



higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE
JUNE EXAMINATION
PERSONNEL MANAGEMENT N5
6 JUNE 2014

This marking guideline consists of 12 pages.

SECTION A (COMPULSORY)

QUESTION 1

- 1.1 D
- 1.2 K
- 1.3 O
- 1.4 H
- 1.5 S
- 1.6 A
- 1.7 P
- 1.8 C
- 1.9 R
- 1.10 J
- 1.11 U
- 1.12 G
- 1.13 M
- 1.14 B
- 1.15 F

(15 x 2) [30]

QUESTION 2

- 2.1 True
- 2.2 False
- 2.3 False
- 2.4 False
- 2.5 True
- 2.6 False
- 2.7 False
- 2.8 False
- 2.9 False
- 2.10 False

(10 x 1) (10)
[40]

TOTAL SECTION A: 40

SECTION B

Candidate must answer any FOUR questions.

QUESTION 3

- 3.1 (a) **Staff selection**
- Interview techniques;
 - Personality testing;
 - Measuring leadership potential;
 - Determining the validity of tests;
 - Selection methods and procedures;
 - Selecting the right candidate.
- (b) **Training and development**
- Performance appraisal;
 - Determining training needs;
 - Determining the success of training;
 - Career development programmes;
 - Team building;
 - Management by objectives.
- (c) **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.
- (d) **Maintaining good employee relations**
- Developing and maintaining human resource policies;
 - Introducing new work methods and procedures;
 - Monitoring collective bargaining;
 - Developing a participative approach to management;
 - Setting standards for and monitoring the physical and mental health of employees;
 - Monitoring the impact of development in technology on employees;
 - Determining the causes of industrial accidents;
 - Providing counselling services;
 - Improving communication;
 - Assisting employees to adapt to change.
- (e) **Separation**
- Monitoring human resource turnover;
 - Provide counselling for retirement, retrenchment;
 - Monitoring retirement benefits;
 - Dealing with disciplinary matters.

(5 + 5 x 3) (20)

3.2 Ten methods of personnel research

- Historical studies;
- Case studies;
- Simulations;
- Role-plays;
- Field study/survey;
- Observation;
- Laboratory experiments;
- Aggregate quantitative reviews
- Basic or exploratory research;
- Operational or applied research.

(Any 10 x 1) (10)

3.3 3.3.1 Definition of Recruitment

- Timely and cost-effective search for identification of:
- suitable candidates from within or outside the organisation to fill job vacancy;
- Identifying, attracting and appointing suitable candidates
- from the available pool of labour locally or countrywide. (5 x 1) (5)

3.3.2

- The recruitment policy guides the recruitment of potential employees;
- It must adhere to all current legislation in South Africa – employment equity, basic conditions of employment, occupational health and safety, etc;
- The technology in an organisation, its production processes and its unique products and services are key determinants of recruitment policy;
- The way an organisation functions – how the organisation is structured, communication and lines of accountability -- the policy must spell out exactly who is responsible for recruitment. (5 x 1) (5)

[40]

- 4.3
- Private employment agencies;
 - Public employment agencies;
 - Public Service Commission;
 - Executive search consultants;
 - Head hunters;
 - Walk-ins;
 - Referrals;
 - Professional associations;
 - Campus recruitment;
 - Temporary employees;
 - Advertisements;
 - Trade unions
 - Internet (Gumtree).
- (Any 4 x 1) (4)
- 4.4
- 4.4.1
- Elimination of applicants;
 - whose characteristics do not match the minimum requirements of the job;
 - May hold preliminary interviews with candidates who appear suitable from their written applications.
- (3 x 1) (3)
- 4.4.2
- Structured interview;
 - Semi-structured interview;
 - Unstructured interview;
 - Stress interview;
 - Panel interview;
 - Selection boards.
- (Any 3 x 1) (3)
- [40]**

QUESTION 5

- 5.1
- 5.1.1 Job is offered to someone who is not the best person for the job.
- 5.1.2 Interviewer and applicant know each other and where an applicant will be chosen instead of a more worthy candidate. (2 x 2) (4)
- 5.2
- 5.2.1
- The individual or department responsible for HR will be involved in helping the new employee to settle down;
 - The immediate manager or supervisor explaining the procedures of the department and specific tasks;
 - Fellow employees will assist the new employee as necessary.
- (3 x 1) (3)

