higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

# MARKING GUIDELINE

## NATIONAL CERTIFICATE

## HUMAN RESOURCES MANAGEMENT: FARMING N6

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**This marking guideline consists of 9 pages.**

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## QUESTION 1

1.1 1.1.1 Staff reduction occurs when farmer terminates the services of the farm workers as a result of situations beyond the farmer's control that threaten profitability or survival of the farm.✓✓
(Accept any relevant explanation) (2)

1.1.2 Retrenchment
Employment of worker is terminated due to a decrease✓ or change in business resulting from a temporary decrease in general economic activity.✓

Redundancy
A reduction of positions resulting from strategic or operational planning✓ to scale down the business or as a result of automation of systems.✓ (4)

1.1.3
- Persons at or above retirement age✓ should first be considered.✓
- Early retirement✓ – some workers might be eligible for and agree to early retirement.✓
- Voluntary resignation✓ – some workers might be willing to resign.✓
- Last in first out✓ – the farm workers with the shortest service to be dismissed first.✓
- Performance assessment✓ – the performance of the farm workers is used as a criterion for selection.✓ (5 × 2) (10)

1.1.4
- Staff attrition
- Allowing early retirement
- Allowing early pension based on poor health
- Cancellation of contracts and subcontracts
- Effective manpower planning
- Reducing overtime and working on Sundays
- Temporary closure of some farm activities
- Temporary dismissal or giving workers unpaid leave
- Reducing working times
- Allowing workers to take accumulated leave

(Accept any FOUR relevant answers) (Any 4 × 1) (4)

1.2 1.2.1 It is a system designed to resolve the worker's grievances.✓ It is a fair and justified method of handling grievances and preventing disputes.✓ Mechanism for promoting upward communication.✓
(Accept any TWO explanations) (2)

1.2.2
- Worker informs immediate supervisor verbally of complaint or grievance.
- If the supervisor cannot resolve the grievance, it is put in writing.
- The first grievance form and its report are now sent to next management level to resolve.
- This level can also be handled by a formal, independent grievance committee.
- If need be, top management receives all the information from step one and makes a decision. (5)

1.2.3
- The size of the enterprise
- Complexity of the enterprise
- The heterogeneity of labour
- Structure of the enterprise
- Environmental limitations and operating conditions (5)

1.2.4
- The supervisor must explain the procedure and put it into action.
- They must know and accept the grievance procedure.
- The supervisor must ensure that the grievance procedure is complied with.
- The supervisor must listen carefully to the grievances.
- Must make a decision or escalate to higher authorities.
- Must be prepared to keep an undertaking that he/she made.
- Must use the procedure as a means of getting to know the subordinates. (Accept any FIVE relevant answers) (5)

1.3 1.3.1
- Verbal warning
- Written warning
- Transference
- Suspension (4)

1.3.2
- The right to be heard/put forward his/her side of the story
- The right to representation
- The right to be informed beforehand what the charges are
- The right to a translator if required
- The right to call and to question witnesses
- The right to be informed of date, time and place of hearing

(Any 5 × 1) (5)

1.3.3 Procedural fairness has to do with whether the procedure✓ followed during the process was fair and justified,✓ while substantive fairness is whether the transgression✓ justifies the punishment meted out to the transgressor.✓ (4)

**[50]**

## QUESTION 2

2.1 2.1.1 The direct monetary payment✓ for work done by the farm worker.✓

2.1.2 Non-monetary remuneration✓ received by workers in the form of benefits.✓

2.1.3 Non-monetary remuneration given to workers on a formal and official basis for the satisfaction✓ of their psychological and sociological needs.✓

2.1.4 Non-monetary remuneration given to workers on an informal and unofficial basis✓ to satisfy their psychological and sociological needs.✓

(4 × 2) (8)

2.2
- Direct primary remuneration – cash wage, salary
- Indirect primary remuneration – leave, sick leave
- Direct secondary remuneration – promotion
- Indirect secondary remuneration – friendship with supervisor, need for personal recognition (4)

2.3 2.3.1
- Time rates – are flat rates of remuneration that are paid to workers per time unit worked✓ irrespective of the amount of work achieved.✓
- Piece rates – are also referred to as incentive wages✓ whereby a worker is paid based on their productivity.✓ (2 × 2) (4)

2.3.2 Time rates **OR** Piece rates (1)

2.3.3 Substantiation for time rates
- They are simple to calculate.
- Time rates can be applied to all tasks and in all situations.
- It is predictable, making it possible to budget and determine cost of labour.
- The worker is guaranteed of a fixed wage.

