



**higher education
& training**

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

NOVEMBER EXAMINATION

PERSONNEL MANAGEMENT N5

17 NOVEMBER 2016

This marking guideline consists of 12 pages.

SECTION A**QUESTION 1**

- 1.1
- A timely and cost-effective search for;
 - identification of;
 - suitable candidates from within or outside an organisation to fill a job vacancy;
 - identifying, attracting and appointing suitable candidates;
 - from the available pool of labour locally or countrywide. (4 × 1) (4)
- 1.2
- People who send in applications or walk into an organisation's offices;
 - to enquire about possible positions without any advertisement being posted.
 - Walk-ins can be time-consuming.
 - Walk-ins might be a good way of recruiting temporary and less skilled staff.
 - Organisations that include walk-ins in its recruitment policy must plan to have members of staff ready to do interviews on short notice. (4 × 1) (4)
- 1.3
- It is normally conducted by a group of three to five interviewers.
 - Each interviewer is included on the panel because they have specialised knowledge about an element of the job for which the candidate is being interviewed.
 - Panel members meet beforehand to prepare what questions they will be asking.
 - One person leads the panel.
 - Panel members need to ask questions in their area of expertise to ensure the process is effective.
 - The panel decides who is the best candidate – objective decision. (5 × 1) (5)
- 1.4
- The process of receiving and welcoming employees when they first join an organisation.
 - Give them the basic information and explain the values and expected attitudes of the organisation so that they can settle down.
 - Employees are introduced to the organisation and its practices as a whole.
 - Introduce them to their tasks, superiors, work group and colleagues.
 - The induction programme differs from organisation to organisation. (4 × 1) (4)

PERSONNEL MANAGEMENT N5

- 1.5
- It is a formal approach taken by an organisation.
 - Ensure that employees with proper qualifications and experience are available when they are needed.
 - It starts with the job itself.
 - Employees face different challenges and different tasks which they have to master.
 - Each task demands a different skill and development takes place when the employee learns the new skill.
 - Employees will proceed from one task to another and from one job to another. (5 × 1) (5)
- 1.6
- When retrenchment takes place it must be carried out according to labour legislation.
 - Affected employees must be notified ahead of time and they must also be interviewed and counselled.
 - Management can apply the last-in first-out principle.
 - Severance packages must be negotiated. (3 × 1) (3)
- 1.7
- It is the elimination of applicants;
 - whose characteristics do not match the minimum requirements of the job.
 - Preliminary interviews may be held with candidates who appear suitable from their written applications. (2 × 1) (2)
- 1.8
- The test will provide the same result if the same test is used on the same person;
 - under the same conditions. (2 × 1) (2)
- 1.9
- An organisation is compelled to employ persons from previously disadvantaged groups;
 - ensure that all processes and procedures adhere to proportional representations of all persons.
 - Preference must be given to persons from designated groups during interviewing and selection.
 - Persons selected must adhere to the minimum requirements.
 - in terms of qualifications, experience and potential. (4 × 1) (4)
- 1.10
- Involves the direct comparison of job tasks
 - Each task is to be evaluated according to the five bench marks
 - Points allocated according to importance and a monetary value is then allocated to each point
 - Mental requirement
 - Skills requirement
 - Physical requirement
 - Responsibility
 - Working conditions (7 × 1) (7)
- [40]**

