



higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

**NATIONAL CERTIFICATE
JUNE EXAMINATION
PERSONNEL MANAGEMENT N5**

28 MAY 2013

This marking guideline consists of 11 pages.

SECTION A (COMPULSORY)**QUESTION 1**

- 1.1 L
- 1.2 G
- 1.3 S
- 1.4 O
- 1.5 K
- 1.6 T
- 1.7 D
- 1.8 I
- 1.9 N
- 1.10 C
- 1.11 R
- 1.12 H
- 1.13 A
- 1.14 F
- 1.15 Q

(15 × 2) (30)

QUESTION 2

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

(10 × 1) (10)

TOTAL SECTION A: 40

SECTION B

Answer any FOUR questions in this section.

QUESTION 3

- 3.1
- To maintain an adequate supply of employees to the organisation
 - To ensure employees have the necessary competencies to achieve the organisation's goals
 - Matching individual competencies with organisational requirements
 - Creating a positive image of the organisation in order to attract good potential employees
 - Contributing to the profitability of the organisation;
 - Ensuring that the organisation does not lose out on opportunities to recruit quality candidates
- (6 × 1) (6)
- 3.2
- Step 1: Analyse the organisation's human resource needs** at the three levels:
- Functional
 - Occupational
 - Skills
- Step 2: Assess the organisation** in terms of how attractive it is to potential employees
- Step 3: Analyse the vacancy**
- Step 4: Obtain management approval** for filling the vacancy in terms of:
- whether it is necessary
 - whether the organisation can afford it
- Step 5: Review the existing job descriptions and job specifications**
- Step 6: Choose recruitment media**, develop the advertisement
- Place the advertisement in the chosen media and set a closing date for responses
- Step 7: Evaluate applications** by comparing applicant experience and qualifications to the job requirements
- Step 8: Compile a list of candidates** for initial interviews
- Step 9: Prepare for the selection process** (15)

- 3.3
- The organisations recruitment policy with regard to internal or external appointments
 - Importance of organisational culture
 - Organisation's image and climate
 - Recruitment standards
 - Government requirements and regulations
 - Affirmative action
 - Trade unions
 - Economic conditions
 - Technological changes
 - Pool of available labour outside the organisation
- (10)
- 3.4
- Ensure that the job title is prominently displayed
 - Ensure that the advertisement is visually stimulating and attracts attention
 - Logo, organisation's mission must be clearly noticeable
 - Provide a factual job description based on the job specification
 - Provide information on the key characteristics of the job
 - Information on the qualifications and qualities required from the applicant
 - Information on any other special requirements, for example, overtime work, shift work, et cetera
 - Advertisement must include remuneration information together with information on service and benefits
 - Include reference to the organisation's commitment to employment equity
 - Describe the method of application, the name of a contact person and his/her contact details
 - Closing date for applications
 - Supply information about the organisation to increase the applicants' interest in applying for the job
 - Communicate with applicants soon after their applications have been received
- (Any 9 × 1) (9)
[40]

QUESTION 4

- 4.1 4.1.1 • 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 the applicant is successful or not (4 × 1) (4)
- 4.1.2 • Interviewer asks specific, direct, pre-planned questions; in specific order, based on the job specification
• Record the applicant's responses
• Person interviewed is not given the opportunity to elaborate on an answer
• Questions are close-ended and allow for specific answers
• Collect information in a uniform way and results are more valid (5 × 1) (5)
- Interview is loose or unstructured, broad and general
• Allow participants to give as much information as they want
• Questions will be open-ended and encourage the person being interviewed to elaborate
• Information obtained is not always very reliable
• Only experienced interviewers should conduct this kind of interview (5 × 1) (5)
- 4.1.3 • Semi-structured interview
• Panel interviews
• Stress interviews
• Selection boards (Any 3 × 1) (3)

PERSONNEL MANAGEMENT N5

- 4.2
- Employment
 - Transfers
 - Promotions
 - Demotions (4 × 1) (4)
- 4.3 4.3.1
- To make the first, strange days in an organisation easier, for the new employee and make him/her feel less anxious
 - To create a positive attitude about the organisation
 - Ensure a low staff turnover and less absenteeism
 - To ensure that employees become productive as soon as possible
 - To help create realistic expectations on the part of the new employees
 - To prevent accidents, wastage of materials and time and damage to machinery
 - To promote the culture of continuous training
 - To save the time of existing employees that the new employee is informed and request less help from them (Any 6 × 1) (6)
- 4.3.2
- Stage 1: Pre-arrival
 - Stage 2: Encounter
 - Stage 3: Metamorphosis
- 4.3.3
- The individual or department responsible for HR will be involved in helping the new employee to settle
 - The immediate manager or supervisor explaining tasks the procedures of the department and specific tasks
 - Fellow employees will assist the new employee as necessary
- 4.4 4.4.1
- Employees
 - Managers and supervisors
 - The HR department evaluation
- 4.4.2
- Performance evaluation conducted by the relevant department manager or the employee's immediate superior
 - Immediate superior usually knows the individual best
 - Be able to give an objective and true evaluation
 - Disadvantage is that personality clashes or friendships could make the evaluation subjective
 - It would be more fair to involve more senior members of management staff during evaluation
 - 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 4 × 1) (4)
- [40]**

