



**higher education
& training**

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

PERSONNEL MANAGEMENT N5

18 NOVEMBER 2019

This marking guideline consists of 10 pages.

SECTION A (COMPULSORY)**QUESTION 1**

- 1.1
- It is usually conducted by a group of three to five interviewers.
 - Each interviewer is included because of specialised knowledge about an element of the job for which candidate is being interviewed.
 - Members meet beforehand to prepare questions they will be asking.
- (Any 2 × 1)
- 1.2
- Absence without leave
 - Occurs when employees fail to report for work for no reason
- 1.3
- It is the final step in the process of providing the organisation with capable and committed people.
 - It engages with the movement of individuals internally.
- 1.4
- It is the process of acquiring applicants who are available and qualified to fill positions in the organisation.
 - It is also referred to as the art of gaining your workforce within the organisation.
 - It is the process of looking for persons with the necessary skills and qualifications to fill a vacancy.
 - It refers to the overall process of attracting, selecting and appointing suitable candidates for jobs within an organisation.
 - It involves all the activities to obtain sufficient suitable candidates who apply for employment with the organisation, from whom qualified candidates can be selected for the positions.
- (Any 2 × 1)
- 1.5
- It means the enterprises are compelled to employ persons from previously disadvantaged groups.
 - Ensures that all employment processes and procedures adhere to a proportional representation of all persons.
- 1.6
- The elimination of applications from people whose characteristics do not match the minimum requirements of the job
 - May even involve holding preliminary interviews with a number of candidates who appear suitable from their applications
- 1.7
- General attitude an individual employee has about his/her job
 - Attitude can be positive or negative
 - Difference between the rewards that employees receive and the rewards they believe they should be receiving
 - Depends on the general quality of work life of an employee
 - Satisfied and happy employees are more often than not productive, present and long-lasting employees.
- (Any 2 × 1)

- 1.8 A good performance in the test will predict good performance in the work situation.
- 1.9 The test is able to measure performance in respect of the critical skills or behaviours required in the specific job.
- 1.10
- The procedure of receiving and welcoming employees when they first join the organisation.
 - It involves giving them the basic information.
 - Explains the values and expected attitudes of the organisation so that they can settle down and start with their work.
- (Any 2 × 1)
(10 × 2) **[20]**

QUESTION 2

- 2.1 True
2.2 False
2.3 False
2.4 False
2.5 True
2.6 True
2.7 True
2.8 True
2.9 True
2.10 False
- (10 × 2) **[20]**

TOTAL SECTION A: 40

SECTION B**QUESTION 3**

- 3.1
- Promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination.
 - Implementing affirmative action measures to redress disadvantages in employment experienced by designated groups.
 - Ensuring their equitable representation in all occupational categories and levels in the workforce. (3 × 2) (6)
- 3.2
- 3.2.1
- Stage 1: Pre-arrival
 - Stage 2: Encounter
 - Stage 3: Metamorphosis (2 × 1) (2)
- 3.2.2
- To make the first, strange days in an organisation easier
 - To instil a positive attitude about the organisation
 - To ensure that new employees become productive as soon as possible
 - To promote the culture of continuous training for the future
 - To prevent accidents
 - To help to create realistic expectations on the part of new employees
 - To save time of existing employees
 - To establish relationships with co-workers, including supervisors
 - To identify the basic responsibilities of the job
 - To acquaint new employees with the goals of the organisation
 - To indicate the required behaviour patterns for effective job performance (6 × 2) (12)
- 3.2.3
- The HR department
 - The immediate supervisor/manager
 - Fellow employees (3 × 2) (6)
- 3.2.4
- Transfer: A current employee is moved horizontally to another department or position
 - Promotion: A currently employed employee is moved upwards to a more senior position in the organisation
 - Demotion: A loss of responsibility, status and compensation
 - Employment: A suitably competent candidate from the external environment of the organisation is appointed to a vacant position (3 × 2) (6)
- 3.2.5
- It should enable the organisation to optimally achieve its goals.
 - It ensures that the employee's job expectations are met realistically.
 - It should take care of fears and doubts of the employee.
 - It ensures that the person starts off on the right foot and will have a positive effect on his/her productivity. (4 × 2) (8)

[40]

QUESTION 4

- 4.1 4.1.1
- Impact on employee 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 (5 × 2) (10)
- 4.1.2
- Evaluation of the wrong elements✓
- An evaluator focus on the personal characteristics of an individual rather than on achievements related to good job performance✓
- Too much focus on recent behaviour and performance✓
- Previous good or unsatisfactory behaviour might be forgotten when focusing on recent behaviour✓
- Subjectivity✓
- Basing performance appraisal on facts✓
- Halo effect✓
- Evaluator might be aware of one prominent characteristic of the employee, positive or negative, that he/she is 'blind' to everything else✓
- Position effect✓
- Evaluator may give a senior employee a good appraisal because of senior position✓
- Ego effect✓
- Evaluators' appraisal may be influenced by how employee makes them feel✓
- Similarity error✓
- Evaluator might appraise employees who share similar views on aspects✓
- Central tendency
- Evaluators do not use the entire evaluation scale
- Forcing information to match non-performance criteria
- Formal evaluation is done after a decision about person's performance has been made (7 × 2) (14)
- 4.1.3
- Employees
 - Managers and supervisors
 - The HR department (3 × 2) (6)

