



**higher education
& training**

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE PERSONNEL MANAGEMENT N5

29 MAY 2019

This marking guideline consists of 10 pages.

SECTION A (COMPULSORY)**QUESTION 1**

- 1.1 False
- 1.2 True
- 1.3 False
- 1.4 False
- 1.5 False
- 1.6 True
- 1.7 False
- 1.8 True
- 1.9 False
- 1.10 False
- 1.11 False
- 1.12 True
- 1.13 False
- 1.14 True
- 1.15 True

(15 × 2) [30]

QUESTION 2

- 2.1 C
- 2.2 F
- 2.3 A
- 2.4 D
- 2.5 B

(5 × 2) (10)
[40]

TOTAL SECTION A: 40

SECTION B**QUESTION 3**

- 3.1
- It is the general attitude that an individual employee has about his or her job
 - This attitude can be positive or negative
 - It depends on the general quality of life of an employee
 - It differentiates between rewards that employees receive and the rewards they believe they should receive (4 × 2) (8)
- 3.2
- A high level of productivity in the workplace
 - Less expenditure in achieving the goals of the organisation
 - Reduced staff turnover
 - Reduced absenteeism
 - A positive organisational culture and climate
 - A healthy organisational image (Any 5 × 2) (10)
- 3.3
- The job has a high status
 - Good match between employee expectations and the job content
 - Mentally challenging, interesting and meaningful
 - Rewards match the level of effort
 - Safe and comfortable physical working conditions
 - Supportive colleagues
 - Having the job that fits the employees' personalities
 - Supervisors take an interest in the employees' needs
 - Providing job guidance and coaching
 - Opportunity for growth and development in the organisation (Any 8 × 2) (16)
- 3.4
- Money presented as a bonus
 - Increased importance in the form of a title
 - Certificates or medals presented at a special ceremony
 - A reward which the employee wanted personally (Any 3 × 2) (6)
- [40]**

QUESTION 4

- 4.1
- ❖ Reward management
 - Paying what the employee is worth
 - Adjusting for inflation
 - Gathering wage and salary information
 - Managing fringe benefits
 - Determining the cost-effectiveness of human resource services and benefits.

 - ❖ Separation
 - Monitoring human resource turnover
 - Providing counselling for retirement, retrenchment
 - Monitoring retirement benefits
 - Dealing with disciplinary matters

 - ❖ Staff selection
 - Interviewing techniques
 - Personality testing
 - Measuring leadership potential
 - Determining the validity of tests
 - Selection methods and procedures
 - Selecting the right candidate

 - ❖ Training and development
 - Performance appraisals
 - Determining training needs
 - Determining the success of training
 - Career development programmes
 - Team-building
 - Management by objectives

 - ❖ Maintaining sound employee relations
 - Developing and maintaining human resource policies
 - Introducing new work methods and procedures
 - Monitoring collective bargaining
 - Developing a participative approach to management
 - Setting standards for and monitoring the physical and mental health of employees
 - Monitoring the impact of developments in technology on employees
 - Determining the causes of industrial accidents
 - Providing counselling services
 - Improving communication
 - Assisting employees to adapt to change
- (Any 5 × 4) (20)

- 4.2
- Historical studies
 - Case study
 - Role-plays
 - Field studies
 - Simulations
 - Laboratory experiments
 - Aggregate quantitative review
 - Observation
 - Questionnaire
 - Surveys
 - SWOT analyses
- (Any 10 × 1) (10)
- 4.3 Basic or exploratory research
- It is concerned with the discovery of knowledge for its own sake
 - It is often the basis of theories
 - Human resource managers seldom become involved
 - Usually done at institutions such as the Human Sciences Research Council (HSRC)
- Operational or applied research
- Takes place when information obtained is used to solve a particular problem
 - Human resource manager uses information provided by the HSRC
- (5 × 2) (10)
[40]

QUESTION 5

- 5.1 5.1.1 It refers to how quickly staff move in and out of the organisation.
(2 × 2) (4)
- 5 5.1.2 Unavoidable staff turnover
- It is the result of employees passing away or retiring,
 - being retrenched, becoming seriously ill.
- Avoidable staff turnover
- It is when employees leave because they have been offered more rewarding positions elsewhere
 - Employees dismissed due to unacceptable behaviour
- (2 × 2) (4)

- 5.1.3
- 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 employees
 - Underused production facilities until replacement is found
 - A loss of productivity
 - Potentially higher accident rates among new employees
 - Higher wastage rates among new employees
 - Line management having found a replacement
 - Operational managers and colleagues having to show new employees what to do
- (Any 8 × 1) (8)

- 5.1.4
- Job dissatisfaction
 - Personal problems
 - Illness
 - Industrial accidents
 - Occupational diseases
 - Age and gender
 - Care for children
 - Transport problems
 - Repetitive and boring jobs
 - Problems in relationships at work
 - Substance abuse
- (Any 4 × 1) (4)

- 5.1.5
- Implement a formal absenteeism policy
 - Ensure effective administrative systems
 - Analyse absenteeism data
 - Ensure effective supervision
 - Ensure professional selection
 - Maintain effective orientation and induction programme
 - Maintain sound reward management
 - Employer-sponsored day care for children
 - Following up absenteeism with personal contact
 - Implementing flexitime
- (Any 4 × 2) (8)

- 5.2 Turnover:
- Refers to the movement into and out of an enterprise by a workforce.
 - Indicates the stability of the enterprise.

