

Mark Scheme Summer 2009

GCE

GCE Leisure Studies (8761 / 9761)

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Publications Code UA021103

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Unit 2 Working Practices in Leisure (6967)

Question Number	Answer	Mark
<p>1(a)</p> <p>AO1</p>	<p>1 mark for each correct statement</p> <p>E.g.</p> <ul style="list-style-type: none"> • data must only be used for the purposes for which it was obtained • data must be kept secure • information is not passed to a third party without permission/kept to be used by the company only • Dingos must be registered with the DPA • individuals can access the information and change it if it is incorrect • organisations can only hold necessary/relevant information. • Data should be deleted when it is no longer needed/kept only as long as necessary • Obtained legally 	<p>(4)</p>
<p>1(b)</p> <p>AO2</p>	<p>1 mark for identification of each of 2 realistic measures. Up to 2 marks for each explanation of why it is there and/or how it operates.</p> <p>E.g.</p> <ul style="list-style-type: none"> • signage in the club (1). This would make more people aware that theft could be a problem (1) They would therefore take greater care by not bringing too many valuables/keeping them with them at all times (1) • CCTV cameras (1) could be placed in bar areas/behind the counter (1). These would provide a deterrent to potential thieves (1) as they would know that they are likely to be seen and therefore there is a greater chance of being caught (1). <p>Accept:</p> <p>Use of lockers/cloakroom. Only accept 1 further mark for why/how a locker system works unless they refer to it ensuring that it is less easy to steal/there are fewer customer valuables exposed</p> <p>Extra staff/security guards</p> <p>Coded access to till/bar area</p> <p>Alarmed till/bar area, but not if it is 'push the alarm by hand' type button</p> <p>N.B. Don't double credit simple development, e.g. security guards watch the tills, CCTV to watch the tills</p>	<p>(6)</p>

Question Number	Indicative Content	
1(c) AO3	<p><u>Key ideas for applied links between Dingos and HASAWA</u> Staff need to set up heavy equipment - organisation needs to ensure they don't ask them to lift too much/trained to lift properly /informed about possible hazards of lifting too much. Many customers at times so staff need to have practised emergency procedures/need to have a written safety plan. Customers may be unpredictable/over-excited so staff need adequate training to prepare them for the likely situations/informed about possible hazards. Maintenance procedures must be carried out on the electrical equipment to ensure that both staff (disk jockeys) and customers are safe. N.B The focus should be the staff rather than general/customer safety measures.</p> <p>Level 1 - They will need to ensure that staff know about any possible hazards (1). They will need to have regular maintenance of machinery (1). Staff will have to be trained to use equipment properly (1).</p> <p>Level 2 - The employers' duty of care will mean that they have to ensure that staff are trained properly for tasks such as lifting the heavy equipment as they could be injured if this does not happen. (4)</p> <p>Level 3 - Clubbers are fairly unpredictable by late at night so staff will need to be aware of the potential hazards that they pose to staff and should be trained to deal with them. With many people in and lots of electrical equipment it will be vital that there are regular maintenance checks on it as it could cause fires, affecting both staff and customers. Staff would have to practise the emergency procedures for evacuating the club quickly as with lots of people in a confined space this would have to be effective or many people could be hurt etc. (7)</p>	
Level	Mark	Descriptor
	0	No rewardable material.
Level 1	1-3	Basic ways in which legislation is applied are outlined. This is likely to be a list of HASAWA's requirements dressed up as a 'to do' list.
Level 2	4-6	Sound analysis with some reference to the effects of HASAWA on the running of Dingos. At least one correct reason is suggested for the possible actions taken.
Level 3	7-8	Detailed analysis with specific reference to the effects of HASAWA on the running of Dingos. Analysis will accurately match the actions needed in terms of the type/quality of information held.

