



# higher education & training

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

## **MARKING GUIDELINE**

**NATIONAL CERTIFICATE  
NOVEMBER EXAMINATION  
PERSONNEL MANAGEMENT N5**

**14 NOVEMBER 2013**

**This marking guideline consists of 11 pages.**

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

- |     |        |   |          |      |
|-----|--------|---|----------|------|
| 1.1 | 1.1.1  | <ul style="list-style-type: none"> <li>• Acquisition of specific work-related skills</li> <li>• In order to support organisational outputs</li> <li>• Improve knowledge, skills and attitudes of employees</li> </ul>   |          |      |
|     | 1.1.2  | <ul style="list-style-type: none"> <li>• Usually takes place in a classroom situation</li> <li>• Takes place as part of a group</li> <li>• Conducted on the premises of the organisation or off-site</li> </ul>   |          |      |
|     | 1.1.3  | <ul style="list-style-type: none"> <li>• Absence without leave</li> <li>• Employee fails to report for work</li> <li>• Being late for work, leaving early or not being at work the entire day is also absenteeism</li> </ul>  |          |      |
|     | 1.1.4  | <ul style="list-style-type: none"> <li>• Amount of money paid to an employee over and above their agreed upon remuneration;</li> <li>• Bonus not a negotiable item in an employment contract;</li> <li>• Always fixed;</li> <li>• Based on productivity of the organisation or on the profit the organisation has made in a certain period of time</li> </ul> |          |      |
|     | 1.1.5  | <ul style="list-style-type: none"> <li>• Process of receiving and welcoming employees when they first join the organisation</li> <li>• Give them the basic information; explain the values and expected attitudes of the organisation</li> <li>• Help employees to settle down and commence/start with their work</li> </ul>                                  | (5 x 3)  | (15) |
| 1.2 | 1.2.1  | False   |          |      |
|     | 1.2.2  | True  |          |      |
|     | 1.2.3  | False   |          |      |
|     | 1.2.4  | False   |          |      |
|     | 1.2.5  | False   |          |      |
|     | 1.2.6  | True  |          |      |
|     | 1.2.7  | False   |          |      |
|     | 1.2.8  | True  |          |      |
|     | 1.2.9  | False   |          |      |
|     | 1.2.10 | True  | (10 x 2) | (20) |

**QUESTION 2**

|     |       |   |
|-----|-------|---|
| 2.1 | 2.1.1 | D |
|     | 2.1.2 | G |
|     | 2.1.3 | E |
|     | 2.1.4 | B |
|     | 2.1.5 | A |

(5 x 1) (5)

**TOTAL SECTION A: 40****SECTION B**

Answer any FOUR questions from this section

**QUESTION 3**

3.1

**STAFF SELECTION**

- Interview techniques
- Personality testing
- Measuring leadership potential
- Determining the validity of tests
- Selection methods and procedures
- Selecting the right candidate

**TRAINING AND DEVELOPMENT**

- Performance appraisal
- Determining training needs
- Determining the success of training
- Career development programmes
- Team building
- Management by objectives

**REWARD MANAGEMENT**

- 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

**MAINTAINING GOOD 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 development in technology on employees
- Determining the causes of industrial accidents
- Providing counselling services
- Improving communication
- Assisting employees to adapt to change

**SEPARATION**

- Monitoring human resource turnover
- Provide counselling for retirement, retrenchment
- Monitoring retirement benefits
- Dealing with disciplinary matters

(ONE mark for each main area and THREE marks for any three sub-areas)

(5 x 4) (20)

3.2

- Historical studies;
- Case studies;
- Simulations;
- Role-plays;
- Field study/survey;
- Observation;
- Laboratory experiments;
- Aggregate quantitative reviews
- Basic or exploratory research;
- Operational or applied research
- SWOT analysis

(Any 10 x 1) (10)

3.3

- 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

(5 x 2) (10)  
[40]

