



## JUNE 2017



**Turn over**

### NOTICE TO CANDIDATES

The work you submit for these pre-release tasks **must** be your own.

- If you copy from someone else or allow another candidate to copy from you, or if you cheat in any other way, you may be **disqualified** from at least the subject concerned.
  - You **must** always keep your work secure and confidential while you are preparing it. **If it is stored on a computer network, keep your password secure. When printing work, collect all copies from the printer and destroy the copies you don't need.**
  - Any materials (e.g. books, information from the internet, etc) that you have used to help complete this work **must** be clearly acknowledged in the work itself.
- 
- All work **must** be submitted to your teacher once completed. Ensure you include your name, candidate number and centre number on all pages and that each page is hole-punched in the top left hand corner and secured with a treasury tag.
  - **You must not submit any materials other than your response to the pre-release tasks.**
  - When you hand in your completed tasks, you will be required to sign that you have understood and followed the regulations by completing a Candidate Authentication Statement.
  - Your work will be returned to you at the start of the exam, in the exam room. At the end of the exam you **must** attach **all** tasks to your question paper using the treasury tag.

**ALWAYS REMEMBER:**

**YOUR WORK MUST BE YOUR OWN**

## PRE-RELEASE TASKS – INSTRUCTIONS FOR CANDIDATES

Read the attached case study and these instructions carefully, then do the tasks detailed below. There are two types of task.

In Task 1 you will produce notes that will help you to answer questions in the examination for this unit. The other tasks will be marked and will contribute up to 30 of the 100 marks available for this unit.

You will need your completed tasks when you take the examination for this unit.

The work produced in response to the pre-release tasks **must** be submitted to your teacher when it is completed. The work **must** be presented as a hard copy.

It is not acceptable for you to copy large parts of material from other sources as the tasks require you to apply your knowledge to the case study. Any books, information leaflets or other material (e.g. videos, software packages or information from the internet) which you have used to help you complete this work **must** be clearly acknowledged in the work itself. To present material copied from books or other sources without acknowledgement will be regarded as deliberate deception.

You **must not** submit any material other than your response to the pre-release tasks.

The work **must** be collated so that it is presented in task order.

Each page of the work **must** be marked clearly with your name, centre number and task number.

When you have completed the tasks you **must** sign and date a Candidate Authentication Statement. You **must** then ask your teacher to sign to confirm that the work is your own.

### Task 1

Do your own research and make notes which:

- describe the job functions/departments in Progress Staffing Services (PSS).
- describe the roles of the personnel in PSS.
- describe the main processes carried out by PSS, including the inputs, the processing, the calculations and the outputs involved.
- describe the ICT systems used in PSS.
- explain the benefits of the current organisational structure of PSS and evaluate the effects of changes to the organisational structure as a result of company expansion.
- explain the strengths and weaknesses of the current systems and explain and evaluate future improvements required by the owner of PSS.

## Task 2

A business client wants PSS to provide an agency worker for a placement.

Draw a diagram to explain how information moves, within PSS and with outsiders, during the process of meeting the client's requirement. The process starts when the client makes the request to PSS. The process finishes when the agency worker starts the job.

Your diagram should show:

- who sends the information
- who receives the information
- the type of information communicated
- the method by which it is communicated.

[15]

## Task 3

PSS holds personal details, including sensitive information, of all its agency workers on a database. The company must comply with the Data Protection Act (DPA) (1998).

Do some research and produce a word processed report for the owner. Your report **must** explain how PSS complies with the DPA and evaluate the impacts on PSS, its staff and agency workers of complying with this Act.

Briefly evaluate the method(s) you used to complete this report.

The work you produce for Task 3 **must not** exceed 500 words, including the evaluation of the methods you used.

You **must** include a word count.

Marks will be awarded for the quality of written communication in your answer.

You **must** acknowledge all information sources you used. This is not included in the 500 words.

