



**higher education
& training**

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

**NATIONAL CERTIFICATE
PERSONNEL MANAGEMENT N5**

6 JUNE 2018

This marking guideline consists of 10 pages.

SECTION A (COMPULSORY)**QUESTION 1**

- 1.1 N
- 1.2 D
- 1.3 F
- 1.4 K
- 1.5 C
- 1.6 M
- 1.7 G
- 1.8 A
- 1.9 H
- 1.10 B

(10 × 2) [20]

QUESTION 2

- 2.1 False
- 2.2 True
- 2.3 False
- 2.4 False
- 2.5 True
- 2.6 True
- 2.7 True
- 2.8 False
- 2.9 False
- 2.10 True

(10 × 2) [20]

TOTAL SECTION A: 40

SECTION B**QUESTION 3**

- 3.1
- A possibility of conflict arising from existing employees
 - High cost incurred in the advertising, interviewing and induction process
 - Initial decrease in productivity
 - The possibility of employing someone who does not fit into the culture of the organisation
- (4)
- 3.2
- Ensure that the job title is prominently displayed
 - Provide a factual, unambiguous synopsis of the job description based on the job specification
 - Ensure that the advertisement is visually stimulating and attracts attention
 - Provide information on the key characteristics of the job
 - Information on the qualifications and qualities required from the applicant
 - Information on special requirements, for example, overtime, shift work, and so on
 - An advertisement must include information on the remuneration, conditions of service and benefits
 - It must include a reference to the organisation's commitment to employment equity
 - An advertisement should always give the method of application, the name of a contact person and his/her contact details
 - It must also state the closing date for applications
 - Supply information about the organisation to increase the reader's interest in applying for the job
 - Communicate with applicants soon after their applications have been received
- (Any 9 × 1) (9)
- 3.3
- Only use trained and experienced interviewers who know the organisation well
 - Clearly define the objectives of the interviewer and state how these will be achieved
 - Be aware that an interview is only one of the tools available for staff selection
 - Ensure interviewers are well-prepared by reading all applications ahead of time and
 - By preparing the questions that will be asked
 - Ensure that all panel members have the interview questionnaire in good time
 - Ensure that interviewers establish a rapport with interviewees
 - Put the applicant at ease at the beginning of the interview and then start with general questions
 - Ensure that the applicant has a clear understanding of the requirements of the job, the conditions of employment, benefits, and so on.
 - Ensure that the applicant gives clear answers to specific questions

- Organise a tour around the premises
 - Ensure that the interview is private and that there are no interruptions
 - Indicate when the interview has reached its end
 - Allow the interviewee the opportunity to ask questions
 - Explain to applicants when and how they can expect to be notified about the outcome of the interview
 - Ensure that the necessary information checks are done without delay
 - Write an interview report as soon as possible (10 × 2) (20)
- 3.4
- Structured interview
 - Unstructured interview
 - Semi-structured interview
 - Panel interview
 - Selection boards (Any 3 × 1) (3)
- 3.5
- It is a programme which involves a variety of stimulation exercises that that provide a very close resemblance to real life organisational problems
 - It is costly and time consuming
 - It is an outstanding way of identifying leadership potential at supervisory, managerial and executive levels
 - It is also a process where candidates are assessed to determine their suitability for specific types of employment, especially management. (4 × 1) (4)
- [40]**

QUESTION 4

- 4.1
- Historical studies
 - Case studies
 - Role plays
 - Field studies
 - Simulations
 - Laboratory experiments
 - Aggregate quantitative reviews
 - Observation
 - Questionnaires
 - Surveys
 - SWOT analysis (Any 5 × 2) (10)
- 4.2
- 4.2.1 Staff selection
- Interviewing techniques
 - Personality testing
 - Measuring leadership potential
 - Determining the validity of tests
 - Selection methods and procedures
 - Selecting the right candidate (Any 3 × 2) (6)