Question Number	Answer	Mark
<p>1(d)</p> <p>A01</p>	<p>Up to 2 marks for each correct explanation.</p> <p>E.g.</p> <ul style="list-style-type: none"> • occurrences of accidents/incidents have to be recorded (1). This means that any patterns in their occurrence can be seen and appropriate action taken (1) • a written record helps make apportioning blame fair (1). Employers will need to ensure workplaces are safe or they could be sued (1). <p>Credit references to it encouraging employees to report accidents and organisations being able to review procedures in the light of an accident/series of incidents</p>	<p>(4)</p>
<p>1(e)</p> <p>A01 A02 A04</p>	<p>Up to 4 marks for application stages.</p> <p>1 mark each for</p> <ul style="list-style-type: none"> • who might be affected • likelihood of risk • severity of risk • risk rating. <p>As always bear in mind that there should be a balance in their application of the problem. If they specify a severe risk then the likelihood of this occurring must be very low. Ensure that you check the scales that the candidate gives at the foot of the RA as they may not be logical! N.B. If their scale has numbers and descriptors then when assessing this look at what their '4x3' actually means. Some may be right, some wrong, depending on the descriptors.</p> <p>Up to 4 marks for measures to minimise risks.</p> <p>1 mark for each measure to minimise risk up to a maximum of 4</p> <ul style="list-style-type: none"> • trained staff/bouncers at the door to deal with poor behaviour • restricted entry to members • sobriety testing! • CCTV to spot trouble, especially just outside • responsible drinks policy. • Exclude known troublemakers • Limit numbers <p>Or any other realistic response. Do not accept : First aid</p>	

Question Number	Answer	Mark																
<p>1(e) cont.</p>	<p>Up to 4 marks for correct scales.</p> <p>Up to 2 marks each for scales of likelihood and severity awarded as follows:</p> <ul style="list-style-type: none"> • 1 mark for numerical scale given with some indication of what each end represents or basic scale in words only • 2 marks for numerical scale with sensible gradation of the scale shown or detailed scale in words only • if they are in words only it is likely to be as follows (as this is the one in the textbook). Accept only the filled in boxes for the overall risk. <table border="1" data-bbox="384 698 1217 909"> <tr> <td></td> <td>Slightly harmful</td> <td>Harmful</td> <td>Extremely harmful</td> </tr> <tr> <td>Highly unlikely</td> <td></td> <td>Tolerable risk</td> <td>Moderate risk</td> </tr> <tr> <td>Unlikely</td> <td>Tolerable risk</td> <td>Moderate risk</td> <td></td> </tr> <tr> <td>Likely</td> <td>Moderate risk</td> <td></td> <td></td> </tr> </table> <p>Likely scales to be met accompanied by numbers (although acceptable without - it is just impossible to get the overall risk mark if these are presented without numbers): Unlikely - likely - highly likely Slightly harmful - harmful - harmful - very harmful Slightly injury - first aid treatment - time off - hospitalised - death</p> <p>DO NOT ACCEPT 'Impossible' or similar (never) as part of a scale 'No harm' or similar as part of a scale Unsevere - severe - very severe 'Possible' in the middle of a series of 'likelys' or similar for full marks</p>		Slightly harmful	Harmful	Extremely harmful	Highly unlikely		Tolerable risk	Moderate risk	Unlikely	Tolerable risk	Moderate risk		Likely	Moderate risk			<p>(12)</p>
	Slightly harmful	Harmful	Extremely harmful															
Highly unlikely		Tolerable risk	Moderate risk															
Unlikely	Tolerable risk	Moderate risk																
Likely	Moderate risk																	
Total for Question 1		34 marks																

Question Number	Answer	Mark
<p>2(a)</p> <p>AO1</p>	<p>1 mark for each correct response up to a maximum of 4.</p> <p>E.g. Clubmark</p> <ul style="list-style-type: none"> • clubs need to contact their NGB • they can get a resources pack/Clubmark fact sheet from Sport England • they get accreditation through a simple self-certification scheme • this demonstrates that they are maintaining the same level • accreditation can be renewed annually • the organisation benchmarks itself against others that show good practice. • aimed mainly at encouraging young people in sport • run by Sport England <p>E.g. Chartermark</p> <ul style="list-style-type: none"> • sets standards based on what the customer wants/shows it listens to customers and acts on it • offers choices for a wide range of needs • promotes continuous improvement • involve staff in the planning and implementation of change • staff are encouraged and empowered to put things right where possible • benefits of new technology are maximised • communities have a say in the design and delivery of local services. • customer service focussed/to improve customer service • monitored by the cabinet office 	<p style="text-align: right;">(4)</p>