[15]



## **Progress Staffing Services (PSS) case study**

### **Introduction**

PSS is a company that supplies agency workers to local business clients when they need additional staff for short term contracts. This may be due to long-term illness, maternity/paternity leave or for a particular event or project. The company is also a recruitment agency that finds permanent staff for local business clients. PSS is based in its own office block in Maidstone, Kent. Currently, the company only provides services to business clients within the county of Kent.

### **Services provided**

The company keeps a database of agency workers with different qualifications and skills who are available to work. The agency workers registered in the database include security staff, chefs, care workers, nurses and teachers. PSS tries to ensure that the database includes sufficient agency workers with the appropriate qualifications and skills to meet all the staffing needs of its business clients. If a client's staffing needs cannot be met by the agency workers currently registered on the database, PSS will advertise in the local newspaper and on local radio to find workers with the qualifications and skills required. PSS places similar advertisements for permanent positions it has been asked to fill. The company receives application forms, short lists candidates for interview, interviews the candidates and recommends the most suitable candidate to the business client.

### **Staffing and job functions (See Appendix 1 – Organisational structure)**

PSS has a flat organisational structure. The owner of PSS is responsible for the day-to-day running of the company. Four managers report directly to the owner. These are the Client Services Manager, the Recruitment Manager, the Marketing Manager and the Office Services Manager. Each manager is responsible for one or more job functions. For example, the Recruitment Manager is also responsible for the human resources (HR) job function.

### **Client Services**

The Client Services Manager oversees the work of the client services assistants. The Client Services Department is the main point of contact for business clients. The department receives requests from business clients for agency workers and for permanent staff recruitment. Client services assistants produce employer agreements and send them to the business client. They receive the signed agreements back from the business clients and pass them to administration assistants for archiving.

### **Recruitment**

The Recruitment Manager oversees the work of the HR assistants. The Recruitment Manager is the named data controller for the company. The Recruitment Department is crucial to the company, as it performs the key tasks of recruiting and vetting both agency workers and permanent staff for business clients. This department also provides recruitment, welfare and training services for the company's own employees.

### **Marketing**

The Marketing Manager oversees the work of the marketing assistants. The Marketing Manager's role is to advertise PSS to job seekers and to potential business clients. As well as advertising locally, the Marketing Manager makes bookings for stands at recruitment fairs, which the Marketing Manager and the Recruitment Manager both attend. The Marketing Manager visits local employers to promote the company's services and to sign up new business clients.

Marketing assistants create advertisements to appear in local newspapers and record audio advertisements to be aired on local radio.

## Office Services

The Office Services Manager oversees the work of three job functions. These are finance, IT support and administration.

Finance clerks keep records of the fees received from clients and the wages paid to agency workers. The finance clerks also record all other expenditure, such as staff wages and payments for advertising.

IT support staff ensure that the IT systems used by PSS are working efficiently. The IT support staff repair or replace faulty hardware, update software (including anti-virus) and keep a nightly backup of data. IT support staff also provide a help desk for staff.

Administration assistants receive agreements from customer services and recruitment. The administration assistants scan the agreements to archive them electronically before shredding the paper copies. Administration assistants monitor the use of office supplies, such as paper, and order more when required. Administration assistants also do day-to-day office tasks, such as dealing with correspondence.

## ICT systems

There is a local area network that links all the computers in the company's offices. The server and other network equipment is located in a secure room, which only IT support staff have access to. Within this room there is a router attached to the server that provides broadband Internet access.

Every member of staff has a desktop computer with a flat screen monitor that is a minimum of 21" in size. There is at least one laser printer in each department, which is connected as a network printer. Most are monochrome but the printer in the marketing department is a colour laser printer.

Each administration assistant has a flatbed scanner attached to their computer. Marketing assistants' computers have a microphone and headphones attached.

Audio editing software is stored on the marketing assistants' computers. All other software is stored on the server and can be accessed from all workstations. All data is stored on the server. The data can be accessed from all work stations but only by those authorised to do so. For example, only members of the Recruitment and Client Services Departments can access the database of agency workers.