Termination of service:

- Refers to leaving the service of an employer
 - Can be initiated by an employee or an employer.
- (2 × 2) (4)

- 5.3
- High costs when hiring new employees
 - High costs when training new employees
 - Loss of production during the recruitment period
 - High accident rates with new employees
 - Loss of skill and experience
 - Production equipment not used to full capacity
 - Wastage is higher for new employees
 - Too many separations cause problems in meeting delivery dates
- (Any 8 × 1) (8)
[40]

QUESTION 6

- 6.1
- Maintaining an adequate supply of employees with necessary competencies
 - Matching individual competencies with organisational requirements
 - Creating a positive image of the organisation
 - Contributing to the profitability of the organisation and ensuring its continued existence
 - Ensuring that the organisation does not lose out on opportunities to recruit candidates of exceptional quality
- (5 × 2) (10)
- 6.2
- Government requirements and regulations
 - Affirmative action
 - Trade unions
 - Economic conditions
 - Technological changes
 - Pool of available labour outside the organisation
 - An organisation's recruitment policy with regard to internal or external appointments
 - Importance of organisational culture
 - Recruitment standards
- (Any 5 × 2) (10)
- 6.3
- 6.3.1
- To gather information about candidates in order to establish their suitability for the position
 - To compare candidates
 - To exchange information between candidates and potential employers
 - To project a positive image of the organisation, whether or not the applicant is successful
- (4 × 2) (8)

6.3.2 Stress interview

- Applicants subject to pressure and describe how they would react in a particular situation
- Applicants will be asked about their weaknesses and examples of where they made mistakes
- The aim is to find out about a candidate's values
- The purpose is to determine whether the candidate can control his/her behaviour under stress
- It is conducted with persons on a final shortlist for a senior managerial position

Semi-structured interview

- Only the most important questions are prepared
- Flexible approach
- The purpose is to gain insight into the applicant's personality
- It covers the candidate's life history in detail
- It is usually used in the final phase of the selection process

(5 × 2) (10)

- 6.4
- Structured interview
 - Unstructured interview

(2)
[40]**QUESTION 7**

7.1 7.1.1

- Ensure that a policy is in place
- Seek accreditation with bodies responsible for occupational safety
- Develop safety awareness programmes
- Ensure that medical facilities are on site to monitor the employees' health
- Implement programmes to assist employees who suffer from alcoholism, etc.
- 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
- Carry out regular formal inspections
- Acknowledge the contribution of employees to safe and healthy working conditions and a healthy life
- Maintain ongoing training to keep the interest in safety and health alive
- Record the accident-free days since the last incident
- Appoint health and safety representatives (Any 5 × 2) (10)

- 7.1.2
- 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.
 - The presence of hazardous or unauthorised materials.
 - Using the wrong tools, materials or supplies for the job.
 - The 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 work project.
 - Poor housekeeping or sanitation at the workplace.
 - Applying pressure to disregard safe procedures in the interest of greater output. (Any 10 × 1) (10)
- 7.2
- Assuring victims that advice and assistance will be given
 - Affording them reasonable time away from work in order to receive treatment
 - Providing in-house counselling
 - Supporting their right to full confidentiality
 - Supporting them being able to return to their job
 - Providing rehabilitation programmes
 - Providing referrals to specialists
 - Implementing employee assistance programmes (EAPs)
 - Establishing educational programmes
 - Ensuring that repeated substance abuse is addressed in accordance with the disciplinary code of the organisation
 - Recognising that a substance abuser cannot take an addictive substance in moderation. (Any 5 × 1) (5)
- 7.3
- Reduced efficiency in carrying out tasks
 - Increased conflict with colleagues in the workplace
 - Accidents as a result of substance abuse which are three times higher than the average
 - Increased damage to machinery and equipment
 - A very high rate of absenteeism
 - Increased labour turnover
 - Additional costs in terms of time and money of having to send employees for rehabilitation
 - Costs to the organisation for medical treatment (Any 5 × 1) (5)

- 7.4
- Better management – forces managers to think in terms of results.
 - Higher productivity – management can discover problems in time.
 - Enhanced communication between management and the worker.
 - Personal commitment – each employee needs to commit himself or herself to attaining personal goals.
 - Improved quality of life.
 - Effective control – work is broken down into measurable units.
 - Opportunity for creative thinking and personal involvement.
 - Promotes participation and cooperation between individual workers and different sections.
 - Efficiency is reached in tasks where the performance is monitored.
 - Coordination of the enterprise as a whole – everyone working towards reaching the ultimate goals of the enterprise. (Any 5 × 2) (10)
- [40]**

TOTAL SECTION B: 160
GRAND TOTAL: 200