**QUESTION 4**

- 4.1      4.1.1      • Cost saving – the process of recruitment, selection, induction and training are 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  
• Improve employee morale – workers see that the organisation rewards 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 are enhanced  

(Any 6 x1)      (6)
- 4.1.2      • Electronic bulletin boards  
• Notice boards  
• Word-by-mouth  
• Direct communication with employees who have previously indicated interest in transfer or promotion  
• Newsletters or e-mails  

(5 x 1)      (5)
- 4.1.3      • Private employment agencies  
• Public employment agencies  
• Public service commission  
• Executive search consultants  
• Head hunters  
• Walk-ins  
• Referrals  
• Professional associations  
• Campus recruitment  
• Temporary employees  
• Advertisements  
• Trade unions  
• Internet (Gumtree)  

(Any 9 x 1)      (9)

## PERSONNEL MANAGEMENT N5

- 4.2 4.2.1
- Process whereby the organisation identifies the candidate
  - Whose competencies are the best match for the job in question
- (2 x 1) (2)
- 4.2.2
- Validity and reliability of testing
- validity means that a test measures what it is supposed to measure
- Type of validity:
- 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
- Reliability means that a test will provide the same result every time it is performed
- (6 x 1) (6)
- 4.2.3
- Structural interview
  - Semi-structural interview
  - Unstructured interview
  - Panel interview
  - Selection boards
  - Stress interview
- (Any 5 x 1) (5)
- 4.2.4
- 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 interview
  - Preparing questions that will be asked
  - Ensure all interviewers establish a rapport with interviewee
  - 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 is 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 interview report as soon as possible (Any 7 x 1) (7)
- [40]**

**QUESTION 5**

- 5.1
- Assess whether the prospective employee meets the medical requirements for the job
  - Ensure that the prospective employee is physically capable of performing the job in question
  - Establish a health record of employees
  - Protect organisation against unfair workers' compensation claims in future
  - Cost for medical examination must be carried by the organisation
- (5 x 1) (5)
- 5.2
- Identification and elimination of barriers with an adverse impact on designated groups
  - Measures which promote diversity
  - Making reasonable accommodation for people from designated groups
  - Retention, development and training of designated groups
  - Preferential treatment and numerical goals to ensure equitable representation
- (5 x 2) (10)
- 5.3
- To satisfy the need of a new employee in a working environment plan to do induction individually if possible
  - Appoint a mentor for the new employee
  - Mentor must assist the new employee with any queries
  - Mentor must be available to answer queries throughout the working day
  - Introduce new employees to their work colleagues gradually
  - Do not expect a new employee to be productive right from the start
  - Allow new employees to find their feet
  - Allow new employees time to get to know the process and procedures
  - Only if new employees know the work environment they can be held responsible
  - Induction must always be systematic and gradual
  - Induction to the organisation
  - Induction to specific department
  - Then the personal task of the new employee
  - Follow-up must take place
  - Further information may be given to the new employee
- (15 x 1) (15)

- 5.4 Step1: Setting performance objectives and standards
- Management and supervisors set annual performance objectives and standards together with individual subordinates
- Step 2: Day-to-day performance coaching
- Management and supervisors give regular feedback to employees on their work performance
- Step 3: Formal performance review and appraisal
- Managers and supervisors review and evaluate the performance of each individual compared to the performance standards set and then conduct formal performance interviews
- Step 4: Annual performance appraisal
- Each employee receives a final performance appraisal rating for the year
- Step 5: Forward appraisal ratings to the HR department
- Complete performance appraisal documents and forward the documents to the HR department
- (5 x 2) (10)  
**[40]**

**QUESTION 6**

- 6.1
- Impact on employee's 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 10 x 1) (10)
- 6.2
- It is specific and not general
  - Timing of when have to be appropriate
  - It focuses on the behaviour rather than the person
  - It takes the needs of the person being evaluated into account
  - It is aimed at behaviour which can be changed
  - It is more effective when requested
  - It involves sharing information not giving advice
  - It is clearly communicated
- (Any 5 x 1) (5)