## Procedures for recruiting agency workers

The Marketing Manager informs the Recruitment Manager when new business clients have been signed up and the type of agency workers the clients are likely to require. The Recruitment Manager checks the database of agency workers to determine whether additional agency workers need to be recruited. If additional workers are required, the Recruitment Manager provides the Marketing Manager with details of the number and type of workers needed and the qualifications and skills they must have. The Marketing Manager passes these details on to the marketing assistants so that they can produce advertisements to be published in local newspapers and broadcast on local radio.

Job seekers can request an application form by email, telephone or by post. They must return the completed application form by post or by hand, if they live nearby. The job seeker (applicant) must include contact details of two referees and, for some types of work, whether they have a Disclosure and Barring Service (DBS) check certificate. There is a specified closing date for applications. HR assistants log the applications as they are received by entering each applicant's name and contact details in a spreadsheet. The spreadsheet generates a unique reference ID for each applicant.

After the closing date for applications, the Recruitment Manager reads all of the application forms and short lists applicants that will be called for interview. The Recruitment Manager adds additional columns to the spreadsheet to enter an interview date and time for applicants who have been shortlisted. An HR

assistant uses word processing software to open two standard letters that are stored on the server. One of these letters invites shortlisted applicants for interview – see Appendix 2. The other letter informs the remaining applicants that they have not been successful. Both letters are mail merged using the spreadsheet of applicants. A filter is used so that the correct letter is addressed to each applicant. The letters are posted to the applicants.

When each applicant arrives for their interview, an HR assistant checks the documents the applicant was asked to bring with them. If this includes a DBS check certificate, the HR assistant must use the DBS Update Service to check the status of the certificate. The Recruitment Manager then interviews the applicant.

When all applicants have been interviewed, the Recruitment Manager decides which applicants would be most suitable to be registered on the database of agency workers. These applicants are each sent a letter to inform them that they have been successful. The letter also indicates that this is subject to the company receiving suitable references from the referees the applicant identified on their application form. Unsuccessful applicants are each sent a letter telling them that they will not be registered on the database of agency workers.

If a DBS check is required and a successful applicant does not have a certificate or it is out of date, their registration will also be dependent on a successful check. Depending on the documents the applicant provided at interview, they may have to provide further proof of identity, so that the check can be requested. The DBS check certificate will be sent to the applicant, who must show it to an HR assistant at PSS.

When an applicant's references and DBS check certificate are received and are acceptable, an HR assistant enters the applicant's details from their application form into the database of agency workers. A standard agreement is sent to the new agency worker. This states what PSS will do to provide work for the agency worker and what the agency worker must do. This includes notifying PSS if they are unavailable for work for any reason. The new agency worker must sign the agreement and return it to HR. By signing the agreement, the agency worker gives PSS permission to pass essential personal details to business clients as part of the placement procedures.

To reduce the amount of paper stored, the signed agreements and application forms of the new agency workers are scanned by administration assistants and archived on the server. Paper copies of all application forms are shredded. The spreadsheet used to log applications is deleted from the server.

### **Procedures for providing agency workers to business clients – placements**

When a request for agency workers is received from a business client, a client services assistant produces a person specification which they email to an HR assistant. The requirements from the person specification are entered into a query form on the database of agency workers. The query generates a list of agency workers whose qualifications and skills match the person specification. An HR assistant selects the most suitable agency workers from the list. The HR assistant creates a placement specific agreement and emails this to each selected agency worker. If the agency worker is able to take the placement, they must print and sign the agreement and return it to the HR assistant by post. The HR assistant flags the records of the selected agency workers on the database. A client services assistant accesses the flagged records to identify the selected agency workers and retrieve their details. The client services assistant emails the agency workers' details and an employer placement agreement to the business client. The business client prints and returns the signed agreement by post. The business client then emails the agency workers directly to confirm the start date of the placement and provide any joining details the agency workers will need. The agency workers start the placement on the confirmed date.

If there are insufficient suitable agency workers registered in the database, the Recruitment Manager will start the procedures for recruiting agency workers.

