Additional study question 2 (consolidation)   
Answer notes

## Question

A graphic design company with a small UK head office has an almost entirely remote workforce made up of designers from across Europe. The majority of the workforce has moved from office-based roles to remote working from home. They communicate with head office and each other via telephone, email, instant messaging and video conferencing.  
  
Evaluate the impact on employee behaviour and wellbeing of this change in working**.** [12 marks]

# Answer notes

## Command verb

* Evaluate. Consider various aspects of a subject’s qualities in relation to its context such as: strengths or weaknesses, advantages or disadvantages, pros and cons. Come to a judgement supported by evidence which will often be in the form of a conclusion.

## Impact on behaviour

**Remote working**

Employees can relish the independence of home working by:

* managing their own hours;
* being more involved in family life;
* managing childcare;
* being responsible for their own organisation and motivation without the disturbances that are likely in the office.

However, employees can find remote working difficult.

* There can be a blurring of working hours.
* They may have to rely on home technology.
* There is a lack of real-person contact.
* There are limited opportunities to share problems or concerns.
* There can be a feeling of being totally responsible for tasks.

**Behaviour changes**

* There can be increased stress levels due to lack of movement away from a home office.
* Day stress can bleed into evenings and weekends.
* Sleep patterns can become disturbed.
* There is a potential for health problems due to a lack of exercise.
* There can be increased tensions in the household which could lead to arguments.

## Impact on wellbeing

* **Code of conduct**: ensure rules are clear for all remote workers to reduce any concerns or confusion.
* **Situational awareness**: the employers and managers need to become familiar with the normal behaviour of all employees when they start work, as well as their normal social habits and hobbies. This will allow changes in behaviour to be spotted early on.
* **Promoting co**-**worker awareness**:
  + Employees also need to become familiar with each other and the normal behaviour of their colleagues, promote online chats about wellbeing and support each other even when not meeting face-to-face.
  + Ensure co-workers are aware of cultural differences between them around the world.
* **Working hours**: there is a need to respect the different time zones of remote workers.
* **Community**:the employers should promote common break times, sharing a coffee online, organise social events.
* **Support training and awareness**: introduce strategies for employees to ask for support when they need it and have the confidence to ask each other if they need help. This includes safety checks on equipment used at home.

# Mark scheme guidelines (generic)

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| **Level** | **Mark** | **Descriptor** |
|  | 0 | No rewardable material |
| Level 1 | 1–4 | * Demonstrates a basic analysis of the situation by superficially breaking down the different aspects into component parts (AO3) * Demonstrates basic application of knowledge and understanding that is partially relevant to the context of the question (AO2) * Demonstrates a basic evaluation which partially considers different factors/events and their relative importance, leading to a conclusion which is superficial or unsupported (AO3) |
| Level 2 | 5–8 | * Demonstrates a good analysis of the situation by breaking down the different aspects into component parts (AO3) * Demonstrates good application of knowledge and understanding that is relevant to the context of the question (AO2) * Demonstrates a good evaluation which considers different factors/events and their relevant importance, leading to a conclusion which is partially supported (AO3) |
| Level 3 | 9–12 | * Demonstrates a thorough analysis of the situation by comprehensively breaking down the different aspects into their component parts (AO3) * Demonstrates comprehensive application of knowledge and understanding that is consistently relevant to the context of the question (AO2) * Demonstrates a thorough evaluation which comprehensively considers different factors/events and their relative importance leading to a conclusion which is well supported (AO3) |