

X236/302

NATIONAL
QUALIFICATIONS
2009

MONDAY, 25 MAY
10.50 AM – 12.05 PM

MODERN STUDIES
HIGHER
Paper 2

Summary of Decision Making Exercise

You are a policy researcher in the Department for Work and Pensions. You have been asked to prepare a report in which you recommend or reject Fifty-Fifty, a proposal that women hold the same number of senior management posts in the public services as men.

Before beginning the task, you must answer a number of evaluating questions (Questions 1–3) based on the source material provided. The source material is:

SOURCE A: Fifty-Fifty will deliver equality

SOURCE B: Fifty-Fifty is not the solution

SOURCE C: Statistical Information



SOURCE A: FIFTY-FIFTY WILL DELIVER EQUALITY

The glass ceiling in the UK has proved to be very robust. Many women who choose a career path in the public services are being prevented from reaching their full potential both personally and economically. This is a waste of their talents, the money spent on their training, and a severe loss to the UK economy as a whole.

5 Fifty-Fifty will make it compulsory for women to hold the same number of senior management posts in the public services as men. Public services will be required to set out strategies on how they will meet this target. The percentage of women in senior positions in the public services is well below that of men, so it comes as no surprise that the UK has the largest gender pay gap in the European Union. The fact that in 2007
10 male staff at St Andrews University earned, on average, 23% more than their female colleagues is only one of the many examples of unequal pay to be found in the UK.

Government has a responsibility to promote equal opportunities. Yet despite over thirty years of legislation, the UK still does not have gender equality. All too often the approach of government has been to recognise that things are unfair, acknowledge that
15 “something” should be done, then ignore any advice it receives. The Women and Work Commission (2004–2006) made forty recommendations. One of these was that girls be encouraged to consider work other than catering, clerical and the rest of the “Five Cs”. Even now, there is concern that many schools still stereotype girls when it comes to work experience and careers guidance.

20 Surely no one can dispute the reasons why Fifty-Fifty is necessary. We have no shortage of talented female staff in our public services. Filling posts will not be a problem. Fifty-Fifty will mean that women will be guaranteed their fair share of senior appointments. This will end gender segregation in, and bring fresh approaches to, the delivery of public services. Well over half of women say that having children is the biggest obstacle
25 they face in pursuing a successful career. For many women, motherhood effectively ends their chance of promotion. The gap between male and female opportunities and rewards is unacceptable and the current pace of progress towards equality does little for the UK’s equal opportunities record. Fifty-Fifty is a practical and effective solution to a centuries old problem: the glass ceiling will be smashed once and for all.

Avril Beattie, Equal Opportunities Spokesperson

SOURCE B: FIFTY-FIFTY IS NOT THE SOLUTION

Fifty-Fifty is not the solution to gender inequalities in employment. Gender is irrelevant to a person's ability to do the job. We must never depart from the principle that senior management posts should go to the best person for the job. In any case, change is already taking place. More girls than boys are going into both full time
5 higher/further education and employment. It is only a matter of time before these high achieving girls go on to occupy top managerial posts at the expense of males.

Government has already recognised that words alone are not enough and that action must be taken to address gender inequalities. There has been a great deal of gender equality legislation in recent years. In addition, diversity targets have been set for the
10 Civil Service. We have reached a point where equality laws are actually holding back women's careers.

It should not be up to government to decide who makes it to the top posts in management. Surely it is a matter of individual choice and responsibility. There are plenty of high profile women who have achieved great success in a wide range of careers.
15 The Fifty-Fifty proposal is an insult to these high achievers. It is patronising to female staff to say that they are not good enough to get promotion on their own merits. Fifty-Fifty will only increase the time already being spent on tracking and monitoring. It will become more difficult to both recruit and retain high quality male staff. Many talented
20 men will leave for better opportunities in the private sector. What our public services need are more resources to tackle the UK's many social problems. Tackling these should be the priority for the public services, not the expense of chasing politically correct gender targets.

