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OXFORD CAMBRIDGE AND RSA EXAMINATIONS

Tuesday 19 January 2021 – Afternoon

Level 3 Cambridge Technical in Business

05878

Unit 9: Human resources

Time allowed: 2 hours plus your additional time allowance

**You can use:
a calculator**

Please write clearly in black ink.

**Centre
number**

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**Candidate
number**

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First name(s) _____

Last name _____

**Date of
birth**

D	D	M	M	Y	Y	Y	Y
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READ INSTRUCTIONS OVERLEAF

INSTRUCTIONS

Use black ink.

Write your answer to each question in the space provided. If you need extra space use the lined page(s) at the end of this booklet. The question numbers must be clearly shown.

Answer ALL the questions.

INFORMATION

The total mark for this paper is 90.

The marks for each question are shown in brackets [].

ADVICE

Read each question carefully before you start your answer.

TEXT 1: Greenside Surgery

‘Greenside Surgery’ is an NHS doctors surgery located in Greenlake in the Northeast of England. The surgery receives NHS funding in order to provide services to patients. The doctors make the decisions about how the surgery will be run on a day-to-day basis, although they have to follow guidelines set by the NHS.

Four doctors and five nurses work at the surgery, supported by three receptionists and three office administrators.

The surgery is very busy; almost all of the employees feel obliged to work during their breaks. The surgery is open Monday to Friday until 7.00pm for appointments. Many of the employees stay much later than 7.00pm to make sure that patients are provided with the best service possible. The surgery is currently full to capacity; it cannot accept any new patients.

PAY AND BENEFITS – All employees have permanent, full-time contracts of employment. The salaried doctors are paid £88 000 per year, the nurses are paid £30 000 per year, the receptionists are paid £14 000 per year and the office administrators are paid £19 000 per year. All employees are enrolled in the NHS Pension Scheme and are entitled to 28 days paid holiday per year.

WORKING CONDITIONS – The building that the current surgery operates from is old. The reception area, offices, consulting rooms and treatment rooms are all small. In summer the building gets very hot and in winter it becomes very cold. The idea of a new building is very appealing to the employees as it would make their physical working conditions much more comfortable all year round.

TEAMWORKING – The current employees enjoy working together and work well as a team. The doctors organise regular social events for the employees. These include visits to the local ten-pin bowling alley, taking part in pub quizzes and country walks.

MONITORING EMPLOYEE PERFORMANCE – Peer appraisal is used to monitor the performance of the nurses. In contrast, the receptionists and office administrators are not currently subject to formal appraisal.

MANAGING EMPLOYEE PERFORMANCE – All new employees are required to satisfactorily complete a six-month probationary period. In addition, SMART targets are used to manage the ongoing performance of all employees.

EXPANSION PLANS – A plot of land next to the existing surgery has been purchased. The plan is to build a new, bigger, state-of-the-art surgery with modern facilities and equipment. Once the new surgery is completed, the old surgery will be demolished so that a bigger car park can be built to meet the needs of the increased number of patients visiting.

Before the new surgery opens, additional employees will need to be recruited. This will include the appointment of a Surgery Manager to oversee the day-to-day running of the surgery and management of the employees (see TABLE 1).

Staffing requirements at 'Greenside Surgery'

TABLE 1

Employees:	Current surgery	New surgery
Doctors	4	6
Nurses	5	7
Receptionists	3	3
Office administrators	3	4
Surgery Manager (new role)	0	1

Answer ALL the questions.

- 1 (a) Explain ONE responsibility of the human resources function at 'Greenside Surgery'.**

[2]

- (b) (i) Identify THREE pieces of legislation relating to human resources that impact on 'Greenside Surgery'.**

1

2

3

[3]

- (ii) Analyse ONE potential implication to 'Greenside Surgery' of meeting its legal obligations.

[3]

- (c) Human resources performance data for 'Greenside Surgery' is shown in TABLE 2, below.

TABLE 2

Performance data	2019	2020
Number of days absent	85	112
Number of employees	15	15
Number of employees leaving during the year	3	4
Total number of working days	3500	3500

- (i) Using information from TABLE 2, calculate the labour turnover rate for 'Greenside Surgery' for 2019.

[2]

- (ii) Using information from TABLE 2, calculate the absenteeism rate for 'Greenside Surgery' for 2020.

[2]

- 2 (a) Explain TWO ways that 'Greenside Surgery' could measure employee motivation.

1

2

[4]

(b) Explain TWO non-monetary rewards that ‘Greenside Surgery’ could use to motivate the office administrators.

1 _____

2 _____

[4]

(c) Evaluate TWO benefits to ‘Greenside Surgery’ of having motivated employees. [8]

3 Employee performance is an important consideration at ‘Greenside Surgery’.

- (a) (i) Analyse ONE benefit and ONE drawback to ‘Greenside Surgery’ of using peer appraisals to monitor the performance of its nurses.**

Benefit

Drawback

- (ii) Other than peer appraisal, describe ONE formal assessment technique that 'Greenside Surgery' could introduce to monitor the performance of its receptionists and office administrators.

[2]

- (b) Explain ONE benefit and ONE drawback to 'Greenside Surgery' of setting SMART targets for employees.

Benefit _____

Drawback _____

[4]

- 4 (a) All organisations need to understand the causes of conflict within the workplace and how these can be managed.

(i) Explain TWO potential causes of workplace conflict at 'Greenside Surgery'.

1

2

[4]

- (ii) Explain TWO methods that could be used to resolve any workplace conflict at 'Greenside Surgery'.

1

2

[4]

- (b) All of the nurses who work at 'Greenside Surgery' are members of a trade union.

Identify TWO services that a trade union is likely to provide for its members.

1

2

[2]

- (c) All 'Greenside Surgery's' employees have been asked to complete a climate survey. They were asked to rate whether they agreed with a set of statements on a scale of 1 to 5; where 1 was 'disagree completely' and 5 was 'definitely agree'. The results of the survey are shown in TABLE 3 on the Loose Sheet.**

Using the information in TABLE 3, and any other relevant information, should ‘Greenside Surgery’ be concerned about its level of employee engagement? Give reasons for your answer. [16]

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and extend across the width of the page. There are no margins, text, or other markings on the paper.

5 Before the new surgery opens, a Surgery Manager needs to be recruited.

(a) The recruitment and selection process to be used for the Surgery Manager position is shown below.

Design a job description and person specification.

Place a job advertisement on 'Greenside Surgery's' website.

Request applicants to email a CV and a covering letter.

Shortlist candidates to be interviewed.

Arrange and hold an interview with two of the doctors.

Set a selection task – a role play scenario dealing with an unhappy patient.

Give a verbal job offer to the chosen candidate.

Email unsuccessful candidates.

Provide a contract of employment.

Evaluate the suitability of this recruitment and selection process for the Surgery Manager position. [16]

- (b) Explain how the choice of candidate for the new position of Surgery Manager may be a barrier to effective employee relations at the surgery.**

[3]

- 6 (a) Before the new surgery opens, the doctors and nurses will need training on how to use the new, state-of-the-art, equipment.**

Describe one method of off-the-job training that could be used to introduce the doctors and nurses to the new equipment.

[2]

(b) Explain one way that the effectiveness of the new equipment training could be measured.

[3]

END OF QUESTION PAPER

ADDITIONAL ANSWER SPACE

If additional answer space is required, you should use the following lined page(s). The question numbers must be clearly shown in the margins – for example, 1(a) or 2(b).

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