higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

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This marking guideline consists of 6 pages.

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SECTION A

QUESTION 1

1.1

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(10 × 2) (20)

1.2

1.2.1 Trying out a new employee for a certain period to ensure that expectation of the employers is met.

1.2.2 Installing a person into an organisation, making him/her a part of the organisation

1.2.3 A process of encouraging people's interest in a organisation

1.2.4 Estimated income and expenditure over a certain period, usually a year.

1.2.5 Letter commanding a person to appear in court.

1.2.6 A system with grades of authority ranking above the other. Authority can be described as the right to give an instruction to someone about what he has to do, how, where and when he has to carry the instruction out.

1.2.7 A declaration of intent to do something or to have it done.

(7 × 2) (14)

1.3

- Policy-making
- Organising
- Work methods and procedure
- Control
- Financing
- Staffing/Personnel provision and utilisation

(6)
[40]

TOTAL SECTION A: 40

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SECTION B

QUESTION 2

2.1 Conditions of establishment

- Each public institution has its own objectives.
- No department has the right to interfere in another department.

Financial means

- No institution can function without money
- Aims must be affordable.
- Privatisation has reduced the cost of government in provision of services.

Personnel abilities

- Educated personnel enable institution to reach its objectives.
- If a policy requires more people to do the job, the financial implication must be taken into account.

Physical facilities

- Institutions must have facilities such as offices, transport and equipment.
- If facilities are not sufficient, the additional costs must be taken into consideration. (15)

2.2

- The policy of the government must be established
- Geography and demography
- The willingness of workers to work in particular area.
- The availability of services and accommodations
- It must be decided how much control will be necessary over the activities of the decentralised office
- Legal restrictions (12)

2.3

- Serve as the banker of government
- Issue bank notes
- Acts as banker of commercial banks
- Acts as financial adviser of the government
- Acts as protector and moderator of interest rates (8)

2.4

- There is a procedure set out in personnel manuals or codes which must be followed in order to deal with a grievance.
- Official will take a grievance to a direct supervisor.
- If he cannot get help, he will be directed to a higher official.
- This process could be repeated until, if necessary, the complainant could state his case to the head of department.
- Could even appeal to the central personnel institution. (5)

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QUESTION 3

3.1 3.1.1

- Mandate – This implies that a person occupying a particular post is given certain functions and authority to perform certain duties by means of legislation.
- The principle of deconcetration – Officials and employees in the same hierarchy may sign documents on behalf of Director-General but nevertheless Director-General remains accountable and responsible for all actions taken.
- Decentralisation of functions – Institutions are made into separate management units. (7)

3.1.2

- Handing over of functions from higher organisational level to a lower one.
- Delegation is associated with the transfer of ability to act with authority.
- After the authority and functions have been delegated, the subordinates become accountable, and responsible for decisions and actions he/she may take.
- There is no delegation of authority if a subordinate has to ask the supervisor which decision he must take every time he has to take an action. (8)

3.2 3.2.1

- Interest groups do not have political minds.
- They serve the interest of their members.
- Pressure groups and public institutions are two opposing parties but they need each other in order to achieve their respective objectives.
- Examples of these groups are trade unions. (8)

3.2.2

- Legislative bodies have authority to make decisions about policies and laws e.g.
- Central government - Parliament
- Provincial level - Provincial legislation
- Municipal level - Municipal council (4)

3.3

- The attitudes of people towards working in the public sector
- Conditions of service and salary offered
- Qualifications required for a post
- The employment policy of the organisation (8)

3.4

- Revenue from state enterprise
- Interest on dividends
- Levies
- Licence fees
- Fines and bail forfeitures
- Tax
- Special funds and account
- Loans (5)

[40]

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QUESTION 4

4.1 Preparatory Phase

- Each department will discuss and prepare the department budget by their departmental managers.
- Before any activity can be planned, funds must be made available.
- Steps should be taken to procure funds.
- Make tentative calculations of accepted funds and expenditure over a specific period.

Approval Phase

- Budget must undergo a specific process in Parliament to gain final approval as budget act.
- Legislative has final authority in approval of the budget.
- The crucial stages for ensuring effectiveness are:
- The careful and objective preparation of the budget.
- Monitors implementation of the budget.

Execution Phase

- Approved budget is executed by the department.
- Each expense transactions must be recorded.
- Specific requirements are laid down to ensure that money is well spent.
- Accounting officer or each administrative executive institution must answer for financial irregularities.

Control Phase

- Auditor General must investigate any Public accounts.
- Irregularities must be traced and reported to parliament. (15)

4.2 4.2.1

- He should be formally introduced to his new colleagues,
- He should be formally orientated into his new environment.
- Supervisors should prepare orientation programmes for new employees.
- New employees should be made aware of rules and regulations.
- He should be provided with equipment.
- He should be made to feel that he is needed. (10)

4.2.2 Public officials are trained in order to acquire more skills and to be efficient and effective in execution of their activities. (2)

4.3

- Fair – Salaries should be reasonable and fair.
- Clarity – Salary must be well defined and clearly understood.
- Comprehensiveness – Provisions must be made for all positions and occupations.
- Efficiency – Salary must attract efficient personnel and to keep them in service.
- Elasticity – The salary scale must be flexible and adjustable. (5)

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4.4
- The balancing of activities
- These must be a balancing of powers, functions, responsibilities and discretions
- The synchronisation of activities
- All activities are carried out in the correct, logical and legal sequence.
- The integration of activities
- Separate units must work together in order to integrate their activities (8)

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QUESTION 5

5.1
- Requests can be made to public media.
- Information about posts can be posted to educational institutions.
- It is good to keep list of candidates who make enquiries.
- Good relations with educational institution may encourage candidates.
- Vocational guidance officers could visit educational institutions to encourage interest of students.
- Exhibition and meetings may be held.
- Holding open days for public.
- Letters of congratulations can be sending to school leavers and graduates. (16)

5.2
- Determining necessary services to be rendered by his department
- Determining priorities by legislation.
- Determining the most efficient and economical way of providing services.
- Submitting programmes of expenses.
- Ensuring all expenses are properly authorised.
- Submitting statements to Auditor General.
- Certifying the correctness of accounting records.
- Reply to all enquiries from the Auditor-General and Department of Finance.
- Report any financial irregularities (12)

5.3
- Are usually appointed by the head of the state.
- Members of these committees are not officials or political bearers.
- They are fair and unbiased to the matter they have to investigate.
- Commissions will not be held responsible for actions taken as a result of findings. (8)

5.4
- Span of control – large number of subordinates managed by one supervisor
- Unity of command – each worker should only have one direct supervisor (4)

[40]

TOTAL SECTION B: 160
GRAND TOTAL: 200

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