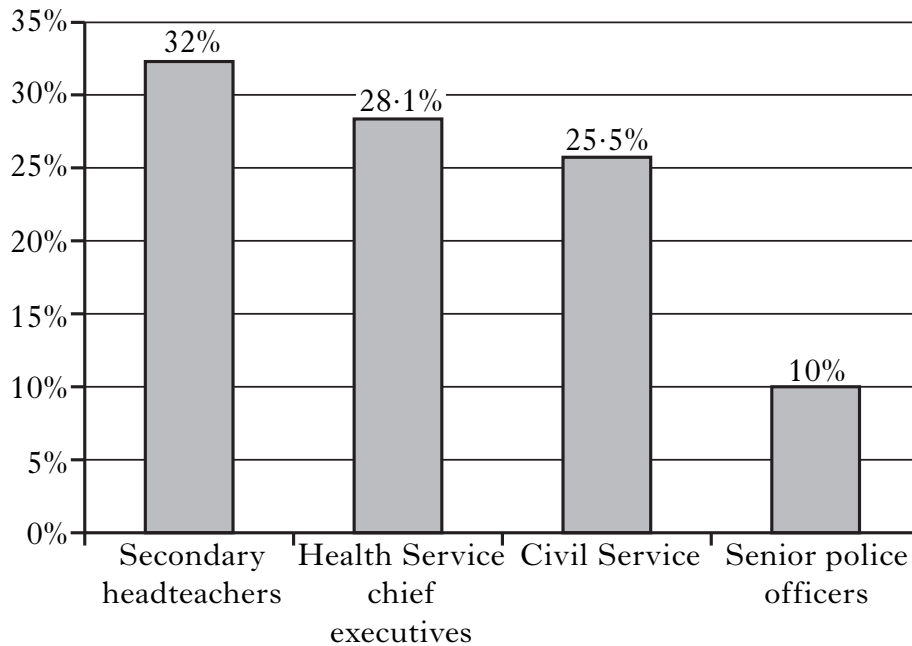
The UK has an excellent equal opportunities record with one of the highest percentages of women in senior management in the world. In any case, not all women want to reach
25 the dizzy heights of senior management—and the added pressure it brings. Many women have recognised the importance of a healthy work-life balance and made an informed decision to choose family life before a career. The overall gap in weekly earnings between male and female workers is tiny. Fifty-Fifty will only improve opportunities for those at the top and is by no means the solution to wider inequalities in
30 society.

Jim Waugh, Businessman

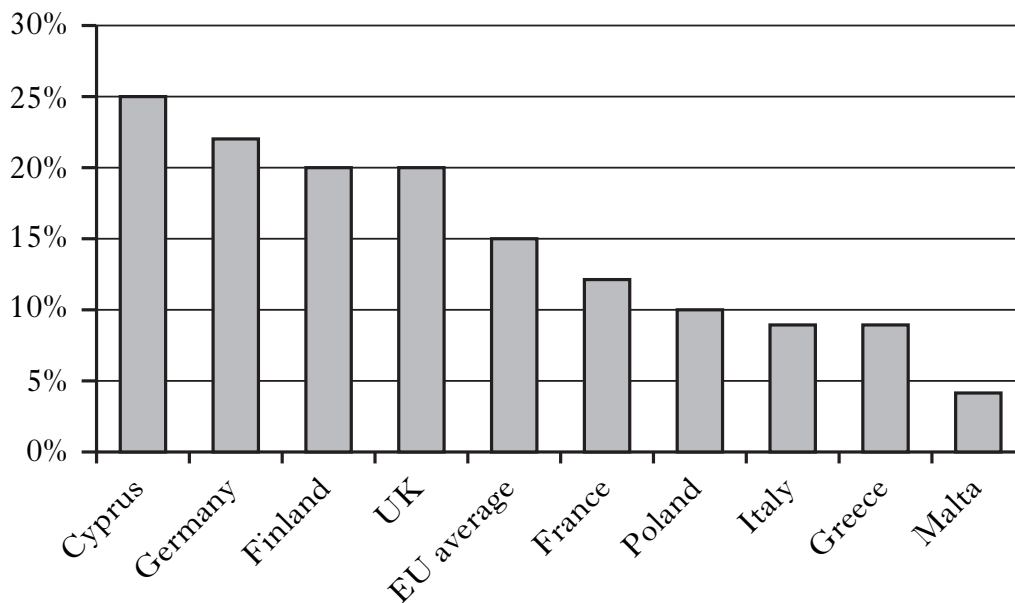
[Turn over for Source C on *Pages four and five*

