



**higher education
& training**

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE PERSONNEL MANAGEMENT N5

15 NOVEMBER 2018

This marking guideline consists of 5 pages.

SECTION A (COMPULSORY)**QUESTION 1**

- 1.1 True,✓ The intention of job enrichment is to enable employees to have more authority, become more independent and to have accountability.✓
- 1.2 False,✓ It is the result of employees dying, going on pension, being retrenched, becoming seriously ill, but when employees leave because they have been offered more rewarding positions elsewhere is avoidable turnover.✓
- 1.3 False,✓ Career management is the all-encompassing process whereby an individual is developed to make an economic contribution to the economy of the country.✓
- 1.4 True,✓ Job enrichment increases motivation, provide opportunities for achievement, reduces staff turnover and improve quality of work.✓

MARKER: Student could add above mentioned benefits to prove truth of statement OR repeat the statement to obtain the mark.

- 1.5 True,✓ To ignore danger, shows a reckless attitude. This type of personality will ignore legitimate rules and regulations.✓
- 1.6 True,✓ A survey is the most common form of field study and should always be conducted in such a way that all data obtained is accurate, valid and reliable.✓
- 1.7 False,✓ Objectives of placement: enable organisation to achieve goals; satisfy needs and potential of each employee; take care of fears and doubts of employee; ensures that person starts off on the right foot; positive effect on productivity; ensures that employee's job expectations are met realistically.✓

(Any ONE of the objectives could be mentioned to obtain the mark)

OR

Prevention of accidents and/or wastage of material is an objective of induction.

- 1.8 True,✓ A designated employer must prepare and implement a plan to achieve employment equity. (STUDENT COULD MENTION REQUIREMENTS SUCH AS: include affirmative action measures; have numerical goals for achieving equitable representation; have internal monitoring and evaluation procedures).✓
- 1.9 True,✓ Employees, managers and supervisors and the HR Department have roles and responsibilities in performance appraisal.✓
- 1.10 True,✓ Induction involves giving new workers the basic information, explains the values and expected attitudes of the organisation.✓

(10 × 2) **[20]**

QUESTION 2

- 2.1
- Elimination of applicants
 - Those whose characteristics do not match the minimum requirements of the job
 - Involve holding preliminary interviews with candidates who appear suitable from their written applications.
- 2.2
- Absence without leave
 - Occurs when employees fail to report for work for no reason.
- 2.3
- An evaluation method
 - It is often used in the process of performance appraisal and employee development
 - Where supervisor and employee jointly decide on what employee needs to accomplish
- 2.4
- 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
- 2.5
- When employers visit the campuses of FET colleges, universities and technical universities
 - To interview possible candidates in their final year of study
- 2.6
- An amount of money paid to employee over and above their agreed-upon remuneration
 - It is usually not a negotiable item in an employment contract
- 2.7
- It is structured to meet the needs of an individual employee in order to fit their experience, knowledge and skills.
 - Trainees learn by doing, continuously and they learn over a long period.
 - Trainees are influenced by their immediate supervisors.
 - Training takes place within the work environment.
 - It is directly related to the job for which the employee has been employed.
- 2.8
- The interviewer asks specific, direct, pre-planned questions in a specific order.
 - Based on job specification.
 - Records applicant's responses.
 - Questions are closed.
- 2.9
- It is the management of a system where individuals are rewarded for their work and diligence
 - Level of performance within an organisation with financial incentives

- 2.10
- The process of receiving and welcoming employees when they first join the organisation.
 - Employees are introduced to the organisation and its practices as a whole
 - It involves giving them basic information of the organisation.
- (Any 10 × 2) **[20]**

TOTAL SECTION A: 40

SECTION B

QUESTION 3

- 3.1 3.1.1 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.
- 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
- (4 + 4 × 4) (20)

