

Mark Scheme (Results) Summer 2007

GCE

GCE Leisure Studies (6970) Paper 01

Unit 5: Employment in Leisure (6970)

Question	Example answers	Marks
1(a)(i)	<ul style="list-style-type: none"> • one-off jobs • occasional/not regular • limited employment rights • work for someone else • may get paid at higher rate as less rights • valid example in the leisure industry. <p>Or any other realistic response.</p>	1 mark per correct idea up to a max of 4. (4)
1(a)(ii)	<p><u>Level 1</u> They only employ them when they need them. (1) Might pay less tax for them. (1) They're not as committed to the organisation. (1)</p> <p><u>Level 2</u> Because they may only work for Halstons for a few hours a week, that work may not be very important to them. Therefore they may be less reliable as Halstons has less control over them. (4) Self-employed workers can be brought in only when needed - Halston has more customers in summer so they would need more workers then. Because they don't work for the company permanently they might not all know how it works - this would mean that they have a wide variety of courses so will need lots of instructors with different skills. It may be cheaper to employ specialists when they need them rather than to train up their full-time staff to the required standard, especially as many of the activities may carry a high level of risk, like rock climbing. Although they may save money through this, the self-employed people may be difficult to get in at short notice, as they are working elsewhere. This may mean they lose out on last-minute bookings. (6)</p>	<p>Level 1 1-3 marks Benefits and/or disadvantages simply stated.</p> <p>Level 2 4-6 marks Basic analysis of the benefits/advantages. Expect some development of why they are benefits/disadvantages. There may be some specific links to Halstons.</p> <p>For top of the level both must be addressed.</p>

Question	Example answers	Marks
	<p><u>Level 3</u> As they have considerable variation in the numbers attending courses then sometimes they need more staff than at others. If they were all salaried staff then there would be times when they were being paid for doing nothing. They will have access to staff with more specialist skills, either for different activities or different age groups. If they only need these from time to time then it won't be an efficient use of resources to have their own staff trained to such a degree, as these skills won't often be needed - they just bring them in when they need them. A disadvantage could be that they won't always be available when they want them, as they will work elsewhere also. This means that they will have to have courses planned well in advance to ensure that they have the right staff. (8)</p>	<p>Level 3 7-8 marks Detailed analysis of both benefits and disadvantages. Explanation as to how the characteristics of casual labour relate to Halstons should be clear. There should be specific reference to Halstons. (8)</p>
1(b)(i)	<p>Trade magazine/Leisure Opportunities. (1) It is a high level job so worth advertising in a specialist magazine. (1) People with experience in the industry will look in these for jobs such as this. (1) National newspaper (1). Will reach a wide catchment so better chance of good quality candidates. (1) As it is a manager role it is probably well paid so people will be prepared to travel a long distance/move to get it.(1) Accept specific job search website or Halston's own website. Internal. Do not credit this as identification unless it is specific and realistic eg internal website/jobs magazine. Explanation can be credited if plausible. Or any other realistic response Not radio, local paper, internet</p>	<p>1 mark for each correct suggestion. Up to 2 marks for each explanation. (6)</p>

Question	Example answers	Marks
1(b)(ii)	<p>Responsibilities - potential applicants may want to know how many employees they are responsible for.</p> <p>Salary - will want to know whether it's worth moving for if they live a long way away.</p> <p>Company name - will want to know who they are working for so they can find out more about it to help them in their decision.</p> <p>Or any other realistic response</p>	<p>1 mark for each correct suggestion up to a maximum of 3.</p> <p>1 mark for each correct reason/explanation up to a max of 3.</p> <p>Reason can be generic or specific to Halstons.</p> <p>(6)</p>
1(c)	<p><u>Level 1</u> Need criteria to judge them on. These could be desirable or essential. (2) Candidate are scored to find the best ones (1)</p> <p><u>Level 2</u> They cannot afford to interview them all so they look at their applications and decide which the best ones are. They do this by using a scoring method using agreed criteria. (4) They decide the criteria they are going to use and compare the candidates' applications to them. This gives them a fair way of choosing the best ones as the criteria are the same for everybody. They are the essential and desirable criteria from the person specification. (5)</p> <p>First they would have to decide the criteria that they will use to judge the candidates. These will be the desirable and essential criteria outlined in the person specification. Each application will be judged against these in order to produce an objective assessment of the candidates. The candidates with the highest scores will be the ones that are then called for the interview stage. (6)</p>	<p>Level 1 1-3 marks Simple suggestions of ideas that might be used in it. May be some basic reason also.</p> <p>Level 2 4-6 marks Explanation as to how possible elements are used to produce a process, together with sound explanation of reasons for its use.</p> <p>Detailed explanation of how it operates may also achieve top of the level.</p> <p>(6)</p>

