higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

PERSONNEL MANAGEMENT N5

11 November 2022

This marking guideline consists of 9 pages.

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SECTION A (COMPULSORY)

QUESTION 1

1.1 False – Boarding is initiated by the employer
1.2 True
1.3 True
1.4 True
1.5 False – Individual interviews are conducted with employees holding specific jobs
1.6 False – Pre-arrival stage
1.7 True
1.8 True
1.9 True
1.10 False – Management by objectives – used in the process of performance appraisal

(10 × 2) **[20]**

QUESTION 2

2.1 C
2.2 E
2.3 A
2.4 B
2.5 I
2.6 D
2.7 F
2.8 G
2.9 H
2.10 K

(10 × 2) **[20]**

TOTAL SECTION A: 40

SECTION B

QUESTION 3

3.1 It is the timely and cost-effective search for and identification of a suitable supply of candidates from within or outside an organisation to fill a job vacancy.

OR

It is a two-way process that includes searching for, identifying, attracting and appointing suitable candidates from an available pool of labour locally or countrywide to the vacancies that exist in the enterprise by means of various methods. (5)

3.2
- Maintaining an adequate supply of employees with the necessary competencies to achieve the organisation's goals
- Matching individual competencies with organisational requirements
- Creating a positive image of the organisation in order to attract good potential employees
- Contributing to the profitability of the organisation and ensuring its continued existence
- Ensuring that the organisation does not lose out on opportunities to recruit quality candidates (5 × 2) (10)

3.3
- An organisation's recruitment policy guides the recruitment of potential employees.
- It must adhere to all current legislation in South Africa.
- The technology in an organisation, its production processes and its unique products and services are the key determinants of the recruitment policy.
- The way an organisation functions is another important determinant of its recruitment policy.
- The policy must spell out exactly who is responsible for recruitment. (5 × 2) (10)

3.4
- Government requirements and regulations
- Affirmative action
- Trade unions
- Economic conditions
- Technological changes
- Pool of available labour outside the organisation (Any 5 × 2) (10)

3.5
- Electronic bulletin boards
- Notice boards
- Word of mouth
- Direct communication with employees who have previously indicated interest in a transfer or promotion
- Organisational newsletters and e-mails (5)

[40]

QUESTION 4

4.1
- Competency test of physical skills
- Competency test of motor skills
- Aptitude tests
- Cognitive reasoning ability tests
- Interest inventories
- Assessment centres (6)

4.2
- A sensitive measuring instrument that discriminates well between individuals
- Standardised on a representative sample of the population
- Job-specific
- Designed well enough that it does not unfairly discriminate between people (4 × 2) (8)

4.3
- Setting annual objectives
- Identifying barriers and taking steps to eliminate them
- Implementing positive measures
- Setting a timetable and deciding on strategic and numerical goals to address the underrepresentation
- Deciding on the duration of the plan
- Setting up a procedure to monitor and evaluate the plan (Any 5 × 2) (10)

4.4 Stage 1: Pre-arrival
- This stage starts when the employee accepts the offer of employment.
- The letter of appointment and employment contract are discussed and the first contact between the employee and the organisation takes place.
- A mentor is appointed to meet and guide the new employee once arrived.
- Office space for the new employee is prepared.

Stage 2: Encounter stage
- The HR department gives a general overview of the organisation to the employee.
- Information about the organisation's history, functions and structure is given.
- Information on working conditions and the employment contract is given.
- An induction manual or guide must be given to the employee.
- The employee must be familiarised with the physical layout of the building.
- It aims to ensure that employees become positively orientated towards the organisation and to manage their expectations.
- The employee is introduced to the his/her immediate manager and colleagues and the specific task and activities related to the job.

Stage 3: Metamorphosis
- The new employee begins to sort out any problems that he/she has encountered in the new working environment.
- At the end of this stage, employees will begin to fit in with the culture of the organisation and to feel at home in their job.
- The employee feels accepted and trusted by his/her fellow employees.
- The employee has a sense of self-confidence in his/her job.
- The employee will receive training and accept the norms and systems of the organisation. (3 × 2) (6)

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4.5
- The main objective of induction is to satisfy the needs of a new employee in a working environment.
- Plan to do induction individually, if possible.
- Appoint a mentor for the new employee.
- Introduce new employees to their work colleagues gradually.
- Do not expect a new employee to be productive right from the start.
- Induction must always be systematic and gradual. (Any 5 × 2) (10)

[40]

QUESTION 5

5.1 5.1.1
- Controlling the performance of employees against previously set performance standards
- Identifying the extent to which employees are performing effectively
- Identifying performance problems and improving the performance of employees
- Motivating employees to achieve personal goals and therefore the goals of the organisation
- Ensuring that employees are rewarded fairly
- Developing employees
- Assisting with human resource planning, as it provides a method of career planning
- Providing legal defensibility for promotion, demotion and layoff decisions taken by management
- Strengthening communication between management and employees (Any 5 × 2) (10)

5.1.2 Evaluation of the wrong elements
- The evaluator focuses on the personal characteristics of an individual rather than on achievements and good job performance.

Too much focus on recent behaviour and performance
- Previous good or unsatisfactory behaviour might be forgotten when focusing on recent behaviour.

Subjectivity
- The evaluator bases performance appraisal on facts.

Halo effect
- The evaluator is so aware of one prominent characteristic of the employee, whether positive or negative, that he/she is 'blind' to everything else.

Position effect
- The evaluator gives a senior employee a good appraisal because of his/her senior position.

Ego effect
- The evaluator's appraisal is influenced by how the employee makes him/her feel.

