higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

HUMAN RESOURCE MANAGEMENT: FARMING N6

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This marking guideline consists of 7 pages.

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QUESTION 1: LABOUR RELATIONS: PROCEDURES AND PROCESSES

1.1
a. The contract should be reduced to writing✓ and the contents communicated to the employee.✓
b. If the worker is illiterate, then the contents should be explained to the employee✓ and there should be some form of confirmation that this was communicated to the prospective employee.✓
c. Subsequent amendments to the agreement/contract✓ should be added as annexures to the original agreement/contract.✓
d. The foreman/manager and other interested parties✓ should also be made aware of the contents of the agreement/contract.✓ (4 × 2) (8)

1.2 A grievance can be defined as a feeling✓ of dissatisfaction,✓ annoyance✓ or unfairness✓ that a worker experiences✓ relating to the work✓ and requires the farmer's attention.✓ (7)

1.3 A grievance procedure is designed to resolve✓ workers' grievances✓.The procedure is a fair✓ and justified method✓ of handling grievances✓ and preventing disputes.✓ It is an upward form of communication.✓ (5)

1.4 Should an alleged transgression have taken place, then the disciplinary action must take place✓ as soon as possible✓ after the alleged transgression has come to light.✓ (3)

1.5
a. To protect the chairperson/presiding officer✓ from potential legal steps by the parties involved.✓
b. To keep better track of problem cases✓ and problems with the system.✓
c. To ensure that the policy of progressive discipline✓ has been followed.✓
d. To ensure that consistent action✓ is taken against all employees.✓
(Marker to allow own wording and reasonable answer) (4 × 2) (8)

1.6
a. As individuals, farm workers have little power to negotiate.✓ Traditionally, if they did not like the situation all they could do was to resign and leave.✓
b. There is a greater supply of labour than positions available.✓ If a worker resigns his position it is easily filled and he battles to find a new job. ✓
c. While a farmer may be able to manage without labour for a while and save on wages,✓ the worker cannot store his 'labour' and he/she forfeits his/her income.✓
d. A union membership offers✓ the worker greater job security.✓
e. By joining a union, the workers hope to compel the employer✓ to pay them a liveable and fair wage.✓ (5 × 2) (10)

1.7 Procedural fairness in a disciplinary process has to do with the compliance✓ of a fair and just procedure✓ while substantive fairness has to do with there being reasonable✓ grounds for disciplinary steps.✓ (4)

1.8 A strike is a temporary stoppage of work by a group of workers✓ to impose a request✓ or demand✓ on the employer✓, or to prevent the employer from carrying out an action. ✓ (5)

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QUESTION 2: MOTIVATION THEORY AND REMUNERATION

2.1 Motivation is the inner driving force of a person✓ that enables the person to act✓ and react,✓ without the presence of an external driving force.✓ (4)

2.2
- Physiological or basic needs such as food, clothing and shelter✓ can be met by ensuring a fair and liveable wage✓ along with suitable housing.✓
- Security needs.✓ By providing a safe work place✓ and a secure work✓ the worker will have these needs met.
- Social needs✓ can be met when the employer allows workers to have time to socialise✓ and ensure that when people are employed that they will fit into the social group.✓
- The employer can assist with ego needs✓ by respecting the workers✓ and to have own self-respect.✓
- The need for self-fulfilment✓ can be met when the employer provides opportunities and training for workers to develop.✓ This will include opportunities for promotion.✓ (15)

2.3 Labour Management Theories

2.3.1
a. The farmer believes that all workers have individual needs, feelings and moods✓ – they are firstly people then workers.✓
b. Workers want to be part of the farm✓ – they believe that the farm cannot do without them.✓
c. Social needs of workers equate to their financial needs✓ and the workers are accustomed to working together.✓
d. Workers like to be informed continuously ✓ so that they know what is happening and what has been planned.✓

2.3.2
a. He will treat the workers fairly and with respect✓ and learn more about their background and culture.✓
b. As workers have a feeling of importance,✓ he will tell them how important they are.✓
c. As he believes his workers' social needs are important,✓ he will promote social activities and could possibly provide a hall and/or sports facilities.✓
d. As the workers wish to be informed continuously,✓ the farmer will develop a method of sharing information regularly.✓

(Allow for own reasonable wording and answer)
(2 × 8) (16)

2.4 Remuneration of Farm Workers

2.4.1 It is the monetary payment for input delivered.✓ (1)

2.4.2
a. All wage policies must take government policy/legislation into account.
b. Labour supply and demand can influence the level of wages – if there is a shortage of labour, this will tend to push up the wage.
c. The financial position of the farmer will influence the wage – the level of remuneration will be influenced by what the farmer can afford.
d. Wages must be in line with productivity – an increase must be in line with an increase in productivity.
e. The cost of living must be considered and the wage should be at a level to ensure that the worker can afford to live.
f. The present wage on the farm and in the industry needs to be considered.
g. The nature and extent of secondary remuneration will influence what the worker will be willing to accept as wage.

(Allow own reasonable wording; any FOUR of the above; TWO marks each) (4 × 2) (8)

2.4.3
a. The worker is assured of financial protection against risks✓ such as accident insurance and paid sick leave.✓
b. There is a payment at certain times when the worker does not work✓ such as paid holiday leave.✓
c. There are bonuses and payments not related to workers' inputs✓ such as holiday bonuses.✓
d. Services such as free housing and transport are provided.

