

Mark Scheme (Results)

June 2012

GCE Leisure Studies (6970)

Unit 5: Employment in Leisure

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Question Number	Answer	Mark
1(a)(i) AO2 Expert	<p>Up to 4 marks for explaining the benefits job analysis. Maximum 3 marks if purpose not applied to the scenario at NHT.</p> <ul style="list-style-type: none"> • Job analysis decides whether the job is needed (1) • Job analysis works out the actual responsibilities and roles of the job (1) • As there has been a change in staff they will have to work out what actual staff they do need.(1) if there are fewer visitor numbers then they may need less guides (1) so it would save the company money if they see decide that a new guide is not necessary (1)they may also look to see if the role needs to be changed/combined with another one (1) 	(4)

Question Number	Answer	Mark
1(a)(ii) AO1 Graduate	<p>Award 1 mark for each item correctly identified. For example:</p> <ul style="list-style-type: none"> • Name of employer (1) • Location of employment (1) • How to apply (1) • Roles and responsibilities (1) • Closing date for applications (1) <p>Or any other realistic response.</p>	(4)

Question Number		Indicative Content
1 (b) AO4 Expert QWC (i)-(iii)		<p><i>The candidates are not expected to deal with every possible point and may be rewarded well for a comparatively small number of points if these are developed and supported by relevant evidence. This list is not exhaustive and development/application of any 2/3 could achieve top L3</i></p> <ul style="list-style-type: none"> • Full time but maximum number of hours. Overtime would take them above WTR so not possible without agreement in advance so may put them off. Also may affect other areas of their life. • They don't know how long they have to work for or how many team members they will have to supervise so although their salary is shown there is too little about what they have to do for it for candidates to make a real decision as to whether they would want the job. • Does not tell them who they are responsible to. • It does warn them, however, that there will be some shift work and overtime necessary in the summer – if they only found this out later they might withdraw halfway through the selection process, wasting time and money. • Perks rather limited • Salary stated so can compare to see if it is worth it compared to present salary or worth moving for.
Level	Mark	Descriptor
	0	No rewardable material
1	1-3	Basic responses that are mainly theoretical/descriptive. Mostly will consist of stating what is perceived to be good or bad about it with simplistic attempt at justification
2	4-6	<p>Responses with some evaluation/application. Responses may have either clear application and some evaluation or some application and clear evaluation. Simple evaluation of the job description, giving some basic reasons why aspects of it make it suitable/unsuitable</p> <p>The candidate uses some specialist terms and the response shows some focus and organisation. Spelling, punctuation and the rules of grammar are used with some accuracy.</p>
3	7-8	<p>Focused responses with sustained evaluation and application. Sound evaluation, linking their reasoning to the purpose of recruiting a senior guide.</p> <p>The candidate uses appropriate specialist terms consistently and the response shows good focus and organisation. Spelling, punctuation and the rules of grammar are used with considerable accuracy.</p>

Question Number	Answer	Mark
1(c) AO2 – 3 AO4 – 4 Expert	<p>Award one mark for identifying a possible criteria (skill or quality) for the post and up to 2 marks for each justification.</p> <p>For example:</p> <ul style="list-style-type: none"> • Communication skills (1) as they will need to be able to give out information clearly to customers (1) as some of what they say will involve health and safety on tours (1) • Organisational ability (1) as they are in charge of teams of guides (1) and they have to be able to devise a rota for them(1) • Enthusiasm (1) <p>If a generic identification is given, e.g. qualifications, personality etc then do not give mark for identification for that but mark the rest of the response with that in mind as they may well mention it elsewhere. They can still get to 3 points if they have identified a particular aspect of personality within the response.</p> <p>Or any other realistic response.</p>	<p>(6)</p>

Question Number	Answer	Mark
1(d)(i) AO2 Expert	<p>Award up to 2 marks for an appropriate question and up to 3 marks for an explanation that justifies why it is appropriate for this post (so can be 2+2 or 1+3 balance)</p> <ul style="list-style-type: none"> • How will the qualities you bring help to ensure an improved service to our visitors at Tolcastle (2) • This would demonstrate that they could apply their skills to the specific role (1) and show that they therefore matched the person specification (1) • What are your ambitions at Tolcastle (1) <p>Or any other realistic response</p>	<p>(4)</p>

Question Number	Answer	Mark
1(d)(ii) AO1 Expert	<p>Award 1 mark for a correct suggestion and up to 3 marks for explanation as to how/why it would be suitable.</p> <ul style="list-style-type: none"> • Presentation (1) would test their skills of communication (1) and enable them to put across their vision of the job (1) allowing Tolcastle to see whether this would fit in with their views of it(1). • Group task (1) would allow Tolcastle to see how the interviewees interact with each other (1). This is important as they will be the main point of contact with customers (1) and this will determine how much the latter enjoy their visit (1) • Role play (1) to show how they would control a team (1) as they are applying for the post of senior guide (1) <p>N.B. Do ensure that responses are distinct in awarding marks, for example that they are not just 2 role plays that show similar attributes etc.</p>	<p>4 + 4</p> <p>(8)</p>

