



**higher education
& training**

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

HUMAN RESOURCE MANAGEMENT: FARMING N6

29 NOVEMBER 2019

This marking guideline consists of 6 pages.

QUESTION 1

- 1.1 1.1.1 To insure employees✓ against a period of unemployment✓ (2)
- 1.1.2
- The farmer must provide the director-general of labour✓ with information within 14 days of starting the undertaking.✓
 - A monthly statement of wages and salaries paid✓ must be submitted to the Unemployment Insurance Fund by the due date.✓
 - A complete record of all payments must be kept✓ for at least three years.✓
 - All contributors must be registered with the fund✓ using the required form.✓
 - As soon as the worker leaves the farmer's employment, the farmer must issue a letter of employment to the worker✓ and notify the fund on the prescribed form.✓
 - The farmer is responsible for collecting✓ and paying over the unemployment insurance contributions.✓
 - The next of kin of a deceased worker✓ must be given proof of employment of the deceased worker.✓ (7 × 2) (14)
- 1.1.3
- Capable and available to work
 - Proof that he/she is unable to find suitable work
 - Contributed to the fund (3 × 2) (6)
- 1.1.4 45%✓ of a person's normal✓ earnings✓ will be paid out for a period of six months.✓ (4)
- 1.2 1.2.1 False
- 1.2.2 False
- 1.2.3 False
- 1.2.4 False
- 1.2.5 True
- 1.2.6 False
- 1.2.7 False
- 1.2.8 False
- 1.2.9 False
- 1.2.10 False
- (10 × 1) (10)
- 1.3
- Both parties✓ must be capable of contracting.✓
 - There must be an agreement of intention✓ between the parties.✓
 - The objectives, implementation✓ and entry must be lawful.✓
 - The parties must be able to comply✓ with their obligations to each other.✓
 - The contract must comply✓ with the necessary formalities.✓ (5 × 2) (10)

- 1.4
- On completion
 - By giving notice
 - By agreement
 - Breach
 - Impossibility of achievement
 - Death of one of the parties
- (Any 4 × 1) (4)
[50]

QUESTION 2

- 2.1 The farmer/employer✓ can prevent farm workers✓ to enter the workplace✓ and to carry on with their work.✓ It is usually used as a means for the farmer to force workers to comply with certain demands.✓ (5)
- 2.2 Work stoppage occurs when workers spontaneously✓ stop working✓ because of a certain✓ matter.✓ It is not always a strike per definition✓ and can be seen as illegal.✓ (6)
- 2.3 There are three parties✓ in relation✓ with each other✓ namely farm workers/employees,✓ farmers/employers✓ and the state.✓ (6)
- 2.4 **Common interests:**
- They are interdependent.
 - One party cannot exist without the other.
 - Farmers require workers to do the work.
 - Workers need the farmer's assistance/guidance.
 - Workers want to work to earn money.
 - Farmers are prepared to pay workers because without them there will be no production.
- Conflicting interests:**
- Farmers want to keep production costs down.
 - Workers want the highest wages.
 - Workers want to spend more money.
 - Workers do not want to work longer hours.
- (6 + 4) (10)
- 2.5
- Ensures consistent action✓ is taken with respect to all farm workers✓
 - Protects the presiding officer✓ from unnecessary exposure✓
 - Ensures progressive✓ discipline✓
 - Helps in following up✓ problem cases✓
- (4 × 2) (8)

- 2.6
- The trade union may not recruit members✓ until its present/current membership has been verified/examined.✓
 - Do not make any promises✓ at the first meeting with a union.✓
 - Undertake to investigate/look into workers' grievances and working conditions✓ and to report back at a later meeting.✓
 - Do not submit to pressure or be forced into✓ a recognition agreement.✓
 - Lay a good foundation for a relationship✓ and investigate demands thoroughly.✓
 - A number of meetings will be needed to refine the relationship/recognition agreement with the union✓ so that it is fair to both parties.✓
 - Go through the contract/recognition agreement carefully;✓ preferably with the help of a lawyer.✓ (Any relevant 7 × 2) (14)
- 2.7 Shop steward (1)
[50]