QUESTION 5

- 5.1
- Mental requirements
 - Skills requirements
 - Physical requirements
 - Responsibilities
 - Working conditions
- (5 × 1) (5)
- 5.2
- Problem-solving
 - Consequences of errors of judgement
 - Work pressure
 - Knowledge
 - Influence of the job
 - Understanding
 - Educational qualifications required
 - Training or experience required
- (8 × 1) (8)
- 5.3
- 5.3.1
- Individuals are rewarded for their work, diligence and level of performance;
 - Rewarded with financial incentives
 - The employee's input and competencies influences the system
 - The output is the compensation or rewards
 - Motivate employees to direct their individual performance toward achieving the goal of the organisation
- (5 × 1) (5)

- 5.3.2
- Reward exceptional employees directly and effectively
 - Provide opportunities for employees to gain greater job satisfaction and satisfy their self-esteem needs
 - Enable an organisation to become more profitable by increasing the rate of productivity
 - Enable an organisation to retain trained and skilled employees
 - Foster team spirit
- (5 × 1) (5)

5.4 **Financial:**

- Remuneration or paying of salaries
- Granting of benefits and subsidies
- Determined by the employee's level in the organisation, their competencies
- Difficulty and responsibilities that the job requires
- Forms part of the employment contract and comprise the reward package

Non financial:

- Component of the package of working for a particular organisation which have no direct impact on the employee's reward
 - System of transfers and promotion
 - System of collective bargaining
 - Healthy and safe working environment
 - System of discipline
- (10 × 1) (10)

- 5.5
- 5.5.1
- Sharing organisation profits with employees
 - Profits not made, no payment
 - Organisations cannot guarantee a payment from month to month
- (3 × 1) (3)
- 5.5.2
- Provides employees with opportunity to become shareholders in the company
 - Give employees shares or they can buy shares
 - Opportunity to buy shares at low rates
 - Gives employees a financial stake in the success of the organisation
- (4 × 1) (4)
- [40]**

QUESTION 6

- | | | | | |
|-----|-------|---|---------|------|
| 6.1 | 6.1.1 | <ul style="list-style-type: none"> • General attitude that an individual employee has about his/her job • This attitude can be positive or negative • Described as the difference between the rewards the employees receive and the rewards they believe they should receive • Depends on the general quality of life of an employee • Satisfied and happy employees are productive, present and long-lasting employees | (5 × 1) | (5) |
| | 6.1.2 | <ul style="list-style-type: none"> • A high level of productivity in the work place • Less expenditure in achieving the organisation's goals • Reduced staff turnover • Reduced absenteeism; • A positive organisational culture and climate • A healthy organisational image | (6 × 2) | (12) |
| | 6.1.3 | <ul style="list-style-type: none"> • There is a good match between employee expectations and the content of the job • The work is mentally challenging, interesting and meaningful • The job has a high status • Rewards relates favourable with the level of effort that employees put into their jobs • Physical working conditions are safe and comfortable • There are supportive colleagues ensuring good mutual working relationships • Having a job that fits the personality of the employee • Supervisors take an interest in the needs of employees – providing guidance and coaching • Opportunities for growth and development in the organisation | (8 × 2) | (16) |

- | | | | | |
|-----|-------|---|---------|-------------|
| 6.2 | 6.2.1 | <ul style="list-style-type: none"> • All the successive jobs or positions that a person will hold in a lifetime • The training and preparation to qualify for such a job • Jobs will progress through levels of difficulty, responsibility and status • Lateral and horizontal movement are also part of a person's career • A career path will be formed by a series of separate but related experiences in the chosen occupation | (5 × 1) | (5) |
| | 6.2.2 | <ul style="list-style-type: none"> • Planning of the direction that a person's career will take • Inclusive of occupations, organisations and positions | (2 × 1) | (2) |
| | | | | [40] |

QUESTION 7

- | | | | |
|-----|--|---|-----|
| 7.1 | <ul style="list-style-type: none"> • How quickly staff move in and out of the organisation • Number of exits during a year | (2) | |
| 7.2 | 7.2.1 | <ul style="list-style-type: none"> • When employees leave because they have been offered more rewarding positions elsewhere; • Are dismissed because they became so negative that they engage in unacceptable behaviour | (4) |
| | 7.2.2 | <ul style="list-style-type: none"> • Something that happens to staff and management cannot do anything about it • Employees passing away • Going on pension • Being retrenched • Becoming seriously ill or injured | (4) |

- 7.3
- Increased social security and unemployment insurance payments
 - Payments in lieu of annual leave not taken
 - A loss after investment in the employee
 - Severance pay
 - Under-utilised production facilities until a replacement is found
 - Recruitment and training cost associated with finding a new employee
 - Administrative costs
 - A loss of productivity until a new employee reaches the performance level of the one who left
 - Potentially higher accident rates amongst new employees
 - Higher wastage rates among new employees
 - Line management having to find a replacement or reschedule work
 - Operational managers and colleagues having to show new employees what to do
- (Any 10 × 2) (20)

- 7.4 **Benefits of labour turnover for the organisation**
- It is an opportunity to let unsatisfied and under-performing employees go
 - It provides an entry point for more skilled and motivated people
 - It is an opportunity for 'new blood' and fresh ideas to come into the organisation
 - It is an opportunity for change and restructuring
 - It is an opportunity to save staff costs by deploying junior personnel to a post previously occupied by a more highly paid person
 - It may create opportunities for promotion
- (Any 5 × 2) (10)
[40]

TOTAL SECTION B: 160
GRAND TOTAL: 200