

4	Analyse <u>one</u> benefit to a business of low labour turnover. <i>Note: no marks can be awarded if a relevant benefit is not given</i> Indicative content Responses may include: AO1 Knowledge and understanding 1 mark for identifying ONE BENEFIT to a business of low labour turnover • retain experienced, trained and skilled employees • motivated/loyal employees • lower costs • HR team focussed on current employees not recruitment • achievement of objectives • uninterrupted production process/good productivity • increased stability/reputation of business
4	AO2 Application 2 marks for a DEVELOPED application/explanation of ONE benefit to a business of low labour turnover 1 mark for LIMITED application/explanation of ONE benefit to a business of low labour turnover • retain employees so skills are kept within the business • assurance of job security to current and prospective employees • current employees know the business well as have been there a long time • less money and time is spent on the recruitment, selection and training process for new employees • understanding of objectives may have increased over time • current employees are satisfied/better motivated and developed • no delays created by missing employees • employees are happy and praise the business to outsiders AO3 Analysis 2 marks for DEVELOPED analysis of ONE benefit to a business of low labour turnover 1 mark for LIMITED analysis of ONE benefit to a business of low labour turnover • employees are specialised and can work with few errors so less waste and good quality • encourages loyalty and hard work and assists with recruitment so saving money • employees know what they are doing and have high output/can train others with on-the-job training • reduced opportunity cost so more finance is available to use elsewhere in the business • long-serving employees are more likely to have commitment to working towards and achieving the objectives • can attract skilful labour to the business so improving productivity • better customer satisfaction and loyalty increases sales and revenue Accept all valid responses.

2(a)	Define the term <u>on-the-job</u> training. Indicative content Responses may include: AO1 Knowledge and understanding CLEAR UNDERSTANDING (2 marks) • Training given at the place of work/while working (2) Clear understanding of the term (or similar) to be awarded 2 marks. This is indicated by 2 ticks PARTIAL UNDERSTANDING (1 mark) • Training about the job (1) Partial understanding of the term (or similar) to be awarded 1 mark. This is indicated by 1 tick Accept all valid responses.
2(b)	Explain <u>one</u> advantage to a business of induction training. Indicative content Responses may include: AO1 Knowledge and understanding – 1 mark for identifying ONE advantage to a business of induction training – put tick in body of script. • Gives confidence to new starter employees • Become familiar with role/purpose • Gives initial focus on business objectives/goals • Provides essential information about the business • Clarifies rights and responsibilities of employees • Prevents employees leaving • Learning essential new skills for the job AO2 Application – 2 marks for DEVELOPED explanation of ONE advantage – put ticks in body of script. – 1 mark for LIMITED explanation of an advantage – put tick in body of script. Impacts may include: • Ensures new hires feel welcome – removes anxiety and stress. • Provides knowledge and structure for new employees to settle in. • Indicates concern and support for employees – reciprocated by employees – job satisfaction and job performance. • Important elements of systems, procedures, values, culture, expectations clearly defined giving clarity and confidence to employees. • Leads to greater employee retention – greater integration into the business. • Ensures employees become more productive faster – provides appropriate skills • Reduces mistakes – reduces costs • Supports productivity and efficiency All such impacts can contribute to a healthy and productive business environment. Accept all valid responses

2(a)	Define the term <i>involuntary redundancy</i>. Indicative content Responses may include: AO1 Knowledge and understanding Clear understanding (2 marks) - An employer terminates the job of an employee (1), employees are selected for redundancy (1) and the employee has no choice in this decision (1) Partial understanding (1 mark) - An employee loses their job (1) - The job role is no longer needed (1) Accept all valid responses.
2(b)	Explain <u>one</u> way a business could use employee development to encourage multi-skilling. There are 3 marks for this question: 1 mark for K 2 marks for APP Indicative content Responses may include: AO1 Knowledge and understanding 1 mark for identifying one way of using employee development to encourage multi-skilling - Training programmes - Offer job rotation - Offer job enlargement - Offer job enrichment - Motivate/pay employees to learn new skills - Provide rewards for employees that take up multi-skilling opportunities - Promote a learning culture in the business AO2 Application 2 marks for developed APP of the chosen way given 1 mark for limited APP of the way given - Specific training programmes that focus on giving employees the opportunity to cross the traditional trade-specific or craft-specific skill sets. - Develop a culture in a business that encourages and rewards employees who seize opportunities to extend their skills – a clear business objective to unlock employee potential.
2(b)	- A consistent business focus on the need to update core skills to take advantage of a dynamic economic environment so that employees have a forward focus and expectation of change (threats and opportunities). - A business sees multi-skilling and upskilling as a critical workforce investment – HRM access and make available e-learning courses, virtual workshops – identify skill gaps and facilitate tailored learning pathways. - Develop a learning environment and link a focus on in-demand skills with career development opportunities to provide an incentive to develop skills employees want and the skills a business needs. Accept all valid responses.