(Allow own reasonable wording; any THREE of the above; TWO marks each) (3 × 2) (6)

[50]

QUESTION 3: STRUCTURES AND LEGISLATION IN THE WORKPLACE

3.1 Rights of farmer regarding labour: The farmer has the right to expect that:

- The farm worker will comply with conditions of employment as laid down in the Basic Conditions of Employment Act.
- Workers will not be guilty of misconduct that will disrupt activities or cause damage on the farm.
- The conduct of workers will not disturb labour harmony and/or cause damage to employer/employee relationship.
- Labourers will always act loyally and in the best interests of the employer/farm.
- Labour disputes will be settled within the grievance procedure and the legal framework.
- He/she will be allowed to organise and associate with for example farmers' groups.

(Marker to allow own wording and reasonable answer; ONE mark for fact and SECOND mark for explanation; any FIVE of the above) (5 × 2) (10)

3.2 3.2.1 Labour Relations Act
3.2.2 Occupational Health and Safety Act
3.2.3 The Unemployment Insurance Act
3.2.4 Labour Relations Act
3.2.5 Basic Conditions of Employment Act
3.2.6 Labour Relations Act
3.2.7 Basic Conditions of Employment Act
3.2.8 Labour Relations Act
3.2.9 The Compensation for Occupational Injuries and Diseases Act
3.2.10 Basic Conditions of Employment Act

(10 × 1) (10)

3.3 The worker must:

- Take care to ensure own health and safety in the workplace✓ as well as those near him/her.✓
- Comply with duties or requirements imposed by the employer✓ or legislation to enable safety regulations are complied with.✓
- Carry out any lawful instruction that is given and obey health and safety rules and procedures✓ as laid down by employer or employer representative.✓
- Report any unsafe practise in situations to his/her immediate supervisor✓ as soon as possible✓.
- If he/she is involved in any incident that might have caused injury or affected his/her health✓ immediately or at least by the end of the shift report it to the employer or employer representative.✓

(Marker to allow own wording and reasonable answer) (5 × 2) (10)

3.4 The mother must take leave from one month✓ prior to the birth✓ and for 3 months✓ after the birth.✓ (4)

3.5 Contractual Law

3.5.1
- Both parties must be capable of entering a contract (contracting).
- There must be an agreement on the intention between the parties.
- The objectives, implementation and entry of contract must be lawful.
- Both parties must be capable of complying with obligations to each other.
- The contract must comply with the required formalities.

(Any THREE of the above; TWO marks each) (3 × 2) (6)

3.5.2
- On completion – after a specific task or period has been completed.
- Giving notice – one party may give notice to the other in accordance with the contract.
- By agreement – both parties can agree to end the contract despite the contract's stipulations.
- Breach of contract – if obligations in terms of the contract are not met.
- Impossibility of achievement – if the parties/party cannot achieve performance as set out in the contract.
- Because of insolvency – on sequestration of an employer as there is no money to continue the business.
- Death – if one of the parties dies, then contract becomes void.

(Any FOUR of the above; TWO marks each) (4 × 2) (8)

3.6 Common Law (2)

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QUESTION 4: HUMAN RESOURCE MANAGEMENT ON FARMS

4.1
- Urbanisation – people are moving to towns and cities for other opportunities and facilities
- Mechanisation – as farmers mechanise, so the jobs on farms become fewer as machines replace people.
- Cost – as the minimum wage increases, some farmers cannot afford to keep labourers and thus job opportunities decrease.
- Legislation – as labour legislation becomes a burden on the farmer, he does without labour.

(Any THREE of the above; TWO marks each) (3 × 2) (6)

4.2 Unique characteristics of Human Resource Management:
- Full-time workers cannot be 'stored'✓ and used only when necessary.✓
- There is continuous interaction between farmer and workers✓ the whole year round.✓
- Workers often live on the farm✓ and this leads to social and personal involvement in the family and community.✓
- The worker is not a machine✓ but is a person with feelings, aspirations and so forth.✓
- People are influenced by factors outside the work✓ and they need to be handled appropriately to avoid conflict in the workplace.✓ (5 × 2) (10)

4.3 Task analysis has to do with determining the nature✓ and the duties✓ included in a task itself✓ while job specification has to do with specifying✓ or describing✓ the characteristics✓ or skills✓ that a person must have to do the job.✓ (4 × 2) (8)

4.4
- Training helps overcome cultural differences✓ in the workplace. By watching another person working, cultural differences can therefore become more entrenched.✓
- Watching leads to someone seeing what must be done✓ but without understanding✓ why the task is done in a certain manner. When a problem or crisis occurs, the worker does not know what to do✓ because he/she has not been told how to handle the situation.✓ The farmer then thinks that the worker cannot think for him/herself.✓
- It is assumed that the person doing the demonstration can do the work correctly.✓ Often the person doing the work does not do it correctly✓ and so faulty workmanship continues.✓

(Allow own wording; allow any other reasonable answer) (10)

4.5 Induction has the purpose of introducing the new worker to the workplace✓ and the people in the workplace to him/her.✓ It also serves to introduce the employee to his/her rights and obligations✓ and to make them comfortable/at ease in the new workplace.✓ (4)

4.6
- Task analysis
- Job specification
- Recruitment
- Selection
- Placing
- Induction
- Initial training
- Evaluation of methods of obtaining human resources.

(If not in correct order no mark for those incorrect entries. ONE mark each) (8)

4.7
- Relatively low cash income.
- Can be far from schools and entertainment.
- Long working hours.
- Often difficult working conditions in terms of weather and physical effort.
- Traditionally low prestige value and poor prospects of promotion. (4)

[50]

TOTAL: 200

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