



Mark Scheme (Results)

Summer 2017

Pearson Edexcel GCE

In Leisure Studies (6970/01)

Unit 5: Employment in Leisure

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General Marking Guidance

- All candidates must receive the same treatment. Examiners must mark the first candidate in exactly the same way as they mark the last.
- Mark schemes should be applied positively. Candidates must be rewarded for what they have shown they can do rather than penalised for omissions.
- Examiners should mark according to the mark scheme not according to their perception of where the grade boundaries may lie.
- There is no ceiling on achievement. All marks on the mark scheme should be used appropriately.
- All the marks on the mark scheme are designed to be awarded. Examiners should always award full marks if deserved, i.e. if the answer matches the mark scheme. Examiners should also be prepared to award zero marks if the candidate's response is not worthy of credit according to the mark scheme.
- Where some judgement is required, mark schemes will provide the principles by which marks will be awarded and exemplification may be limited.
- When examiners are in doubt regarding the application of the mark scheme to a candidate's response, the team leader must be consulted.
- Crossed out work should be marked UNLESS the candidate has replaced it with an alternative response.

Question Number	Answer	Mark
1 (a)(i)	<p>Award 1 mark for each correct statement explaining what a job analysis is and/or how it operates.</p> <p>For example:</p> <ul style="list-style-type: none"> • This is where the job is studied to see if it is still needed (1) and possibly what changes can be made to improve it (1). • Jobs are checked for duplication with other jobs (1) and the exact requirements of the job are determined (1) <p>Accept any other realistic response.</p>	(3)

Question Number	Answer	Mark
1 (a)(ii)	<p>Award 1 mark for each explanatory comment. For example:</p> <p>For example:</p> <ul style="list-style-type: none"> • This is a poorly paid/low level post (1) so candidates would not want to travel far/move house for it (1) • It is a relatively cheap way of advertising (1) as they will want to keep costs down for a low level post (1) • The employee is employed 'as and when' (1) so this will mean uneven work patterns (1) which would make a long distance commute unrealistic (1) • Local authority are wanting to attract local people (1) • Local authorities have limited amount of money and want to be cost effective (1) <p>Accept any other realistic response.</p>	(4)

Question Number		Indicative Content
1(b) AO4 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.</i></p> <ul style="list-style-type: none"> • First point in PS may be optimistic as it is a low level post by appearance • Communication skills could be linked to a number of the job description points • MS Office skills may be linked to finance or general admin as could numerical skills. • Proven ability to raise standards unrealistic given the nature of the post and its requirements.
Level	Mark	Descriptor
1	1-3	<p>Basic statements made with no/minimal evaluation.</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>Sound response with limited evaluation and sound application or sound evaluation and limited application. There will be some linkage of characteristics with the information in the Person Specification.</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>A focussed response with sustained evaluation and effective application. Response will link some of the specifics of the post with the information given in the Person Specification. Responses may show some balance but this is not needed to achieve the top of the level.</p> <p>The candidate uses 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
1(c)		<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.</i></p> <ul style="list-style-type: none"> • Work closely with other leisure centres – more difficult to co-ordinate if there are 2 people. • Personal touch with local businesses may be absent if contact different person each time. • Many links with customers, so may want consistency of contact. • Managing bookings may also become confused between two people. • The post is quite demanding, according to the list of tasks, so two people may stay fresher and do a better job. • A number of different aspects, eg finance and customer handling, so may get people with different skills and hence overall the job may be done better. • On an ad hoc basis so difficult to see how a job share would work in practice.
Level	Mark	Descriptor
1	1-2	Basic statements made with no/minimal analysis. Possible advantages/disadvantages may be stated but not developed.
2	3-4	Sound response with limited analysis and sound application or sound analysis and limited application.
3	5-6	A focussed response with sustained analysis and effective application. Response will link specifics of the post with the characteristics of a job share. Responses may show some balance but this is not needed to achieve the top of the level.

