



## **REC Level 3 Certificate in Recruitment Practice (QCF)**

### **Past exam paper (mock)**

**The following document is designed to give learners an indication of the style and format of questions to expect at the examination.**

**All Learners are strongly encouraged to use this past exam paper as a mock examination practice opportunity. We recommend learners test themselves by answering these questions under examination conditions, and then referring to the answers and/or their training materials afterwards to check their answers. 'AC' in the answers refers to 'Assessment Criteria'. The complete list of Assessment Criteria can be found in the syllabus of this qualification.**

**Please note these are only example questions and anything from the syllabus may be drawn upon in the examination.**

**For further exam preparation support, hints and tips please refer to your training provider.**



## **Level 3 Certificate in Recruitment Practice (QCF)**

### **Web Mock examination paper 2017**

**Time allowed: 2½ hours**

**130 marks**

- All **mobile phones and PDAs** must be switched **off** and **placed in bags at the back of the room**.
- Write the information required on the front of your Answer Booklet and in the above box.
- Read **ALL** questions carefully first before attempting to answer them.
- Answer **ALL** questions. You may answer questions in any order.
- Use black or blue ink only. Correction fluid is not allowed.
- Number each answer accurately in the same format as in the Question Paper.
- The maximum mark for this paper is 130.
- You may, where appropriate, answer using note form or bullet points.
- Please leave at least a 3-line break between each answer.
- Answers written on the Question Paper will **NOT** be taken into account.
- No communication with other students is permitted during or immediately after the examination.
- The Question Paper is to be returned to the Invigilator at the end of the exam along with your Answer Booklet and any additional answer sheets.

All companies and characters appearing in this examination are fictitious. Any resemblance to real companies or persons, living or dead, is purely coincidental.

### Unit 3-1: Understanding Sales for Recruitment (a total of 20 marks)

1. a) You joined The Spencer Davies Group plc (SDG) – a leading recruitment consultancy - several years ago, having previously been a Sales Executive for an electrical engineering company. Your success in selling the recruitment services offered by your consultancy has been noted and you have been asked to give some advice to Stephen Wynwood who has recently joined your organisation. You know that the targets that he has been given are realistic and achievable, but Stephen has no previous sales experience.

(i) Stephen asks you if success in sales is simply a matter of good fortune. Using your knowledge of the work of Professor Joël Le Bon, explain why there is no real place for luck in successful selling. (3 marks)

(ii) You tell Stephen that he must research potential clients, saying that he can gain valuable information from existing/lapsed clients, social media networks and company websites.

Give **two** other potential sources that Stephen could use to get information on sales prospects. (2 marks)

(iii) You sense that Stephen has a fear of rejection. He also knows that he needs to improve his time management if he is going to be successful.

Give **one** of the other factors that could potentially have a negative effect on his sales performance. (1 mark)

1. b) (i) After Stephen has made a number of telephone sales calls, he is clearly frustrated at not having converted calls into billable work. He tells you that he is fed up of hearing:

*"I'm sorry, but we already have a recruitment consultancy that we use".*

You suggest that he could use a number of questioning techniques to encourage the prospective clients to discuss their organisation, recruitment process and needs.

Give an example of an open question that Stephen could use to achieve this.

(2 marks)

(ii) Stephen returns to his calls the following day and you agree to listen as he contacts James Capaldi, HR Manager of J7 Traffic plc (J7T). Stephen is following a lead that J7T needs temporary cover for a number of staff who are on holiday, but James immediately tells him:

*"Listen, I'm not going to waste your time. We just find temporary staff to be totally unreliable".*

Stephen remembers your advice about using the Positive Behaviour Model with an Action Plan close. He starts by showing empathy and then probing for more information.

Give a **scripted** example of what Stephen may have said to James Capaldi using this model and closing technique. (4 marks)

- (iii) You ask Stephen if he had calculated what he was going to charge J7T for this work. Your recruitment consultancy operates on a mark-up of 30% and Stephen estimates cost of sales (including payroll) of £1,000.

What would be the **net** value of the invoice to J7T if they decided to go ahead with this assignment?

(2 marks)

1. c) Several days later, you are keen to know how things are progressing with James Capaldi and ask Stephen:

*“Where are we now with J7T?”*

Give **one** strategic question that Stephen should ask himself to ensure that he is fully aware of the depth of the relationship with J7T and their level of commitment.

(1 mark)

1. d) The following month, you decide to observe Stephen as he makes telephone sales calls.

Stephen seems to be getting through a lot of calls during the day, reading from a script and you note that he is offering discounts to try and get the business. You get the impression that he still does not have much understanding of what the potential buyers are actually looking for. You conclude that he is using a ‘push’ style of selling.

Using your knowledge of sales behaviour, give **one** other point that could lead you to recognise that Stephen is using the ‘push’ style of selling?

(1 mark)

1. e) Stephen tells you that he has been reading about the various tools that are available to sales people, including PESTLE (Political, Economic, Sociological/Social change, Technical, Legal/ and Environmental) analysis.

Describe **one** potential limitation that users of PESTLE analysis should be aware of.

(2 marks)

1. f) You still have some concerns about Stephen’s time management and stress the importance of planning in recruitment sales.

Give **one** practical way in which Stephen could structure his planning activities in order to be successful in recruitment sales.

(2 marks)

**(Total 20 marks)**

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### Unit 3-2: Understanding Legal and Ethical Requirements in Recruitment (a total of 30 marks)

2. a) (i) Ellie runs a small ironing business. Over the years, she has arranged with friends for them to take on some of the work and paid them in cash after deducting PAYE and NIC. All work regularly from Ellie's home using her equipment and she pays them for a minimum number of hours.

Business is slow as a competitor has opened up in the area. Ellie mentions this to her friend, Helen, who does the most work for her. Helen says that she will seek work with the competitor. "You can't do that," replies Ellie. "You're my employee".

Other than the information given above, identify **four** circumstances that could indicate that Helen is an employee. (4 marks)

- (ii) Helen did not realise she may be an employee. "But I've never had a contract", she says. "I'll do one for you now," says Ellie. Here is what she produces:

Today's date

Helen Brown, of 6 Deal Street, Borchester, hereby agrees to work as an Ironing Assistant for Angel Ironing of 1 Deal Street, Borchester, for a minimum of 10 hours per week, at a pay rate of 20p per item. One week's notice to be given by either party to terminate this agreement.

Identify **five** elements missing from this to make it valid as a Statement of Particulars.

(5 marks)

2. b) Helen calculates that she cannot earn the living wage because it sometimes takes longer than an hour to iron the required 36 items. What steps, in order of escalation, can Helen take to remedy her situation? (5 marks)

2. c) (i) What independent body could Helen go to for advice, other than a solicitor or the Citizens Advice Bureau? (Please give the full name of the organisation, not an abbreviation). (1 mark)

- (ii) Ellie is quite alarmed by the experience with Helen. "I'm just a small ironing business", she complains. "Why do I need all these policies and procedures?"

Give **one** reason why it is in her interests to develop effective employment policies.

(1 mark)

2. d) Luke and Ryan work in an employment business supplying temporary events staff. One of their clients wishes to engage the services of a worker directly and they enquire about the transfer fee. Luke and Ryan have never been asked this before and consult their terms of business which say only this:

If the client wishes to engage a worker supplied by us, either directly (temp to perm transfer) or indirectly via another employment agency (temp to temp transfer), then a transfer fee will be charged.

What else **must** the contract say in respect of transfer fees for the clause to be valid and enforceable? (3 marks)

2. e) The client is not satisfied with the terms and makes a complaint to the Employment Agency Standards inspectorate (EAS). What **three** powers does the EAS have? (3 marks)

2. f) (i) Positive action and positive discrimination are different. Which one is lawful? (1 mark)

(ii) Describe **three** characteristics of positive action. (3 marks)

2. g) Other than 'Respect for laws' and 'Respect for honesty and transparency', identify **one** of the principles of the REC Code of Practice. (1 mark)

2. h) Give **two** reasons why a British worker may not be entitled to a workplace pension. (2 marks)

2. i) Under the Working Time Regulations, how much notice must an employee give to use one week of annual leave? (1 mark)

**(Total: 30 marks)**

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### **Unit 3-3: Understanding Relationship Management in Recruitment (a total of 20 marks)**

Annie is an experienced recruiter and works for MatchYourSpec (MYS), an employment agency that places permanent candidates into the manufacturing industry in the Midlands.