SOURCE C: STATISTICAL INFORMATION

SOURCE C1 (a) Women in public service senior management in the UK, 2005 (%)



SOURCE C1 (b) Gender pay gap in the EU, 2005 (%)



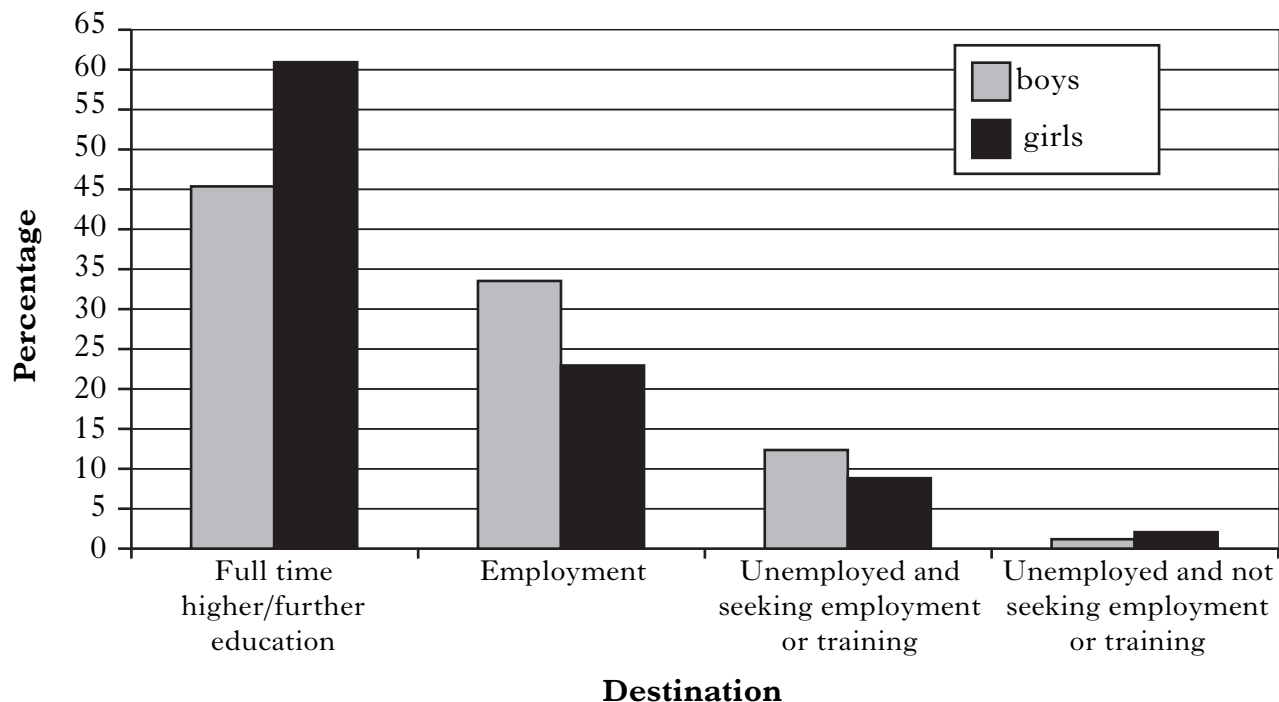
SOURCE C2 (a) Female public opinion survey

What is the biggest obstacle you face in pursuing a successful career?

