higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

HUMAN RESOURCE MANAGEMENT: FARMING N6

10 September 2020

This marking guideline consists of 10 pages.

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SECTION A

QUESTION 1

1.1	1.1.1	False
	1.1.2	False
	1.1.3	False
	1.1.4	True
	1.1.5	True
	1.1.6	False
	1.1.7	False
	1.1.8	False
	1.1.9	False
	1.1.10	False
	1.1.11	True
	1.1.12	False
	1.1.13	True
	1.1.14	False

(14 × 1) (14)

1.2	1.2.1	A
	1.2.2	C
	1.2.3	B
	1.2.4	C
	1.2.5	C
	1.2.6	C
	1.2.7	D
	1.2.8	B
	1.2.9	C
	1.2.10	D

(10 × 1) (10)

TOTAL SECTION A: 24

SECTION B

QUESTION 2

2.1
- Urbanisation
- Mechanisation
- Strict labour laws
- Minimum wages (Any 2 × 1) (2)

2.2
- Full-time workers cannot be stored and used only when necessary
- Continuous interaction between farmer and workers take place throughout the year
- Workers often live on the farm and this leads to social and personal involvement in the family and community
- The worker is not a machine but a person with feelings, aspirations, etc.
- People are influenced by factors outside of work and they need to be handled appropriately to avoid conflict in the workplace (5)

2.3 Task analysis refers to determining the nature✓ and the duties included in a task itself✓
Work specification refers to specifying or describing the characteristics✓ or skills that a person must have to do the work✓ (4)

2.4 2.4.1
- New environment
- Supervisor and/or colleagues
- Subordinates, if applicable
- Amenities such as toilets, offices and canteen
- Farm policies
- Grievance and disciplinary procedures
- Human resource procedure and assumption of duty forms

(Any 5 × 1) (5)

2.4.2
- Need to introduce the worker/supervisor to the new work environment so that he/she will know where everything related to the job is
- Introduce the supervisor to his/her superiors and explain how to contact them for assistance or to report
- Introduce the supervisor to the team that he/she must supervise so that he/she knows the people with whom he/she must work
- Show the new supervisor where all the amenities such as toilets, offices and stores are
- Explain the farm policy to the new member of staff so that he/she has a clear understanding of how procedures work and what is expected from him/her in terms of work behaviour and so that he/she might know pay procedures, et cetera
- Allow HR procedures to be completed so that the new staff member does not worry about getting necessary forms filled and completed and thus feels part of the team (Any 5 × 1) (5)

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2.5
- Traditional theory – a theory that postulates that workers are lazy, are only interested in money, do not like to assume responsibility and cannot solve problems. It therefore implies that they should be supervised strictly.
- Human relations theory – a theory that postulate that workers have needs and feelings, thus they should be treated with respect as they want to be part of the farm and should always be updated on the information on the farm.
- Human resources utilisation theory – a theory that upholds that workers love their work, set their own goals, do not need to be supervised and can draw up their own work plans and standards. (3 × 2) (6)

2.6
- Training helps overcome cultural differences in the workplace. By watching another person working, cultural differences can become more entrenched.
- Watching leads to someone seeing what must be done without understanding why the task is done in a certain manner.
- When a problem or crisis occurs, the worker does not know what to do because he/she has not been told how to handle the situation. The farmer then thinks that the worker cannot think for him/herself.
- It is assumed that the person doing the demonstration is capable of doing the work correctly. Often the person doing the work does not do it correctly and so faulty workmanship continues. (Any 3 × 2) (6)

2.7
- Task analysis and work specification
- Recruitment
- Selection
- Placing
- Induction
- Initial training
- Evaluation of methods of obtaining human resources (7)

