

**OCR**

Oxford Cambridge and RSA

**Friday 14 January 2022 – Morning****Level 3 Cambridge Technical in Business****05837/05878** Unit 15: Change management**RESOURCE BOOKLET****Time allowed: 1 hour 30 minutes****C428/2201****INSTRUCTIONS**

- You should refer to this resource booklet when answering the exam questions which are contained in a separate booklet.
- Do **not** send this resource booklet for marking. Keep it in the centre or recycle it.

**INFORMATION**

- The business described in this resource booklet is fictitious.
- This document has **5** pages.

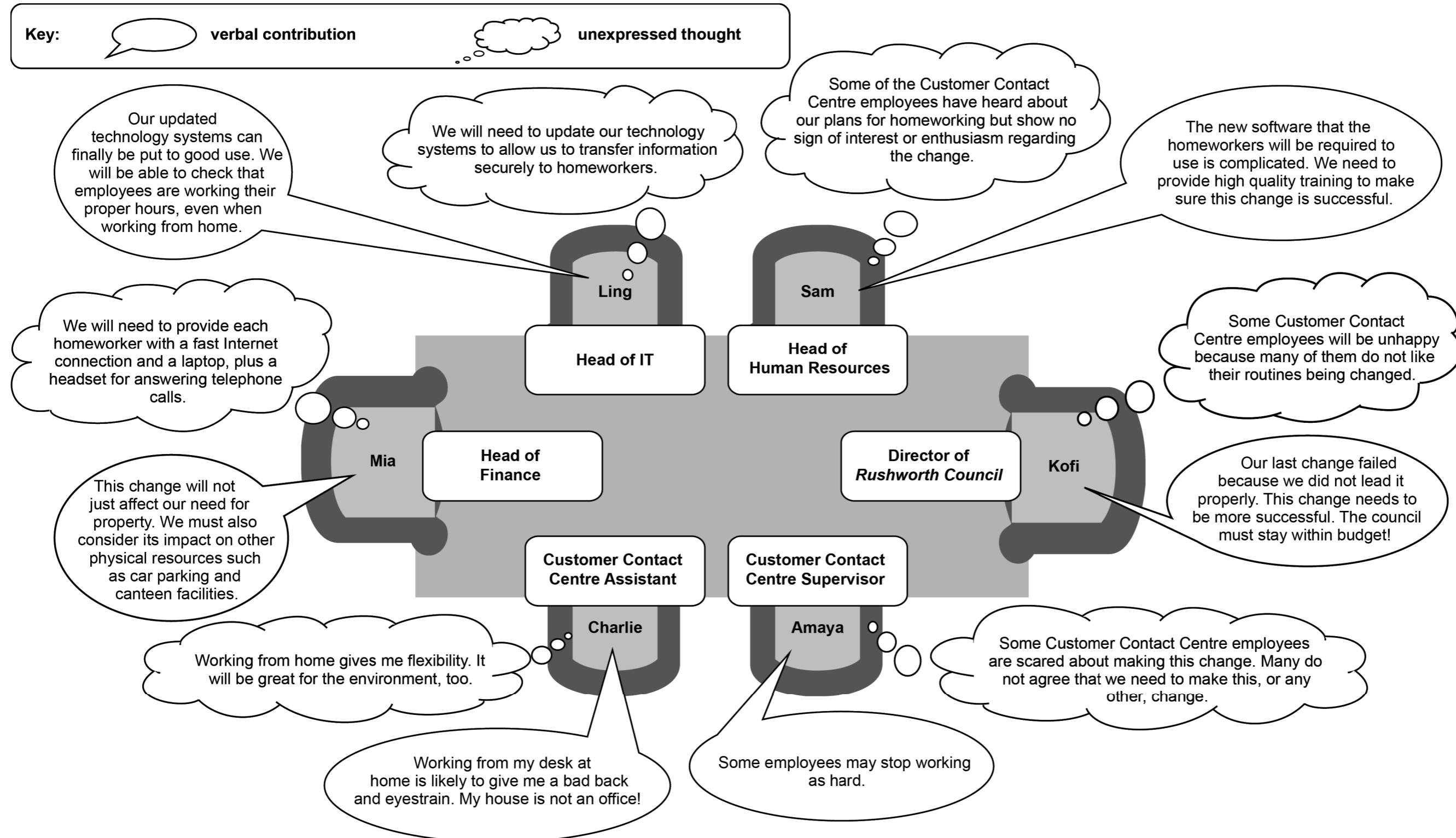
**FOLD OUT PAGE**

**Resource 1**

*Rushworth Council*, one of England's largest local councils, provides key services to the residents of Rushworth. Its services include waste collection, recycling, reviewing planning permission applications, street cleaning and the maintenance of public toilets. The council has many departments, each with specific responsibilities. For example, the Planning Department is responsible for reviewing and approving planning applications. Another department, the Customer Contact Centre, is responsible for responding to queries from local residents and collecting feedback on the quality of services that are provided by *Rushworth Council*.