Annie's team leader has asked her to mentor a new team member, Joe, who has no previous recruitment experience.

3. a) MYS has a database of qualified, quantified and referenced candidates. The database has been built and maintained, ensuring that it is easy to search. The data is stored safely and securely, with a focus on 'quality over quantity' and 'accurate first time, every time'.

Give **two** other factors which need to be taken into account when building and managing the database. (2 marks)

3. b) Joe asks Annie to explain the difference between physical and virtual networking. What should Annie say? (1 mark)

3. c) Annie explains that MYS often attend Chamber of Commerce meetings and she would like Joe to go along to the next one. Other than it being an opportunity to network and build deeper relationships with regular attendees, give **two** advantages of using Chamber of Commerce meetings. (2 marks)

3. d) Annie tells Joe that he will need to consider the creation and development of his personal brand. The first consideration is his value proposition. What is meant by the term 'value proposition'? (1 mark)

3. e) Their next training workshop is about building, developing and maintaining client relationships.

Other than being unhappy with the quality of the service they receive and the way they are being treated, give **two** reasons why clients might stop using MYS's services.

(2 marks)

3. f) Annie tells Joe that developing consultative relationships with clients will enable him to sell added benefits and features.

What simple formula can be used to explain the value that can be added in this way?

(1 mark)

3. g) (i) Joe has several potential clients who have some knowledge of the services MYS offer, but these clients believe that their current arrangements for recruitment are the most appropriate and cost effective.

Which stage of the buying process are these clients currently at?

(1 mark)

- (ii) In addition to providing existing client testimonials, which **two** actions should Joe take to progress the client relationship to the next level? (2 marks)

3. h) (i) The Health and Safety Manager at one of Annie's existing clients says that he is happy with MYS's service. Although he has not focussed on statistical analysis of results, he has always felt that the relationship is successful and seems mutually beneficial.

What type of satisfaction measure is this? (1 mark)

- (ii) The Health and Safety Manager often has responsibility for influencing the Hiring Manager in the final hiring decision.

Which buyer profile is the Health and Safety Manager typically displaying? (1 mark)

3. i) Joe makes steady progress in his role, but Annie feels he needs to concentrate on developing candidate relationships. She talks to him about the importance of qualifying candidates.

Explain what is meant by the term 'qualifying candidates'. (3 marks)

3. j) Other than gaining loyalty or commitment and reducing no-shows, give **one** other way in which a recruiter benefits from managing a candidate's expectations. (1 mark)

3. k) Joe wants to market his best candidates to his clients. He believes that if he can agree a communications plan with these candidates it will increase his chances of placing them in the most efficient way.

What is the **second** of the three key stages of implementing a communications plan? (1 mark)

3. l) How can a candidate benefit from being given detailed feedback following a successful interview? (1 mark)

**(Total: 20 marks)**

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### **Unit 3-4: Understanding Recruitment Operations (a total of 20 marks)**

4. a) You are making a presentation titled 'Recruitment Rocks' to a group of business executives.

- (i) One of those present, Sandie Beeches, is known to be a determined –and sometimes aggressive– negotiator in local business circles. At the end of your talk, she asks:

*"You seem to like initials in your industry! Can you explain the difference between the REC and the IRP Career Routeway?"*

How would you respond? (2 marks)



(ii) Sandie then says:

*“As far as I can see, recruiters just make a few phone calls, send out CVs and then hit us with an invoice. You’re just paper shufflers and don’t do anything for UK plc”.*

What would you say to justify the contribution of recruitment consultancies to the UK economy?  
(1 mark)

4. b) (i) After the meeting, Sandie tells you that she found your talk very interesting, particularly when you stressed the importance of being well informed about current affairs and/or issues of public concern.

Briefly explain why it is important for recruitment consultants to have a good understanding of these issues.  
(2 marks)

(ii) Identify **one** tool that recruitment consultants can use to assess the impact of matters of public concern.  
(1 mark)

(iii) Sandie asks you about the lifestyle of a recruiter. You explain that you enjoy the variety of the work as, in addition to matters of public concern, you also need to have a specific knowledge of issues affecting candidates, including salaries and wages.

Give **two** other pieces of essential knowledge about the candidate market that a recruitment consultant should have.  
(2 marks)

4. c) You get back to your desk the following morning to find a message from your Regional Management team to say that a review of corporate and functional goals is being carried out. The message gives the following bullet points as options that are being considered:

- Option A - increase number of candidates at ABC Widgets plc from 60 to 90 by 31 March 2017
- Option B - an operating profit of over £10m on sales of £100m
- Option C - return on investment of at least 15%
- Option D - individual consultants to place at least six candidates in permanent employment each four-week cycle
- Option E – increase dividend to shareholders by 4% for year ending 30 Nov 2017

(i) Which of the above options would you categorise as **functional** level goals?

(2 marks)

(ii) The message refers to REC research that identified characteristics of successful recruiters (‘7 Secrets of Successful Recruiters’) including ‘Seeing It Through’, ‘Doing The Deal’ and ‘Empathy’.

Give **two** of the other characteristics of attitude identified by the research.

(2 marks)

4. d) You start to think through the possible implications of the message and consider conducting a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis, from which your action plan can be developed.

Give **one** reason why regular checkpoints should be incorporated into the action plan following a SWOT analysis.

*(1 mark)*

4. e) Later that morning, you interview a candidate who is seeking work through the vehicle of a limited company.

The candidate tells you that she is keen on this as it is likely to mean higher pay, but asks you about the negative aspects.

Give **two** disadvantages of working as a limited company contractor.

*(2 marks)*

4. f) Meanwhile, your Manager has been impressed at the feedback that has been received from your 'Recruitment Rocks' presentation and tells you that you have been selected to attend one of your recruitment consultancy's 'Away Day' training sessions with a view to a Fast Track into a management role. You are handed a set of accounts information, including an exercise involving cash flow analysis.

(i) Define 'Cash Flow Analysis'. *(2 marks)*

(ii) Briefly explain why Cash Flow Analysis is of particular importance for Employment Businesses. *(2 marks)*

(iii) Just as you put the documents down, you get an email from Sandie Beeches. She is wanting you to quote to provide a temporary sales administrator, as cover for maternity leave. You know that you will need to include a number of factors, including your standard mark-up when pricing this assignment.

Briefly explain what is meant by the term 'mark-up'. *(1 mark)*

***(Total: 20 marks)***

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### **Unit 3-5: Understanding the Recruitment Market (a total of 20 marks)**

5. a) Maya is explaining to an apprentice the difference between temporary and permanent recruitment. With particular reference to the relationship with the candidate, explain the main difference between the temporary and permanent recruitment models.

*(2 marks)*

5. b) Maya continues the training session with the apprentice and explains that the REC has a number of dedicated sector groups which bring together recruitment consultancies with a common interest. Provide **one** benefit of joining one of these sector groups. (1 mark)
5. c) The apprentice has read that the UK recruitment market is highly fragmented and she believes this can present opportunities for an individual recruitment business. Describe **one** such opportunity. (1 mark)
5. d) Maya has identified an opportunity to bid for a place on the PSL (Preferred Supplier List) for one of her target clients. Give **one** benefit and **one** risk to such contractual relationships. (2 marks)
5. e) A criticism from clients to recruitment consultancies is *"paying a fee when all you recruiters do is download a CV, email it and then bill me"*. How would you counter this criticism? (2 marks)
5. f) Leila is a recruiter who has recently started working in the recruitment industry. She wants to develop an understanding of the external influences that are likely to affect the recruitment market, especially the potential positive effects of globalisation. Give **three** such effects. (3 marks)
5. g) Maya is running a discussion with the team in her recruitment consultancy. They are discussing the business brand and considering ideas on how to make it strong. Apart from leading to a price premium, name **two** other benefits associated with having a strong brand. (2 marks)
5. h) Maya and the team decide to produce an action plan to support the brand and ensure they meet and exceed brand expectations. Suggest **two** actions they can adopt to support this. (2 marks)
5. i) Attending exhibitions and trade shows are a common way of promoting the brand. Discuss **two** advantages and **two** disadvantages of this method of promotion. (4 marks)
5. j) Maya is planning a promotional campaign using direct mail. Give **one** of the first steps she should take? (1 mark)

**(Total: 20 marks)**

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### Unit 3-6: Understanding the Principles of Assessing People (a total of 20 marks)

6. a) Rowan is an internal recruiter for a global financial services firm. She has been asked to assist with a graduate recruitment drive and as part of this must design a graduate assessment centre.