Question Number	Indicative Content	
2(b)(i) A03	<p><u>Key ideas for applied links between Sportzwood and Quest</u> Temperature linked to environment control/maintenance. Reception staff to staff supervision/people management/reception and admin Lockers to changing rooms/maintenance. Booking system to ICT. New member to customer care/marketing and pricing. Use of facilities to marketing and pricing/customer research.</p> <p>No doubt there will be other possible valid links made by bright (or desperate!) candidates.</p> <p>Level 1 - New members/visitors should be given information about what they are paying for (1). Having Quest should ensure that the temperature of the facilities is appropriate (1).</p> <p>Level 2 - Quest would mean that the lockers in the changing rooms would be checked regularly so they would make sure that hangers were always available. The centre would be proactive in providing notices reminding people not to wear shoes in the gym. (5)</p> <p>Level 3 - As part of the 'environmental 'control' section of Quest they would have to monitor all areas and make sure that they were all at a suitable temperature so the studios wouldn't be too warm for the activity. Marketing and pricing are part of Quest, so people would be made aware of what they were paying for. In addition they may well have a flexible pricing policy like a cheap off-peak system probably be in place. (7)</p>	
Level	Mark	Descriptor
	0	No rewardable material.
Level 1	1-3	Simple explanation of the benefits of Quest given but with little, if any, to link to aims of Sportzwood. These will probably be fairly generic and the influence on Sportzwood only implicit.
Level 2	4-6	Benefits are linked to the aims of Sportzwood in a general way. There is some explanation of how the characteristics of Quest will help reduce the number of complaints. To achieve this level there must be evidence of the stimulus being used directly or that the benefits are specifically of Quest and not just any quality system.
Level 3	7-8	Detailed explanation characterised by specific linkage of aspects of Quest system with the given complaints about Sportzwood. At this level at least 2 comments should have been tackled in this way.

Question Number	Answer	Mark
<p>2(b)(ii) A02</p>	<p>1 mark for each correct piece of evidence up to a maximum of 2. 1 mark for each correct explanation.</p> <p>E.g.</p> <ul style="list-style-type: none"> • cleaning rotas (1). The year-planners show whether maintenance is ongoing to keep equipment up to standard and thus fulfil the requirements of having well maintained for the facilities operations part of Quest (1) • minutes meetings/documentation (1). Looking at the minutes of meetings and other documentation should show inspectors whether targets are being set and objectives are being reached (1) • staff and customer testimonies (1) • records of staff training for handling chemicals (1) • cleaning schedules for changing rooms (1) • development plan (1) • Centre's aims (1) • staff records (1) • Risk assessments (1). 	<p>(4)</p>
<p>2(b)(iii) A02</p>	<p>Up to 3 marks for each correct explanation. In each case 1 mark is available for a generic disadvantage of the system and the other 2 marks for application to any of the information about Sportzwood.</p> <p>E.g.</p> <ul style="list-style-type: none"> • many of the staff have been there a long time and will have set work practices (1). They may resent these having to change to introduce the new system (1), but it cannot work without all the staff being involved (1) • some of these systems have zero tolerance of mistakes (1). This puts the new staff in particular under more pressure as they will make mistakes understandably at first (1). This may de-motivate them as they will think that they are letting the side down in doing so (1). 	<p>(6)</p>
<p>Total for Question 3</p>		<p>22 marks</p>

Question Number	Answer	Mark
3(a)(i) A02	<p><u>2 mark response</u> £1600</p> <p><u>1 mark response</u> 18000 and 16400 seen 160... seen Evidence of one mistake in addition of either the costs or potential income, with the correct answer being calculated for their figures</p>	(2)
3(a)(ii) A02	<p><u>3 mark response</u> £2000</p> <p><u>2 mark response</u> 7200-5200 seen Evidence of one mistake in addition of either the costs or potential income, with the correct answer being calculated for their figures.</p> <p><u>1 mark response</u> They would make a loss of £400.</p>	(3)
3(a)(iii) A02	<p>1 mark for a realistic suggestion.</p> <p>E.g.</p> <ul style="list-style-type: none"> • payment of own staff for the evening (1) • electricity. 	(1)
3(b)(i) A03	<p>Up to 2 marks for explanation.</p> <p>E.g.</p> <ul style="list-style-type: none"> • they will need to fix in advance the exact date of the concert (1) so they can book the bands for that date (1) • so staff will know what they are doing (1) and therefore the event will run smoothly (1) • It gives a clear view of what needs doing (1) so ensuring that it will all be done (1) <p>N.B. Don't credit reference to it as being for the actual event unless the principle is the same, in which case 1 mark can be awarded max.</p>	(2)