- 4.2.2 Training and development
- Performance appraisals
 - Determining training needs
 - Determining the success of training
 - Career development programmes
 - Team-building
 - Management by objectives (Any 3 × 2) (6)
- 4.3 4.3.1
- It is an evaluation method which is often in performance appraisals
 - Employee development
 - When the supervisor and employee jointly decide on what the employee needs to accomplish
 - It aims to improve the performance of an organisation by clearly defining the agreed upon objectives of both management and employees (4 × 1) (4)
- 4.3.2
- Not too many goals can be set because employees will be confused
 - Emphasis on the individual and not how departmental goals are reached
 - Management might not be able to reward employees for the goals they have achieved
 - Short-term success is overstressed
 - Employees might understand that they need to do more regardless of the quality of their work
 - No quantifiable comparison because the content of each job differs from that of the next
 - Although many supervisors do not understand the strategy, they have to implement it
 - Difficulty in setting goals according to measurable terms
 - Goals are seldom adapted when a situation changes
 - MBO is a strict and rigid strategy
 - It does not allow for any deviation
 - It is difficult to translate enterprise goals into individual goals
 - Supervisory staff are burdened with too much paper work and record keeping
 - Conflict can arise which will reduce the possibility of reaching enterprise goals (Any 6 × 2) (12)
- 4.4
- It happens when the interviewer and applicant know each other
 - It happens when an applicant is appointed purely because he or she is an acquaintance of the interviewer and not because he or she is the best candidate
 - It is also a form of favouritism shown to relatives and friends
 - Unfair practice by a powerful person who appoints people (Any relevant answer 2 × 1) (2)
- [40]**

QUESTION 5

- 5.1 5.1.1 Criterion validity
It means that good results in the test predict good performance in the work situation
- 5.1.2 Content validity
It means that the test measures someone's performance in respect of the critical skills or behaviours required in the specific job for which the test is applied
- (2 × 2) (4)
- 5.2 • To measure an applicant's job skills
• To measure applicants' ability to learn on the job ✓
• To determine their ability, aptitude, interests and intelligence
• With medical tests specific health conditions are picked up easily
• To get a true picture of the candidate
• To negate all incorrect and biased information already acquired
- (Any 5 × 1) (5)
- 5.3 • Tests should be sensitive measuring instruments which discriminate well between individuals
• They should be standardised according to a representative sample of the population
• Job specification
• Tests should be well designed so that they don't discriminate against certain people
- (Any 3 × 2) (6)
- 5.4 5.4.1 • Make targeted employees part of a group responsible for complicated tasks
• Combine tasks so that the targeted employees perform all the tasks which make up a process
• Give targeted employees new and more difficult tasks
• Give targeted employees a task which they themselves must plan
• Involve employees in the analysis and change of physical aspects of the work environment
- 5.4.2 • Sophisticated technology makes it difficult to make work interesting
• It could be slow and expensive
• Jobs requiring low levels of skill are not easily enriched
• Some employees are not interested in enriching their jobs
• Employees fear that enriching a job could lead to job losses elsewhere
• Managers may be blind to the needs of employees
• Trade unions do not support the idea

- 5.4.3
- Increased motivation among affected employees
 - The provision of opportunities for achievement, recognition, responsibility, advancement and growth
 - Increased productivity
 - Lower absenteeism
 - Lower staff turnover
 - Improved quality of work
 - Increased job satisfaction
- (3 × 5) (15)
- 5.5
- 5.5.1
- It develops employees' ability to reach their full potential
 - It prepares them for promotional possibilities within the organisation
 - Employees have realistic job and career expectations that match their own needs
 - They set their own personal development objectives
 - Employees focus on appropriate training opportunities
 - They move up the corporate ladder
- 5.5.2
- Match the goals of the individual with those of the organisation
 - Ensure that career development is understood and accepted
 - Ensure that individual career development is feasible in terms of future environmental values
 - Ensure continuous support by the organisation
 - Provide challenging job assignments early in the employee's career
- (2 × 5) (10)
[40]

QUESTION6

- 6.1 Evaluation of the wrong elements✓
- An evaluator focuses on the personal characteristics of an individual rather than on his or her job performance✓
- Too much focus on recent behaviour and performance✓
- Good or unsatisfactory behaviour in the past might be forgotten when the focus is on recent behaviour✓
- Subjectivity✓
- When performance appraisals are not based on facts✓
- Halo effect✓
- An evaluator might concentrate on one prominent positive or negative characteristic of an employee to the point that he is blind to other aspects of the employee ✓