(i) Give **one** feature of a graduate assessment centre.

(1 mark)

(ii) Why is it important for Rowan to set objectives for the assessment centre?

(1 mark)

(iii) Rowan can confirm that the assessment centre is valid by asking a group of subject matter experts to undertake a pilot exercise or practice test. Give **two** questions Rowan could ask herself to ensure that the exercise is a success.

(2 marks)

6. b) As part of the assessment centre, Rowan will ask each of the candidates to take part in a one-to-one interview. The first part of the interview will include a number of biographical interview questions and the second part will take the form of a competency based interview.

(i) Outline **three** ways in which Rowan can ensure she adopts a good biographical interview technique.

(3 marks)

(ii) Prior to the interviews, Rowan informs the candidates that she would like them to answer the competence questions using the STAR method.

Give the headings of the acronym 'STAR'.

(1 mark)

(iii) Rowan will be looking to ensure that the candidates are self-motivated. Give **two** examples of typical behaviours that she will expect to see from the applicants.

(2 marks)

6. c) It is important that the assessor remains objective throughout any assessment process. Explain the horns effect, giving an example of when this may occur.

(2 marks)

6. d) During the interview, it is important that Rowan establishes and maintains rapport with each candidate.

Other than demonstrating active listening by nodding and maintaining eye contact, give **two** ways in which Rowan can maintain rapport.

(2 marks)

6. e) Feedback can be delivered at several key times during the interview process, including client interview and assessment. Explain **two** of the roles feedback can play when delivered at this time.  
(2 marks)
6. f) Other than industry-specific checks, identify **one** candidate check that Rowan has to carry out at the offer stage of the recruitment process.  
(1 mark)
6. g) When recruiting, there is a legal obligation on employers and recruiters to make reasonable adjustments for their employees or candidates. Other than enabling a candidate to attend an interview, give **one** point at which a reasonable adjustment could be made.  
(1 mark)
6. h) It is important that Rowan considers a number of factors when delivering feedback to unsuccessful candidates. Other than highlighting any skills or knowledge gaps, give **two** topics for feedback.  
(2 marks)

**(Total: 20 marks)**

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**END OF QUESTIONS**

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**Do not turn to the next page until you are ready to view the answers**

## **Answers**

**Whilst this document shows where marks are given, learners are reminded that they should write their answers in a style that demonstrates to the examiner that they fully understand the subject matter.**

**'AC' stands for Assessment Criteria and denotes which criterion is being assessed in the question. A list of all Assessment Criteria can be found in the [syllabus](#) of the qualification and at the beginning of each unit of the relevant IRP Level 3 course materials.**

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### **Unit 3-1: Understanding Sales for Recruitment (a total of 20 marks)**

1. a) You joined The Spencer Davies Group plc (SDG) – a leading recruitment consultancy - several years ago, having previously been a Sales Executive for an electrical engineering company. Your success in selling the recruitment services offered by your consultancy has been noted and you have been asked to give some advice to Stephen Wynwood who has recently joined your organisation. You know that the targets that he has been given are realistic and achievable, but Stephen has no previous sales experience.
- (i) Stephen asks you if success in sales is simply a matter of good fortune. Using your knowledge of the work of Professor Joël Le Bon, explain why there is no real place for luck in successful selling.
- (3 marks)*

**Award up to 3 marks along the lines of the following:**

- A** *Le Bon talks of 'provoked luck' ...* **(1 mark)**
- B** *... where unexpected outcomes happen because strategic behaviour has maximised these opportunities* **(1 mark)**
- C** *In other words, success has little to do with luck and a great deal to do with preparation, research and other actions* **(1 mark)**
- R** *Accept any reasonable answer that refers to the work of Joël Le Bon* **(1 mark)**

**AC 1.1, 1.6**

- (ii) You tell Stephen that he must research potential clients, saying that he can gain valuable information from existing/lapsed clients, social media networks and company websites.

Give **two** other potential sources that Stephen could use to get information on sales prospects.

*(2 marks)*

**Award 1 mark for each of two appropriate sources of research information, such as:**

- A** *Marketing databases* **(1 mark)**
- B** *Trade associations and local business directories* **(1 mark)**
- C** *Niche market media* **(1 mark)**
- D** *Existing candidates* **(1 mark)**
- E** *Candidates* **(1 mark)**

**R** **Accept any other reasonable source of information** (1 mark)

**AC 1.2**

- (iii) You sense that Stephen has a fear of rejection. He also knows that he needs to improve his time management if he is going to be successful.

Give **one** of the other factors that could potentially have a negative effect on his sales performance.

(1 mark)

**Award 1 mark from the following:**

- A** **Lack of knowledge about the buyer or their service offering** (1 mark)  
**B** **Lack of research and planning** (1 mark)  
**B** **Being disorganised for sales activity** (1 mark)  
**C** **Missing sales opportunities** (1 mark)  
**D** **Increased competition** (1 mark)  
**G** **Competitors undercutting rates** (1 mark)  
**H** **General market conditions** (1 mark)

**R** **Accept any other answer** (1 mark)

**NB No marks to be awarded for factors excluded in the scenario**

**AC 1.6**

1. b) (i) After Stephen has made a number of telephone sales calls, he is clearly frustrated at not having converted calls into billable work. He tells you that he is fed up of hearing:

*"I'm sorry, but we already have a recruitment consultancy that we use".*

You suggest that he could use a number of questioning techniques to encourage the prospective clients to discuss their organisation, recruitment process and needs.

Give an example of an open question that Stephen could use to achieve this.

(2 marks)

**Award up to 2 marks for a relevant, (scripted) Open question such as:**

- A** **Tell me what your recruitment plans are likely to be in the next quarter?** (2 marks)  
**B** **Explain to me the difficulties you experience when recruiting** (2 marks)  
**C** **Describe to me the process you follow when you have a recruitment need** (2 marks)  
**R** **Accept any reasonable example of an Open question used to determine the possible needs of the buyer** (2 marks)

**NB The scripted questions should be open, rather than probing, in composition**

**AC 2.3, 2.4**

- (ii) Stephen returns to his calls the following day and you agree to listen as he contacts James Capaldi, HR Manager of J7 Traffic plc (J7T). Stephen is following a lead that J7T needs temporary cover for a number of staff who are on holiday, but James immediately tells him:

*“Listen, I’m not going to waste your time. We just find temporary staff to be totally unreliable”.*

Stephen remembers your advice about using the Positive Behaviour Model with an Action Plan close. He starts by showing empathy and then probing for more information.

Give a **scripted** example of what Stephen may have said to James Capaldi using this model and closing technique.

*(4 marks)*

**Award one mark for a scripted example of each stage of the positive behaviour model to a maximum of 4 marks along the lines of:**

- A** *“I understand that that unreliable temporary staff can be a problem”* (1 mark)  
**B** *Tell me, what specifically is your experience of using temporary staff?”* (1 mark)  
**C** *“So if there was a way of ensuring that temporary staff were more reliable than you would expect, would you consider using them for your next holiday cover?”* (1 mark)  
**D** *“How do we move this forward?”* (1 mark)  
**R** *Accept any reasonable answer* (1 mark)

**NB: Answers must be in a scripted format – no marks to be awarded for answers that simply give a description of the stage**

**AC 2.5, 2.6, 2.8**

- (iii) You ask Stephen if he had calculated what he was going to charge J7T for this work. Your recruitment consultancy operates on a mark-up of 30% and Stephen estimates cost of sales (including payroll) of £1,000.