## PERSONNEL MANAGEMENT N5

- 6.3      6.3.1      • Pension schemes  
 • Personal security benefits  
 • Personal needs  
 • Financial assistance  
 • Company car and petrol  
 • Improvement to standard of living benefits  
(6 x 1)      (6)
- 6.3.2      • They motivate employees and increase their commitment to the organisation  
 • They provide for the actual or perceived personal needs of employees  
 • They demonstrate that the organisation cares for the needs of the employees  
 • They provide a more tax-efficient method of remuneration by enabling employees to benefit from affordable tax deductible expenses  
(4 x 1)      (4)
- 6.3.3      • Pension  
 • Medical aid  
 • Accident insurance  
 • Paid holidays  
 • Child care  
 • Retirement counselling  
 • Health and recreational facilities  
 • Loans from company  
 • Housing subsidy  
 • Relocation assistance  
 • Discount and fees for membership of professional bodies  
 • Company car  
 • Petrol allowance  
 • Transport allowance  
 • Subsidised meals  
 • Clothing allowance  
(Any 8 x 1)      (8)
- 6.4      • The nature of the organisation – management style – attitude towards the introduction of benefits  
 • Labour market condition – competing with another organisation to attract and retain skills  
 • Annual changes to the income tax regime  
 • The extent to which benefits satisfy individual needs  
 • How hierarchical an organisation is – flatter structure means less difference between salaries and benefits  
 • Labour union participation in the determination of benefits for various levels of employees  
 • Financial position of the organisation  
(7 x 1)      (7)
- [40]**

**QUESTION 7**

- 7.1 7.1.1
- Make targeted employees part of a group
  - Combining tasks so that the targeted employees perform all the tasks
  - Giving targeted employees more and difficult tasks
  - Giving targeted employees a task which they themselves must plan
  - Involving employees in the analysis and change of physical aspects of the work environment
- (5 x 1) (5)
- 7.1.2
- Employee wants job enrichment
  - Employee be able to use different skills and have the opportunity to develop
  - Have the necessary skills, responsibility and experience
  - Feel good about the task, doing more important work
  - Be able to recognise that all the tasks eventually form a cohesive (complete) job
  - See how he will benefit
  - Be consulted before implementation so that they can offer suggestions
  - Be able to do the job in whichever way he or she sees fit; and
  - Also be open to constructive feedback
- (Any 6 x 1) (6)
- 7.1.3
- Increased motivation amongst affected employees
  - The provision for opportunities for achievement, recognition, responsibility, advancement and growth
  - Increased productivity
  - Lower absenteeism
  - Lower staff turnover
  - Improved quality of work
  - Increased job satisfaction
- (Any 6 x 1) (6)
- 7.2 7.2.1
- Organisations still have to pay salaries and wages to those who are absent
  - Overtime pay may be necessary for those who do the work of absent employees
  - Production facilities may be under-utilised
  - The quality of products and services may drop
  - There may be cost associated with contracts and tasks not completed on time
  - Important decisions may have to be delayed, because of important role-players being absent
- (6 x 1) (6)

- 7.2.2
- Implement a formal absenteeism policy
  - Ensure effective administrative systems
  - Analyse absenteeism data
  - Ensure effective supervision
  - Ensure professional selection
  - Maintain effective orientation and induction programmes
  - Maintain sound reward management
  - Employer sponsored day-care for children
  - Following up absenteeism with personal contact
  - Implementing flexi-time
- (10 x 1)      (10)

- 7.3
- Develop their ability
  - Reach full potential in the work place
  - Be prepared for promotional possibilities within the organisation
  - Understand what realistic job and career opportunities are available
  - Decide on personal development objectives
  - Focus on appropriate training opportunities
  - Move up the corporate ladder
- (7 x 1)      (7)  
[40]

**TOTAL SECTION B:      160**

**GRAND TOTAL:      200**