Question	Example answers	Marks
1(d)	<p>What do you think that you bring to the role of Head of Outdoor Pursuits that makes you a good candidate for the post? (2) This will make the candidate focus on the particular skills/experience that he/she has and relate it to the role on offer. The candidate will be able to sell themselves to the panel as to why they would be beneficial to the running of the department. (2)</p> <p>How do you think that you can take the department forwards? (1) This will show whether the candidate has thought carefully about the job on offer before the interview. It will show whether they have studied the information/found out any additional information about the company and thinks they can bring new ideas to the post. (2)</p> <p>'It is an open ended question' - allow once.</p>	<p>Up to 2 marks for each question and explanation, up to a maximum of 6 in total.</p> <p>A very well structured question can gain 2 marks on its own.</p> <p>Either question could score 2 marks for the question and 2 for the explanation.</p> <p>(6)</p>
1(e)	<ul style="list-style-type: none"> • compare scores for the interview • discussion amongst panel as to most suitable • make decision • contact by phone etc successful candidate • (if candidate accepts)Inform other candidates • send out contract 	<p>Up to 5 marks for each correct idea given.</p> <p>Reserve 6th mark for putting them in a logical order (must have minimum 3 elements of the process for this).</p> <p>(6)</p>

Question	Example answers	Marks
<p>1(f)</p>	<p><u>Level 1</u> They may be taken to an industrial tribunal by one of the candidates. Could appoint the wrong candidate. (2)</p> <p><u>Level 2</u> Some candidates could claim that they have been discriminated against if there is no evidence to show that a fair process has taken place. This could be discrimination by race or sex as there are many different types of candidates. (4)</p> <p>If the HOP is not chosen on merit and the best candidate is not chosen, this could mean that the department does not run as well as it could. Lack of direction and organisation may mean that customers are dissatisfied and this could lead to loss of profits for the centre. (5)</p> <p><u>Level 3</u> The process must be seen to be fair or the company could suffer in a number of ways. As there are candidates of different sex/ethnic background they could claim that they had been discriminated against if the decision has not been made on an objective basis with evidence to back it up. This may mean that they are taken to court and fined under the relevant legislation. It could also mean that the best candidate is not chosen if preference is shown for reasons other than ability so the company would lose out in the long term as it is a senior post and they will be influencing how others work as well as themselves. Head of Outdoor Pursuits carries much responsibility as many of the activities carry high risk - any accidents due to sloppy procedures could damage the centre's reputation and long-term profits. As some of the candidates are internal then if they feel it has not been fair then they might be de-motivated when they return to their job roles. (8)</p>	<p>Level 1 1-3 marks Simple statement of the effects.</p> <p>Level 2 4-6 marks Some analysis of the effects of failing to follow the correct procedures with some link to the scenario. Do ensure that argument is realistic. Staff dissatisfaction with a process such as this on its own will not have a great effect on the company.</p> <p>Level 3 7-8 marks Detailed analysis of failing to follow the correct procedures closely linked to the scenario. Will be clearly related to role of ethnic minority, internal candidates, level of post offered and/or type of activities within its realm.</p> <p style="text-align: right;">Total 50 marks (8)</p>

Question	Example answers	Marks
2(a)	<p><u>Level 1</u> New HOP will need longer induction. (1) New HOP will be given staff handbook and shown basics like staff room. (2)</p> <p><u>Level 2</u> The new HOP will be shown around the centre so that she knows where fire exits are and the basics like the toilets and staff room. The old HOP will have been using these for 3 years so it would be a waste of time including these for him. (4)</p> <p>The new HOP's induction will be longer as all procedures are new to them whereas the old one will merely need reminding of some that he has forgotten. He may need new equipment explained as it has been introduced since his induction and he has not yet used it - the new HOP will need all procedures/equipment explained. (5)</p> <p><u>Level 3</u> New HOP induction will be longer as it is all new to her whereas basics like hours, handbook, rest rooms etc will all be known to the old one as he has been there a long time. The old HOP will probably only have an induction on procedures that have recently been introduced. This may include new equipment or codes of practice/legislation that governs their use. The new HOP will have these as well as all the original procedures as all the equipment will be new to them. The old HOP's induction may include some procedures that he has not been observing by accident as his induction was 3 years ago - if he didn't need to use all procedures immediately he may have forgotten how they work in the meantime.(7)</p>	<p>Level 1 1-3 marks Explanation relates only to what each one would involve. Differences simply described. Max 2 for simple list of items that would appear in one but not the other.</p> <p>Level 2 4-6 marks Simple explanation of differences between the two. Reasons are given as to why/how they are different.</p> <p>Level 3 7-8 marks Detailed explanation of the differences with some relation to the given scenario. The latter can be fairly basic here as the idea of new and old HOPs is inherent in the question.</p> <p>(8)</p>