(Accept any THREE relevant answers)

**OR**

Substantiation for piece rates
- Workers are paid for their productivity.
- They encourage workers to put in more effort.
- Piece rates lead to a reduction in the cost per unit of the product. (Accept any THREE relevant answers) (3)

2.4 2.4.1

- A refusal or omission to work, resume work or to be re-employed.
- To delay the progress of work.
- To cause a disturbance to the work being undertaken.
- To terminate an employment contract with an aim of forcing employers to agree to certain conditions. (4)

2.4.2

- A legal strike is a strike undertaken by employees whereby the trade unions follow the necessary procedures before embarking on the strike.✓✓
- An illegal strike is a strike undertaken by employees without having followed the pre-strike procedures with the employer and the bargaining council.✓✓ (4)

2.4.3

- No work no pay✓ – workers will not be paid for the duration of the unprotected strike.✓
- Dismissal✓ – employees participating in an illegal (unprotected) strike may face dismissal.✓
- Court order to stop the strike✓ – the labour court may issue a court order stopping workers from participating in the strike.✓ (6)

2.5

- To recruit new members to the union and keep a register of members of the union.✓✓
- To report and keep record of incidents at the workplace.✓✓
- To urge members to attend trade union meetings and chair the meetings at the site.✓✓
- To assist members in claiming their funeral policies and applying for bursaries.✓✓
- To ensure that the rights of workers are observed, and important protocols complied with at the workplace.✓✓
- To represent members during grievances and disciplinary hearings.
- To care about and listen to members' personal problems.

(Accept any FIVE relevant answers) (Any 5 × 2) (10)

2.6

- Individual workers have little bargaining power.
- There are more workers available than there are jobs – reduces a worker's bargaining power.
- Farmer can manage for a while without worker, but worker cannot store labour – they need money.
- Membership provides greater job security.
- Can now compel employer to pay a fair and liveable wage.
- Demand better living conditions.
- Negotiate better conditions of employment. (Any 6 × 1) (6)

**[50]**

**QUESTION 3**

3.1 3.1.1 To insure workers✓ against periods of unemployment.✓ (2)

3.1.2
- Employer must provide director-general of labour with information✓ within 14 days of employee starting work at the enterprise.✓
- A monthly financial statement in this respect✓ must be sent to the UIF.✓
- A complete record of all payments must be kept✓ for a minimum of 3 years.✓
- All contributors must be registered✓ electronically with UIF.✓
- As soon as the worker leaves employment,✓ the employer must issue the worker with the appropriate certificate.✓
- The employer is responsible for collecting and submitting UIF contributions.
- On the death of a worker, his/her family must be issued with the required documentation.

(Accept any FIVE relevant answers) (Any 5 × 2) (10)

3.1.3
- Applicant must be capable of working and be available to work.
- Applicant must be able to prove that he/she is unable to obtain suitable employment.
- Applicant must have contributed to the fund for the minimum specified period. (3)

3.1.4 Amount on a sliding scale, from 38%✓ to 58%✓, depending on the normal earning, will be paid.✓ Payment will be made for a maximum period of 34 weeks.✓
Note to marker: the old rate of 45% is no longer applicable (4)

3.2
- Weekly hours of work
- Spread-over
- Hours of work for a daily worker
- The hours of work of a shift worker per shift
- Extension of normal hours of work
- Meal intervals
- Overtime
- Annual leave
- Sick leave
- Wages

(Accept any EIGHT relevant answers) (8)

3.3
- The act lays down the minimum standards in the workplace.✓✓
- The act was established to complement the collective bargaining system, common law and to confirm the rights of the employees.✓✓
- The act provides for the establishment of a Wage Board, which looks into rights and protection of employees in certain industries and occupations.✓✓ (3 × 2) (6)

3.4 3.4.1 The purpose of the Occupational Health and Safety Act is to promote the health and safety of workers on the farm.✓✓ The farmer is required by this Act to always make sure that they understand and comply with measures that safeguard the health and safety of farm workers.✓ (3)

3.4.2 The purpose of this Act is to protect farm workers from the disadvantages of injuries and infections sustained at the workplace.✓✓ Farm workers are paid depending on the extent of the injuries – ranging from temporary to permanent disablement.✓ (3)

3.5
- Registration and control of trade unions and farmer's unions (employer organisations).
- Prevention and settlement of disputes between employers and employees.
- Regulation of employment conditions through agreements and arbitrations.
- Establishment of the National Labour Commission.
- Establishment of an industrial court and labour appeal court.
- The provision and control of labour brokers. (6)

3.6
- Giving a notice of resignation✓ – a worker is required to submit a written notice of resignation/termination to the employer.✓
- Serving of notice period✓ – a farm worker should serve the notice period as stated in the contract of employment.✓
- Handing over of work property – an employee is required to hand over any property belonging to the employer.
- Attend an exit interview – an employee should take part in an exit interview where they will reflect on their experience during their period of service and give some suggestions.