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- 5.2.2
- to make the first, strange days in an organisation easier, will make employee feel less anxious;
 - to create a positive attitude about the organisation;
 - create a low staff turnover and less absenteeism;
 - to ensure that employees become productive as soon as possible;
 - to help create realistic expectations on the part of the new employees;
 - to prevent accidents, wastage of materials and time and damage to machinery;
 - to promote the culture of continuous training for the future;
 - to save the time of existing employees as the new employee is informed and requests less help from them. (Any 6 x 1) (6)
- 5.3
- Organisation is compelled to employ persons from previously disadvantaged groups;
 - Ensure that all processes and procedures adhere to proportional representations of all persons;
 - Give preference to persons from designated groups during interviewing and selection;
 - Persons selected must adhere to the minimum requirements;
 - in terms of qualifications, experience and potential. (5 x 1) (5)
- 5.4
- 5.4.1
- 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
- (Note: Order of steps irrelevant) (5 x 1) (5)
- 5.4.2
- 5.4.2.1
- Performance evaluation conducted by the relevant department manager or the employee's immediate superior;
 - Immediate superior usually knows the individual best;
 - Able to give an objective and true evaluation;
 - Disadvantage is that personality clashes or friendships could make the evaluation subjective;
 - Fair to involve more senior members of management staff;
 - Final performance evaluation is usually signed by all parties;
 - Employees who are not satisfied with the evaluation of their performance may ask to be re-evaluated (Any 4 x 1) (4)

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- 5.4.2.2
- Employees to be rated on prepared forms by their co-workers;
 - Effective evaluation method since this kind of feedback is less subjective than appraisal done by a line manager only;
 - Management not too eager to use this method because they believe that peers can be too lenient with one another;
 - Such an approach can undermine authority of management. (Any 3 x 1) (3)
- 5.4.2.3
- Employees to honestly evaluate their own strengths and weaknesses;
 - Rectify the difference between the opinions of the employee and the supervisor;
 - Most of the employees tend to either over-rate or under-rate their own performances. (3 x 1) (3)
- 5.4.2.4
- Useful in the evaluating the management skill of their supervisors;
 - Can cause problems if informants are concerned that their responses will not remain anonymous;
 - or group gives a poor evaluation to a strict supervisor;
 - Information of this type of appraisal is used for management development, assessment of promotional possibilities and the allocation of workload. (Any 3 x 1) (3)
- 5.4.2.5
- This form of evaluation is done by a full circle of daily contacts than an employee may have – peers, customers, staff at entry level;
 - Participating of everybody who interacts with the employee is likely to give more accurate results across every skill set. (Any 2 x 2) (4)
- [40]

QUESTION 6

- 6.1 6.1.1
- Evaluation method which is used in the process of performance appraisal and employee development;
 - Goal-setting technique;
 - Standards and criteria will be agreed upon jointly;
 - After a period of time, which has been agreed on, the supervisor and the employee will jointly evaluate the performance against the goals that had been set. (Any 2 x 1) (2)

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- 6.1.2
- Goal setting;
 - Participation;
 - Time limit;
 - Assessment. (4)
- 6.1.3
- Better management – had to think in terms of results;
 - Higher productivity;
 - Enhanced communication between management and the worker;
 - Personal commitment – individual commits himself to attaining personal goals;
 - Improved quality of life;
 - Effective control;
 - Opportunity for creative thinking and personal involvement on the part of employees;
 - Promotes participation and co-operation;
 - Efficiency is reached in tasks where performance is being monitored;
 - Co-ordination of the organisation as a whole. (Any 6 x 1) (6)
- 6.2
- 6.2.1
- Pension schemes;
 - Personal security benefits;
 - Personal needs;
 - Financial assistance;
 - Company car and petrol;
 - Improvement to standard of living benefits. (6 x 1) (6)
- 6.2.2
- they motivate employees and increase their commitment to the organisation;
 - they provide for the actual or perceived personal needs of employees;
 - they demonstrate that the organisation cares for the needs of the employees;
 - they provide a more tax-efficient method of remuneration by enabling employees to benefit from affordable tax deductible expenses. (4 x 1) (4)
- =
- 6.3
- 6.3.1
- Profit-sharing schemes**
- Sharing organisation profits with employees
- Deferred profit sharing:
- Profits earned by employees through their high productivity;
 - held in the form of shares in trust by the organisation ;
 - Employees receive these shares when they leave or retire
- Current profit sharing:
- Profits are paid directly to employees in the form of cash or shares;
 - Distribution takes place monthly or annually.

