higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

SUPERVISION IN INDUSTRY N3

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This marking guideline consists of 7 pages.

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QUESTION 1: WORKING CONDITIONS

1.1
- Electrical fixtures: there should be no loose wiring.
- Check for loose boards, holes, protruding nails.
- Machine guarding: nip points, cutting and shear edges, presses, rotating parts and gear devices should have machine guards.
- Working surfaces are clean and free from grease, oil, chemicals.
- Compressed gas cylinders are properly stored.
- Flammables: make sure that they are properly stored.
- Exits/stairways: ensure proper marking, visibility, lighting and unobstructed access.
- Ladders and climbing devices: check condition, storage and proper use.
- Hand tools: check condition, storage and proper use.
- Check that materials, handling equipment and lifting devices are in good condition.
- Scrap and refuse: check that there are sufficient containers.
- Aisles should be clearly marked and free from obstruction.
- Stored materials are such that they will not fall or collapse.
- There are metal containers to keep oil rags or other materials.
- Floors are clean, free from oil, grease and water that may cause slipping.
- Stairway treads and rails are firm. (Any 7 × 1) (7)

1.2
- Maintain and lubricate machines regularly to prevent unnecessary noise.
- Fit silencers to air exhausts and blowing nozzles.
- Avoid metal on metal impact.
- Use a different or quieter process or equipment if possible.
- Add sound-proof material or padding to reduce vibration on machinery.
- Enclosures can be installed around machines to contain and control noise.
- Rotate workers to limit time spent in noisy areas.
- Provide hearing protectors to workers such as earmuffs or earplugs.
- Use noise measuring devices to determine the extent of the problem so that adequate and correct action is taken. (Any 6 × 1) (6)

1.3 Occupational Health✓ and Safety Act✓ (2)

[15]

QUESTION 2: CONDITIONS OF SERVICE

2.1 2.1.1 requirements
2.1.2 promotions
2.1.3 Psychological
2.1.4 job pricing
2.1.5 rotation

(5 × 1) (5)

2.2
- Medical Aid
- Car allowance/Petrol allowance
- Bonus
- Training/Training allowance
- Profit sharing
- Incentive schemes
- Pension/Provident fund (Any 4 × 1) (4)

2.3
- A high turnover rate can result in low employee morale.
- Employees have increased workloads and could possibly be overworked.
- Employees have additional responsibilities due to a lack of an active or trained workforce.
- The company environment may become less efficient as a result of shortage of staff.
- Existing staff are continuously called upon to train new people.
- Existing employees may become frustrated.
- Existing employees in the case of frequent retrenchments may become insecure and anxious about their jobs.
- Frustrated or insecure employees may apply for positions elsewhere.
- Machinery may stand idle and production will decrease as a result of staff shortage.
- Continuous training may cause excessive wastage that would be costly for the company.
- Because of decreased production and increased costs, potential bonuses may be lost. (Any 6 × 1) (6)

[15]

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QUESTION 3: COMMUNICATION

3.1 3.1.1 True
3.1.2 True
3.1.3 True
3.1.4 False
3.1.5 True

(5 × 1) (5)

3.2
- Face the speaker and maintain eye contact.
- Don't interrupt. If you are busy, set a time to meet.
- Don't react too quickly. Don't anticipate what someone will say.
- Avoid becoming upset simply because a situation is explained poorly or an inappropriate word is used.
- Look for the real reason the employee wants your attention. Often this may be quite different from what first appears to be the purpose.
- Be patient while the person is expressing himself/herself.
- Be attentive and relaxed to create a positive atmosphere.
- Don't impose your solutions.
- Keep an open mind.
- Pay close attention to nonverbal communication, to the way you are standing or sitting so that you appear at ease and are not projecting aggression.
- Tapping your feet or gazing around while the person is speaking shows impatience and displeasure.
- Nod and smile when you are in agreement. It shows you are listening.
- Be comfortable with brief silences, the person may need to think.
- Remove any communication barriers that may interfere, e.g. put your phone on silent or put it away. (Any 10 × 1) (10)

[15]

QUESTION 4: MOTIVATION

4.1 4.1.1 D
4.1.2 E
4.1.3 A
4.1.4 B
4.1.5 C

(5 × 1) (5)