## **Procedures for paying agency workers**

The Client Services Manager agrees a client hourly rate that the business client will pay PSS for each agency worker. This includes the worker hourly rate that will be paid to the agency worker and 5% commission that is paid to PSS for providing their service. The agreed client hourly rate is stored in the accounts system.

Agency workers are paid monthly. Each business client sends an email to the finance clerks listing the hours worked by each agency worker during all current and completed placements in the previous month. The finance clerks enter the hours worked by each agency worker into the company's accounts system.

The client hourly rate is multiplied by the number of hours worked by each agency worker. The accounts system generates an invoice for each business client that lists all their agency worker placements during the month and the cost for each. This is emailed to the business client.

For each placement, the accounts system calculates the amount of commission due to PSS by multiplying the client hourly rate by 5%. The amount of commission is then deducted from the client hourly rate to give the worker hourly rate. The worker hourly rate and the hours worked by the agency worker during that placement are transferred to the payroll system.

The payroll system multiplies the worker hourly rate by the hours worked during the placement to give the gross wage due to the agency worker. If an agency worker has had more than one placement in the month, the gross wage for all their placements are added together.

The payroll system looks up each agency worker's tax code and uses it to calculate the tax that must be paid. The employee National Insurance (NI) contribution is also calculated. The tax and NI are deducted from the total gross wage to give the net wage that will be paid to the agency worker.

The payroll system generates a statement of earnings and deductions for each agency worker – see Appendix 3. Each statement is printed, folded and sealed by machine, so that the information is concealed. Each agency worker's name and postal address is printed on the outside. The statement is posted to the agency worker to arrive on pay day. The agency worker must fold and tear along the perforated edges of the statement to open it to read the information. On the same day, the wages due are transferred into each agency worker's bank account by BACS.

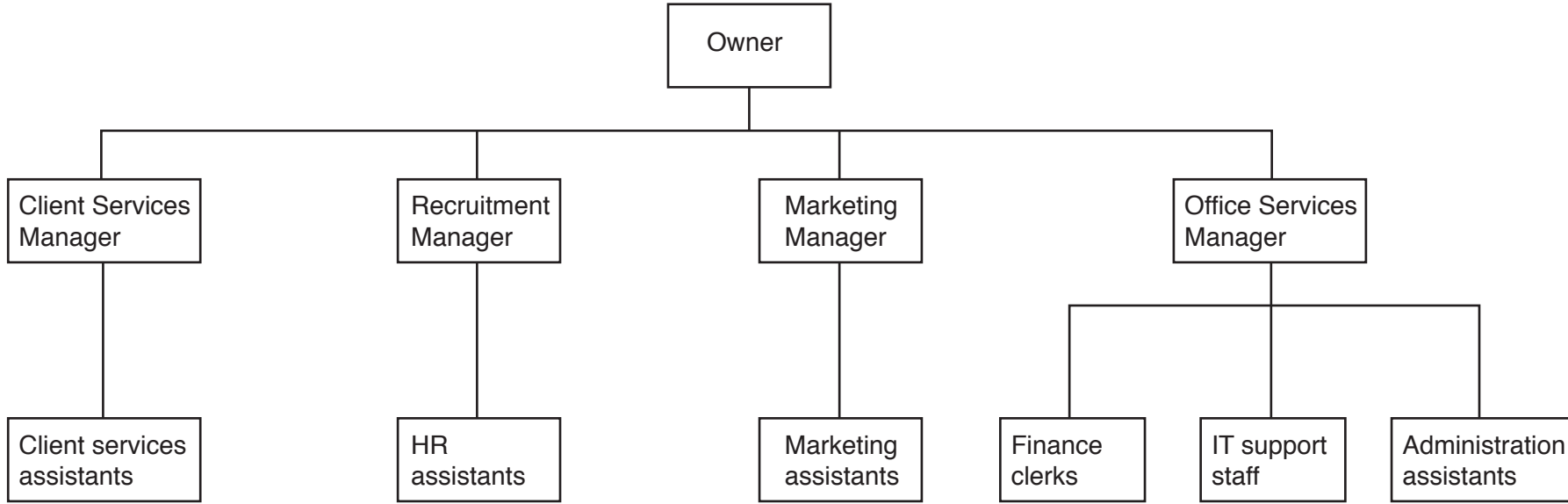
## **Proposals for expansion of PSS**

The owner of PSS wants to expand the company, potentially to serve business clients and agency workers located anywhere in the United Kingdom, but has some concerns about the impact of such expansion.