2.8 Maslow's hierarchy has five levels:
- Physiological needs consist of basic requirements of life – water, food, clothing and shelter.✓ A worker will be motivated by physiological needs until they have been largely satisfied.✓
- Security needs include the need for safety and to be free from danger.✓ Security needs are satisfied after physiological needs have been met.✓
- Social needs imply that people are social beings by nature and need to belong to a group and to be accepted by that group.✓ A person then strives to establish favourable relations with people.✓
- Ego needs are related to esteem and respect for self and others.✓ It includes self-confidence, independence and freedom, recognition, appreciation and the need to achieve.✓
- The need for self-fulfilment is the highest-level need, which is the need to realise one's own potential,✓ experience continuous self-development and to be creative.✓ (5 × 2) (10)

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QUESTION 3

3.1
- Both parties must be capable of contracting
- There must be an agreement of intention between the parties
- The objectives, implementation and entry into the contract must be lawful
- The parties must be able to comply with their obligations to each other
- The contract must comply with necessary formalities (e.g. contract must be in writing). (5)

3.2
- On completion
- By giving notice
- By agreement
- Breach of contract
- Impossibility of achievement
- Insolvency
- Death of one of the parties (Any 4 × 1) (4)

3.3 3.3.1 Time rates – are flat rates of remuneration that are paid to workers per time unit worked✓ irrespective of the amount of work achieved.✓ (2)

3.3.2
- They are easy to calculate
- They can be applied to all tasks in all situations
- It is easy for the farmer to budget for the cost of labour since he/she already knows how much should be paid
- The worker is assured of a fixed salary and knows his actual income (4)

3.3.3 Primary remuneration refers to the monetary payment made to workers for the services provided to the enterprise.
Secondary remuneration refers to the non-monetary benefits or incentives that the workers get from the enterprise. (2 × 2) (4)

3.3.4 Primary remuneration (1)

3.3.5 Primary remuneration satisfies the basic needs of workers since these are monetary and they precede non-monetary needs. (2)

3.4
- All remuneration must be within the limits set by legislation.
- The level of labour supply and the demand for labour will influence the setting of the wage – the higher the demand and shorter the supply, the higher the wage.
- Labour organisations often demand minimum wage for their members.
- The financial situation of the undertaking will influence the level of wage that the enterprise can afford.
- The wage must be in line with productivity – if wages increase so must productivity.
- The cost of living or the effect of inflation on the worker must also be taken into account. The wage must be in line with the cost of living.
- The present wage in a specific industry in the area will influence the wage paid.
- Secondary remuneration will influence the amount of primary remuneration. (Any 5 × 2) (10)

3.5
- It must be possible to measure the worker's productivity.
- The productivity of the worker must be directly related to his/her input.
- It must be possible to relate production to an individual worker.
- It must be possible for a worker to increase production.
- The payment of a piece rate must make it possible to reduce the cost per unit of the product. (5)

3.6
- The system must be simple for the workers to understand it.
- If a bonus system is based on profits, there should not be great changes/fluctuations in profit.
- The nature and size of a bonus must be in relation to size of enterprise. (3)

[40]

QUESTION 4

4.1 4.1.1 Collective bargaining – is a process of negotiation between farmers and trade unions aimed at agreements to improve salaries, working conditions, benefits, and other aspects of workers' compensation and/or workers' rights.

4.1.2 Status quo order – refers to a temporary ruling by the labour or industrial court ordering the employer to re-employ workers or re-instate the terms of conditions of employment.

4.1.3 Breach of employment contract – refers to a situation that happens when one party to an employment contract, either a farmer of farm worker, fails to honour the contract through non-performance or by interfering with the other party's performance.

(3 × 2) (6)

4.2 The Commission✓ for Conciliation,✓ Mediation✓ and Arbitration✓ (4)

4.3 4.3.1 Industrial council refers to a corporate body where trade unions and farmer's unions or organisations meet for the purposes of negotiating terms to the advantage of their members. (2)

4.3.2
- They prevent disagreements in the industry through negotiation and concluding agreements.
- They settle disputes between farmers and employees through mediation.
- They undertake any necessary action to regulate or settle matters of common interest as a way of ensuring peaceful coexistence. (3 × 2) (6)

4.4
- To keep workers employed and to not dismiss someone indiscriminately
- To pay workers for services rendered at a stipulated time
- Not to prevent workers from joining a union or form association
- To bargain or to negotiate with workers or representatives
- To provide safe working conditions
- To ensure that legislated benefits are in place and adhered too (Any 5 × 1) (5)