Combination profit sharing

- Combines deferred and current profit sharing;
- Profit not made, cannot be shared;
- Organisations cannot guarantee a payment from month to month.

Employee share-ownership scheme

- Provides employees with opportunity to become shareholders ;
- Gives employees shares or they can buy shares;
- Opportunity to buy shares at low rates;
- Gives employees a financial stake in the success of the organisation.

(6 + 3) (9)

6.3.2

- Reward exceptional employees directly and effectively;
- Provide opportunities for employees to gain greater job satisfaction and satisfy their self-esteem needs;
- Enable the organisation to become more profitable by increasing the rate of productivity;
- Enable an organisation to retain trained and skilled employees;
- Foster team spirit.

(5)

6.4

- Pension;
- Medical aid;
- Accident insurance;
- Paid holidays;
- Child care;
- Retirement counselling;
- Health and recreational facilities;
- Loans from company;
- Housing subsidy;
- Relocation assistance;
- Discount and fees for membership of professional bodies;
- Company car;
- Petrol allowance;
- Transport allowance;
- Subsidised meals;
- Clothing allowance.

(Any four and assess answer of student) (4 x 1)

(4)

[40]

QUESTION 7

7.1

7.1.1

Positive feeling:

- a high level of productivity in the workplace;
- less expenditure in achieving the organisation's goals;
- reduced staff turnover;
- reduced absenteeism;
- a positive organisation culture and climate;
- a healthy organisational image.

(6 x 1)

(6)

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- 7.1.2
- Employees shows potential to take responsibility;
 - More difficult tasks require creativity;
 - Decision-making are purposefully added to the employee's work load on vertical level;
 - Enable employees to have more authority;
 - Become more independent;
 - Have a greater level of accountability;
 - Have more control over their own jobs;
 - Experience their jobs as more rewarding and challenging.
- (Any 5 x 1) (5)
- 7.1.3
- Select the jobs where improved motivation will make a difference to productivity;
 - Do not involve the entire section in the job enrichment scheme, apply it only on selected employees;
 - Be positive about the change;
 - Discuss the changes with the affected employees before implementing them;
 - Concentrate on achievement, responsibility and self-control factors;
 - Be specific about the changes;
 - Enlist the help of managers and supervisors to assist the employees whose jobs will change;
 - Be prepared for resistance to change;
 - Set specific performance criteria and put control measures in place.
- (Any 8 x 2) (16)
- 7.2
- 7.2.1
- How quickly staff move in and out of the organisation
 - Number of exits during a year
- (2)
- 7.2.2
- Avoidable staff turnover – when employees leave because they have been offered more rewarding positions elsewhere.
 - Unavoidable staff turnover – the result of employees dying, going on pension, being retrenched, becoming seriously ill.
- (2 x 2) (4)
- 7.2.3
- Leads to instability in the organisation;
 - A loss of continuity;
 - Loss of institutional memory – staff take their knowledge with them when they leave.
- (3 x 1) (3)

- 7.2.4
- Increased social security and unemployment insurance payments;
 - Payments in lieu of annual leave not taken;
 - A loss of the investment in the employee;
 - Severance pay;
 - Under-utilised production facilities until a replacement is found;
 - Recruitment and training cost associated with finding a new employee;
 - Administrative costs;
 - A loss of productivity until a new employee reaches the performance level of the one who left;
 - Potentially higher accident rates amongst new employees;
 - higher wastage rates among new employees;
 - Line management having to find a replacement or reschedule work;
 - Operational managers and colleagues having to show new employees what to do.

(Any 4 x 1)

(4)

[40]

TOTAL SECTION B: 160
GRAND TOTAL: 200