Position effect✓

- An evaluator may give a senior employee a good appraisal because of his or her senior position✓

Ego effect✓

- Evaluators' appraisals may be influenced by how an employee makes them feel✓

Similarity error✓

- When evaluators appraise employees who share their own views more favourably✓

Central tendency✓

- Evaluators do not use the entire evaluation scale✓

Forcing information to match non-performance criteria

- Formal evaluation is done after a decision about person's performance has been made (Any 8 × 2) (16)

6.2

- 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 evaluators only measure performance in their own area of expertise (5 × 2) (10)

6.3

- Employees
- Managers and supervisors
- The HR department (2 × 1) (2)

6.4

- Control the performance of employees against previously set performance standards
- Identify the extent to which employees are performing
- Motivate employees to achieve personal goals
- Identify performance problems
- To improve the performance of employees
- Ensure employees are rewarded fairly
- Develop employees
- Assist with human resource planning
- Provide legal defensibility for promotion, demotion and layoff decisions taken by management
- Strengthen communication between management and employees (Any 5 × 2) (10)

6.5 Screening

- The elimination of applications from people whose characteristics do not match the minimum requirements of the job
- May even involve holding preliminary interviews with a number of candidates who appear suitable from their applications

(Any relevant answer 2 × 1)

(2)

[40]**QUESTION 7**

7.1 7.1.1

- Ensure that there is a policy in place communicating management's commitment to health and safety
- Seek accreditation with bodies responsible for occupational safety
- Develop a safety awareness programme
- Ensure medical facilities on site to monitor the health of all employees
- Implement programmes to assist employees who suffer from alcoholism, drug addiction, etc.
- Implement safety awareness programmes in all areas of physical and mental health
- Reduce unsafe conditions
- Reduce unsafe acts through correct selection and placement
- Pay special attention to cleanliness and hygiene of all facilities
- Keep confidential and complete medical records
- Ensure that all legal requirements are met
- Make regular formal inspections
- Maintain ongoing training to keep the interest in safety and health alive
- Implement accident prevention competitions
- Put health and safety representatives in place (Any 10 × 2) (20)

7.1.2

- Assuring victims that advice and assistance will be given
- Allowing them reasonable time away from work
- Providing in-house counselling
- Supporting their right to full confidentiality
- Supporting them when they are able to return to their jobs
- Providing rehabilitation programmes
- Providing referrals to specialists
- Putting employee assistance programmes in place
- Establishing educational programmes
- Ensuring that repeated substance abuse is addressed in disciplinary code of the organisation
- Recognising that a substance abuser cannot take an addictive substance in moderation (Any 5 × 1) (5)

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- 7.2 7.2.1 Staff turnover
- Refers to how quickly staff move in and out of the organisation
 - It also refers to the number or percentage of employees who leave the organisation and are replaced by new ones
- (Any relevant answer 2 × 1) (2)
- 7.2.2 Unavoidable staff turnover
- It is the result of employees dying, going on pension, being retrenched, becoming seriously ill, etc.✓✓
- Avoidable staff turnover
- It is when employees leave because they have been offered more rewarding positions elsewhere✓
 - When employees are dismissed because they have become so negative that they engage in unacceptable behaviour✓ (2 × 2) (4)
- 7.2.3 • Increased social security
- Unemployment insurance payments
 - Payments in lieu of annual leave not taken
 - A loss of the investment in the employee
 - Severance pay
 - Administration costs
 - Recruitment and training costs associated with finding new employee
 - Under-utilised production facilities until a replacement is found
 - A loss of productivity
 - Potentially higher accident rates among new employees
 - Higher wastage rates among new employees
 - Line management has to find a replacement
 - Operational managers and colleagues have to show new employee what to do
- (Any 4 × 1) (4)
- 7.3 Job satisfaction
- It is the general attitude that an individual employee has about his/her job
 - This attitude can be positive or negative
 - It can also be described as the difference between the rewards employees receive and rewards they believe they should receive
 - It depends on the general quality of life of an employee
 - Satisfied employees are more productive, present and long-serving
- (Any relevant answer 5 × 1) (5)
- [40]**

TOTAL SECTION B: 160
GRAND TOTAL: 200