Question	Example answers	Marks
2(b)(i)	<ul style="list-style-type: none"> • the time between resignation from a job and the employee leaving • generally the more senior the job the longer the notice period • very senior roles could be up to 3 months • there to allow time for appointing a replacement • it is not compulsory if neither employer nor employee wants to implement it. 	1 mark for each correct idea up to a max of 4. (4)
2(b)(ii)	<p><u>Level 1</u> Alan should be working only 48 hours a week. (1) Halston is breaking the law by giving him these hours. (1) He may be working for too long without a break. (1)</p> <p><u>Level 2</u> Alan is working more than maximum hours in a week allowed by the act. The company is in breach of the act so he could take them to court for this (4)</p> <p>53 hours a week is above the statutory maximum laid down in the act so Alan should not have to work this long. He should point this out to his employers. If they do not reduce the hours sufficiently he could take them to court. The act also sets out maximum hours for a day as well as the number of breaks. Halston is in breach of the act in the hours that Alan is doing also. (5)</p>	<p>Level 1 1-3 marks Simply states the relevant parts of the WTR and/or simple descriptive effects on Halston and/or Alan.</p> <p>Level 2 4-6 marks Clear explanation of the possible consequences of Alan's hours for Halston and/or Alan.</p>

Question	Example answers	Marks
2(c)	<p><u>Level 1</u> Need to employ temporary cover when she actually takes the leave, which will cost to recruit. (2) Someone new will need to be trained. (1)</p> <p><u>Level 2</u> As she is about to go on leave then Louise will be doing a new job with a new secretary. This will make it more difficult for her as she will have to help her in her new role as well as learning her own. Halston may not run as efficiently as they are both new. (4)</p> <p><u>Level 3</u> When she takes her leave then Halston will have to employ someone to cover her job role. This will mean spending money on recruitment and training, as she will need to know how Halston's systems work. Louise is new to the job so she will have to do much of it for the first time without her secretary. This will make it difficult for her and could provide problems for the centre as mistakes could be made. Her induction/ongoing training must be carefully focused to take account of this. (7)</p>	<p>Level 1 1-3 marks Effects simply stated. These will be mostly generic and analysis will be very basic in reality.</p> <p>Level 2 4-6 marks Basic analysis of the possible effects with some relation to Halston.</p> <p>Level 3 7-8 marks Detailed analysis of possible effects clearly related to the scenario. This will most likely refer to Louise being new and lead on to the effect on Halstons.</p> <p style="text-align: right;">Total 26 marks (8)</p>

Question	Example answers	Marks
3(a)	<p><u>Level 1</u> Job rotation means people do different things so that it is more interesting for them. (1)</p> <p><u>Level 2</u> As he is getting bored with being a lifeguard he needs to be allowed to do other jobs to keep him motivated. This would mean learning new roles and working with different people. He would need training in these areas however. (4)</p> <p>Ray is quite bright - he has 6 GCSEs - so it is not surprising he is getting bored but he can probably do other things. Halstons should use job rotation to motivate him, as, although it will cost them money to train him in other areas, they will probably benefit more in the long run. As he has stayed 3 years in the same job he is unlikely to leave when given more so they won't waste their money. (5)</p> <p><u>Level 3</u> Working in the same area/job all the time can be demotivating, so he needs other things to do - job rotation would do this. As he is quite bright, with 6 GCSEs, he should be capable of doing other things - Halston are wasting a resource here - without taking too much time/money to train him. He would be capable of taking on more work and this would boost his self esteem without actually costing Halston too much money in bonuses etc. However it may be that they have few qualified lifeguards so would need to train others for it while he is doing the other jobs. (7)</p>	<p><u>Level 1</u> 1-3 marks Descriptive statements of their advantages/disadvantages as motivational tools.</p> <p><u>Level 2</u> 4-6 marks Simple evaluation of their use related to the given scenario. This may refer to his qualifications or his role/attitude at Halston. There should be some linkage of the principles of job rotation with these characteristics or sound explanation as to the benefits to Halston. Expect most candidates to support its use, although those who can evaluate its use for Halston (which may not appear beneficial) as opposed to just Ray, should be credited.</p> <p><u>Level 3</u> 7-8 marks Detailed evaluation clearly related to the given scenario. Expect that either both aspects of his qualifications and his boredom at Halstons to be evaluated. Candidates may well qualify their enthusiasm to use it suggesting downsides of its use as well. (8)</p>

Question	Example answers	Marks
3(b)(i)	<p>Membership recruitment officer. (1)</p> <p>The more new members they recruit the more money is made for the club (1) so it would be worth giving the officer a bonus for each member who they enrol. (1)</p>	<p>1 mark for identification of a correct job. Up to 2 marks for explanation as to why that job is suitable for PRP. (3)</p>
3(b)(ii)	<p>Lifeguard. (1)</p> <p>It would be unfair because, if customers are sensible, a lifeguard in general is not needed to do anything. (1) This would also be difficult to measure and PRP needs to have parameters that can be measured. (1)</p>	<p>1 mark for identification of a correct job. Up to 2 marks for explanation as to why that job is not suitable for PRP. (3)</p> <p>Total 14 marks</p>
TOTAL FOR PAPER: 90 MARKS		