Question Number	Answer	Mark
<p>3(b)(ii)</p> <p>A03</p>	<p>1 mark for identification of problems up to a maximum of 2. Up to 2 marks for explanation of each problem identified.</p> <p>E.g.</p> <ul style="list-style-type: none"> • they have prepared the publicity material before booking the complex (1). This might mean that they could not get the venue for the date that they had planned (1). The work that had been done on the publicity material would be wasted (1) • the gathering of data starts too early (1) They are gathering data to evaluate success before the event has taken place (1) This will be a waste of staff as there will not be any data beforehand (1). <p>Credit responses that refer to the relatively short time over which the schedule is proposed.</p> <p>Accept responses that are phrased as solutions to the possible problems ‘it would be better to...’ but only accept one solution for each problem max.</p> <p>Don’t credit criticism of the structure of the chart (e.g. the bars overlap) - this is how it is done!</p>	<p>(4)</p>
<p>3(b)(iii)</p> <p>A02</p>	<p>Up to 2 marks for explanation of each of 2 realistic methods of evaluating the event.</p> <p>E.g.</p> <ul style="list-style-type: none"> • the amount of profit made could be used (1) as one of the aims of the event was to raise funds for possible future expansion (1) • the number of customers attending the club in the next few weeks after the event (1) as this would show whether awareness of the club had increased (1). <p>Accept interpretation of ‘ways’ as methods, but there must be criteria from conclusions can be drawn for the second mark. E.g. ‘they could get customers to fill in questionnaires (1) and they could calculate what proportion of them had enjoyed it from that (1)</p>	<p>(4)</p>

Question Number	Answer	Mark
3(c)(i) AO1	<p>Up to 3 marks for each of 2 explanations as to possible benefits to any organisation.</p> <p>E.g.</p> <ul style="list-style-type: none"> • they can handle large amounts of data (1). They are less likely to make mistakes than people and can process data rapidly (1), thus saving the organisation money as they need to employ less staff (1) • they can be sold through a wider variety of outlets, especially the internet (1). This is more convenient for many people nowadays so they are more likely to buy tickets (1) if it is their own website it can be used to market other shows etc at the same time, increasing income for little outlay (1). • Less money on the premises (1) • Do credit responses that suggest fraud is easier to spot by machine. • Don't credit responses that confuse them with swipe cards (and therefore answer last year's question) 	(6)

Question Number	Indicative Content	
3(c)(ii) AO4	<p>Level 1 - They are too expensive to buy (1).</p> <p>Level 2 - Electronic ticketing systems are expensive to buy and may involve considerable re-training of staff, which costs time and money. They only have 10 concerts per year when they would need it so they are unlikely to generate enough extra income from these to offset the increase in costs. (4) N.B. Don't credit problems of internet access for customers</p>	
Level	Mark	Descriptor
	0	No rewardable material.
Level 1	1-2	Explanation puts forward only generic problems of ticketing systems, probably focussing on cost and training needed.
Level 2	3-4	Explanation relates the generic problems to Dingos, in particular the relatively small number of times it would be used and so the fact that the system will not pay for itself. At top of level there should be some indication of profit, even if only implicit, rather than just 'too expensive'

Question Number	Indicative Content	
3(d) AO4	<p><u>Key ideas for applied links between Dingos and the introduction of a membership system</u></p> <p>Membership system enables direct mailing for events like the concert. Fingerprints are individual to one person so only members can enter - others can't use their cards. Members can't forget their cards! As clubs are linked up so if one member is banned from one this information will be passed to the others. This will help to reduce the chances of them making trouble. Potential customers may be put off by having personal details kept so they may lose custom.</p> <p>Level 1 - A electronic membership scheme enables you to administer reminders for membership fees effectively (1).</p> <p>Level 2 - They will know who any troublemakers are so can ban them. This will make other clubbers feel safer so they are more likely to return, so increasing the income of the club. (4)</p> <p>Level 3 - Some people may be suspicious of schemes that have personal details so may go elsewhere. As people attend night clubs late at night, how safe they feel is important so others may welcome it as the club is likely to be a safer place as troublemakers will not be allowed - even those who have caused trouble elsewhere. Systems with swipe cards or other membership cards can be used fraudulently, e.g. using someone else's card. This system makes that impossible - as is forgetting your card so it is less hassle for the customer so they could attract more. This will increase long-term profits and they could gain a competitive advantage. (7)</p>	
Level	Mark	Descriptor
	0	No rewardable material.
Level 1	1-3	Effects simply stated probably in no more than list form. Any evaluation will be in very general terms.
Level 2	4-6	Some sound evaluation of at least one effect on Dingos. There should be some reference to the characteristics of Dingos and/or the membership system outlined in the stimulus material. There will probably be a considerable amount of generic benefit as well.
Level 3	7-8	Detailed evaluation of 2-3 effects on to the club, with specific reference to characteristics of Dingos and/or the membership system. The benefits should be directly related to the characteristics of Dingos as outlined in the stimulus material.
Total for Question 3		34 marks
TOTAL FOR PAPER: 90 MARKS		

