



**higher education
& training**

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

HUMAN RESOURCE MANAGEMENT: FARMING N6

11 JUNE 2019

This marking guideline consists of 9 pages.

QUESTION 1

- 1.1 1.1.1 Traditional theory
 1.1.2 Traditional theory
 1.1.3 Human Resources theory
 1.1.4 Human Resources theory
 1.1.5 Human Resources theory
(5 × 1) (5)
- 1.2 • Personnel or manpower administration
 • Operational management of employees
 • Maintenance of good labour relations (3)
- 1.3 • Worker' full name
 • Worker's ID number
 • Employer
 • Date of payment
 • Hours normal time worked
 • Hours overtime at 1.5
 • Hours overtime Sunday
 • Hours overtime holiday
 • Basic pay rate
 • Deductions
 • Gross wage
 • Wages after deductions
 • Leave due
 • Sick leave due
 • PAYE
 • Pension contributions
 • Bonus (if any)
 • Job Title
 • Any other reasonable legal requirement (Any 5 × 1) (5)
- 1.4 1.4.1 *Secondary remuneration* is that type of remuneration that satisfies the worker's non-monetary or non-material needs of a psychological and sociological nature.✓✓
 Examples: recognition, promotion, personal interest or friendship with the supervisor.✓ (3)
- 1.4.2 • It is easy to calculate
 • Can be applied to any situation/job
 • Worker knows what to expect weekly/monthly
 • Allows for accurate budgeting (4)

- 1.4.3
- Gives security or protection against risk,✓ for example sick leave✓
 - Payment for time in which no works occurs✓ such as annual leave ✓
 - Bonuses and payments not associated with worker input,✓ for example Christmas bonus✓
 - Services provided,✓ for example free housing✓

OR

- Security from insurance, paid sick leave, medical aid✓✓
- Vacations, paid special leave for personal matters✓✓
- Christmas bonus, service bonus, performance bonus ✓✓
- Free or subsidised housing, food, transport, recreational activities✓✓ (TWO marks per each type of benefit) (8)

- 1.4.4
- Government policy
 - Labour supply and demand
 - Labour organisations or union demands
 - Financial position of farm/farmer
 - Related to productivity
 - Cost of living
 - Current remuneration in industry
 - Secondary remuneration (8)

- 1.5 1.5.1
- Motivators are long term factors that offer more opportunity for fulfilment.✓ Their absence leads to no job satisfaction✓
 - Hygiene factors are short term factors related to the treatment of workers.✓ Their absence leads to dissatisfaction.✓ (2 × 2) (4)

- 1.5.2
- Achievement
 - Recognition of achievement
 - Possibility of growth
 - Promotion
 - Responsibility
 - The work itself (6)

- 1.5.3
- Salary
 - Supervision
 - Relationship with supervisors
 - Relationship with subordinates
 - Relationship with co-workers
 - Policy and administration of the enterprise
 - Physical working conditions
 - Factors in personal life
 - Status
 - Job security (Any 4 × 1) (4)

[50]

QUESTION 2

- 2.1
- The transgression
 - Timely discipline
 - Notice of hearing
 - Representation
 - The right to defend yourself
 - The right to call a witness
 - The right to use an interpreter
 - The right to a verdict
 - Service record
 - The punishment
 - Appeal
- (Any 5 × 1) (5)
- 2.2
- Verbal warning
 - Written warning
 - Transference
 - Suspension
 - Demotion
 - Summary dismissal
- (Any 5 × 1) (5)
- 2.3
- To ensure that actions taken are consistent for all farm workers
 - To protect the presiding officer from unnecessary exposure
 - To ensure progressive discipline
- (3)
- 2.4
- The farm worker has a right to appeal against any disciplinary action taken against them.✓ The worker can appeal to the next higher authority which might in this case to the CCMA or higher to the Labour Court.✓
- (2)
- 2.5
- 2.5.1
- Rumours among farm workers
 - Unfair labour practices
 - Management practices
 - Favouritism by supervisors
 - Clashing personalities
 - Disciplinary actions that are consistent
 - Distribution of overtime
 - Lack of clear policy
 - Poor working conditions
 - Assaults
 - Poor supervisory practices
 - Unclear instructions
- (Any 5 × 1) (5)

- 2.5.2
- It brings the worker's complaints and grievances to the attention of the farmer
 - It serves as a safety valve for dissatisfaction preventing serious conflicts in future
 - Farm workers can report grievances and complaints without fear of losing their jobs
 - It enables the farmer to investigate justifiable complaints and establish their cause
 - It provides a peaceful way of preventing or settling disputes
 - Employee relationships and morale can be improved
 - It strengthens the existing upward channels of communication
- (Any 6 × 2) (12)
- 2.5.3
- Avoid any delaying tactics- deal with it as soon as possible
 - Do not use a give-and-take approach – stick to the issue
 - Excessive emotions should be avoided – keep the situation calm and take breaks if needed
 - Do not bring extraneous matters in – do not allow matters that are not relevant to the immediate issue to be tabled
 - Never make promises that cannot or will not be met (Any 4 × 1) (4)
- 2.6 2.6.1
- Retrenchment is the process whereby a farming enterprise lays off its workers brought about by a decrease or change in business or a decrease in the economic activity
 - Redundancy is the reduction of posts as part of a process where an approved number of posts in a farming enterprise is reduced (2 × 2) (4)
- 2.6.2
- Consideration of alternatives to a formal reduction of staff
 - Selection of employees whose employment must be terminated
 - Communication with trade unions
 - Communication of the decisions to the labour force
 - Administrative arrangements and assistance to dismissed farm workers (5)
- 2.6.3
- Persons above retirement age
 - Early retirement
 - Voluntary resignation
 - Last in first out
 - Performance assessment
 - Residential status (Any 5 × 1) (5)
- [50]**

