



**higher education
& training**

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

PERSONNEL MANAGEMENT N5

7 October 2020

This marking guideline consists of 10 pages.

SECTION A (COMPULSORY)**QUESTION 1**

- 1.1 True
1.2 True
1.3 True
1.4 True
1.5 False. Job evaluation is the determination of a job's relative worth in terms of REMUNERATION.
1.6 False. The process of receiving and welcoming employees when they first join the organisation is called INDUCTION.
1.7 False. PRE-ARRIVAL STAGE starts when the employee accepts the offer of employment.
1.8 True
1.9 False. COMMISSION is a type of remuneration paid especially to sales staff to motivate them.
WAGE is compensation based on a specific period of time working or a specific job done. (Any TWO definitions)
1.10 True

(10 × 2) [20]

QUESTION 2

- 2.1 G
2.2 A
2.3 J
2.4 C
2.5 I
2.6 B
2.7 E
2.8 D
2.9 F
2.10 H

(10 × 2) [20]

TOTAL SECTION A: 40

SECTION B**QUESTION 3**

- 3.1 Maintaining an adequate supply of employees with the necessary competencies to achieve the organisation's goals
 Matching individual competencies with organisational requirements
 Creating a positive image of the organisation
 Contributing to the profitability of the organisation and ensuring its continued existence
 Ensuring that the organisation does not lose out on opportunities to recruit quality candidates (5 × 2) (10)
- 3.2 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 processes, 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)
- 3.3 Losing the opportunity to consider good candidates from outside the organisation
 Losing the opportunity to bring innovative new ideas into the organisation
 Incurring high training costs if the person does not yet have the necessary skills for the position
 Promoted employees don't rise to the challenges after they are appointed thus reducing the willingness of managers to support internal recruitment in future (4 × 2) (8)
- 3.4 Private employment agencies
 The Public Service Commission
 Executive search consultants
 Headhunters
 Walk-ins
 Referrals
 Professional associations
 Campus recruitment
 Temporary employees (Any 6 × 1) (6)
- 3.5 To advertise to the correct audience, based on an analysis of the organisation's needs
 To attract enough applicants and, at the same time, to exclude unsuitable applications
 To create a favourable image of the organisation in the labour market (3 × 2) (6)
- [40]**

QUESTION 4

- 4.1 Capabilities of the people involved in selection
Information
Size of the organisation
The number of the applicants
Trade union pressure (5 × 1) (5)
- 4.2 Structured interview:
Interviewer asks specific, direct, pre-planned questions in a specific order
Based on job specifications
Records applicants responses
- Unstructured interview:
Questions are broad and general
Participants give as much information as they want
Questions are open-ended
- Semi-structured interview:
Only the most important questions are prepared
Flexible approach
It gains insight into the applicant's personality
- Panel interview:
Conducted by three to five interviewers
Interviewers have specialised knowledge about the job for which the candidate is being interviewed
Questions are prepared beforehand
- Selection interview:
It is more formal.
It is convened by an official body.
It tends to favour confident and well-spoken candidates.
- Stress interview:
Applicants are subjected to pressure.
It is aimed at finding out about a candidate's values, personal style and character.
It is only done for persons on a final short-list for senior managerial positions.
- Exit interview:
It is conducted with an individual who is separating from an organisation.
It occurs between an employee and an organisation.
It helps to say good-bye on good terms.
It captures useful knowledge from the exiting employee. (6 × 2) (12)

- 4.3 Use only trained and experienced interviewers who know the organisation
 Clearly define the interviewer's objectives and how these will be achieved
 Be aware that an interview is only one of the tools available for staff selection
 Ensure that interviewers are well prepared by reading all applications ahead of time
 Prepare the questions that will be asked
 Ensure that all panel members receive the interview questionnaire in good time
 Ensure that interviewers establish rapport with interviewees
 Put the applicant at ease at the beginning of the interview and then move on on to general questions
 Ensure that the applicant has a clear understanding of the requirements of the job, conditions of employment, benefits, etc.
 Ensure that the applicant provides clear answers to specific questions
 Organise a tour around the organisation.
 Ensure that the interview is private and that there are no interruptions
 Indicate when the interview is nearing the end
 Allow the interviewee an opportunity to ask any outstanding questions
 Explain to applicants when and how they can expect notifications about the outcome
 Ensure that any necessary information checks are done without delay
 Write an interview report as soon as possible (10 × 2) (20)
- 4.4 To measure the applicant's job skills and ability to learn on the job
 To determine the ability, aptitude, interests, intelligence, and in case a specific health condition will exclude a person, a medical test
 To get a true picture of the candidate and to negate all incorrect and biased information already acquired (3 × 1) (3)

[40]**QUESTION 5**

- 5.1 5.1.1 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)
- 5.1.2 Impact on employee trust and initiative
 Impact on teamwork
 Lack of recognition for risk-taking
 Information problems
 Poor quality measurement
 Administrative load
 Actual impact
 Trade union opposition
 Design problems
 Inappropriate standards
 Results are ignored (10 × 1) (10)

- 5.1.3 The traditional approach:
This is conducted by the relevant departmental manager or the employee's immediate supervisor.
- Peer ratings:
It allows employees to be rated on prepared forms by their co-workers.
- Self-appraisal:
It requires employees to honestly evaluate their own strengths and weaknesses.
- Subordinate appraisal:
It is useful when evaluating the management skills of their supervisors
- 360 degree evaluations:
This form of performance evaluation is done by the full circle of daily contacts that an employee may have. (5 × 2) (10)
- 5.2 It is costly to implement and maintain.
Introducing job evaluation may upset long-standing salary differentials
There is a danger of oversimplification.
Job evaluation relies on human judgement.
Averaging does not make the system more objective. (5 × 1) (5)
- 5.3 Salary:
It is the remuneration paid to a permanent member of staff where the employee is paid a similar amount at regular intervals, e.g., at the end of every month, regardless of how many working days a particular month has.
- Take-home pay:
This is the amount of money the employee receives after deductions such as income tax and unemployment insurance fund. (2 × 2) (4)
- 5.4 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 (6 × 1) (6)
- [40]**