Unit 5 Employment in Leisure (6970)

Question Number	Answer	Mark
<p>1(a)(i)</p> <p>AO1</p>	<p>1 mark for each correct suggestion</p> <p>E.g.</p> <ul style="list-style-type: none"> • qualifications • qualities • personality • experience • etc. 	<p>(3)</p>
<p>1(a)(ii)</p> <p>AO3</p>	<p>1 mark for each explanation up to 3 marks. Maximum 4 marks only awarded if explanation linked to scenario (probably the fact that it is a new post).</p> <p>E.g.</p> <ul style="list-style-type: none"> • it is used to find out what staff are needed in an organisation (1) • to find out whether the job is already being done by somebody else (1) • it finds out what the roles and responsibilities of the job are (1) • JA needed to decide if new post required (1) and what its function will be (1) • as this is a new section opening this post does not yet exist (1). The job analysis will determine what the actual post's roles/responsibilities are (1) and thus enable the job description to be written from it (1). • Helps Greenleaves make the best use of their resources (1) 	<p>(4)</p>

Question Number	Indicative Content	
1(b) A03	<p><u>Key ideas for applied links between Greenleaves and merits of CV/application form</u></p> <p>Greenleaves is a large organisation that will have much recruitment to do so it will be worthwhile them producing an application form. Will be a standard format so may be easier to compare if there are many applications</p> <p>Many job types could use the same application form so again cost effective</p> <p>May not be possible to look dynamic on an application form - CV may make these stand out more and make the selection process easier</p> <p>Candidates responsible for bookings etc so will need to be organised.</p> <p>May be able to tell this from CV but not from application form</p> <p>Level 1 - Cheap for the Health Spa (1). May not get all the information that they want (1).</p> <p>Level 2 - Can see whether the applicants are organised to produce a CV. Applicants will get the opportunity to sell themselves with all their qualities etc, not just the ones specified on an application form. They take longer to sort out, as comparing is more difficult, however. It is a big organization so can afford to produce application forms (5).</p> <p>Level 3 - For a post that deals with bookings candidates will need to be organised so how they present their CV may be a clue to their suitability in itself. They are looking for dynamic individuals and it is much more difficult to look dynamic on an application form! As it is a big organisation it would be cost effective to have an application form designed and printed as it could be used for a variety of job roles. CVs would take longer to sort because of this but they will probably be able to tell more from them and so it would be worth it to get the right candidate (7).</p>	
Level	Mark	Descriptor
	0	No rewardable material.
Level 1	1-3	Analysis is minimal and response probably consists of a list of simple advantages/disadvantages of each method.
Level 2	4-6	Some analysis is attempted. It is likely that only one will be well covered. At the top of the level there should be application, with some link to the type of post/character of the organisation.
Level 3	7-8	There is full analysis with consideration of the relative merits of each method. There should be sound application to the given scenario and/or organisation.