4.2 Motivators

- Growth
- Acknowledgement/recognition
- Sense of achievement
- Challenging/stimulating work
- Responsibility
- Progress
- Promotion (Any 5 × 1)

Maintainers

- Interpersonal relations
- Company policy
- Supervision/leadership
- Salary
- Working conditions
- Company benefits
- Job security (Any 5 × 1) (10)

[15]

QUESTION 5: DISCIPLINE

5.1

- Typically, a first offense✓ may be excused (but not overlooked). The worker may be given an oral/verbal warning✓ provided that it is a minor offence.✓
- A serious offence✓ elicits an immediate written warning.✓ If the offence is repeated it leads to a final written warning and if the accused does not change his/her conduct these written warnings can be used as grounds for dismissal.✓
- Suspension✓ is used when there is reason to believe that the accused may tamper with evidence related to the investigation of his/her offence✓ or when his/her presence at work may be detrimental to the peace and harmony at work.✓
- Dismissal✓ is the final step and occurs when an employee is discharged for the fourth infraction of a repeated offence or after a final written warning✓ OR for a first, but very serious offence. (4 × 3) (12)

5.2

- Carelessness
- Laziness
- Lack of respect for authority
- Dishonesty
- Lack of initiative
- Lateness
- Lack of motivation
- Poor management
- Lack of training/information
- Personal problems (e.g. financial problems) (Any 3 × 1) (3)

[15]

QUESTION 6: LEADERSHIP

6.1 6.1.1

- Being punctual – A supervisor should set a good example.
- Deadlines for jobs and attendance at important meetings could be missed.
- A supervisor will find it impossible to discipline subordinates not only about late coming but many other rules that are broken, because the subordinates will remind him/her that he/she arrives late.
- The supervisor may be hesitant to apply discipline knowing that he/she will be reminded about his/her own transgressions.
- Subordinates will lose respect for a supervisor who is always late.

(Any 3 × 1)

6.1.2

- Inspiring confidence - Supervisors should have the ability to inspire and motivate his/her subordinates.
- He/she must have a positive attitude towards them.
- He/she should believe that people want to do a good job if given the opportunity. He/she helps build their confidence by making sure that they know why the work/job must be done and how it is done.
- He/she assigns a fair workload.
- He/she acknowledges and praises work that is well done.

(Any 3 × 1)

6.1.3

- Honesty - A supervisor gains the respect of his/her subordinates when he/she shows an honest character.
- A supervisor should not engage in behaviour that shows double crossing, gossiping, backbiting, betraying confidences, lying, etc.
- A dishonest supervisor will have their authority challenged because he/she will have earned very little respect. (3 × 1)

(9)

6.2 People-centred leadership

- Democratic, sensitive to subordinates as being human and focuses on people.
- Productivity will not necessarily increase.
- Subordinates' job satisfaction will normally increase.

Task/product-centred leadership

- Autocratic/concerned with the task/job at hand.
- Productivity will increase because production is the focus.
- Job satisfaction might decrease.

(6)
[15]

QUESTION 7: HUMAN RELATIONS

7.1 The supervisor can:

- Understand human behaviour
- Recognise and respect people's individuality and encourage others to do the same.
- Treat people fairly, with respect and courtesy
- Apply the principle of good listening skills
- Be optimistic and positive
- Be sensitive to the needs of others
- Deal effectively with conflict
- Clear up misunderstandings as soon as they occur
- Practice good/clear/accurate communication
- Recognise/acknowledge work that is well done
- Allow participation in decision making and encourage input to make employees feel valued
- Create opportunities for healthy social interaction
- Get to know his/her subordinates (Any 5 × 1) (5)

7.2

- Increased productivity
- Fewer grievances and disciplinary hearings
- Increased motivation when people get along
- Personnel turnover/resignations and dismissals are fewer
- Positive working climate
- Improved communication
- Trouble is prevented instead of having to be remedied
- Conflict is minimal
- Supervisors can do their jobs better in a positive environment
- Company policies are more easily adhered to
- Training processes in the workplace are more successful (Any 5 × 1) (5)

[10]

TOTAL: 100

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