What would be the **net** value of the invoice to J7T if they decided to go ahead with this assignment?

*(2 marks)*

**Award two marks for a correct calculation of the net invoice value (£1,000 plus 30% mark-up):**

- A** *Net invoice value would be of £1,300* (2 marks)

**AC 2.7**



1. c) Several days later, you are keen to know how things are progressing with James Capaldi and ask Stephen:

*"Where are we now with J7T?"*

Give **one** strategic question that Stephen should ask himself to ensure that he is fully aware of the depth of the relationship with J7T and their level of commitment.

*(1 mark)*

**Award 1 mark from the following:**

- A** *Where do we want to be in x months' time?* *(1 mark)*  
**B** *What actions do we need to undertake to get there?* *(1 mark)*  
**C** *How will we measure our success?* *(1 mark)*  
**R** *Any reasonable answer to be accepted* *(1 mark)*

#### **AC 2.1**

1. d) The following month, you decide to observe Stephen as he makes telephone sales calls.

Stephen seems to be getting through a lot of calls during the day, reading from a script and you note that he is offering discounts to try and get the business. You get the impression that he still does not have much understanding of what the potential buyers are actually looking for. You conclude that he is using a 'push' style of selling.

Using your knowledge of sales behaviour, give **one** other point that could lead you to recognise that Stephen is using the 'push' style of selling?

*(1 mark)*

**Award 1 mark from the following:**

- A** *Lots of talking about the service* *(1 mark)*  
**B** *Limited listening to the potential buyer* *(1 mark)*  
**C** *His call is sales focussed* *(1 mark)*  
**D** *He uses emotional language to influence the potential buyer* *(1 mark)*  
**E** *Stephen has not researched the potential buyer* *(1 mark)*  
**F** *It is an untargeted approach* *(1 mark)*  
**R** *Accept any other reasonable answer not already mentioned in the scenario given* *(1 mark)*

#### **AC 2.2**

1. e) Stephen tells you that he has been reading about the various tools that are available to sales people, including PESTLE (Political, Economic, Sociological/Social change, Technical, Legal/ and Environmental) analysis.

Describe **one** potential limitation that users of PESTLE analysis should be aware of.

*(2 marks)*

**Award up to 2 marks from the following:**

- A** *Potentially huge amounts of data available for collection, with cost and resources implications* (2 marks)
- B** *Can become out of date very quickly as PESTLE looks at factors that evolve on a daily basis* (2 marks)
- C** *Assumptions often form the basis for the data used, resulting in subjective decision making* (2 marks)
- D** *May require a large group of contributors in order to reach a balanced analysis* (2 marks)
- E** *May oversimplify the information that is used for decision making* (2 marks)
- F** *Simple presentation may be a limitation (i.e. without any depth of critical analysis)* (2 marks)
- G** *Must be conducted on a regular basis in order to be effective* (2 marks)
- R** *Accept any reasonable answer* (2 marks)

**AC 1.5**

1. f) You still have some concerns about Stephen's time management and stress the importance of planning in recruitment sales.

Give **one** practical way in which Stephen could structure his planning activities in order to be successful in recruitment sales.

(2 marks)

**Award up to 2 marks for a practical suggestion such as:**

- A** *Take time at the end of each working day to plan calls and task for the following day* (2 marks)
- R** *Accept any reasonable answer* (2 marks)

**AC 1.4**

**(Total 20 marks)**

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**Unit 3-2: Understanding Legal and Ethical Requirements in Recruitment (a total of 30 marks)**

2. a) (i) Ellie runs a small ironing business. Over the years, she has arranged with friends for them to take on some of the work and paid them in cash after deducting PAYE and NIC. All work regularly from Ellie's home using her equipment and she pays them for a minimum number of hours.

Business is slow as a competitor has opened up in the area. Ellie mentions this to her friend, Helen, who does the most work for her. Helen says that she will seek work with the competitor. "You can't do that," replies Ellie. "You're my employee".

Other than the information given above, identify **four** circumstances that could indicate that Helen is an employee.

(4 marks)

- |          |   |                        |
|----------|---|------------------------|
| <b>A</b> | <b><i>They are stopped from sub-contracting</i></b>                             | <b><i>(1 mark)</i></b> |
| <b>B</b> | <b><i>They get paid holidays</i></b>  | <b><i>(1 mark)</i></b> |
| <b>C</b> | <b><i>They get sick/mat/pat pay</i></b>   | <b><i>(1 mark)</i></b> |
| <b>D</b> | <b><i>Disciplinary/grievance procedures apply</i></b>                           | <b><i>(1 mark)</i></b> |
| <b>E</b> | <b><i>There are redundancy procedures</i></b>                                   | <b><i>(1 mark)</i></b> |
| <b>F</b> | <b><i>They only do this kind of work for Ellie</i></b>                          | <b><i>(1 mark)</i></b> |
| <b>G</b> | <b><i>They have a contract that uses the terms "employee" or "employer"</i></b> | <b><i>(1 mark)</i></b> |
| <b>R</b> | <b><i>Any reasonable answer</i></b>   | <b><i>(1 mark)</i></b> |

**Ac 1.1, 1.2, 2.3**

- (ii) Helen did not realise she may be an employee. "But I've never had a contract", she says. "I'll do one for you now," says Ellie. Here is what she produces:

Today's date

Helen Brown, of 6 Deal Street, Borchester, hereby agrees to work as an Ironing Assistant for Angel Ironing of 1 Deal Street, Borchester, for a minimum of 10 hours per week, at a pay rate of 20p per item. One week's notice to be given by either party to terminate this agreement.

Identify **five** elements missing from this to make it valid as a Statement of Particulars.

(5 marks)

- |          |                                      |                        |
|----------|--------------------------------------|------------------------|
| <b>A</b> | <b><i>Holiday entitlement</i></b>    | <b><i>(1 mark)</i></b> |
| <b>B</b> | <b><i>Pension arrangements</i></b>   | <b><i>(1 mark)</i></b> |
| <b>C</b> | <b><i>Grievance procedure</i></b>    | <b><i>(1 mark)</i></b> |
| <b>D</b> | <b><i>Disciplinary procedure</i></b> | <b><i>(1 mark)</i></b> |
| <b>E</b> | <b><i>Pay intervals</i></b>          | <b><i>(1 mark)</i></b> |

**Ac 1.1, 1.2, 1.3, 2.3**

2. b) Helen calculates that she cannot earn the living wage because it sometimes takes longer than an hour to iron the required 36 items. What steps, in order of escalation, can Helen take to remedy her situation?

(5 marks)

**Up to 5 marks, one mark for each of the following:**

- A** *Raise it with Ellie informally* (1 mark)
- B** *Raise a grievance* (1 mark)
- C** *Appeal against a grievance* (1 mark)
- D** *Participate in mediation* (1 mark)
- E** *Go to an employment tribunal* (1 mark)
- F** *Go to the Employment Appeals Tribunal* (1 mark)

**Ac 1.3, 2.2, 2.3**

2. c) (i) What independent body could Helen go to for advice, other than a solicitor or the Citizens Advice Bureau? (Please give the full name of the organisation, not an abbreviation). (1 mark)

- A** *Arbitration, Conciliation and Advisory Service* (1 mark)
- B** *Department of Work and Pensions* (1 mark)
- C** *www.gov.uk* (1 mark)
- D** *Trade Union* (1 mark)

**AC 1.4**

- (ii) Ellie is quite alarmed by the experience with Helen. "I'm just a small ironing business", she complains. "Why do I need all these policies and procedures?"

Give **one** reason why it is in her interests to develop effective employment policies.

(1 mark)

**Award 1 mark from:**

- A** *Enhanced reputation as an employer/attract more employees* (1 mark)
- B** *Credibility and marketability* (1 mark)
- C** *Employee engagement/retention* (1 mark)
- D** *Clear standards of working* (1 mark)
- E** *Safer working environment* (1 mark)
- F** *Reduce risks to the business, its employees, and customers* (1 mark)
- R** *Any reasonable answer which applies to Ellie's scenario* (1 mark)

**AC 1.5**

2. d) Luke and Ryan work in an employment business supplying temporary events staff. One of their clients wishes to engage the services of a worker directly and they enquire about the transfer fee. Luke and Ryan have never been asked this before and consult their terms of business which say only this:

If the client wishes to engage a worker supplied by us, either directly (temp to perm transfer) or

indirectly via another employment agency (temp to temp transfer), then a transfer fee will be charged.
--

What else **must** the contract say in respect of transfer fees for the clause to be valid and enforceable?