Question	Example Answer	Mark
<p>1(c)(i)</p> <p>A01</p>	<p>1 mark for each correct idea up to a max of 7. No detail is needed.</p> <p>E.g.</p> <ul style="list-style-type: none"> • inform the candidate of the time/place/directions etc • choose the interview panel • decide format of the interview • book a room/ensure venue is suitable/get suitable venue • inform other staff/reception that interviews are taking place • produce a schedule for the day/decide interview times/have set length for interviews • arrange furniture in interview room • re-read application forms/get documentation together • select criteria for marking candidates(Not just ‘use set criteria’ as that comes from the next question - must have a hint of what for) • decide on questions/activities • organise refreshments for the day • or any other realistic response. <p>List of questions to be asked = 0 N.B. Ensure that they are pre-interview tasks not ones that would be carried out during the interview. Assume that the day of the interviews has already been decided. ‘Set day and time for interview’ is not enough for schedule - there should be a hi nod individual times at least.</p>	<p>(7)</p>

Question Number	Indicative Content	
1(c)(ii) A02	<p>Level 1 - They are used to score the candidates (1). They are used because specific jobs will need set skills (1). They need to ask them the same questions to ensure it is fair to all of them (2)</p> <p>Level 2 - The criteria are ticked when a candidate has got each one. The ticks can be added up to see which candidate has the most to decide which one is best (3).</p> <p>Level 3 - The criteria will probably be the skills set out in the person specification so will be the ones that relate to the specific job on offer. They will be used to produce score for the candidates - those with more of the skills that are required will score better and these scores can be used to decide who gets the job. This makes the process fair and should ensure a suitable candidate is appointed (6).</p> <p>N.B A maximum of low L2 (3 marks) for responses that only go along the 'if it is not fair they will get sued' lines, unless it is well developed.</p>	
Level	Mark	Descriptor
	0	No rewardable material.
Level 1	1-2	Individual uses of the criteria are stated but any explanatory comments are weak.
Level 2	3-4	At least one point is developed to explain, either in relation to the specific job that might be on offer or how they are used to decide between candidates.
Level 3	5-6	Explanation is comprehensive, focussing on how they link the use of the set criteria to the desired outcome of a fair appointment of the right candidate. Must include reference both to fairness and selecting the right candidate, although does not have to be balanced.

Question Number	Answer	Mark
<p>1(d)(i)</p> <p>AO4</p>	<p>Up to 2 marks for an explanation consisting either of one developed idea or two separate ideas.</p> <p>E.g.</p> <ul style="list-style-type: none"> • it is an open-ended question (1) • it gives the candidate the opportunity to sell themselves (1) by showing how enthusiastic they are about the new job (1). 	<p>(2)</p>
<p>1(d)(ii)</p> <p>AO4</p>	<p>Up to 3 marks for an explanation consisting either of one or two developed ideas.</p> <p>E.g.</p> <ul style="list-style-type: none"> • the duties are at a low level (1) and therefore experience probably would not be necessary (1) • the interviewer would already know their experience from their application form/CV (1). • The leisure industry has a very wide variety of jobs (1) and being a training coach might not be good experience for this post (1). It might be better to have worked as an administrator in another industry (1) 	<p>(3)</p>

Question Number	Answer	Mark
<p>1(d)(iii)</p> <p>AO2</p> <p>AO4</p>	<p>Up to 2 marks for a possible question, depending on its level of sophistication.</p> <p>Up to 2 marks for an explanation consisting either of one developed idea or two separate ideas.</p> <p>Can be 2+1 or 1+2</p> <p>E.g.</p> <ul style="list-style-type: none"> • where do you see yourself in 5 years time? (1) • they would want to know whether the candidate was ambitious as this is a new post. An ambitious candidate would see his/herself taking over the department as a proper head of department once it is up and running and this would be better for the Health Spa in the long run (2). • Are you experienced at dealing with customers (1). They will have to do it here so having customer service experience would be useful (1) • How would you describe your organisational skills (1). They need to be organised as they are taking bookings (1) and keeping track of hired equipment (1) <p>If they ask a question that refers to information that could be found on the application form give 0 for the question but they can score for the justification. This may well follow on from their answer to the previous question in terms of 'experience in the role of administrator as opposed to in the leisure industry'. Hence a response to that question that justified it on the ground that they would need to have used a computer booking system and perhaps had customer service experience could score 2</p> <p>Allow 'questions' that are not questions! E.g. 'give an example of a time that you had to deal with an angry customer...'</p> <p>Do not credit responses that simply rephrase the question.</p>	<p>(3)</p>
<p>1(e)(i)</p> <p>AO1</p>	<p>1 mark for each correct suggestion</p> <p>E.g.</p> <ul style="list-style-type: none"> • employee/organisation names • start date • job title • pay details 	<p>(4)</p>