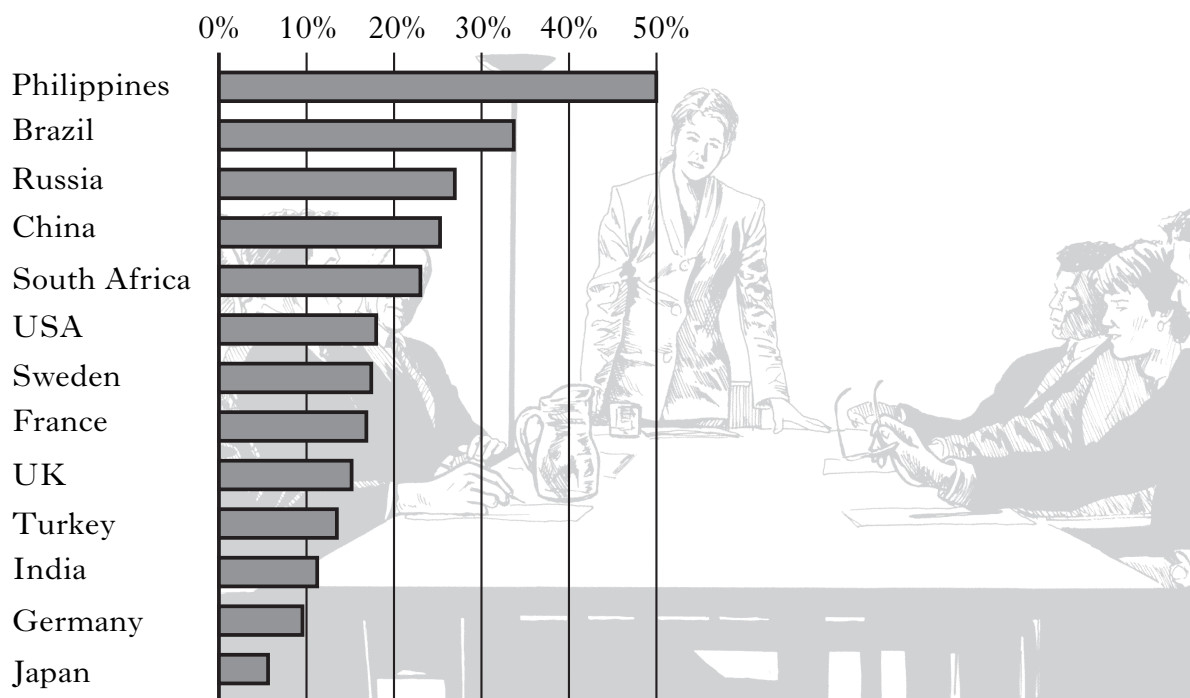
Bad/inconsiderate attitudes in the workplace	44%
Having children	48%
Nothing: women have equal opportunities	8%

SOURCE C: (CONTINUED)

SOURCE C2 (b) Percentage of school leavers from state schools in Scotland by destination and gender, 2006–2007



SOURCE C3 Senior management posts occupied by women in selected countries, 2006 (%)



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DECISION MAKING EXERCISE

QUESTIONS

Marks

Questions 1 to 3 are based on Sources A to C on pages 2–5. Answer Questions 1 to 3 before attempting Question 4.

In Questions 1 to 3, use **only** the Sources described in each question.

Question 1 Use **only** Source C1(a), Source C1(b) and Source A.

To what extent does the evidence support the view of Avril Beattie? **3**

Question 2

(a) Use **only** Source C2(a) and Source A.

Why might Avril Beattie be accused of exaggeration? **2**

(b) Use **only** Source C2(b) and Source B.

To what extent does the evidence support the view of Jim Waugh? **3**

Question 3 Use **only** Source C3 and Source B.

Why might Jim Waugh be accused of exaggeration? **2**

(10)

Question 4

DECISION MAKING TASK

You are a policy researcher in the Department for Work and Pensions. You have been asked to prepare a report in which you recommend or reject Fifty-Fifty, a proposal that women hold the same number of senior management posts in the public services as men.

Your answer should be written in the style of a *report*.

Your report should:

- recommend or reject Fifty-Fifty
- provide arguments to support your decision
- identify and comment on any arguments which may be presented by those who oppose your decision
- refer to all the Sources provided

AND

- **must** include relevant background knowledge.

The written and statistical sources which are provided are:

SOURCE A: Fifty-Fifty will deliver equality

SOURCE B: Fifty-Fifty is not the solution

SOURCE C: Statistical Information

(20)

Total: 30 Marks

[END OF QUESTION PAPER]