of human resources and can help organisations to plan for their needs in the future. Human resource planning allows them to take into account issues such as the economic climate such as disposable income, interest rates, and employment levels in order to:</p> <ul style="list-style-type: none"> • assess future recruitment needs • anticipate and possibly avoid redundancies • formulate training programmes • develop a promotion and career development policy including succession planning <p>Keep staff costs to a minimum to be competitive</p>			

Question	Answer	Marks	Guidance	
			Content	Levels of Response
5(b)	<p>Level 3: [7-10 marks] Human resource planning is a way of assisting the best deployment of human resources and can help organisations to plan for their needs in the future. The location of Boot Camp directly impacts as they may have a shortage of staff, and a shortage of staff with the correct skills and qualifications. This is particularly true of the higher level positions. The lower paid roles have competition for employees from other local employers offering similar wage structures. The location means staff may have to re locate to the area – which could take time and money. Provision of accommodation for staff is also an additional cost that has to be considered. With all this in mind Boot Camp have to be very proactive in the HRP to ensure they are not caught out.</p> <p>Level 2: [4-6 marks] Human resource planning is a way of assisting the best deployment of human resources and can help organisations to plan for their needs in the future. Location will affect the planning at Wilderness Boot Camp as the organisation is located in a fairly rural location with limited pool of people to draw from. The people available also may not have the correct skills and qualifications meaning they may have to provide a higher salary package for staff, or pan the training and development of new staff. The location also affects how far people are willing to travel, so may cost the Boot Camp more in providing accommodation for staff. Location can have a negative effect on Boot Camp.</p>	10	<p>Level 3: [7-10 marks] Candidate will show a clear understanding of the question and include detailed identification and explanation of the impact both positive and negative that location has on the HRP of wilderness Boot Camp. There is sound and frequent evidence of thorough, detailed and accurate knowledge and understanding of concepts and principles using specialist vocabulary.</p> <p>Level 2: [4-6 marks] Candidates will show an understanding of the question and include explanations of possible impacts that the location of wilderness Boot Camp has on HRP. The discussion 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.</p> <p>Level 1: [1-3 marks] Candidate identifies/describes human resource planning, and the role of location. Sentences have limited</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>Level 2: [4-6 marks] No list – must be at least ‘describe’ Description only – 4 marks Explanation/analysis – 5 marks Evaluative comment (because.... means that....) – 6 marks</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>

Question	Answer	Marks	Guidance	
			Content	Levels of Response
	<p>Level 1: [1-3 marks]</p> <p>Human resource planning is a way of assisting the best deployment of human resources and can help organisations to plan for their needs in the future. Human resource planning allows them to take into account issues such as the economic climate, skills shortage, location issues and consumer trends in order to</p> <ul style="list-style-type: none"> • Assess future recruitment needs • Anticipate and possibly avoid redundancies • Develop training programmes • Keep staff costs to a minimum to be competitive <p>The location of Wilderness Boot Camp means that they may have trouble getting staff or staff with correct qualifications as they are in a rural area.</p>		<p>coherence and structure, often being of doubtful relevance to the main focus of the question.</p>	

OCR (Oxford Cambridge and RSA Examinations)
1 Hills Road
Cambridge
CB1 2EU

OCR Customer Contact Centre

Education and Learning

Telephone: 01223 553998

Facsimile: 01223 552627

Email: eneral.qualifications@ocr.org.uk

www.ocr.org.uk

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Head office
Telephone: 01223 552552
Facsimile: 01223 552553

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