QUESTION 3

- 3.1 3.1.1 A grievance is any feeling of dissatisfaction, annoyance or unfairness✓ that a worker experiences with regard to work (in the workplace)✓ which requires the farmer's/employer's attention.✓ (3)
- 3.1.2
- It is a way of bringing grievances to the attention of the farmer✓ and dealing with it.✓
 - It is a safety valve for dissatisfaction✓ and reduces serious conflict✓
 - Workers can report grievances without fear✓ of losing their jobs.✓
 - It helps in the investigation of justifiable complaints✓ and to determine the causes.✓
 - It is a peaceful way of settling✓ or preventing disputes.✓
 - It strengthens upward✓ channels of communication.✓
 - Employee morale and relationships can improve✓ leading to greater efficiency and productivity.✓ (Any 5 × 2) (10)
- 3.2 3.2.1 Procedural fairness has to do with the process✓ during the hearing being fair and justified✓ while substantive fairness has to do with the punishment✓ fitting the transgression/crime.✓ (2 + 2) (4)
- 3.2.2
- Verbal warning
 - Written warning
 - Transference
 - Suspension (4)
- 3.2.3
- That a hearing will take place and on what grounds (reasons)
 - Time and date of hearing and where the hearing will take place
 - The worker can call witnesses
 - The worker may be present and be represented (4)

3.3	3.3.1	<ul style="list-style-type: none"> • Remuneration:✓ Fair, nondiscriminatory and sufficient (liveable) wages are important.✓ • Worker support:✓ Employee support programmes should be available without condemning the worker.✓ • Human relations:✓ Healthy interpersonal interactions and relations are important.✓ • Grievances and disciplinary actions:✓ Not only are these procedures required but they need to be implemented in a fair and consistent manner.✓ • Safety and health:✓ The employer/farmer must be aware of the applicable legislation and apply it to the workplace.✓ 	(Any relevant 5 × 2) (10)
	3.3.2	<ul style="list-style-type: none"> • Provision of human resources • Utilisation of human resources 	(2)
3.4	3.4.1	It is a reduction✓ in the number of posts✓ as a result of strategic✓ or operational planning✓ to scale down the business✓ or it can be caused✓ by automation (technological changes) of systems.✓	(7)
	3.4.2	<ul style="list-style-type: none"> • The process may not be used to get rid of✓ underperforming workers.✓ • The process must be fair to all parties✓ so as not to tarnish the farmer's image.✓ • The process must be based on employment conditions✓ and legislation.✓ 	(3 × 2) (6) [50]

QUESTION 4

4.1	<ul style="list-style-type: none"> • Workers must take reasonable care of their own health and safety✓ and that of other persons.✓ • Workers must cooperate with the employer✓ to ensure that the act is enforced.✓ • Workers must carry out lawful orders/instructions given to them✓ and obey safety rules and regulations.✓ • If any unsafe health or safety situation comes to the attention of worker he/she must report the matter✓ to the employer or employer's representative.✓ • If a worker is involved in any incident that may affect his/her health, the worker must report such incident to the employer✓ immediately or as soon as is reasonably possible but at least by the end of the shift.✓ 	(5 × 2) (10)
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- 4.2
- The duty to work✓ which means the worker must be available at agreed times to work.✓
 - The worker must obey fair and legal instructions✓ from the employer.✓
 - The worker must display good conduct✓ and must respect and recognise the employer's authority.✓
 - The use of rights to associate and strike✓ may only be exercised in a responsible manner.✓
 - The worker must act in good faith toward the employer✓ and must not break the trust relationship.✓ (5 × 2) (10)
- 4.3
- Workers tend to find work pleasant✓ particularly if they have goals to achieve.✓
 - Workers like to show what they are capable of✓ and like to be left alone to prove they are capable.✓
 - Workers have good insight and intelligence✓ that can be beneficial.✓
 - Workers are able to draw up their own work plans✓ and can evaluate whether a task has been done well or not.✓ (4 × 2) (8)
- 4.4
- It is easy to calculate.
 - It can be applied to all situations.
 - It can be easily budgeted for as it usually remains constant for a period of time.
 - The worker knows he/she is getting a fixed wage and can plan accordingly. (4)
- 4.5
- Workers are attaching more and more value to indirect remuneration✓ and not just cash in hand.✓
 - It forms a large portion of labour costs✓ and are not always easily identified so the farmer should take more care in costing labour.✓
 - Indirect remuneration is seldom attached to productivity✓ and can sometimes be associated with unproductiveness and must be managed.✓ (3 × 2) (6)
- 4.6 Task analysis has to do with the identification of the nature and duties✓ involved in a task or job.✓ (2)
- 4.7
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|--------|-------|
| 4.7.1 | False |
| 4.7.2 | True |
| 4.7.3 | True |
| 4.7.4 | True |
| 4.7.5 | True |
| 4.7.6 | False |
| 4.7.7 | False |
| 4.7.8 | True |
| 4.7.9 | True |
| 4.7.10 | False |
- (10 × 1) (10)
[50]

TOTAL: 200