(Accept any TWO relevant answers) (Any 2 × 2) (4)
**[50]**

## QUESTION 4

4.1 A job description is a document or statement that gives a summary of the essential duties, responsibilities, activities, qualifications and skills for a specific position.✓✓ (Accept any relevant explanation) (2)

4.2
- Recruiting and administration of employee
- Motivation of farm workers
- Directing and coordinating employees and activities on the farm
- Planning and implementation of plans
- Analysing market conditions
- Possesses relevant qualification
- Possesses required experience
- Leading and organising workers

(Accept any FOUR relevant answers) (Any 4 × 1) (4)

4.3
- Employment of workers✓ – Human resource personnel assist the organisation in the employment process of the skilled labour force.✓
- Personnel administration✓ – human resource practitioners are involved with the administration of employee records/paperwork from the time they join until they leave the organisation.✓
- Operational management✓ – the human resource function of the organisation assists with the day-to-day management of the employees in such areas as communication, management of leave, monitoring of registers, appraisals.✓
- Maintenance of good labour relations✓ – the human resource department ensures that the employer complies with the necessary regulations involving employees, thereby maintaining good labour relations.✓

(Accept any FOUR relevant answers) (4 × 2) (8)

4.4
- Work mainly outdoors
- There is outdoor and indoor work
- Work varies according to season
- Performance can usually be measured
- Good family life
- Good non-cash perks

(Accept any FOUR relevant answers) (Any 4 × 1) (4)

4.5
- Absenteeism is a continuous, intentional pattern by an employee of not reporting to work without a valid reason and/or without reporting.✓✓
- Employee or staff turnover is the percentage or number of employees who leave the organisation and are replaced by new employees.✓✓ (4)

4.6 4.6.1 Low productivity is a situation whereby a farm worker fails to produce work according to the expected standard, for example, by failure to complete tasks, failure to reach production or sales targets.✓✓

4.6.2 Urbanisation is the movement of people or potential employees from rural or less developed areas where farms are located to urban areas, thereby leading to a shortage of farm workers.✓✓

4.6.3 Unskilled labour force refers to the portion of workforce that lacks the necessary skills to perform a specific technical job in agriculture.✓✓

(3 × 2) (6)

4.7 4.7.1
- To understand their employees and be able to motivate them.
- To be able to come up with an incentive structure that motivates employees.
- Motivated employees give their utmost efforts at work.

(Accept any TWO relevant answers) (Any 2 × 1) (2)

4.7.2
- Hygiene factors need to be present to remove dissatisfaction in the workplace.✓ They are short-term in nature and their absence of these 10 factors leads to dissatisfaction.✓
- Motivators are long-term in nature and are the factors that will motivate the employee.✓ Both factors are necessary, but the motivators are considered to be more important.✓ (Any 2 × 2) (4)

4.7.3
- achievement
- recognition of achievement
- possibility of growth
- promotion
- responsibility
- the work itself

(Accept any FOUR relevant answers) (Any 4 × 1) (4)

4.8 4.8.1
- Workers consider work as unpleasant.
- Workers are only interested in money.
- Workers do not want to accept responsibility.
- Workers are not able to solve their own problems at work. (4)

4.8.2
- The farmer will treat his workers fairly and with respect.
- The farmer will learn more about the employee background and culture.
- The farmer will continuously tell their employees how important they are.
- The farmer will encourage and promote social activities.
- The farmer will continuously update the employees about future plans.

(Accept any FOUR relevant answers) (Any 4 × 1) (4)

4.8.3
- All three theories can be used together.✓✓
- It depends on the theory that suits the farmer in the long term and requires the least effort.✓✓
- The human resources utilisation theory has better ideas compared with the other two.

(Accept any TWO relevant answers) (Any 2 × 2) (4)

**[50]**

**TOTAL: 200**

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