Question Number	Answer	Mark
1(e) AO1 Expert	<p>1 mark for each of the following points:</p> <ul style="list-style-type: none"> • Interview scores will be compared (1) and best candidate chosen (1) • Strengths and weaknesses of each candidate will be compared (1) • Candidates will be compared with each other (1) and with the criteria set (1) • Successful candidates will be informed (1) • Unsuccessful candidates will be informed (1) <p>N.B. For both the last 2 marks they must be in the correct order.</p> <p>Or any other realistic response</p>	<p>(4)</p>

Question Number	Answer	Mark
<p>1(f)</p> <p>AO1</p> <p>Expert</p>	<p>Award up to 6 marks for depth and breadth of argument.</p> <p>Maximum of 1 mark for simplistic statements that merely translate what is in a contract.</p> <ul style="list-style-type: none"> • So they know what hours they will do (1) • So employers and employees show what they've agreed to do (1) • It is the law/it's legally binding (1) • This will mean employees have it written down so they know when they have to work (1). This will reduce the chance of arguments between them and Naten over what they are meant to do (1) • As the employee has signed to agree what he/she is going to do (1) then Naten will be able to take action like a disciplinary if the work is not done (1). Employees will know his/her rights (1) and so will get holidays and holiday pay (1) as it is all in writing and is legally binding (1) • Employees need to know their rights as well (1) and this will form the legal basis for argument (1) should there be a dispute over whether they have been paid enough or got the correct holidays(1). 	<p>(6)</p>

Question Number		Indicative Content
2(a) AO2 Expert		<p><i>The candidates are not expected to deal with every possible point and may be rewarded well for a comparatively small number of points if these are developed and supported by relevant evidence. This list is not exhaustive and development/application of any 2/3 could achieve top L3.</i></p> <p>Seasonal staff:</p> <ul style="list-style-type: none"> • same each year so do not have to train each time unlike casual workers • have skills that will serve customer best and some experience this could include language skills for overseas visitors. Casual workers likely to have few skills and probably not job related. • Have more loyalty to the organisation • more reliable • do not have to recruit each time unlike casuals so costs can be reduced.
Level	Mark	Descriptor
	0	No rewardable material
1	1-2	Basic responses that are mainly descriptive. Characteristics of one or other type of employment stated but benefits to Tolcastle implicit only
2	3-4	Responses with some explanation/application. Responses may have either clear application and some explanation or some application and clear explanation. Explanation relates to specific characteristics with one or more advantages clearly there. At top of the level there should be some reference to the specific situation at Tolcastle or the type of customer focussed organisation that it is.
3	5-6	Focused responses with sustained explanation and application. Range of characteristics is explained in terms of benefits to the organisation

Question Number	Answer	Mark
2(b) AO3 Expert	<p>Award 1 mark for each explanatory point. First bullet point includes mark for correctly identifying at least one piece of legislation that has been broken</p> <ul style="list-style-type: none"> • Sex discrimination/ Race Relations/Equal Pay Act has been broken (1) as not paying them equally for the same work (1) • similarly requires same pay if doing same job • Equal pay also says conditions should be the same for both (1) and more holiday is not allowing this (1). • Maternity leave does not count as 'holiday'/' is time off that she is entitled to (1) so Pablo should not have been given time off as equivalent (1) • Annie has been given her job back as per laws on maternity leave (1) but salary increase in the meantime should have been given to her as well (1) 	(6)

Question Number	Answer	Mark
2(c)(i) AO1 Expert	<p>Award 1 mark for each correct part of a grievance procedure. For example:</p> <ul style="list-style-type: none"> • Member of staff puts issue in writing (1) to their line manager/a member of staff above them (1) • Manager plans questions for all parties involved (1) • Evidence is gathered from all parties concerned (1) • Build up agreed version of facts (1) • Record any decision made (1) <p>Or any other realistic response</p>	(3)

Question Number	Answer	Mark
2(c)(ii) AO2 Expert	<p>Award 1 mark for each explanatory point. For example:</p> <ul style="list-style-type: none"> • It is a set process so understood by all (1) • Allows staff to get managers to confront problems officially (1) • It is fair to all parties (1) • Stops tension in the workplace building (1) • Avoids need for arbitration in most case (1) • Written evidence so if problem happens again there is an agreed version to refer to (1) <p>Or any other realistic response</p>	(4)

Question Number	Answer	Mark
2(d)(i) AO2 Graduate	<p>Award 1 mark for each correct statement up to a maximum of 3.</p> <ul style="list-style-type: none"> • Redundancy is where a job is no longer needed to be done (1) and there is no need to employ anyone any longer (1) • The person will be offered redundancy pay (1). Amount of redundancy pay will depend on how long the person has been there (1) • The job can not be replaced for a period of time after this (1) • May be due to closure/downsizing/relocation (1). <p>Don't accept 'getting the sack'.</p>	(3)