(3 marks)

**Up to 3 marks, one mark for each:**

- |          |  |                 |
|----------|--|-----------------|
| <b>A</b> | <b><i>The option of an agreed minimum period of hire ....</i></b>      | <b>(1 mark)</b> |
| <b>B</b> | <b><i>.... at terms which are no less favourable to the client</i></b> | <b>(1 mark)</b> |
| <b>C</b> | <b><i>The amount of the fee OR method of calculation</i></b>           | <b>(1 mark)</b> |
| <b>D</b> | <b><i>How quickly you have to pay (30 days) delay</i></b>              | <b>(1 mark)</b> |

**AC 2.1, 2.3**

2. e) The client is not satisfied with the terms and makes a complaint to the Employment Agency Standards inspectorate (EAS). What **three** powers does the EAS have?

(3 marks)

- |          |   |                 |
|----------|---|-----------------|
| <b>A</b> | <b><i>Inspection/Audit</i></b>          | <b>(1 mark)</b> |
| <b>B</b> | <b><i>Imposing fines</i></b>            | <b>(1 mark)</b> |
| <b>C</b> | <b><i>Prevent them from trading</i></b> | <b>(1 mark)</b> |

**AC 2.2**

2. f) (i) Positive action and positive discrimination are different. Which one is lawful?

(1 mark)

- |          |                               |                 |
|----------|-------------------------------|-----------------|
| <b>A</b> | <b><i>Positive action</i></b> | <b>(1 mark)</b> |
|----------|-------------------------------|-----------------|

(ii) Describe **three** characteristics of positive action.

(3 marks)

**Up to 3 marks available from below:**

- |          |   |                 |
|----------|---|-----------------|
| <b>A</b> | <b><i>PA is intended to attract previously underrepresented groups to vacancies</i></b>               | <b>(1 mark)</b> |
| <b>B</b> | <b><i>PA allows an employer to offer subsidised training</i></b>                                      | <b>(1 mark)</b> |
| <b>C</b> | <b><i>OR encourage applications by advertising for those groups</i></b>                               | <b>(1 mark)</b> |
| <b>D</b> | <b><i>But must not consider the under-represented characteristic during the selection process</i></b> | <b>(1 mark)</b> |

**AC 2.1, 2.3, 1.5**

2. g) Other than 'Respect for laws' and 'Respect for honesty and transparency', identify **one** of the principles of the REC Code of Practice.

(1 mark)

- A** *Respect for work relationships* (1 mark)  
**B** *Respect for diversity* (1 mark)  
**C** *Respect for safety* (1 mark)  
**D** *Respect for professional knowledge* (1 mark)  
**E** *Respect for certainty of engagement* (1 mark)  
**F** *Respect for prompt and accurate payment* (1 mark)  
**G** *Respect for ethical international recruitment* (1 mark)  
**H** *Respect for confidentiality and privacy* (1 mark)

#### **AC 2.4**

2. h) Give **two** reasons why a British worker may not be entitled to a workplace pension.

(2 marks)

**Up to two marks taken from:**

- A** *Aged below 21 or over state pension age* (1 mark)  
**B** *Earnings below £10,000 p.a.* (1 mark)  
**C** *Not working in the UK* (1 mark)

#### **AC 1.1, 1.2, 2.3**

2. i) Under the Working Time Regulations, how much notice must an employee give to use one week of annual leave?

(1 mark)

- A** *Two weeks* (1 mark)

#### **AC 1.1, 1.2, 2.3**

**(Total: 30 marks)**

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### **Unit 3-3: Understanding Relationship Management in Recruitment (a total of 20 marks)**

Annie is an experienced recruiter and works for MatchYourSpec (MYS), an employment agency that places permanent candidates into the manufacturing industry in the Midlands.

Annie's team leader has asked her to mentor a new team member, Joe, who has no previous recruitment experience.

3. a) MYS has a database of qualified, quantified and referenced candidates. The database has been built and maintained, ensuring that it is easy to search. The data is stored safely and securely, with a focus on 'quality over quantity' and 'accurate first time, every time'.

Give **two** other factors which need to be taken into account when building and managing the database. (2 marks)

**Award 1 mark for each correct answer, up to 2 marks:**

- A Updated regularly with information being kept in real time (1 mark)**  
**B Compliant with legislation (1 mark)**  
**C Consistently coded (1 mark)**  
**D Processed for its intended use (1 mark)**  
**E Accessible to relevant parties (1 mark)**  
**F Regularly cleansed (1 mark)**

**AC: 3.4**

3. b) Joe asks Annie to explain the difference between physical and virtual networking. What should Annie say? (1 mark)

**Award 1 mark for an answer along the following lines:**

- A Physical refers to meeting people face-to-face – virtual refers to meeting/connecting with contacts online (1 mark)**

**AC: 1.1, 1.3**

3. c) Annie explains that MYS often attend Chamber of Commerce meetings and she would like Joe to go along to the next one. Other than it being an opportunity to network and build deeper relationships with regular attendees, give **two** advantages of using Chamber of Commerce meetings. (2 marks)

**Award 1 mark for each correct answer, up to a maximum of 2:**

- A Regular meetings (1 mark)**  
**B Topical discussions (1 mark)**  
**C Usually free (1 mark)**  
**R Any other reasonable answer (1 mark)**

**AC: 1.2, 1.3**

3. d) Annie tells Joe that he will need to consider the creation and development of his personal brand. The first consideration is his value proposition. What is meant by the term 'value proposition'?
- (1 mark)

**Award 1 mark for an answer along the lines of:**

**A**      ***What do you stand for?*** **(1 mark)**

**AC: 1.4**

3. e) Their next training workshop is about building, developing and maintaining client relationships.
- Other than being unhappy with the quality of the service they receive and the way they are being treated, give **two** reasons why clients might stop using MYS's services.
- (2 marks)

**Award 1 mark for each correct answer up to a maximum of 2:**

**A**      ***Unhappy with the price*** **(1 mark)**

**B**      ***No longer have a requirement*** **(1 mark)**

**R**      ***Any other reasonable answer*** **(1 mark)**

**AC: 2.2**

3. f) Annie tells Joe that developing consultative relationships with clients will enable him to sell added benefits and features.
- What simple formula can be used to explain the value that can be added in this way?
- (1 mark)

**Award 1 mark for the correct answer:**

**A**      ***Value = Benefits – Costs*** **(1 mark)**

**AC: 2.1**

3. g) (i) Joe has several potential clients who have some knowledge of the services MYS offer, but these clients believe that their current arrangements for recruitment are the most appropriate and cost effective.
- Which stage of the buying process are these clients currently at?
- (1 mark)



**Award 1 mark for the correct answer**

**A      Comprehension** **(1 mark)**

**A.C: 2.3**

- (ii) In addition to providing existing client testimonials, which **two** actions should Joe take to progress the client relationship to the next level? **(2 marks)**

**Award 1 mark for each correct answer up to a maximum of 2:**

**A      Arrange a face-to-face meeting** **(1 mark)**

**B      Gather information about specific recruitment issues and perceptions** **(1 mark)**

**C      Service measurement** **(1 mark)**

**R      Any other reasonable answer** **(1 mark)**

**AC: 2.3, 2.2**

3. h) (i) The Health and Safety Manager at one of Annie's existing clients says that he is happy with MYS's service. Although he has not focussed on statistical analysis of results, he has always felt that the relationship is successful and seems mutually beneficial.

What type of satisfaction measure is this? **(1 mark)**

**Award 1 mark for the correct answer**

**A      Qualitative** **(1 mark)**

**AC: 2.5**

- (ii) The Health and Safety Manager often has responsibility for influencing the Hiring Manager in the final hiring decision.