- 4.2
- It is an evaluation method which is often used in the process of performance appraisal
 - Employee development
 - Where the supervisor and the employee jointly decide on what the employee needs to accomplish
 - It is aimed to improve the performance of an organisation by clearly defining the agreed objectives by both management and employees
 - The improvement will be attained by means of training and coaching
- (5)
- 4.3
- Not too many goals can be set, employees will be confused
 - Emphasis on individual goals and not on attaining 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 content varies
 - 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 a strict and rigid strategy
 - It does not allow deviation
 - Difficulty in translating enterprise goals into individual goals
 - Supervisory staff are 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 5

- 5.1
- Saving costs
 - Preserving the existing organisation culture
 - Productivity gains
 - Increased motivation
 - Improved general employee morale
 - Succession planning for the organisation and career planning for individuals are enhanced
- (Any 5 × 2) (10)
- 5.2
- Electronic bulletin boards
 - Word-of-mouth
 - Direct communication with employees who have previously indicated interest in a transfer or promotion
 - Organisational newsletter
 - Emails
- (5)
- 5.3
- Define the problem✓
- Describe the problem in detail, excluding irrelevant ✓
- Describe the objective for the research✓
- The reason why the research is being done✓
- Decide which research method✓
- Which method will be used for specific problem✓
- Collect the information✓
- Data should be collected from method that was used✓
- Analyse and process the data✓✓
- Interpret the data✓
- Make deductions✓
- Compile a report✓
- Explain the reasons for the research and the process followed✓
- Propose ways to solve the problem✓
- Recommendations on the problem should be made✓
- (8 × 2) (16)
- 5.4
- They will only attract the attention of people with necessary qualifications, experience, abilities, etc.
 - They will provide good information about the position and the organisation.
 - They will motivate suitable prospective employees to apply.
- (3)
- 5.5
- Structured interview
 - Unstructured interview
 - Semi-structured interview
 - Panel interview
 - Selection boards
 - Stress interview
 - Exit interview
- (6 × 1) (6)
- [40]**

QUESTION 6

- 6.1 6.1.1 • Pension schemes
 • Personal security benefits
 • Personal needs
 • Financial assistance
 • Company cars and petrol
 • Improvements to standard of living benefits (6)
- 6.1.2 • They motivate employees
 • Increased commitment to the organisation
 • They provide for the actual personal needs of employees
 • They provide for remuneration in addition to money
 • They demonstrate that the organisation cares for the needs of its employees
 • Provide a more tax-efficient method of remuneration (Any 4 × 1) (4)
- 6.1.3 • Pension
 • Medical aid
 • Accident insurance
 • Paid holidays
 • Child care
 • Transport allowance
 • Clothing allowance
 • Company car
 • Subsidised meals
 • Petrol allowance
 • Loans from company
 • Housing subsidy
 • Relocation assistance
 • Retirement counselling
 • Health and recreational facilities (Any 8 × 1) (8)
- 6.1.4 • The nature of the organisation
 • Labour market conditions
 • Annual changes to the income tax regime
 • The extent to which benefits satisfy individual needs
 • How hierarchical an organisation is
 • Labour union participation to determine benefits for various levels of employees
 • Financial position of the organisation (7 × 2) (14)

- 6.2
- High costs involved with the hiring of new employees
 - High costs involved with the training of new employees
 - Loss of production during recruitment period
 - Higher accident rates with the new employees
 - Loss of skill and experience
 - Wastage is higher for new employees
 - Too many separations will cause problems in meeting delivery dates
 - Production equipment will not be used to full capacity from the point of hiring and during training time. (8 × 1)
- (8)
[40]

QUESTION 7

- 7.1 7.1.1 The employee should:
- 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 additional tasks
 - Feel good about the tasks
 - Be able to recognise that all the tasks eventually form a cohesive job
 - See how staff will benefit
 - Be consulted before implementation so that they can offer suggestions
 - Be able to do the job in whichever way he/she sees fit and also be open to constructive feedback. (Any 6 × 1)
- (6)
- 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 (7 × 1)
- (7)
- 7.1.3
- Making targeted employees part of a group responsible for completing a complicated task.
 - Combining tasks so that it is a meaningful contribution to the completion of the task.
 - Giving targeted employees a task which they themselves must plan.
 - Giving targeted employees new and more difficult tasks.
 - Involving employees in the analysis and change of physical aspects of the work environment. (5 × 2)
- (10)

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|-----|-------|---|-------------|-----|
| 7.2 | 7.2.1 | <ul style="list-style-type: none"> • The quality of products and services may drop • It delays important decisions • Tasks not completed on time • There may be cost associated with contracts • Under-utilised production facilities • Overall productivity may drop • Overtime pay may be necessary for those who have to do the work of absent employees • Organisations continue to pay salaries and wages | (Any 6 × 1) | (6) |
| | 7.2.2 | <ul style="list-style-type: none"> • Implementing a formal absenteeism policy • Ensuring effective administrative systems • Analysing absenteeism data • Ensuring effective supervision • Ensuring professional selection • Maintaining effective orientation and induction programme • Maintaining sound reward management • Employer-sponsored day care for children • Following up absenteeism with personal contact • Implementing flexi-time | (7 × 1) | (7) |
| 7.3 | | <ul style="list-style-type: none"> • Develop their ability to reach full potential • 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 | (4 × 1) | (4) |

[40]

TOTAL SECTION B: 160
GRAND TOTAL: 200