Question Number	Indicative Content
1(d)	<i>The candidates are not expected to deal with every possible point and may be rewarded well for a</i>

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1(d) 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.</i></p> <ul style="list-style-type: none"> • High level role so candidates may well have varied experience which will be more difficult to capture in a set format. <ul style="list-style-type: none"> • Although CVs may take longer to look at, worth it for high level post, especially as there will probably not be a high number of applications due to its specialism. • Also candidates are not expected to come from sport necessarily, so again need more freedom to show what they can do. • CV would give candidates a chance to show organisational skills and may help to determine attention to detail in the way it is presented. <ul style="list-style-type: none"> • A number of different aspects to this job. These are specific so perhaps a set format could accommodate this and be more efficient to sort. 	
Level	Mark	Descriptor
1	1-3	<p>Basic statements made with no/minimal analysis.</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>Sound response with limited analysis and sound application or sound analysis valuation and limited application. There will be some linkage of characteristics of the job with the advantages of CVs and/or application forms.</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>A focussed response with sustained analysis and effective application. Response will link some of the specifics of the post with the advantages of CVs and/or application forms. Responses may show some balance but this is not needed to achieve the top of the level.</p> <p>The candidate uses 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
1(e)(i)		<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.</i></p> <ul style="list-style-type: none"> • Ensures that there is direct comparability between candidates. • Means that interviewers can see how they work with each other. Many of the possible roles such as improving sponsorship will require this skill. • Can vary the interview during its course if all candidates are there all the time. • Can use tasks to test different aspects of candidates at the same time. • A panel of interviewers means that any bias should be eliminated • All interviewers will see the same evidence even if they ask different questions according to their specialism. This makes judgements easier in the end.
Level	Mark	Descriptor
1	1-2	Basic statements made with no/minimal analysis. Possible advantages may be stated but not developed.
2	3-4	Sound response with limited analysis and sound application or sound analysis and limited application. Characteristics of the stimulus process should show basic links to potential benefits.
3	5-6	A focussed response with sustained analysis and effective application. Response will link specifics of the process with the potential to recruit the best person for the post.

Question Number	Answer	Mark
1 (e)(ii)	<p>Award 1 mark for each explanatory point. There must be some comment on each one but it does not have to be balanced.</p> <ul style="list-style-type: none"> • Question A requires only a simple response that is descriptive (1). This will only show what they have done (1) and may not be relevant if it is in a different industry (1) • Question B means they have to apply what they have done to the new role (1). This will show if they have transferable skills (1) and if they are aware of the new environment in which they will be working (1) <p>Or any other realistic response</p> <p>Either question can be answered positively and negatively.</p>	(4)

Question Number	Answer	Mark
1 (f)	<p>Award 1 mark for each correct statement. For example:</p> <ul style="list-style-type: none"> • Scores for each candidate are added up • Interviewers compare views • Make a decision • Obtain references • Inform the successful candidate • Get written acceptance from successful candidate • Inform other candidates. 	(5)

Total for Question 1 – 44 marks

Question Number	Answer	Mark
2 (a)(i)	<p>Award 1 mark for each valid explanatory point. Allow up to 1 mark for information on when it might be used.</p> <p>For example:</p> <ul style="list-style-type: none"> • A type of work schedule in which individual/groups of workers rotate (1) through set periods throughout the day (1), typically performing the same kind of work (1). • Shift work is common where work takes place around the clock/for longer than the Working Time Regulations allow for a single worker(1). 	(3)

Question Number	Answer	Mark
2 (a)(ii)	<p>Award 1 mark for each valid explanatory point. Does not have to be completely balanced. Balance of advantages/disadvantages can be 4+2, 2+4</p> <p>For example: Choice of shifts will mean you can plan around other commitments (1). You could work evening shifts and have another job during the day (1) or look after children whilst your partner is at work (1).</p> <p>There is less chance of having to stay at work to complete tasks (1) because these will be taken over by the next shift member (1). Hence it is more rigidly structured, improving planning (1). May be easier to get ,on the job' training (1) as it can be done on the rotational shifts with other workers (1). May be an imbalance of workload (1) so if you always do the evening shift in a gym then it will tend to be busier than those in daytime – or the opposite at weekends (1).</p> <p>Choice of shifts will not necessarily be up to you (1), as sometimes the most senior members of the staff may get priority (1). You may not have a normal schedule that is the same each week (1) as you may be required to work different hours in different weeks (1). This makes planning far harder for looking after families or for taking part in other leisure activities (1)</p>	(6)

Question Number	Answer	Mark
2(b)	<p>Award 1 mark for each explanatory point. For example:</p> <ul style="list-style-type: none"> • It is a set process so everyone knows what is to happen (1). • It means that the employee should understand what he is doing wrong (1) and therefore can correct it before it becomes too serious (1). • The problem will often be solved before the company spends too much money (1) by having to go to a tribunal if they wish to terminate his contract (1). • It also saves recruitment costs if they can keep the original employee (1). 	(4)

Question Number	Indicative Content	
2(c)	<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.</i></p> <ul style="list-style-type: none"> • Voluntary labour likely to be more enthusiastic if from the club – genuine interest. This may link to the use of the events to promote the club as members more likely to do this. • Cheaper in short term to use them. • If only for one day, need to explain tasks more than once – takes time/less consistency. • Casual labour more expensive but may have more work skills as they do similar elsewhere. They can be employed for whole weekend so consistent in work. • Voluntary workers may not have specific stewarding skills that casual labour may have. • Less control over what volunteers say. 	
Level	Mark	Descriptor
1	1-2	Basic statements made about possible advantages/disadvantages.