Which buyer profile is the Health and Safety Manager typically displaying? **(1 mark)**

**Award 1 mark for the correct answer**

**A      Technical buyer** **(1 mark)**

**AC: 2.4**

3. i) Joe makes steady progress in his role, but Annie feels he needs to concentrate on developing candidate relationships. She talks to him about the importance of qualifying candidates.

Explain what is meant by the term 'qualifying candidates'. (3 marks)

**Award 1 mark for each of the following, to a maximum of three marks:**

- A** *Qualifying is an initial discussion at an early stage of the recruitment process ...* (1 mark)  
**B** *... which allows the recruiter to more accurately match a candidate's suitability ...* (1 mark)  
**C** *... to specific role-focussed criteria* (1 mark)
- R** *Accept any reasonable explanation* (1 mark)

**AC: 3.1, 3.2**

3. j) Other than gaining loyalty or commitment and reducing no-shows, give **one** other way in which a recruiter benefits from managing a candidate's expectations.

(1 mark)

**Award 1 mark for a correct answer:**

- A** *Encourage referrals* (1 mark)  
**B** *Increase placement ratios by focussing on what is important to the candidate* (1 mark)  
**C** *Allow the recruiter to be more creative* (1 mark)  
**D** *Demonstrate a consultative service* (1 mark)  
**E** *Create flexibility* (1 mark)
- R** *Any other reasonable answer* (1 mark)

**NB: Answers must be a benefit to the recruiter, rather than the candidate**

**AC: 3.3**

3. k) Joe wants to market his best candidates to his clients. He believes that if he can agree a communications plan with these candidates it will increase his chances of placing them in the most efficient way.

What is the **second** of the three key stages of implementing a communications plan?

(1 mark)

**Award 1 mark for the correct answer:**

- A** *Agree* (1 mark)

**AC: 3.6, 3.5**

3. l) How can a candidate benefit from being given detailed feedback following a successful interview?  
(1 mark)

**Award 1 mark for the correct answer that shows that candidates:**

- A Know where they did well** (1 mark)  
**B Know what they could have done better** (1 mark)  
**R Any other reasonable answer** (1 mark)

**AC: 3.7**

**(Total: 20 marks)**

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### **Unit 3-4: Understanding Recruitment Operations (a total of 20 marks)**

4. a) You are making a presentation titled 'Recruitment Rocks' to a group of business executives.
- (i) One of those present, Sandie Beeches, is known to be a determined –and sometimes aggressive– negotiator in local business circles. At the end of your talk, she asks:
- “You seem to like initials in your industry! Can you explain the difference between the REC and the IRP Career Routeway?”*
- How would you respond?  
(2 marks)

**Award 1 mark for explaining the role of the REC from the following:**

- A REC provides information and research about the recruitment industry** (1 mark)  
**B REC is a source of information and advice on the industry** (1 mark)  
**C Vision of the REC is to lead a successful and respected recruitment industry** (1 mark)  
**D Provides training opportunities for members for a range of skills** (1 mark)  
**R Accept any other reasonable answer that explains the significance of the REC as a professional, representative body providing information and guidance for members** (1 mark)

**Award a further 1 mark for explaining the IRP career routeway:**

- A offers insight and direction for individuals ...** (1 mark)  
**B ...if they have 30 years of experience or are just starting out on their career in recruitment** (1 mark)  
**C Outlines possible paths to career advancement** (1 mark)  
**D Provides a framework for recruiters to follow ....** (1 mark)  
**E ... from entry to the industry up to business owners** (1 mark)  
**R Accept any other reasonable explanation of the IRP career routeway** (1 mark)

**AC 1.1, 1.2, 1.3, 1.4**

(ii) Sandie then says:

*“As far as I can see, recruiters just make a few phone calls, send out CVs and then hit us with an invoice. You’re just paper shufflers and don’t do anything for UK plc”.*

What would you say to justify the contribution of recruitment consultancies to the UK economy?  
(1 mark)

**Award 1 mark for a relevant point such as:**

- A** *Many private and public sector organisations use recruitment consultancies to support their recruitment activities* (1 mark)
- B** *An increasing number outsource their entire recruitment function to specialist providers* (1 mark)
- C** *Businesses in the 21<sup>st</sup> century need the right people, in the right place at the right Time* (1 mark)
- R** *Accept any other reasonable answer that pertains to the contribution the industry makes to the UK economy* (1 mark)

**AC 1.1**

4. b) (i) After the meeting, Sandie tells you that she found your talk very interesting, particularly when you stressed the importance of being well informed about current affairs and/or issues of public concern.

Briefly explain why it is important for recruitment consultants to have a good understanding of these issues.

(2 marks)

**Award up to 2 marks for explanations such as:**

- A** *Issues of public concern will affect recruiters in different ways, dependent upon the sector in which they operate* (2 marks)
- B** *Recruiters can only adapt their service and provide up to date relevant (and informed) solutions when they have a comprehensive understanding of immediate and changing matters of public concern* (2 marks)
- C** *Recruiters must understand how matters of public concern affect their business so that they are able to proactively respond to changes/developments* (2 marks)
- D** *A knowledge of issues of public concern enables recruitment consultants to offer Advice to clients regarding their HR plans* (2 marks)
- E** *It allows a recruitment consultant to recognise changes and adapt sales plans or goals* (2 marks)
- R** *Accept any other reasonable answer* (2 marks)

**AC 1.5**

- (ii) Identify **one** tool that recruitment consultants can use to assess the impact of matters of public concern.

(1 mark)

**Award 1 mark for:**

**A**     **PESTLE Analysis**

(1 mark)

**AC 1.5**

- (iii) Sandie asks you about the lifestyle of a recruiter. You explain that you enjoy the variety of the work as, in addition to matters of public concern, you also need to have a specific knowledge of issues affecting candidates, including salaries and wages.

Give **two** other pieces of essential knowledge about the candidate market that a recruitment consultant should have.

(2 marks)

**Award 1 mark for each of two from the following list, to a maximum of two marks:**

**A**     **Recruitment issues**

(1 mark)

**B**     **Skills shortages**

(1 mark)

**C**     **Market influencers**

(1 mark)

**D**     **Advertising**

(1 mark)

**E**     **Legislation**

(1 mark)

**R**     **Accept any reasonable example that relates to the candidate market**

(1 mark)

**AC: 2.1**

4. c) You get back to your desk the following morning to find a message from your Regional Management team to say that a review of corporate and functional goals is being carried out. The message gives the following bullet points as options that are being considered:

- Option A - increase number of candidates at ABC Widgets plc from 60 to 90 by 31 March 2017
- Option B - an operating profit of over £10m on sales of £100m
- Option C - return on investment of at least 15%
- Option D - individual consultants to place at least six candidates in permanent employment each four-week cycle
- Option E – increase dividend to shareholders by 4% for year ending 30 Nov 2017

- (i) Which of the above options would you categorise as **functional** level goals?

(2 marks)

**Award 1 mark for each of the following:**

- A** *Option A – increase the number of candidates at ABC Widgets plc from 60 to 90 by 31 March 2017* (1 mark)
- B** *Option D – individual consultants to place at least six candidates in permanent employment each four week cycle* (1 mark)

**AC 2.2**

- (ii) The message refers to REC research that identified characteristics of successful recruiters ('7 Secrets of Successful Recruiters') including 'Seeing It Through', 'Doing The Deal' and 'Empathy'.

Give **two** of the other characteristics of attitude identified by the research.

(2 marks)

**Award 1 mark for each of two characteristics given from the following:**

- A** *Keeping on track* (1 mark)
- B** *Nothing but the best* (1 mark)
- C** *Instinct for business* (1 mark)
- D** *Staying ahead* (1 mark)

**AC 2.4**

4. d) You start to think through the possible implications of the message and consider conducting a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis, from which your action plan can be developed.

Give **one** reason why regular checkpoints should be incorporated into the action plan following a SWOT analysis.

(1 mark)

**Award 1 mark from the following:**

- A** *Checkpoints measure progress towards task completion ...* (1 mark)
- B** *... or goal achievement* (1 mark)
- C** *In other words, is the plan on track?* (1 mark)
- R** *Accept any reasonable answer* (1 mark)

**AC 2.3**

4. e) Later that morning, you interview a candidate who is seeking work through the vehicle of a limited company.

