



**higher education  
& training**

Department:  
Higher Education and Training  
**REPUBLIC OF SOUTH AFRICA**

# **MARKING GUIDELINE**

**NATIONAL CERTIFICATE**

**JUNE EXAMINATION**

**PERSONNEL MANAGEMENT N5**

**2 JUNE 2016**

**This marking guideline consists of 13 pages.**

**SECTION A (COMPULSORY)****QUESTION 1**

- 1.1 D  
 1.2 F  
 1.3 A  
 1.4 K  
 1.5 E  
 1.6 J  
 1.7 B  
 1.8 I  
 1.9 C  
 1.10 G

(10 x 1) [10]

**QUESTION 2**

- 2.1 2.1.1 True  
 2.1.2 False  
 2.1.3 True  
 2.1.4 True  
 2.1.5 True  
 2.1.6 False  
 2.1.7 True  
 2.1.8 False  
 2.1.9 True  
 2.1.10 False

(10 x 1) (10)

- 2.2 2.2.1 Staff retrenchment
- Enterprise finds itself in a difficult financial situation
  - Lack of work or where the enterprise no longer needs the services of the employee
  - Depressed or bad economic conditions
  - Must be carried out according to labour legislation
  - Affected employees must be notified ahead of time and they must be interviewed and possibly counselled (Any 4 x 1) (4)
- 2.2.2 Job satisfaction
- General attitude an individual employee has about his or her job
  - Attitude can be positive or negative
  - Difference between the rewards that employees receive and the rewards they believe they should receive
  - Depends on the general quality of worklife of an employee
  - Satisfied and happy employees are more often than not productive, present and long-lasting employees (5 x 1) (5)

## PERSONNEL MANAGEMENT N5

- 2.2.3 Absenteeism
- Absence without leave
  - Occurs when employees fail to report for work for no reason
- (2 x 1) (2)
- 2.2.4 (a) • Avoidable staff turnover
- Employees leave because they have been offered a more rewarding job elsewhere
  - Examples: better salary, better work conditions, benefits offered and superior relationships
- (1 + 2) (3)
- (b) • Unavoidable staff turnover
- Because of something that just happened beyond the control of management
  - Examples: employee died, going on pension, becomes seriously ill or injured, is retrenched
- (1 + 2) (3)
- 2.2.5 Staff selection – process whereby the organisation identifies√ the candidate whose competencies√ are the best match for the job in question.√
- (3)  
**[30]**

**TOTAL SECTION A: 40**

**SECTION B****QUESTION 3**

- 3.1
- Difficult and frustrating because humans (employees) are unpredictable and not stable in their behaviour
  - Uses information obtained by means of research to solve problems and manage people more effectively
  - Management use information to try and channel the behaviour of employees to become more effective
  - Management must use research material and information as an important aspect of their managing task
- (4)
- 3.2
- Paying what the employee is worth
  - Adjusting for inflation
  - Gathering wage and salary information
  - Management of fringe benefits
  - Determining the cost-effectiveness of human resource services and benefits
- (Any 4 x 1) (4)

3.3	<ul style="list-style-type: none"> <li>• Staff selection</li> <li>• Training and development</li> <li>• Maintaining good employee relations</li> <li>• Separation</li> </ul>	(4 x 1)	(4)
3.4	<p>3.4.1</p> <ul style="list-style-type: none"> <li>• Observation</li> <li>• Survey/Field study</li> </ul>	(2 x 1)	(2)
	<p>3.4.2</p> <p>Step 1: Define the problem<sup>√</sup> – describe the problem in detail, excluding information that is not directly relevant<sup>√</sup></p> <p>Step 2: Describe the objective for the research<sup>√</sup> – reasons why research is being done in the first place</p> <p>Step 3: Decide which research method will be used<sup>√</sup> and who will participate<sup>√</sup></p> <p>Step 4: Collect the information<sup>√</sup> – data come from time-sheets and from observations<sup>√</sup></p> <p>Step 5: Analyse<sup>√</sup> and process the data<sup>√</sup></p> <p>Step 6: Interpret the data<sup>√√</sup></p> <p>Step 7: Compile a report<sup>√</sup>, giving the reasons for the research, the process followed and the results obtained<sup>√</sup></p> <p>Step 8: Propose ways to solve the problems<sup>√√</sup></p>	(8 x 2)	(16)
	<p>3.4.3</p> <ul style="list-style-type: none"> <li>• Basic or exploratory research</li> <li>• Operational or applied research</li> <li>• Historical studies</li> <li>• Case studies</li> <li>• Simulations</li> <li>• Role-play</li> <li>• Laboratory experiments</li> <li>• Aggregate quantitative reviews</li> <li>• SWOT analysis</li> </ul>	(Any 8 x 1)	(8)
	<p>3.4.4</p> <ul style="list-style-type: none"> <li>• Line graphs</li> <li>• Vertical bar chart</li> <li>• Horizontal bar chart</li> <li>• Histogram</li> </ul>	(Any 1 x 2)	(2)