2	3-4	Sound response with sound explanation and limited application or some explanation and sound application of advantages/disadvantages.
3	5-6	A focussed response with sustained explanation of the advantages/disadvantages, applied well to the stimulus.

Number	Answer	Mark
2(d)	<p>Up to 2 marks for way in which the centre of its policies/procedures will be affected.</p> <p>For example:</p> <ul style="list-style-type: none"> • Ramps/lifts for both staff and customers between floors(1) to ensure equality of access (1) • Need to have equal opportunities policy for recruitment and membership (1) to ensure all have an equal chance (1). • Installation of hearing loops (1)so that any group activities such as classes can accommodated all (1) • Entrance will have to be wheelchair friendly (1), with reception desk of the right height for wheelchair customers/staff (1). • Staff trained in equality and diversity (1)to ensure that employees/customers with disabilities are not degraded/violated accidentally (1) • There will have to be reasonable adjustment to any physical features such as furniture, lighting (1) so that everyone has equal access to the facilities or carry out their job (1). 	(6)

Question Number		Indicative Content
2 (e)		<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.</i></p> <p><u>Positives</u> Need to encourage ideas, which might include activities for the weekend. Democratic leader will encourage discussion so staff are more likely to get on in a co-operative fashion. Discussion will encourage newer staff to speak up, which could provide new ways of doing things. Dominant staff may be persuaded if they actually have to listen to these ideas. If anything is decided it will be on a democratic basis so even if some dominant staff do not like it they will have to abide by it. This could give newer staff more confidence.</p> <p><u>Negatives</u> Discussion may allow dominant staff to control debates and so nothing might change. Needs to be managed even if it is democratic.</p>
Level	Mark	Descriptor
1	1-3	Basic statements with no/minimal evaluation.
2	4-6	Sound response with some evaluation and application. Response may be one sided. Shows some basic links between the stimulus and the characteristics of democratic/autocratic leaders.
3	7-8	A focussed response with effective application and clear evaluation. Both positive and negative effects are likely to be considered and there will be an overall view of effectiveness. Shows strong links between the stimulus and the characteristics of democratic/autocratic leaders.

Total for Question 2 – 33 marks

Question Number	Answer	Mark
3 (a)(i)	<p>Award up to 2 marks for valid explanation. Should consist of 2 parts – the increase in roles/responsibilities and the indication that they are at the same level of responsibility and not higher roles.</p> <p>For example:</p> <ul style="list-style-type: none"> • Increasing the scope and range of a job/number of roles (1) by adding some at the same level of responsibility (1). 	(2)

Question Number	Answer	Mark
3 (a)(ii)	<p>Award up to 3 marks for explanatory comments.</p> <p>For example:</p> <ul style="list-style-type: none"> • Can help prepare Anna for promotion (1) as she will have been involved in more areas of the organisation (1) or carried out a greater variety of tasks (1). • She therefore will have gained a wider experience of the work (1) and this will give her greater confidence/abilities (1). This will give her a greater chance of promotion (1) 	(3)

Question Number		Indicative Content
3 (b)		<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.</i></p> <ul style="list-style-type: none"> • Suzie will be rewarded for her efforts, so she can achieve their financial aims – it is within her own reach. • She will not feel that other members are holding her back and this will enable her to determine her own balance of work and reward to some extent. • Other members may be less happy as their pay could go down – they will no longer be able to work in their 'comfort zone'. • Appropriate method as their work is measurable by the number of members they recruit • This may disrupt the atmosphere in the department and they could work less well together. This may actually mean that efficiency is reduced for all, so overall recruiting is less. • It is cost efficient for KLC to use as any extra pay will have been covered by getting more members.
Level	Mark	Descriptor
	0	No rewardable material
1	1-3	Basic responses that are mainly theoretical or descriptive. Will consist mainly of outlining generic benefits of performance related pay
2	4-6	Responses with some evaluation/application. Responses may have either clear application and some evaluation or some application and clear evaluation. Use of performance related pay will be applied to at least one specific characteristic of the situation, indicating how it might/might not 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.

Total for Question 3 - 13 marks

Total for Paper – 90 marks