4.5
- Take care to ensure own health and safety in the workplace as well as that of others around them
- To comply with duty or requirements imposed by employer or legislation to enable safety being complied with
- To carry out any lawful instruction and to obey health and safety rules and procedures as set down by employer or employer representative
- To report any unsafe practices as soon as possible to his/her immediate supervisor
- If involved in any incident that might have caused injury or affected his/her health to report it to the employer or employer representative immediately or at least by the end of the shift (5 × 2) (10)

4.6 4.6.1
- Temporary partial disablement
- Temporary total disablement
- Permanent disablement (3)

4.6.2
- Temporary partial disablement – the employee receives a pro-rata payment✓
- Temporary total disablement – the employee receives periodic payments until they return to work✓
- Permanent disablement – the employee receives a lump sum of the full amount if disablement is less than 30%✓ or the employee receives a lifelong pension if disablement is more than 30%✓ (4)

[40]

QUESTION 5

5.1 5.1.1
- Farmers
- Farm workers
- The state (3)

5.1.2
- Farm workers sell their labour to the farmer in exchange for remuneration
- Farmer must achieve the objectives of the enterprise and best use labour
- The state is the master and servant and must establish guidelines to run relationships and to enforce laws that are established regarding relationships (3)

5.2 A lockout is when the employer prevents the workers from entering the workplace and from doing their work as a way of compelling the workers to comply with certain demands.

Work stoppages occur when workers spontaneously stop work because of a certain matter. Such stoppages are not necessarily illegal actions and do not always involve employer/worker relations. (2 × 2) (4)

5.3
- To protect the presiding officer from potential legal steps by the parties involved
- To keep better track of problem cases and problems with the system
- To ensure that the policy of progressive discipline has been followed
- To ensure that consistent action is taken against all employees (4)

5.4 Timely discipline implies that should an alleged transgression take place the disciplinary action must take place as soon as possible after the alleged transgression has come to light (2)

5.5 5.5.1
- Rumours among workers
- Poor supervisory practices
- Unfair labour practices
- Lack of clear policy
- Poor working conditions
- Vague instructions
- Assaults
- Inconsistent disciplinary actions (Any 4 × 1) (4)

5.5.2
- The farm worker
- The supervisor
- The shop steward (3)

5.5.3
- The farm worker reports the grievance to the immediate supervisor
- The immediate supervisor is the one who puts the grievance procedure into operation in order to promote worker satisfaction and increased productivity
- The shop steward/ trade union – a member of the trade union who represents the workers and act on their behalf (3)

5.5.4
- It makes the farmer aware of the workers' complaints and grievances
- It is a mechanism that prevents serious conflicts on the farm
- It allows workers to report complaints without fear of the employer
- It assists the farmer in investigating the root cause of the complaints
- It improves employee relationships and morale
- It improves or strengthens upward channels of communication (6)

5.6 5.6.1
- Recruiting new members and keeping a record of members
- To keep a record of incidents
- Update trade union about events at work
- Assist members with funeral policies and bursaries
- Call meetings with members
- Encourage members to attend trade union meetings
- Ensure that agreements are complied with in the workplace

(Any 5 × 1) (5)

5.6.2
- Agricultural Broadbase and Allied National Trade Union (ABANTU)
- Agricultural, Food, Fishing and Retail Industry Workers Union (AFRIWU)
- BAWSI Agricultural Workers Union of South Africa (BAWUSA)
- Hospitality, Catering and Farm Workers Union (HOCAFAWU)
- The South African Agricultural Plantation and Allied Workers Union (SAAPAWU)
- Commercial, Stevedore, Agricultural and Allied Workers Union (CSAAWU)

(Any 3 × 1) (3)

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5.6.3
- The trade unions 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 to accept 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
- Study the contract/recognition agreement carefully; preferably with the assistance of a lawyer (Any 3 × 2) (6)

[46]

TOTAL SECTION B: 176
GRAND TOTAL: 200

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