The council operates from offices scattered across Rushworth. The council owns, rather than rents, all of these offices. Each department operates from a different building. All of the council's offices are modern and spacious. The Customer Contact Centre is no exception. Its 22 employees work from a building on the outskirts of Rushworth. This building has its own canteen facilities as well as offices with fully adjustable computer workstations and swivel chairs, good lighting and adequate ventilation. The council rents car parking facilities for Customer Contact Centre employees from an industrial estate close by.

*Rushworth Council* receives most of its funding from the central government. In the last two years, this funding has decreased. Kofi, the Director of *Rushworth Council*, has decided that in order to maintain its current level of services, some council employees will need to work from home. Kofi has selected the Customer Contact Centre as the first department to be required to work from home. Kofi organised a change management meeting to discuss his plans. Below is a summary of the main contributions and thoughts of those who attended this meeting.



## Resource 2

Customer Contact Centre employees have now been working at home for six months. *Rushworth Council* has started to collect feedback from local residents about their experience of contacting the council. The council has also collected feedback from Customer Contact Centre employees and produced data on the Customer Contact Centre's Key Performance Indicators (KPIs) before and after the change.

### Feedback from local residents who have contacted the Customer Contact Centre in recent months

- "I have lived in the local area for nearly ten years. In recent months council employees appear more willing to help with my enquiries." **Mr A**
- "Last week I spent nearly 40 minutes in a telephone queue waiting for the council to answer." **Miss B**
- "I could not hear the council employee very well and my call was disconnected whilst I was still talking." **Ms K**
- "Council employees seem to find it harder to resolve my queries straightaway. They say that they need to speak to somebody and that they will call me back later." **Ms B**
- "Supervisors never seem to be available. I always get told that a supervisor will ring me back but normally they do not. This never used to happen." **Mr M**

### Feedback from Customer Contact Centre employees who are all now working from home

- "The council's director has forgotten about the Customer Contact Centre employees. I no longer feel part of the council and do not enjoy my job as much as I did." **Azmi**
- "I enjoy working from home and I feel far less stressed. I have not had to take as much sickness leave." **Li**
- "The council never plans things properly. We should have been more involved in the planning." **James**
- "This has meant changing my routines. However, I can now spend more time with my family which I really enjoy." **Kareem**

### Customer Contact Centre: Key Performance Indicators (KPIs)

	Before the change to homeworking	After the change to homeworking
Absenteeism	5.5%	1.2%
Labour turnover	11%	3%
Average time to answer a telephone call	42 seconds	68 seconds
Average time taken to reply to an email	Two days	One day
Labour productivity	14.5 telephone calls per hour	11.8 telephone calls per hour



Oxford Cambridge and RSA

**Copyright Information:**

OCR is committed to seeking permission to reproduce all third-party content that it uses in its assessment materials. OCR has attempted to identify and contact all copyright holders whose work is used in this paper. To avoid the issue of disclosure of answer-related information to candidates, all copyright acknowledgements are reproduced in the OCR Copyright Acknowledgements Booklet. This is produced for each series of examinations and is freely available to download from our public website ([www.ocr.org.uk](http://www.ocr.org.uk)) after the live examination series.

If OCR has unwittingly failed to correctly acknowledge or clear any third-party content in this assessment material OCR will be happy to correct its mistake at the earliest possible opportunity.

For queries or further information please contact the Copyright Team, OCR (Oxford Cambridge and RSA Examinations), The Triangle Building, Shaftesbury Road, Cambridge CB2 8EA. OCR is part of the Cambridge Assessment Group. Cambridge Assessment is the brand name of University of Cambridge Local Examinations Syndicate (UCLES), which is itself a department of the University of Cambridge.

© OCR 2022

**C428/2201**