QUESTION 3

- 3.1
- Worker's full name as in the ID book/card
 - Worker's ID number
 - Last position held
 - Date on which work started
 - Date of termination of work
 - Name and identity number of employer (6)
- 3.2
- 3.2.1 1% (1)
- 3.2.2 The aim is to help contributing employees during periods of unemployment✓ if they are capable of work✓ and available but are unable to obtain suitable work, or cannot work due to illness or pregnancy.✓ (3)
- 3.2.3
- Casual workers
 - Persons outside RSA who work in RSA for a fixed contract
 - Persons who work less than one day or eight hours per week for an employer
 - Seasonal workers
 - Servants in private households
 - Husbands or wives of an employer
 - Employees of the state
 - Persons paid on a commission basis (Any 6 × 1) (6)
- 3.2.4 Unemployment benefits✓ – 45% of the worker's normal earnings before they became unemployed and it is paid out to him up to a period of six months.✓
- Maternity benefits✓ – is payable to claimants who receive less than one third of their normal salary from the employer. The worker will receive up to 45% of her normal salary and is payable only for 26 weeks from the date of which unemployment started.✓
- Payment to dependants in case of death✓ – the claim by the dependants must be handed in within 3 years of death of the employee. The worker should have contributed to the fund for at least 13 weeks preceding their death.✓ (6)
- 3.3
- Temporary partial disablement
 - Temporary total disablement
 - Permanent disablement (3)

- 3.4
- Temporary partial disablement – the employee usually receives a pro-rata payment
 - Temporary total disablement – periodic payments made until the employee returns to work
 - Permanent disablement – if the disablement is less than 30%, the employee receives a lump sum to the full amount and if it is more than 30%, a lifelong pension (3)
- 3.5
- They must inspect the workplace, machinery and safety equipment monthly and monitor the application of safety measures
 - They report safety hazards
 - They report to the inspector or safety committee any accident or incident where an employee died, became ill or suffer physical defect (3)
- 3.6
- 3.6.1
- Basic Conditions of Employment Act
 - Labour relations Act
 - Occupational Health and Safety Act
 - Unemployment Insurance Act
 - Employment Equity Act
 - Land Tenure Act (Any 4 × 1) (4)
- 3.6.2
- Both parties must be capable of entering a contract (contracting)
 - There must be an agreement on the intention between parties
 - The objectives, implementation and entry of contract must be lawful
 - Both parties must be capable of complying with obligations to each other
 - The contract must comply with the required formalities (5 × 2) (10)
- 3.6.3
- On completion
 - Giving notice
 - By agreement
 - Breach of contract
 - Impossibility of achievement
 - Because of insolvency
 - Death (Any 5 × 1) (5)
- [50]**

QUESTION 4

- 4.1
- 4.1.1 45 hours (1)
- 4.1.2 3 hours
- 10 hours (2)
- 4.1.3 36 hours (1)
- 4.1.4 5 hours (1)

- 4.2 4.2.1 This is when the applicant is evaluated by way of selection tests and interviews to determine whether he or she meets the stipulated requirements.
- 4.2.2 Is based on selection and has to do with putting the right person in the right post.
- 4.2.3 Is the process of introducing the new employee to the farming enterprise and the enterprise to the employee. (3 × 2) (6)
- 4.3 • Trade unions represent farm workers by means of negotiation for better remuneration and working conditions
 • Trade unions bring grievances to the attention of the farmer
 • Trade unions continuously monitors agreements between employers and employees
 • Trade unions ensures security of employment and income for their members
 • Trade unions are a mouth piece for the needs and aspirations of the farm workers
 • Trade unions represent workers in disciplinary hearings
 • Trade unions take part in management decisions (7)
- 4.4 A shop steward is a representative of a particular trade union at the work place. (2)
- 4.5 • To try and restore law and order as quickly as possible
 • To limit emotional and financial losses
 • To identify the real causes of the dispute and to give attention to the causes
 • To prevent unproductive levels of conflict so that relations can improve
 • To prevent injury and death and prevent damage to property
 • To learn how to better deal with such events in the future (Any 5 × 2) (10)
- 4.6 A protected strike takes place after all legal means of negotiation have been tried to no avail✓ and a letter of dispute has been issued as well as notice to strike.✓
- OR
- Workers striking under a protected strike cannot be fired for striking✓ but under an unprotected strike they may lose their jobs✓.
 • An unprotected strike is usually an illegal strike and does not follow a recognised negotiated protest strike.✓ Workers striking under an unprotected strike can be fired for striking✓ (2 × 2) (4)
- 4.7 CCMA – Commission for Conciliation,✓ Mediation✓ and Arbitration✓ (3)
- 4.8 The purpose is to provide a cheap (free)✓ and accessible service✓ to resolve differences between employer and employee.✓ (3)

- 4.9
- Working outdoors with plants and animals
 - Outdoor as well as indoor work
 - The amount of work varies from season to season
 - Performance can easily be measured
 - Good family life
 - Good non-cash benefits
- (Any 5 × 1) (5)
- 4.10
- Relatively low productivity of labour
 - High staff turnover especially amongst new employees
 - Dissatisfaction of supervisors with new employees
 - Scarcity of employees suitable for more responsible work or promotion
 - Long periods of initial training
- (5)
[50]
- TOTAL: 200**