Question Number	Answer	Mark
1(e)(ii) A02	1 mark for each correct statement. E.g. <ul style="list-style-type: none"> • tour of the premises • health and safety instruction • shown how systems work • company policies/video 	(2)

Question Number	Indicative Content	
1(e)(iii) A02	<p><u>Key idea for applied links between Greenleaves and an induction</u> Deal with bookings so will need to know administrative practices Deal with customers so will need to know health and safety practices that will affect them Large organisation - could be impersonal if not introduced to others/need a tour to know where everything she/he needs is</p> <p>Level 1 - They will feel more at home if they have met people (1). They will know their way around the site (1).</p> <p>Level 2 - They will have been shown the main operational functions of their jobs so will be more comfortable settling into it. This may make them more productive (3).</p> <p>Level 3 - The employee will need to meet other people, like her line manager, with whom he/she is working to make her feel more settled and so he/she knows who to ask for help. They will need to know emergency drills as they may have to guide customers to emergency exits in the case of fire. As they are booking customers in it would be important to know the administrative practices well as otherwise customers may get double booked and this would produce unhappy customers for the Health Spa! (6).</p>	
Level	Mark	Descriptor
	0	No rewardable material. Do not allow rephrasing of what is included in an induction to go out of L1. The key here is 'why'. Simply saying that they are introduced to other staff so that they get to know other staff is typical L1.
Level 1	1-2	Simple generic explanatory comments probably not linked to any specific part of an induction.
Level 2	3-4	Sound explanation although may be still generic in character.
Level 3	5-6	Sound explanation with good linkage to the scenario. May be linked either to the post on offer or the character of the Health Spa.
Total for Question 1		48 marks

Question Number	Indicative Content	
2(a) A03	<p>Level 1</p> <ul style="list-style-type: none"> • Greenleaves will know what skills you need for the job (1) • you will gain skills specific to that job (1) • it is more interesting learning as you do the job than in a classroom (1) • they are doing a job and can get a qualification(1) • they are getting paid whilst learning (1) • they are learning the exact skill for the job (1) • the employer will pay for them to go on courses whilst they are also being paid (1) • Greenleaves will be able to control what skills he gains as they will decide the training. This may produce a more effective worker (2). <p>Don't accept 'can train staff up' without some indication that it might be for specialist role/skills etc</p> <p>Level 2 - Some young people like Winston may be better motivated to learn as they are using skills they learn immediately and can take vocational courses while they are earning money. As Greenleaves is expanding so they may see possible promotion if they develop their skills. Greenleaves may benefit because they will have some say in what they learn, making them a more efficient workforce. Greenleaves know what skills employees will need to help them expand their range of activities so can ensure their workforce is skilled in the right areas (6).</p>	
Level	Mark	Descriptor
	0	No rewardable material.
Level 1	1-3	Explanation is simple. Little more than the advantages/ benefit to them being stated.
Level 2	4-6	Clear analysis, developing the point to clearly show how they are beneficial to Greenleaves and Winston's development.

Question Number	Answer	Mark
<p>2(b)(i)</p> <p>A01</p>	<p>Up to 2 marks for each explanation, depending on depth.</p> <p>E.g.</p> <ul style="list-style-type: none"> • they will have a predictable level of income (1) and so can plan for the future mortgage etc with confidence (1) • they are showing a good level of commitment to the organisation (1) so are more likely to be eligible for promotion later than someone who is only there on occasions (1). 	<p>(4)</p>
<p>2(b)(ii)</p> <p>A02</p>	<p>Point mark explanations. Up to 3 marks for each explanation. For the third mark to be awarded on each there must be some link to Greenleaves. Most probably they will have to have used the 2 key ideas, although it is possible that a candidate may work another feature of Greenleaves in as well.</p> <p><u>Key idea for applied links between Greenleaves and use of self-employed workers</u></p> <p>Greenleaves is busier when it is hired to other organisations and/or when it holds events so will need to find extra staff with skills to help run the days.</p> <p>Greenleaves puts on specialist events. It might not be worth them training permanent staff as they are only needed occasionally so uses self employed</p> <p>E.g.</p> <ul style="list-style-type: none"> • will only use them at specific times when they are needed (1) • may use them on days when there are more customers (1) • self-employed people often have specialist skills so they may bring them in for days on which they run specialist activities (2) • on days when they run activities for outside organisations they will need far more staff with the skills to run these days - they could not afford to have them there all the time so they will bring in extra self-employed staff(3) • they may not have staff with specialist skills for all activities all the time - it would be too expensive to train them - and so would bring in specialist trained self-employed staff for at least some of these activities (3). • There might be specialist sports instructors (1) who go in each week to carry out a class/session (1) <p>N.B. Not cover absence</p>	<p>(6)</p>