**[40]**

**QUESTION 4**

- 4.1
- The organisations recruitment policy with regard to internal or external appointments
  - Importance of organisational culture
  - Organisation's image or climate
  - Recruitment standards
  - Government requirements and regulations
  - Affirmative action
  - Trade unions
  - Economic conditions
  - Technological changes
  - Pool of available labour outside the organisation (Any 5 x 1) (5)
- 4.2
- Cost saving – the process of recruitment, selection, induction and training is expensive
  - Preserving the existing organisation culture
  - Productivity gain – existing employees are likely to become productive more quickly because they are familiar with the working environment
  - Increased motivation – promotion seen as a reward for good performance and hard work
  - Improved employee morale – workers see that the organisation reward good performance and potential
  - Reward for loyalty to organisation – those who stay are being promoted
  - Both succession planning for the organisation and career planning for the individual is enhanced (Any 5 x 1) (5)
- 4.3
- Losing the opportunity to consider good candidates from outside the organisation
  - Losing the opportunity to bring innovative new ideas ('new blood') into the organisation
  - Incurring high training costs if the person does not yet have the necessary skills for the position
  - Promoted employees don't rise to the challenge after being appointed (4 x 1) (4)

## PERSONNEL MANAGEMENT N5

- 4.4 4.4.1
- The Public Service Commission
  - Executive search consultants
  - Head hunters
  - Walk-ins
  - Referrals
  - Professional associations
  - Campus recruitment
  - Temporary employees
  - Trade unions
  - Internet – Gumtree
- (Any 3 x 1) (3)
- 4.4.2
- The Public Service Commission – specialised employment agency which sources applicants for the public sector.
  - Executive search consultants – specialised recruitment agents for organisations looking for supervisory and management-level staff.
  - Head hunters – specialised recruitment firms who directly approach skilled people currently employed by organisations in order to convince them to leave to work for another organisation.
  - Walk-ins – people who send in applications or walk into an organisation’s offices to inquire about possible positions without any advertisement having being posted.
  - Referrals – may come from current employees recommending the organisation should employ their friends or family members.
  - Professional associations – may help an organisation source candidates for a professional vacancy by providing contact details for members and carrying job advertisements in the association’s newsletter.
  - Campus recruitment – when employers visit the campuses of TVET colleges, universities and technical universities to interview possible candidates in their final year of study.
  - Temporary employees – people who have worked for the organisation in a temporary capacity or students who have worked there during their holidays are often a good source of external candidates.
  - Trade unions – keep information on all their members. They could furnish an enterprise with lists of possible candidates for operational jobs.
  - Internet – many possible candidates make use of the Internet to do on-line job applications.
- (Any 3 x 2) (6)

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- 4.5.1 Reasons for screening through applications
- Elimination of applicants whose characteristics do not match the minimum requirements of the job
  - May hold preliminary interviews with candidates who appear suitable from their written applications (Any 2 x 1) (2)
- 4.5.2 Meaning of and reasons for doing a reference check
- Background investigation
  - To verify the truthfulness of the information provided in the application
  - Previous employees will be able to comment on the applicant as an employee in terms of personality, competencies and potential
  - This type of reference check is not always objective – don't want to reveal negative aspects about the employee
  - Provides valuable information if conducted professionally
  - Checks are usually run on academic qualifications – contacting the relevant educational institutions (Any 5 x 1) (5)
- 4.5.3 (a) Validity means a test measures that which is supposed to be measured (2)
- (b) Reliability means that a test will provide the same results every time it is performed (2)
- (c) Criterion validity√
- A good performance in the test√ will predict good performance in the work situation√
- Content validity√
- The test is able to measure performance in respect of the critical skills or behaviours required√ in the specific job for which the test is being applied√ (3 x 2) (6)
- [40]**