The candidate tells you that she is keen on this as it is likely to mean higher pay, but asks you about the negative aspects.

Give **two** disadvantages of working as a limited company contractor.

(2 marks)

**Award 1 mark for each of two from the following:**

- A** *Usually not eligible for statutory payments (e.g. sickness and maternity pay)* (1 mark)
- B** *For those not operating under an umbrella company, the administration of a limited company may be onerous* (1 mark)
- C** *For those operating under an umbrella company, the costs of administration might be high in comparison to the benefits* (1 mark)
- D** *Probably no redress, if the client terminates or chooses not to renew the contract* (1 mark)
- E** *Where contract services are provided via an 'intermediary' (i.e. a limited company), then the IR35 legislation could apply to relevant assignments where appropriate action has not been taken to comply with the rules. Financial consequences of being caught by IR35 are significant.* (1 mark)
- F** *Limited company contractor route may not suit someone who is only planning to take on a short term contract* (1 mark)
- R** *Accept any other reasonable answer* (1 mark)

#### **AC 3.1**

4. f) Meanwhile, your Manager has been impressed at the feedback that has been received from your 'Recruitment Rocks' presentation and tells you that you have been selected to attend one of your recruitment consultancy's 'Away Day' training sessions with a view to a Fast Track into a management role. You are handed a set of accounts information, including an exercise involving cash flow analysis.

- (i) Define 'Cash Flow Analysis'.

(2 marks)

**Award up to 2 marks for an appropriate definition of Cash Flow Analysis (CFA) such as:**

- A** *CFA is the study of the movement of cash through a business* (2 marks)
- B** *It is used to determine patterns of money taken in and paid out* (2 marks)
- C** *CFA is used to ensure that there is sufficient cash for the business to operate from month to month* (2 marks)

#### **AC 3.2**

- (ii) Briefly explain why Cash Flow Analysis is of particular importance for Employment Businesses.

(2 marks)

**Award up to 2 marks for an appropriate explanation of the relevance of Cash Flow Analysis to employment businesses, such as:**

- A** *Cash flow is critical for employment businesses as temp/contract workers are often paid several weeks before receiving payment from the client* (2 marks)
- B** *Employment businesses need to generate positive cash flow to ensure that overheads can be covered* (2 marks)
- R** *Accept any reasonable definition of CFA and its importance for employment businesses* (2 marks)

### AC 3.2

- (iii) Just as you put the documents down, you get an email from Sandie Beeches. She is wanting you to quote to provide a temporary sales administrator, as cover for maternity leave. You know that you will need to include a number of factors, including your standard mark-up when pricing this assignment.

Briefly explain what is meant by the term 'mark-up'.

(1 mark)

**Award one mark for an explanation along the following lines:**

- A** *Mark-up is what the recruiter adds to the cost of sales (e.g. wages, Employers' National Insurance contributions, holiday pay and other associated costs)* (1 mark)
- R** *Accept any reasonable explanation* (1 mark)

### AC 3.3

**(Total: 20 marks)**

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## Unit 3-5: Understanding the Recruitment Market (a total of 20 marks)

5. a) Maya is explaining to an apprentice the difference between temporary and permanent recruitment. With particular reference to the relationship with the candidate, explain the main difference between the temporary and permanent recruitment models.

(2 marks)

**Award Up to 2 marks for full explanation covering the following:**

- A** *With the permanent model, the candidate becomes an employee and is paid by the client. With the temporary model the recruitment organisation pays the candidate for the work they have done and subsequently charges the client.* (2 marks)

### AC 1.4



5. b) Maya continues the training session with the apprentice and explains that the REC has a number of dedicated sector groups which bring together recruitment consultancies with a common interest. Provide **one** benefit of joining one of these sector groups.

(1 mark)

**Award 1 mark from the following:**

- A**     **Lobbying** (1 mark)  
**B**     **Champion best practice** (1 mark)  
**C**     **Opportunities for networking and sharing knowledge** (1 mark)  
**D**     **Helps to develop the reputation and professionalism of the market** (1 mark)
- R**     **Accept any other reasonable answer** (1 mark)

**AC 1.3**

5. c) The apprentice has read that the UK recruitment market is highly fragmented and she believes this can present opportunities for an individual recruitment business. Describe **one** such opportunity.

(1 mark)

**Award 1 mark from the following:**

- A**     **Allows for innovative service offerings** (1 mark)  
**B**     **Enables small businesses to compete against bigger competitors** (1 mark)  
**C**     **Comparatively low entry costs** (1 mark)
- R**     **Accept any other reasonable answer** (1 mark)

**AC 1.2**

5. d) Maya has identified an opportunity to bid for a place on the PSL (Preferred Supplier List) for one of her target clients. Give **one** benefit and **one** risk to such contractual relationships.

(2 marks)

**Award 1 mark for an appropriate benefit from the following:**

**Benefits**

- A**     **Potential volume business** (1 mark)  
**B**     **More certainty of business** (1 mark)  
**C**     **Savings in sales and marketing costs** (1 mark)
- R**     **Accept any other reasonable answer** (1 mark)

**Award a further 1 mark for an appropriate risk from the following:**

**Risks**

- A**     **Margins may be lower** (1 mark)  
**B**     **The cost of managing the contract may be higher** (1 mark)

**R** **Accept any other reasonable answer** (1 mark)

**AC 1.1**

5. e) A criticism from clients to recruitment consultancies is “*paying a fee when all you recruiters do is download a CV, email it and then bill me*”. How would you counter this criticism?  
(2 marks)

**Award 1 mark for each of two from the following:**

**A** **Be open and transparent about the work involved** (1 mark)

**B** **Explain how you attract and screen** (1 mark)

**R** **Accept any reasonable answer** (1 mark)

**AC 1.5**

5. f) Leila is a recruiter who has recently started working in the recruitment industry. She wants to develop an understanding of the external influences that are likely to affect the recruitment market, especially the potential positive effects of globalisation. Give **three** such effects.  
(3 marks)

**Award 1 mark for each of three from the following:**

**A** **Creates international job availability and candidate availability** (1 mark)

**B** **Creates demand for specialist language skills** (1 mark)

**C** **Creates opportunities for internal company transfers** (1 mark)

**D** **Creates opportunities to fill specialist skills shortages internationally** (1 mark)

**E** **Opens up new international markets** (1 mark)

**R** **Accept any other reasonable answer** (1 mark)

**AC 2.1, 2.2, 2.3**

5. g) Maya is running a discussion with the team in her recruitment consultancy. They are discussing the business brand and considering ideas on how to make it strong. Apart from leading to a price premium, name **two** other benefits associated with having a strong brand.  
(2 marks)

**Award 1 mark for each of two from the following:**

**A** **The brand is more easily recognized by clients and candidates** (1 mark)

**B** **Greater market share** (1 mark)

- C** *Savings on advertising and marketing costs* (1 mark)  
**D** *Increased customer loyalty* (1 mark)  
**R** *Accept any other reasonable answer* (1 mark)

**AC 3.1**

5. h) Maya and the team decide to produce an action plan to support the brand and ensure they meet and exceed brand expectations. Suggest **two** actions they can adopt to support this. (2 marks)

**Award 1 mark for each of two from the following:**

- A** *Keep the brand message simple and clear* (1 mark)  
**B** *Make the brand stand out* (1 mark)  
**C** *Be consistent with all aspects of the message* (1 mark)  
**D** *Ensure the brand values are consistently upheld* (1 mark)  
**E** *Gain feedback on all aspects of the brand* (1 mark)  
**R** *Accept any other reasonable answer* (1 mark)

**AC 3.2**

5. i) Attending exhibitions and trade shows are a common way of promoting the brand. Discuss **two** advantages and **two** disadvantages of this method of promotion. (4 marks)

**Award 1 mark for each of two from the following advantages:**

**Advantages:**

- A** *Wide and captive audience* (1 mark)  
**B** *Face to face contact* (1 mark)  
**C** *Easy to give collateral away* (1 mark)  
**D** *Can link to other forms of promotion* (1 mark)  
**R** *Accept any other reasonable answer* (1 mark)

**Award a further 1 mark for each of two from the following disadvantages:**

**Disadvantages**

- A** *Can be expensive* (1 mark)  
**B** *Difficult to measure return on investment* (1 mark)  
**C** *Audience may not be interested* (1 mark)  
**D** *Needs follow up* (1 mark)

**R** **Accept any other reasonable answer** (1 mark)

**AC 3.3**

5. j) Maya is planning a promotional campaign using direct mail. Give **one** of the first steps she should take?