A major selling point for PSS is that all registered agency workers have had a face-to-face interview with the Recruitment Manager before being included in the database. The owner is planning to open offices in Birmingham and Manchester but is aware that not all applicants will live within an easy travelling distance of a PSS office to attend an interview. The owner is also aware that procedures for recruitment and agency worker placements are slowed down by the need for application forms, reference requests and signed copies of agreements to be posted. The owner wants to make increased use of technology in all company procedures but without losing the 'personal touch' and security of current procedures.

The current flat organisational structure of PSS has benefits to both the owner and the company employees. Company expansion will inevitably mean that more layers of management will be needed. The owner of PSS wants to know how a more hierarchical organisational structure might affect the company.

## Appendix 1 – Organisational structure



## Appendix 2 – Invitation to interview standard letter

**Progress Staffing Services  
Progress House  
Maidstone Road  
ME15 4XB**

<<Title>> <<Firstname>> <<Lastname>>  
<<Addressline1>>  
<<Addressline2>>  
<<Addressline3>>  
<<Postcode>>

<<Datetoday>>

<<RefID>>

Dear <<Title>> <<Lastname>>

### INVITATION TO INTERVIEW

Thank you for your application to join our register of agency workers. We would like to invite you to attend for interview at the address above on <<interviewdate>> at <<interviewtime>>. The interview will take approximately 1 hour.

Please bring the following documents with you when you attend the interview:

- photographic ID, eg a photo driving licence or passport
- proof that you are eligible to work in the UK
- certificates or other proof of the qualifications listed on your application
- Disclosure and Barring Service (DBS) check certificate, if relevant.

If you are unable to attend the interview for any reason, please telephone us using the number at the bottom of this letter and ask for Human Resources. We will do our best to arrange a date and time that is suitable for you but we cannot guarantee that this will be possible.

We look forward to meeting you on <<Interviewdate>>.

Your sincerely

Mel Bashir  
Recruitment Manager

Registered Offices: Progress Staffing Services, Progress House, Maidstone Road,  
Maidstone ME15 4XB Telephone: 01632 960700 Email: info@pss.co.uk

## Appendix 3 – Statement of earnings and deductions

| Progress Staffing Services |                           |                       |                           |
|----------------------------|---------------------------|-----------------------|---------------------------|
| AW256342                   |                           | Mr Min Patel          | Pay Day 28/05/2017        |
|                            |                           | Tax Month 2           |                           |
| Earnings this month        |                           | Deductions this month |                           |
| PL13400CW                  | £695.60                   | Tax (code 512T)       | £219.27                   |
| PL13403JH                  | £850.75                   | NI (cat D)            | £162.37                   |
|                            |                           |                       |                           |
| <b>Total</b>               | <b>Earnings £1,546.35</b> | <b>Total</b>          | <b>Deductions £381.64</b> |
| Running Totals             |                           | Amount Paid           |                           |
| Tax Year to Date           |                           | Earnings              | £1546.35                  |
| Gross Pay                  | £4,125.52                 | Deductions            | £381.64                   |
| Taxable Pay                | £4,125.52                 | Net Pay               | £1,164.71                 |
| Tax                        | £645.10                   |                       |                           |
| Employee NI                | £433.18                   | Amount Paid           | £1,164.71                 |
|                            |                           | Payment method        | BACS                      |
|                            |                           |                       |                           |
|                            |                           | NI Number             | ZA 56 79 51 C             |
|                            |                           | <b>Amount Paid</b>    | <b>£1,164.71</b>          |

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