**QUESTION 5**

- 5.1
- Interviewer asks specific, direct, pre-planned questions, in specific order, based on the job specification
  - Records the applicant's responses
  - Person interviewed is not given the opportunity to elaborate on an answer or to interpret the question in a different way
  - Questions are close-ended and allow for specific answers and no spontaneous exchange may take place
  - Collects information in a uniform way; all interviewees are treated the same, and results are more valid (5 x 1) (5)
- 5.2
- Only use trained and experienced interviewers
  - Clearly define the objectives of the interview and how these will be achieved
  - Be aware that interviewing is only one of the tools available for staff selection
  - Be aware of the 'halo effect' where one strong characteristic can outweigh all negative aspects
  - Ensure interviewers are well prepared by studying applications before the interview
  - Prepare questions that will be asked
  - Ensure all interviewers establish a rapport with interviewees
  - Put the applicant at ease at the beginning of the interview and then move to general questions
  - Ensure that the applicant has a clear understanding of the requirements of the job, the conditions of employment, benefits, et cetera.
  - Ensure the applicant gives clear answers to specific questions
  - Organise for a tour around the organisation
  - Ensure that the interview is private and there are no interruptions
  - Indicate when the interview is reaching its end
  - Allow the opportunity for the applicant to ask questions
  - Explain to applicants when and how they can expect to be notified of success
  - Ensure that any necessary information checks are done without delay
  - Write an interview report as soon as possible (Any 5 x 1) (5)
- 5.3
- The recruitment policy guides the recruitment of potential employees
  - It must adhere to all current legislation in South Africa – Employment Equity, Basic Conditions of Employment, Occupational Health and Safety, et cetera.
  - The technology in an organisation, its production processes and its unique products and services are key determinants of recruitment policy
  - The way an organisation functions – how the organisation is structured, communication and lines of accountability
  - The policy must spell out exactly who is responsible for recruitment (Any 4 x 2) (8)



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- 5.4.1
- In South Africa, medical testing of an employee is permissible only when legislation requires testing, or when this is justifiable.
  - HIV testing is prohibited unless the labour court has determined it is justifiable. (2 x 1) (2)
- 5.4.2
- Assesses whether the prospective employee meets the medical requirements for the job
  - Ensures that the prospective employee is physically capable of performing the job in question
  - Establishes a health record of employees
  - Protect organisation against unfair workers' compensation claims in future
  - Cost for medical examination must be carried by the organisation (Any 3 x 2) (6)
- 5.5
- 5.5.1
- Stage – induction process
- Pre-arrival stage
  - Mary received electronic copies of the enterprise's policies, copy of strategic plan and other relevant documents before she reported for duty. (2)
- 5.5.2
- Encounter stage
    - General overview that the newly appointed employee gets from the human resource department; designated mentor
    - Information about the enterprise's history
    - Functions and structures of the enterprise
  - Metamorphosis stage
    - New employee begins to sort out any problems that he/she has encountered in the new working environment (6 x 1) (6)
- 5.5.3
- The human resource manager of Jumbo's Cash & Carry
  - The immediate manager of the finance department of Jumbo's Cash & Carry
  - Fellow employees (3 x 1) (3)
- 5.6
- Organisation did not employ from previously disadvantaged group.
  - Processes and procedures regarding the proportional representation of all persons are not adhered to.
  - No preference given to persons from designated groups during interviewing and selection.
  - Selected person does not meet the minimum requirements in terms of qualifications, experience and potential. (Any 3 x 1) (3)

(3)  
[40]

**QUESTION 6**

- 6.1
- It should be continuous
  - It must be applicable to the work situation of the employee
  - It must be continuously evaluated and adapted (3 x 1) (3)
- 6.2
- There must be commitment from the organisation to implement career development
  - There must be commitment from the individuals towards their own development
  - Managers must be willing to delegate tasks so that subordinates can have an opportunity to do higher-level work
  - On-going counselling sessions regarding career development must take place
  - Individual goals must be identified and matched with organisational goals and then linked to the future needs of the organisation (5 x 2) (10)
- 6.3
- 6.3.1
- Career development is the formal approach taken by the organisation to ensure that the employees with proper qualifications and experience are available when they are needed.
  - Career management is the process whereby an individual is developed to make an economic contribution to the economy of the country (2 x 2) (4)
- 6.3.2
- Helps employees to develop their ability to reach full potential and be prepared for promotional possibilities within the organisation
  - Understand that realistic job and career opportunities that match their own abilities and needs are available
  - Decide on personal development objectives
  - Focus on appropriate training opportunities
  - Move up the corporate ladder (previously disadvantaged groups) (5 x 2) (10)