(1 mark)

**Award 1 mark from the following**

**A** **Consider the target audience requirements** (1 mark)

**B** **Consider the objectives of the activity** (1 mark)

**C** **Consider the resources available** (1 mark)

**AC 3.4**

**(Total: 20 marks)**

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**Unit 3-6: Understanding the Principles of Assessing People (a total of 20 marks)**

6. a) Rowan is an internal recruiter for a global financial services firm. She has been asked to assist with a graduate recruitment drive and as part of this must design a graduate assessment centre.

(i) Give **one** feature of a graduate assessment centre.

(1 mark)

**Award 1 mark from the following:**

**A** **Uses a range of assessment tools** (1 mark)

**B** **Candidates are compared to a range of competence criteria** (1 mark)

**C** **Candidates are compared to each other** (1 mark)

**D** **Activities may run over a period of days** (1 mark)

**R** **Any other reasonable answer** (1 mark)

**AC 1.1**

(ii) Why is it important for Rowan to set objectives for the assessment centre?

(1 mark)

**Award 1 mark from the following:**

**A** **To describe the purpose of the assessment centre** (1 mark)

**B** **To establish the required outcome** (1 mark)

- C** *To identify the most appropriate assessment method* (1 mark)  
**D** *To determine how the assessment will be measured* (1 mark)  
**R** *Any other reasonable answer* (1 mark)

**AC 1.2**

- (iii) Rowan can confirm that the assessment centre is valid by asking a group of subject matter experts to undertake a pilot exercise or practice test. Give **two** questions Rowan could ask herself to ensure that the exercise is a success.

(2 marks)

**Award 1 mark for each of two suggested questions from the following:**

- A** *Is the assessment measuring what it intends to measure?* (1 mark)  
**B** *Does the assessment represent the role or criteria?* (1 mark)  
**C** *Is the assessment appropriate for the sample group?* (1 mark)  
**D** *Is the assessment comprehensive enough to collect the data that is required?* (1 mark)  
**E** *Does the assessment address the purpose and goals of the study?* (1 mark)  
**R** *Any other reasonable answer* (1 mark)

**AC 1.3**

6. b) As part of the assessment centre, Rowan will ask each of the candidates to take part in a one-to-one interview. The first part of the interview will include a number of biographical interview questions and the second part will take the form of a competency based interview.

- (i) Outline **three** ways in which Rowan can ensure she adopts a good biographical interview technique.

(3 marks)

**Award 1 mark for each of three from the following:**

- A** *Explore motivations and attitude as well as background facts* (1 mark)  
**B** *Ensure she is appropriately trained* (1 mark)  
**C** *Ask relevant and structured questions* (1 mark)  
**D** *Avoid personal bias (horns and halo effect)* (1 mark)  
**E** *Ensure that a candidate's whole career is considered* (1 mark)  
**F** *Focus on transferable skills gained from career breaks* (1 mark)  
**R** *Any other reasonable answer* (1 mark)

**AC 1.1, 2.1, 2.4**

- (ii) Prior to the interviews, Rowan informs the candidates that she would like them to answer the competence questions using the STAR method.

Give the headings of the acronym 'STAR'.

(1 mark)

**Award one mark for all of the following:**

**A Situation, Task, Action, Result**

(1 mark)

**AC 2.2, 2.3**

- (iii) Rowan will be looking to ensure that the candidates are self-motivated. Give **two** examples of typical behaviours that she will expect to see from the applicants.

(2 marks)

**Award 1 mark for each of two points in the spirit of the following:**

**A Displays a positive attitude and involvement in all tasks, from start to finish (1 mark)**

**B Demonstrates a high and sustained level of concentration on a particular task over a period of time (1 mark)**

**C Demonstrates a determination to achieve the end goal and result throughout the process or the task in hand (1 mark)**

**D Demonstrates enthusiasm about the job in hand and strives to achieve outlined goals (1 mark)**

**R Accept any reasonable example of typical behaviour that Rowan will be looking for (1 mark)**

**AC 2.2, 2.3**

6. c) It is important that the assessor remains objective throughout any assessment process. Explain the horns effect, giving an example of when this may occur.

(2 marks)

**Award 1 mark for an appropriate definition along the lines of the following:**

**A The horns effect occurs when the interviewer is negatively but falsely influenced by a particular aspect about the candidate. The negative factors are considered the most important and other elements are ignored. (1 mark)**

**Award a further 1 mark for an appropriate example such as:**

**AA A candidate is 15 minutes late for an interview. (1 mark)**

**BB The candidate's CV is poorly written. (1 mark)**

**RR Any other reasonable answer. (1 mark)**

**AC 2.4**

6. d) During the interview, it is important that Rowan establishes and maintains rapport with each candidate.

Other than demonstrating active listening by nodding and maintaining eye contact, give **two** ways in which Rowan can maintain rapport.

(2 marks)

**Award 1 mark for each of two from the following:**

- A** Use linking questions; for example: "you mentioned earlier..." (1 mark)  
**B** Use logical probing questions (1 mark)  
**C** Funnel questions and summarise (1 mark)  
**D** Demonstrate appropriate praise or empathy (1 mark)  
**E** Allow the candidate time to think and respond (1 mark)  
**F** Demonstrate genuine interest in the job search process (1 mark)  
**G** Maintain a focus on the plan and structure (1 mark)  
**H** Take notes consistently and objectively (1 mark)
- R** Any other reasonable answer (1 mark)

**AC 2.5, 1.2, 2.3, 2.4**

6. e) Feedback can be delivered at several key times during the interview process, including client interview and assessment. Explain **two** of the roles feedback can play when delivered at this time.

(2 marks)

**Award up to two marks, in the spirit of two of the following:**

- A** Prior to the client interview, brief the candidates, reminding them about any registration feedback (1 mark)  
**B** Post-interview, ask the candidate for feedback about the client and the interview experience (1 mark)  
**C** Identify from the client, their feelings about the candidate's suitability (1 mark)  
**D** Address any client reservations (1 mark)  
**E** Discuss assessment outcomes and results (1 mark)  
**F** Allow the recruiter to move forward with the recruitment process (1 mark)
- R** Any other reasonable answer. (1 mark)

**AC 2.6, 2.9**

6. f) Other than industry-specific checks, identify **one** candidate check that Rowan has to carry out at the offer stage of the recruitment process.

(1 mark)

**Award 1 mark from one of the following:**

- A** Reference from current employer (1 mark)  
**B** Appropriate/relevant medical checks (1 mark)

**AC 2.7**

6. g) When recruiting, there is a legal obligation on employers and recruiters to make reasonable adjustments for their employees or candidates. Other than enabling a candidate to attend an interview, give **one** point at which a reasonable adjustment could be made.

(1 mark)

**Award 1 mark from the following:**

- A At application stage (1 mark)**  
**B To undertake employment (1 mark)**  
**C At assessment stage (1 mark)**  
**R Any reasonable answer (1 mark)**

**AC 2.8**

6. h) It is important that Rowan considers a number of factors when delivering feedback to unsuccessful candidates. Other than highlighting any skills or knowledge gaps, give **two** topics for feedback.

(2 marks)

**Award up to 2 marks, from 2 of the following:**

- A Feedback any test results (1 mark)**  
**B Manage assessment results and confidence levels diplomatically (1 mark)**  
**C Explain reasons for unsuitability (1 mark)**  
**D Discuss reasons for non-registration diplomatically (1 mark)**  
**R Any other reasonable answer (1 mark)**

**AC 2.9, 2.6**

**(Total: 20 marks)**

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**END OF QUESTIONS**

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