TOTAL SECTION A: 40

SECTION B**QUESTION 2**

- 2.1
- Unavailability of material
 - Tender problems and court cases
 - Unhappy staff
- (3 × 1) (3)
- 2.2
- Exceeded project budget
 - Bad quality structural problems
 - Serious allegations of mismanagement of funds
- (3 × 1) (3)
- 2.3 Definition
- It is difficult and frustrating because humans are not predictable;
 - and not stable in their behaviour.
 - The personnel manager uses information obtained by means of research to solve problems.
 - He/she assists to manage people/staff effectively.
 - Use the information to channel the behaviour of employees to become more effective.
 - Use the information to determine cause and effect relationships.
- (4 × 1) (4)
- Personnel research areas
- Staff selection
 - Training and development
 - Reward management
 - Maintaining good employee relations
 - Separation
- (5 × 1) (5)
- 2.4 2.4.1
- Embark on performance appraisal with accuracy, fairness, sensitivity and empathy.
 - Undertake the appraisal in line with business cycles or at the end of a specific project.
 - Always evaluate performance against standards.
 - Ensure the evaluation is relevant to the person's job and cover as much of the job as possible.
 - Make provision for the employee to participate in the appraisal process.
 - Train evaluators in how to use the system and to provide positive feedback.
 - Concentrate on quality.
 - Be transparent through the process.
 - Support appraisal with feedback and do follow-up as necessary.
 - Ensure appraisal is reliable and consistent.
 - Show management support for the system by ensuring that managers are the first to be evaluated.
- (Any 6 × 1) (6)

PERSONNEL MANAGEMENT N5

- 2.4.2 Step 1: Setting performance objectives and standards
Step 2: Day-to-day performance coaching
Step 3: Formal performance review and appraisal
Step 4: Annual performance appraisal
Step 5: Forward appraisal ratings to the HR department (5 × 1) (5)
- 2.4.3 • To control the performance of employees against previously set performance standards
• To identify the extent to which employees are performing effectively
• To identify performance problems and to improve the performance of employees
• To motivate employees to achieve personal goals and goals of the organisation
• To ensure employees are rewarded fairly
• To develop employees
• To assist with human resource planning
• To provide legal defensibility for promotion, demotion and layoff decisions taken by management
• To strengthen communication between management and employees (Any 6 × 1) (6)
- 2.5 • It refers to determination of a job's relative worth in terms of remuneration.
• Jobs on all levels of the organisation are compared and a relative value is coupled to a job.
• Minimum knowledge and skills requirements as well as responsibilities of each job are identified and ranked.
• A salary grade and scale is allocated to the job.
• It is the first step in reward management. (4 × 2) (8)
- [40]**

QUESTION 3

- 3.1
- It is the general attitude that an individual employee has about his or her job.
 - The attitude can be positive or negative.
 - It is the difference between the rewards that employees receive and the rewards they should receive.
 - Job satisfaction also depends on the general quality of life of an employee.
 - Satisfied and happy employees are more often than not productive, present and long-lasting employees. (4 × 1) (4)
- 3.2
- 3.2.1
- Employees show potential to take responsibility.
 - More difficult tasks require creativity.
 - Decision-making is purposefully added to the employee's work load;
 - on vertical level;
 - enables employees to have more authority;
 - become more independent;
 - have a greater level of accountability;
 - have more control over their own jobs;
 - and experience their jobs as more rewarding and challenging. (6 × 1) (6)
- 3.2.2
- Want job enrichment
 - Be able to use different skills and have the opportunity to develop
 - Have the necessary skills, knowledge and experience to be able to do the additional tasks
 - Feel good about the tasks in the sense that he or she is doing more important work than before
 - Be able to recognise that all the tasks eventually form a cohesive, complete job
 - See how he or she 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 (8 × 2) (16)

- 3.3
- Illness
 - Industrial accidents
 - Occupational diseases
 - Job dissatisfaction
 - Substance abuse
 - Repetitive and boring jobs
 - Problems with relationships at work
 - Personal problems
 - Transport problems
 - Age and gender
 - Political unrest or strikes
 - Attending a funeral (more than days allowed for family responsibility leave)
- (Any 10 × 1) (10)
- 3.4
- 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 underutilised.
 - The quality of products and services may drop.
 - There may be costs associated with contracts and tasks not completed on time.
 - Important decisions may have to be delayed, because of important role-players being absent.
- (Any 4 × 1) (4)
- [40]**

QUESTION 4

- 4.1
- 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
 - The lack of safety training for a specific task
 - Inadequate or improper instructions
 - The 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 10 × 1) (10)