- 6.4
- Ensure there is a policy in place communicating management commitment to health and safety
  - Accreditation with bodies responsible for occupational safety
  - Develop a safety awareness programme
  - Ensure there are medical facilities on site
  - Implement programme to assist employees who are suffering from alcoholism, drugs, mental disorders and HIV/Aids
  - Implement safety and health awareness programme in all areas of physical and mental health
  - Reduce unsafe conditions
  - Reduce unsafe acts through correct selection and placement
  - Pay special attention to the cleanliness and hygiene of all facilities
  - Keep confidential and complete medical records and ensure that all legal requirements are met
  - Make regular formal inspections
  - Acknowledge the contribution of employees to safe and healthy working conditions
  - Maintain on-going training to keep the interest in safety and health alive
  - Implement accident prevention competitions – display number of accident free days
  - Put health and safety representatives in place – shops and offices one for every 100 employees and one for every 50 in the workplace/production area
- (Any 8 x 1) (8)
- 6.5
- Negative attitudes of employees – will be involved in more accidents and create unsafe working conditions because they ignore health and safety regulations
  - Reckless attitude of employees – ignore danger, legitimate rules and regulations
  - Stress – not paying the necessary attention to anything in the working situation and will unintentionally disregard health and safety regulations
  - Absence of, or faulty protective devices
  - Ineffective specifications for safety clothing
  - Failure to comply with safety regulations
  - Inadequate ventilation or the presence of dangerous fumes
  - Presence of hazardous or unauthorised materials
  - Using the wrong tools, materials or supplies for the job
  - Absence of a safety standard for the operation
  - A lack of safety training for a specific task
  - Inadequate or improper instructions
  - Lack of enforcement of safety rules or procedures
  - Putting the wrong person on a particular task
  - Applying pressure to disregard safe procedures in the interest of greater output
- (Any 5 x 1) (5)
- [40]

**QUESTION 7**

- 7.1
- Impact on employee trust and initiative
  - Impact on teamwork
  - Lack of recognition of risk-taking
  - Information problems
  - Poor measurement of quality
  - Administrative load
  - Actual impact
  - Trade union opposition
  - Design problems
  - Inappropriate standards
  - Results are ignored
- (Any 8 x 1) (8)
- 7.2
- Performance evaluation conducted by the relevant department manager or the employee's immediate superior
  - Immediate superior usually know the individual best
  - Be able to give an objective and true evaluation
  - Disadvantage is that personality clashes or friendships could make the evaluation subjective
  - More fair to involve more senior members of management staff
  - Final performance evaluation is usually signed by all parties
  - Employees who are not satisfied with the evaluation of their performance may ask to be re-evaluated
- (Any 5 x 1) (5)
- 7.3
- Peer ratings
  - Self-appraisal
  - Subordinate appraisal
  - 360° evaluation
- (Any 3 x 1) (3)
- 7.4
- 7.4.1
- Goal-setting – where goals are set it must be objective, measureable, specific and understandable
  - Participation – employees are part of the process of reaching the goals of the enterprise
  - Time limit – within which the employee must accomplish his goals
  - Assessment – employees are measured against the standards which they helped to establish
- (4 x 2) (8)

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	7.4.2	<ul style="list-style-type: none"> <li>• Better management – had to think in terms of results</li> <li>• Higher productivity</li> <li>• Enhanced communication between management and the worker</li> <li>• Personal commitment – individual commit himself towards attaining personal goals</li> <li>• Improved quality of life</li> <li>• Effective control</li> <li>• Opportunity for creative thinking and personal involvement on the part of employees</li> <li>• Promotes participation and co-operation</li> <li>• Efficiency is reached in tasks where the performance is being monitored</li> <li>• Co-ordination of the organisation as a whole</li> </ul>	(Any 6 x 1)	(6)
7.5	7.5.1	<ul style="list-style-type: none"> <li>• Salary</li> <li>• Take-home pay</li> <li>• Commission</li> <li>• Bonus</li> <li>• Fringe benefits</li> </ul>		
	7.5.2	<ul style="list-style-type: none"> <li>• Reward exceptional employees directly and effectively</li> <li>• Provide opportunities for employees to gain greater job satisfaction and satisfy their self-esteem needs</li> <li>• Enable the organisation to become more profitable by increasing the rate of productivity</li> <li>• Enable an organisation to retain trained and skilled employees</li> <li>• Foster team spirit</li> </ul>	(5 x 2)	(10)
				<b>[40]</b>
			<b>TOTAL SECTION B:</b>	<b>160</b>
			<b>GRAND TOTAL:</b>	<b>200</b>