Similarity error
- The evaluator appraises employees who share similar views on aspects more positively.

Central tendency
- The evaluator does not use the entire evaluation scale.

Forcing information to match non-performance criteria
- Formal evaluation is done after a decision about a person's performance has been made. (Any 5 × 2) (10)

5.1.3
- Using multiple criteria
- Emphasising observable behaviours rather than personal traits
- Recording performance behaviours in a diary for each employee
- Using more than one evaluator
- Ensuring that evaluators only measure performance in their own area of expertise (5 × 2) (10)

5.2
- It is the determination of a job's relative worth in terms of remuneration.
- Jobs on all levels of the organisation are compared and a relative value is coupled to a job.
- Minimum knowledge and skill requirements as well as the responsibilities of each are identified and ranked.
- A salary grade and scale are then allocated to the job.
- It must not be confused with job analysis.
- It is the first step in reward management. (Any relevant 5 × 1) (5)

5.3
- It is costly to implement and maintain.
- Introducing job evaluation may upset long-standing salary differentials.
- There is a danger of oversimplification.
- Job evaluation relies on human judgement.
- Averaging does not make the system more objective. (5)

[40]

QUESTION 6

6.1 6.1.1
- The programme must suit the individual employee.
- The interests, aptitudes, needs and career preferences of the employee must be taken into account.
- The length of time an employee spends in a particular position must be determined by how fast he/she is mastering the tasks.
- Mentors and immediate supervisors of these employees must be trained to provide feedback and to monitor performance in an interested and competent way.
- Employees involved in the programme must be kept well informed and their progress must be carefully monitored.

(Any relevant 5 × 1) (5)

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6.1.2
- Could form part of induction, giving the employee insight into a wide range of organisational activities
- May enhance competency in employees with potential, giving them some practical experience for the time when transfer and promotion opportunities arise
- Provides management trainees with opportunities to clarify their interests and aptitudes as well as their strengths and weaknesses
- Helps to avoid a stagnation of ideas in departments by adding new points of view on a regular basis
- Could improve interdepartmental cooperation
- Is regularly used in organisations to alleviate boredom among employees, especially lower-level staff
- Assists an organisation in filling vacancies from internal sources, thereby contributing to organisational stability
- Assists an organisation in becoming more flexible and adapting to change more quickly
- Contributes to a lower rate of mistakes, injuries and waste

(Any 5 × 2) (10)

6.1.3
- It could lead to a loss of productivity and efficiency.
- Job rotation requires supervisors and training staff to spend considerable time on managing and training employees.
- Employees will never form an attachment to a job, a department or fellow workers.
- Most job rotation strategies are applied to potential managers and supervisors.
- Job rotation is an expensive training tool.
- Job rotation can cause disruption, as a rotated employee may be moved as soon as a department has become used to the person's presence.

(Any 5 × 2) (10)

6.2 Avoidable turnover
- When employees leave because they have been offered more rewarding positions elsewhere or are dismissed because they have become so negative that they engage in unacceptable behaviour

Unavoidable staff turnover
- The result of employees dying, going on pension, being retrenched or becoming seriously ill

(Any relevant 2 × 2) (4)

6.3
- Implement a formal absenteeism policy
- Ensure effective administrative systems
- Analyse absenteeism data
- Ensure effective supervision
- Ensure professional selection
- Maintain effective orientation and induction programmes
- Maintain sound reward management
- Provide employer-sponsored daycare for children
- Follow up absenteeism with personal contact (6)

- Implement flexi-time
- Manage the work flow
- Apply discipline (Any 6 × 1)

6.4
- Inappropriate recruitment
- Inappropriate selection
- Lack of proper induction
- Lack of communication
- Limited promotional possibilities (5)

[40]

QUESTION 7

7.1 7.1.1
- Usually structured to meet the needs of an individual employee
- Trainees learn by doing; they learn continuously
- They learn over a long period

7.1.2
- Usually takes place in a classroom situation
- Takes place as part of a group
- Conducted on the premises of the organisation or off-site

7.1.3
- Acquisition of specific work-related skills
- Conducted to support organisational outputs
- Improves knowledge, skills and attitudes of employees

7.1.4
- System where individuals are rewarded for their work and diligence
- Level of performance in an organisation with financial incentives
- Input to the system is the employee's efforts and competencies

7.1.5
- A way for an organisation to sustain or increase its employees' productivity
- Also assists them in meeting the challenges of the organisation
- Is ultimately the individual's responsibility

7.1.6
- An evaluation method
- Is often used in the process of performance appraisal and employee development
- Supervisor and employee will jointly decide on what the employee needs to accomplish

7.1.7
- Absence without leave
- Employee fails to report for work
- Being late for work, leaving early or not being at work the entire day

(7 × 3) (21)

7.2
- They motivate employees and increase their commitment to the organisation.
- They provide for the actual or perceived personal needs of employees and for remuneration in addition to money.
- They demonstrate that the organisation cares for the needs of its employees.
- They provide a more tax-efficient method of remuneration. (Any 3 × 2) (6)

7.3
- It should be continuous.
- It must be applicable to the work situation of the employees.
- It must be continuously evaluated and adapted. (3)

7.4
- Accepting that there will be some irreconcilable conflicts between individual and organisational needs
- Accepting that management are not essentially concerned with individual career ambitions
- Analysing personal goals, strengths, weaknesses, opportunities and threats
- Learning to engage with company politics
- Planning career development
- Implementing a plan and charting progress
- Carrying out the plan
- Analysing one's assets and liabilities
- Analysing one's opportunities (Any 5 × 2) (10)

[40]

TOTAL SECTION B: 160
GRAND TOTAL: 200

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