- 3.1.2
- Historical studies
 - Case study
 - Role plays
 - Fields study
 - Simulations
 - Laboratory experiments
 - Aggregate quantitative review
 - Observation
 - Questionnaire
 - Surveys
 - SWOT analysis
- (Any 5 × 1) (5)
- 3.2
- 3.2.1
- It brings 'new blood' in the form of ✓ ideas ✓
 - Competencies ✓
 - Potential in ensuring that the organisation does not lose out on opportunities ✓
 - To recruit good – quality candidates ✓
- (5)
- 3.2.2
- A possibility of conflict arising from existing employees.
 - High costs incurred in the advertising.
 - Interviewing and induction processes.
 - Initial low productivity while the new employee finds his or her feet in the organisation.
 - Employing a person who does not fit into the culture of the organisation.
- (5 × 2) (10)
[40]

QUESTION 4

- 4.1
- An organisation's recruitment policy guides the recruitment of potential employees.
 - It must adhere to all current legislation in South Africa.
 - The technology in an organisation, its production process, its unique products and services.
 - The way an organisation functions is another important determinant of its recruitment policy.
 - The policy must spell out exactly who is responsible for recruitment. (5 × 2) (10)
- 4.2
- Maintaining an adequate supply of employees with the necessary competencies to achieve organisational 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 its continued existence.
 - Ensuring that the organisation does not lose out on opportunities to recruit quality candidates. (Any 5 × 1) (5)

- 4.3
- Private employment agencies
 - The Public Service Commission
 - Executive search consultants
 - Head hunters
 - Walk-ins
 - Referrals
 - Professional associations
 - Campus recruitment
 - Temporary employees
- (Any 5 × 1) (5)
- 4.4
- 4.4.1
- Structured interview
 - Unstructured interview
 - Semi-structured interview
 - Panel interview
 - Selection board
 - Stress interview
 - Exit interview
- (Any 5 × 1) (5)
- 4.4.2
- Only use trained and experienced interviewers who know about the organisation
 - Clearly define the objectives of the interviewer and 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
 - By preparing the questions that will be asked
 - Ensure that all panel members have the interview questionnaire in good time
 - Ensure interviewers establish 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, conditions of employment, benefits, etc.
 - Ensure the applicant gives clear answers to specific questions
 - Organise 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 interviewee the opportunity to ask any questions outstanding
 - Explain to applicants when and how they can expect to be notified about the outcome
 - Ensure that any necessary information checks are done without delay
 - Write an interview report as soon as possible
- (Any 5 × 2) (10)

- 4.5
- Experimental placing
 - Labour pool placing
 - Interim placement
 - Internal labour market strategy
 - External labour market strategy
- (Any 5 × 1) (5)
[40]

QUESTION 5

- 5.1 5.1.1 Stage 1: Pre-arrival✓
- Starts when the employee accepts the offer of employment.✓
 - The letter of appointment, the employment contract and the first telephonic contact between the employee and the organisation must be positive and conducive to the employee having a good perception of the organisation.✓
 - Appoint a mentor to meet and guide the new employee once arrived.
 - Prepare office space for the new employee.
- Stage 2: Encounter✓
- It includes the general overview that the employee gets from the HR department and direct superior designated mentor.✓
 - Includes information about the organisation's history functions, structure and functioning.✓
 - Includes information about the working conditions, employment contract and all its implications.
 - The employee will be familiarised with physical layout of the building.
 - It aims to ensure that employees become positively orientated towards the organisation.
 - Give the employee an induction manual or guide.
- Stage 3: Metamorphosis✓
- The new employee begins to sort out any problems that he/she encountered.✓
 - At the end of this stage, it is expected that the employee will begin to fit in with the culture of the organisation and the employee is feeling at home.✓
 - He or she is accepted and trusted by other employees.
 - He or she will receive training and accepted the norms and systems of the organisation.
- (Any 3 × 3) (9)