Question Number		Indicative Content
2(d)(ii) QWC (i)– (iii) AO4 Expert		<p><i>The candidates are not expected to deal with every possible point and may be rewarded well for a comparatively small number of points if these are developed and supported by relevant evidence. This list is not exhaustive and development/application of any 2/3 could achieve top L3.</i></p> <ul style="list-style-type: none"> • They have 2 other castles so redeployment is an option • The other castles are all in the same area so there should be no problem for the workforce going somewhere else although may not want to move. • Many will be low paid jobs so not worth travelling • The other castles are experiencing more visitors so probably need extra staff – it would be sensible to try to use those they already employ (cheaper, trained etc) • Exhibitions are being moved so they already know them and could provide good customer service • They could employ them instead of recruiting others. This would save money on the recruitment process and redundancy packages <p>N.B. Candidates may find other valid links that they subsequently evaluate.</p>
Level	Mark	Descriptor
	0	No rewardable material
1	1-3	<p>Basic responses that are mainly theoretical/descriptive. Deployment characteristics will be apparent but linkages to given situation absent/tenuous.</p> <p>The candidate uses everyday language and the response lacks clarity and organisation. Spelling, punctuation and the rules of grammar are used with limited accuracy.</p>
2	4-6	<p>Responses with some evaluation/application. Responses may have either clear application and some evaluation or some application and clear evaluation. Probably will see redeployment as beneficial and should link at least one of the characteristics of NHT to this process</p> <p>The candidate uses some specialist terms and the response shows some focus and organisation. Spelling, punctuation and the rules of grammar are used with some accuracy.</p>
3	7-8	<p>Focused responses with sustained evaluation and application. Clear links between the characteristics of NTH and deployment benefits. Should also see that it may not be a panacea but will come to some overall evaluation of the decision</p> <p>The candidate uses appropriate specialist terms consistently and the response shows good focus and organisation. Spelling, punctuation and the rules of grammar are used with considerable accuracy.</p>

Question Number	Indicative Content	
3(a)(i) AO3 Expert	<p><i>The candidates are not expected to deal with every possible point and may be rewarded well for a comparatively small number of points if these are developed and supported by relevant evidence. This list is not exhaustive and development/application of any 2/3 could achieve top L3.</i></p> <ul style="list-style-type: none"> • Intrinsic rewards for those that work hard and meet targets such as paying wages on time, getting to work on time, however if they are not intrinsically motivated it will have little effect • Element of friendly competition as they are all together as a team should ensure that work gets done to the best of their ability • Feel valued if they get an award or recognition which might make them feel more part of the company so likely to work harder. • Cost effective method as involves little tangible reward • A lot of work might be difficult to measure so awards difficult to justify. • May be better than other methods as their jobs may not be quantifiable so PRP for example not possible. However, this also makes judgement of awards rather subjective and may lead to argument and poor team spirit. <p>N.B. Do not credit other methods that could be used instead</p>	
Level	Mark	Descriptor
	0	No rewardable material
1	1-2	Basic responses that are mainly theoretical/descriptive. Mainly statements about what awards and recognition are.
2	3-4	Responses with some analysis/application. There will be clear, if simple, analysis of the benefits of these methods.
3	5-6	Focused responses with sustained analysis and application. Sound analysis of these methods with some link to the characteristics of administrative staff or other information given about the castles: type of establishment, or to the situation of redeployment/possible redundancy etc at other castle.

Question Number	Answer	Mark
3(a)(ii) AO2 Expert	<p>Award one mark for each explanatory point up to a maximum of 2. For example:</p> <ul style="list-style-type: none"> • Staff may not be intrinsically motivated (1) so they don't think it is worth working harder if they are not going to get paid more (1) • They work in the background and might not enjoy recognition (1) • It is difficult to measure their performance (1) 	(2)

Question Number		Indicative Content
3(b) AO4 Expert		<p><i>The candidates are not expected to deal with every possible point and may be rewarded well for a comparatively small number of points if these are developed and supported by relevant evidence. This list is not exhaustive and development/application of any 2/3 could achieve top L3.</i></p> <ul style="list-style-type: none"> • Areas are not tidy/clean so perhaps staff need more job specific training • Staff new to computer system/different castle will need training • Lack of communication indicates poor team work between guides and maintenance staff • New staff joining old ones – may be problems which this could solve • Admin staff away from others – may be more inclined to be efficient with wages if feel part of team. Motivation increased if wages are paid on time! • But may be costly in terms of time – group is short of money. Cannot afford to close it for training/bonding days etc <p>N.B. Do not credit other methods that might be used instead.</p>
Level	Mark	Descriptor
	0	No rewardable material
1	1-3	Basic responses that are mainly theoretical/descriptive. Will consist mainly of outlining generic benefits of staff training and development
2	4-6	Responses with some evaluation/application. Responses may have either clear application and some evaluation or some application and clear analysis. Use of staff development and training will be applied to at least one specific characteristic of the situation, indicating how it might motivate them.
3	7-8	Focused responses with sustained evaluation and application. Use of this technique will be clearly linked to a number of aspects in the stimulus, indicating how it might/might not be useful.

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