QUESTION 6

- 6.1 6.1.1 Induction:
The process of receiving and welcoming employees
Also involves providing them with basic information.
Explains the values and expected attitudes of the organisation.
It is the process of integrating the new employee into the organisation. (5 × 1) (5)
- 6.1.2 Reward management:
Management of a system to reward individuals for their level of performance and for the level of their job within the organisation.
It is concerned with the formulation of strategies and policies.
It aims to reward poor employees fairly in accordance with their value to the organisation.
A system that rewards individuals for their work, diligence and level of performance within an organisation with financial incentives. (5 × 1) (5)
- 6.1.3 Termination of service:
It refers to the employee leaving the service of the employer.
It can be initiated by either the employee or the employer.
It can be voluntarily or compulsory.
Includes the company laying off/retrenching/firing/discharging/dismissing or boarding the employee or the employee resigning, taking pension/retiring and the employee's death.
(Any relevant 5 × 1) (5)
- 6.1.4 Job satisfaction:
The general attitude an individual employee has towards his or her job
It can be positive or negative.
Depends on the employee's general quality of life.
Differentiates between rewards employees receive and the rewards they believe they should receive. (Any relevant 5 × 1) (5)
- 6.1.5 Job rotation:
It involves the movement of the employee from one job position to another.
It assists with career choices.
It gives employees insight into many of the organisation's departments and how the tasks are related in each department.
Often used as a strategy the organisation uses to provide employees with experience in different areas to avoid employees becoming bored with their normal tasks.
The aim is to expose employees to different experiences and a wider variety of skills to enhance job satisfaction.
(Any relevant 5 × 1) (5)

- 6.2 The job has high status when...
 there is a good match between employee expectations and the job content.
 it is mentally challenging, interesting and meaningful.
 rewards match the level of effort put into jobs.
 there are safe and comfortable physical working conditions.
 there are supportive colleagues.
 the job that fits the personality of the employee.
 supervisors take an interest in employees' needs.
 job guidance and coaching are provided.
 there are opportunities for growth and development in the organisation.
 (Any 6 × 2) (12)
- 6.3 Increased motivation among affected employees
 Increased productivity
 Lower staff turnover
 Lower absenteeism
 Increased job satisfaction
 Improved quality of work
 The provision of opportunities for achievement, recognition, responsibility,
 advancement and growth
 (Any 3 × 1) (3)
[40]

QUESTION 7

- 7.1 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
 The presence of hazardous or unauthorised materials
 Using the wrong tools, materials or supplies for the job
 The absence of safety standards for the operation
 A lack of safety training for a specific task
 Inadequate or improper instructions
 Lack of enforcement of safety
 Putting the wrong person in the workplace
 Poor housekeeping or sanitation at the workplace
 Applying pressure to disregard safe procedures in the interest of greater
 output
 (10 × 1) (10)
- 7.2 Personal problems
 Substance abuse
 Transport problems
 Illness
 Industrial accidents
 Occupational diseases
 Job dissatisfaction
 Age and gender
 Care of child
 Repetitive and boring jobs
 Problems with relationships at work
 (Any 5 × 1) (5)

- 7.3 Inappropriate recruitment and selection
Lack of induction
Lack of communication
Limited promotional possibilities (4 × 1) (4)
- 7.4 Implement a formal absenteeism policy
Ensure effective administrative systems
Analyse absenteeism data
Ensure effective supervision
Ensure professional selection
Maintain effective orientation and induction programme
Maintain sound reward management
Employer – sponsored day care for children
Following up absenteeism with personal contact
Implementing flexi-time (Any 5 × 1) (5)
- 7.5 Off-the-job training:
Off-the-job training tends to be given to a group.
Off-the-job training does not train by doing, as the activities are removed from the actual job situation.
Off-the-job training is done for a short period of time.
Off-the-job training may have little follow-up.
Off-the-job training allows workers to view their jobs from the perspective of another person.
During off-the-job training employees have the opportunity to learn new theories and practices.
Off-the-job training aims to change the interpersonal skills and attitudes of the employee.
- On-the-job training:
On-the-job training concentrates on the individual.
On-the-job training concentrates on training by doing it as employee performs it at his or her actual workstation.
On-the-job training is done continuously over a long period of time.
On-the-job training provides immediate and continuous feedback.
On-the-job training allows for only the perspective of the organisation.
On-the-job training concentrates on the actual work situation.
On-the-job training teaches the person something about his or her specific job and is related to skills. (6 × 2) (12)
- 7.6 Career development
It is a way an organisation can sustain or increase its employees' productivity, while also assisting them to meet the challenges of the world outside the organisation.
It is a lifelong process of managing learning work in order to move forward to a personally determined and evolving preferred future. (Any relevant 2 × 1) (2)

7.7	Training: Refers to the acquisition of specific work-related skills in order to support organisational outputs Improves the knowledge, skills and attitudes of employees in order to increase the organisation's productivity as a whole and to benefit the worker. (Any relevant 2 × 1)	(2) [40]
	TOTAL SECTION B:	160
	GRAND TOTAL:	200