Question Number	Answer	Mark
2(c)(i) AO3	<p>Up to 3 marks for explanation, depending on depth For maximum marks the name (or close enough) of the act must be included. Responses should include 3 elements for top marks: Act name Reference to being female/pregnant Being denied training/chance of promotion (not just unfair treatment)</p> <p>E.g.</p> <ul style="list-style-type: none"> • this is sex discrimination as they are preventing her from having training (1) • they are using the excuse of her pregnancy to avoid sending her on training.(1) This could only happen to females and they are possibly stalling her career by doing this (1). This is against the Sex Discrimination Act (1). <p>N.B Do not credit what they should have done.</p>	(3)
2(c)(ii) AO2	<p>Up to 3 marks for each explanation depending on depth.</p> <p>E.g.</p> <ul style="list-style-type: none"> • the Health Spa could be taken to an industrial Tribunal as they are treating them unfairly (1). This could result in a fine for the organisation (1) • this would be rather dispiriting for Jane and other staff who see unfair treatment (1) this could cause a loss in productivity as they become less motivated in their work (1). This could mean that customers receive worse service and therefore Greenleaves will lose money/customers (1). 	(6)
2(d) AO1	<p>1 mark for each correct statement.</p> <p>E.g.</p> <ul style="list-style-type: none"> • this a set process (1) • it tells them what they should do/who they should speak to (1) • allows employee to try to resolve a problem with their employer (1) • it protects them from unfair practices (1). 	(3)
Total for Question 2		28 marks

Question Number	Answer	Mark
<p>3(a)</p> <p>AO4</p>	<p>Up to 3 marks for each explanatory point. For each explanation allow 1 mark for indication of a characteristic of PRP (Although do not double mark repeated one). The other two marks are for links to Jane and/or the type of job that she has. For full marks an explanation should contain some reference to Jane's situation or her post.</p> <p>E.g.</p> <ul style="list-style-type: none"> • PRP is useful for jobs that have measurable tasks. Jane works on reception and has little control over how many people come in/want advice etc. As this is not measurable/uncontrollable it would be unfair/impossible to use this method to motivate her (3) • PRP is a type of motivation that is extra remuneration. Jane's lack of motivation have not been because she is not happy with the money. She wants the chance to progress and PRP does nothing to address this (3). 	<p>(6)</p>

Question Number	Indicative Content	
3(b) AO4	<p><u>Key idea for applied links between Jane and the use of appraisals</u> Need to talk in a constructive way about the past problems Appraisals could be used to set targets and feedback on the quality of her work They could be used to discuss her ambitions and possible training It is over a year since an appraisal so as an employer Greenleaves should be offering her one</p> <p>Level 1 - Appraisal means she can get feedback on a one-to-one basis on how she is doing (1).</p> <p>Level 2 - After her missing out on training and her use of the grievance procedure there may be some bad feeling/tension between her and the management of Greenleaves. An appraisal could be used to discuss what has gone on. There could be some constructive discussion about her future and perhaps more training arranged (5).</p> <p>Level 3 - Part of her lack of motivation is due to lack of feedback on her performance. An appraisal would give her the feedback so she would know whether she is doing a good job. It could also be used to set her targets and goals so she knew what she had to do in order to impress the organization. Possible management training could be discussed in a constructive atmosphere and could be linked to the targets she has been set. This would give her a clear view of how her work is linked to future progress in the company (7).</p>	
Level	Mark	Descriptor
	0	No rewardable material.
Level 1	1-3	Simple evaluation of the possible benefits or disadvantages of the use of appraisals.
Level 2	4-6	Simple evaluation of their use related to the given scenario. There should be some linkage of the principles of appraisals with Jane/the situation's characteristics or sound explanation as to the benefits to Greenleaves.
Level 3	7-8	Detailed evaluation clearly related to the given scenario.
Total for Question 3		14 marks
TOTAL FOR PAPER: 90 MARKS		