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- 5.1.2
- Satisfy the needs of a new employee in a working environment.
 - Plan to do induction individually if possible.
 - Appoint a mentor for the new employee.
 - Introduce new employees to their work colleague's gradually.
 - Do not expect a new employee to be productive right from the start.
 - Induction must always be systematic and gradual. (6 × 2) (12)
- 5.1.3
- The individual or department responsible for HR.
 - The immediate manager or supervisor.
 - Fellow employees. (3)
- 5.2
- 5.2.1
- Pension schemes.
 - Personal security benefits.
 - Personal needs.
 - Financial assistance.
 - Company cars and petrol.
 - Improvements to standard of living. (Any 5 × 1) (5)
- 5.2.2
- They motivate employees.
 - Increase their commitment to the organisation.
 - They provide for the actual personal needs.
 - Provide for remuneration in addition to money.
 - They demonstrate that the organisation cares for the needs of its employees.
 - They provide a more tax-efficient method of remuneration. (Any 5 × 1) (5)
- 5.2.3
- The nature of the organisation – management style - attitude towards the introduction of benefits.
 - Labour market conditions – 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. (Any 6 × 1) (6)
- [40]**

- 6.1.2
- 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)

- 6.1.3
- The traditional approach
- Conducted by the relevant departmental manager or the employee's immediate supervisor.
 - Immediate superior will usually know the individual best.
 - Able to give an objective and true evaluation personality clashes or friendships could make this appraisal subjective.

Peer ratings

- Allow for employees to be rated on prepared forms by their co-workers.
- It is an effective evaluation method.
- Management not usually keen on using this method for fear that peers will be too lenient on one another.

Self-appraisal

- Requires employees to honestly evaluate their own strengths and weaknesses.
- It clears up differences between the opinions of the employees and the supervisors.
- It is probable that the opinion of the employees and supervisor will differ.
- Most employees tend to either over-rate or under-rate their own performance.

Subordinate appraisal

- Useful in evaluating the management skills of their supervisors.
- Causes problems if informants are concerned that their responses will not remain anonymous.
- Information is used for management development.

360° evaluations

- It is done by the full circle of daily contacts that an employee may have.
- Allowing participation of everybody who interacts with the employee is likely to give accurate results across every skills set.
- An older term is the 'field review method' where a person from HR department will assist supervisors with the evaluation.

(5 × 2) (10)

- 6.2
- Not too many goals can be set, employees will be confused.
 - Emphasis on individual and not the attaining of departmental goals.
 - Management might not be able to reward employees for goals achieved.
 - Short term success is overly stressed.
 - Employees might understand that they need to do more, regardless of the quality of work.
 - No quantifiable comparison, each job contents vary.
 - Many supervisors do not understand the strategy and yet have to implement it.
 - Difficulty in setting goals in measurable terms.
 - Goals are seldom adapted as a situation changes.
 - MBO is strict and rigid strategy.
 - It does not allow deviation.
 - Difficulty in translating enterprise goals into individual goals.
 - Supervisory staff is burdened with too much paper work and record keeping.
 - Conflict can arise which will reduce the possibility of reaching enterprise goals.

(Any 5 × 1)

(5)
[40]**QUESTION 7**

- 7.1 7.1.1
- It is when an employee shows potential to take responsibility
 - A form of personnel development
 - It enables employees to have more authority and become independent and have greater level of accountability
 - It involves redesigning of jobs so that they are more challenging to the employees and have less repetitive work
 - It is aimed at satisfying psychological needs

(Any relevant answer 2 × 1)

(2)

- 7.1.2
- 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.

(Any 5 × 1)

(5)

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- 7.2 7.2.1
 - Personal problems
 - Substance abuse
 - Transport problems
 - Illness
 - Industrial accidents
 - Occupational disease
 - Job dissatisfaction
 - Age and gender
 - Care of children.
 - Repetitive and boring jobs
 - Problems in relationships at work (Any 5 × 1) (5)
- 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.
 - Work-flow.
 - Discipline. (Any 10 × 1) (10)
- 7.3
 - An employee has been offered a more lucrative position elsewhere.
 - An employee has been offered a more suitable position.
 - An employee is unhappy about some issue in the enterprise.
 - A spouse might be re-locating.
 - A person might be emigrating.
 - A person decides to spend more time on personal activities.
 - A person might have won the lotto. (Any 4 × 1) (4)

