

Recruitment and Employment Practice

Specimen Paper

The specimen examination questions contained in this publication are representative of the type of questions used to assess candidates taking the written examination paper for this qualification.

A marking scheme for each of these questions is towards the end of this document.

The examination paper consists of 10 short-answer questions. Candidates are given 1 hour 30 minutes to complete the paper. Candidates can score a maximum of 4 marks per question. The examination paper is marked out of a total of 40 marks and candidates will need to obtain 20 marks to pass.

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Answer *all* ten questions that follow this scenario

The Black Horse is a 30 bedroom hotel situated in a busy Devonshire seaside town. The Black Horse has recently been taken over by business partners Peter Smith and Jayne Thomas. Neither of the partners has any previous experience managing a hotel as both have come from the manufacturing industry; Peter was a draftsman and Jayne an accountant. They both feel that they have what it takes to run this new venture and feel they have the determination to make it work.

The partners have inherited quite a large brigade of staff. This includes 20 full- and part-time kitchen staff, 15 full- and part-time front of house staff, 2 receptionists, 2 full- and 4 part-time accommodation staff, one full-time gardener and a full-time maintenance man.

The previous owners submitted their trading accounts for inspection during the sale of the business but have left no further paperwork behind. The partners realise that they need to write and produce a number of policies and procedures to ensure that they are complying with legislation but are a little overwhelmed by the enormity of this task.

In addition to this they seem to have inherited a number of personnel problems. The food and beverage manager has told the partners that one of the full-time front of house team members has been underperforming and he has received a complaint about him. He also tells them the team member was on his final written warning for poor performance and as he has under performed again can he be sacked today and replaced as soon as possible.

The kitchen supervisor has put in a grievance against the head chef for allegedly forcing her to carry out duties that she feels are not part of her job and all of the part-time accommodation team have decided to give notice as they do not like the changes the partners have made to their shift patterns and methods of working.

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1. Briefly explain how health and safety employment legislation relates to a business.

[4 marks]

2. Identify the penalties for non-compliance with legislation.

[4 marks]

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3. The partners recognise that they need to urgently write policies and procedures on many matters of both health and safety and employment practices. Describe the benefits of written policies and give two examples of policies.

[4 marks]

4. Explain the term "due diligence" and how an employer can claim this defence if prosecuted for an alleged breach of employment or health and safety legislation.

[4 marks]

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5. The restaurant supervisor has told that she has a grievance against the restaurant supervisor for making her carry out tasks that are not part of her job, explain the purpose of the grievance process.

[4 marks]

6. The food and beverage manager insists that one of his team be sacked as a consequence of continued poor performance and a failure to improve despite being issued with a final written warning. Explain two possible reasons for poor performance by this team member.

[4 marks]

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7. Describe alternative methods of managing poor performance other than dismissal.

[4 marks]

8. Due to the four part-time members of the accommodation team leaving, it is clear that the partners are going to have to start recruiting new staff sooner than they thought, whilst they may be tempted to rush this process in order to quickly bring the accommodations team up to full strength, explain the importance of having a structured recruitment and selection process.

[4 marks]

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9. Describe the seven stages of the recruitment and selection process.

[4 marks]

10. The grievance against the restaurant manager by the restaurant supervisor will have to be investigated by the partners, the investigation any any grievance hearings are likely to be time consuming. This grievance has been raised as there is a disagreement about the scope of the supervisors job role, with this in mind explain of importance of accurate job descriptions and give two examples of information that should be included in a job description.

[4 marks]

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Marking Scheme

The answers to Questions 1-10 should be covered by the appropriate Assessment Criteria as indicated below. Examiners are instructed to give credit to valid answers.

Question 1

This question assesses Assessment Criteria 1.1 which states:
Explain how health and safety legislation relates to a business

Question 2

This question assesses Assessment Criteria 1.7 which states:
Identify the penalties for non-compliance with legislation

Question 3

This question assesses Assessment Criteria 2.2 which states:
Describe the benefits of written policies

Question 4

This question assesses Assessment Criteria 2.3 which states:
Explain the requirement that "due diligence" places on employers

Question 5

This question assesses Assessment Criteria 3.2 which states:
Explain the grievance process

Question 6

This question assesses Assessment Criteria 3.4 which states:
Explain possible reasons for poor performance

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Question 7

This question assesses Assessment Criteria 3.5 which states:
Describe alternative methods of managing poor performance other than dismissal

Question 8

This question assesses Assessment Criteria 4.1 which states:
Identify the importance of a structured recruitment and selection process

Question 9

This question assesses Assessment Criteria 4.2 which states:
Describe the seven stages of the recruitment and selection process

Question 10

This question assesses Assessment Criteria 4.4 which states:
Explain of importance of accurate job descriptions