- 4.2
- Keep up with the skills needed by developing technology.
 - Meet their internal needs when they downsize, restructure or re-engineer due to mechanisation and computerisation.
 - Continuously update employee skills and knowledge.
 - Prepare employees for promotion.
 - Recruit and retain talented and competent employees.
 - Effectively meet affirmative-action targets that are part of their equity plan.
 - Create a motivated corps of employees which is likely to result in.
 - Reduced absenteeism
 - Lower staff turnover
 - Improved morale among employees
 - Less wastage
 - Improved performance
- (10 × 2) (20)
- 4.3
- It is an opportunity to let unsatisfied and underperforming 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 provides an entry point for job candidates with more skills and higher motivation.
 - It is an opportunity for changes 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.
- (5 × 2) (10)
[40]

QUESTION 5

- 5.1 Nepotism
- The interviewer and the applicant know each other.
 - The applicant is chosen instead of a more worthy candidate.
- (2 × 2) (4)
- Bribery
- A job is offered to someone who is not the best person for the job.
- (2)
- 5.2
- It is a 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 – the person might not want to reveal negative aspects about the employee.
 - It provides valuable information if conducted professionally.
 - Checks are usually run on academic qualifications – contacting the relevant educational institutions.
- (Any 6 × 1) (6)

PERSONNEL MANAGEMENT N5

- 5.3 5.3.1
- To measure the applicant's job skills and the ability to learn on the job
 - To determine ability, aptitude, interests and intelligence and where a specific health condition will exclude a person in a medical test
 - To get a true picture of the candidate and to negate (eliminate) all incorrect and biased information already acquired (3 × 2) (6)
- 5.3.2
- A valid test means that a test must measure what it is supposed to measure. (2)
- Types of validity
- a) Criterion validity
- It means that a good performance in the test will predict good performance in the work situation. (1 + 2) (3)
- b) Content validity
- It means that the test is able to measure performance in respect of the critical skills or behaviour required in the specific job for which the test is being applied. (1 + 2) (3)
- 5.3.3
- Here tasks are carried out in simulated or real situations.
 - Objective information is provided as to whether the applicant is able or competent to perform a specific task.
 - This type of test is only used where behaviour can be observed.
 - A computer operator or a fitter and turner could undergo this test. (4 × 1) (4)
- 5.4
- It assesses whether the prospective employee meets the medical requirements for the job.
 - It ensures that the prospective employee is physically capable of performing the job in question.
 - It establishes a health record of employees.
 - It protects an organisation against unfair workers' compensation claims in future.
 - Medical testing is permissible only when legislation requires testing or when the test is justifiable.
 - Cost for a medical examination must be carried by the organisation. (5 × 2) (10)
- [40]**

QUESTION 6

- 6.1
- The interviewer asks specific, direct, pre-planned questions in a specific order;
 - based on the job specification;
 - and records the applicant's responses.
 - The 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.
 - Collect information in a uniform way.
 - All interviewees are treated the same;
 - and results are more valid. (9 × 1) (9)
- 6.2
- 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 10 × 1) (10)

- 6.3 6.3.1 • To make the first, strange days in an organisation easier; will make an employee feel less anxious
- To create a positive attitude about the organisation
 - To create 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 for the future
 - To save the time of existing employees that the new employee is informed and request less help from them (Any 6 × 2) (12)
- 6.3.2 a) Pre-arrival phase
- It starts when an employee accepts the offer of employment.
 - The letter of appointment and employment contract and first telephonic contact between employee and organisation take place.
 - Appoint a mentor to meet and guide the new employee once arrived.
 - Prepare office space for the new employee.
- b) Encounter phase
- It is the general overview that the employee gets from the HR department and direct superior designated mentor.
 - It comprises information about the organisation's history, functions, structure and functioning.
 - It comprises information on working conditions and the employment contract.
 - The employee is familiarised with the physical layout of the building.
 - Give the employee an induction manual or guide.
 - This state aims to ensure that employees become positively orientated towards the organisation and to manage their expectations and ends with introduction to the person's immediate manager.

c) Metamorphosis phase

- The new employee begins to sort out any problems that he or she has encountered in the new working environment.
- At the end of this stage the employee will begin to fit in with the culture of the organisation and to feel at home in his or her job.
- He or she is accepted and trusted by other employees.
- He or she will receive training and accept the norms and systems of the organisation.

(3 × 3) (9)
[40]

TOTAL SECTION B: 160
GRAND TOTAL: 200