



**higher education
& training**

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

HUMAN RESOURCE MANAGEMENT: FARMING N6

25 November 2021

This marking guideline consists of 8 pages.

SECTION A**QUESTION 1**

- 1.1 Induction
- 1.2 Task analysis
- 1.3 Motivation
- 1.4 Disciplinary procedure
- 1.5 Human resources utilisation theory
- 1.6 Discrimination
- 1.7 Safety committee
- 1.8 Trade union/Union
- 1.9 Lockout
- 1.10 Unfair labour practice

(10 × 1) [10]

QUESTION 2

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

(10 × 1) [10]

TOTAL SECTION A: 20

SECTION B**QUESTION 3: EMPLOYMENT AND MOTIVATION OF WORKERS**

- 3.1 It involves personnel administration, ✓ maintenance of good labour relations ✓ and the operational management of farm employees. ✓ (3)
- 3.2
 - Task analysis
 - Work specification
 - Recruitment
 - Selection
 - Placing
 - Induction
 - Initial training
 - Evaluation of methods of recruitment(8)

- 3.3
- Farm workers traditionally receive low cash wages✓ compared to other types of work.✓
 - Farm workers living on a farm are often far from training (schooling) and entertainment facilities✓ with little or no transport available.✓
 - Farm workers tend to work long hours✓ particularly during the production season.✓
 - Farm workers often work under harsh conditions like hot and/or cold/wet conditions✓ with heavy physical work.✓
 - Farm workers are often looked down on so there is low prestige✓ with poor prospects of promotion.✓
- (5 × 2) (10)
- 3.4
- Herzberg's theory is made up of motivators✓ and hygienic factors.✓
 - Hygienic factors are short term,✓ whereas motivators tend to be long term.✓
 - The presence of motivators increases job satisfaction✓ while the absence of hygiene factors lead to dissatisfaction.✓
 - Hygiene factors are associated with the circumstances around work✓ while motivators relate to the work itself.✓
 - Both hygiene and motivation factors need to be present✓ but work on different levels.✓
- (4 × 2) (8)
- 3.5
- The manager must spell out to the worker what is to be achieved✓ and at what standard.✓
 - The manager must allow the worker the opportunity to prove himself/herself✓ without standing over him/her the whole time.✓
 - The workers need to know how they are progressing✓ and so need feedback from the manager while the task is in progress.✓
 - When the worker requires help with the task,✓ the manager must be available and able to provide help.✓
 - The workers must be paid not only a liveable wage✓ but should also be rewarded for their efforts.✓
- (5 × 2) (10)
- 3.6
- The first level entails physiological needs,✓ which are the basic needs of life such as food, water, clothing and housing.✓ As this level becomes satisfied, the next level becomes a motivator,✓ which is security needs.✓
- The second level is security needs,✓ which entails safety and security of physiological needs not to be lost (security of future)✓ and once this level is fulfilled, the needs move to the next level.✓
- (3 + 3) (6)
- [45]

QUESTION 4: LABOUR RELATIONS: STRUCTURES AND LEGISLATION

- 4.1 4.1.1 Certificate of employment (1)
- 4.1.2 • Worker's name
• Employer's name
• Respective addresses
• Respective ID numbers
• Date of employment
• Date of termination of employment
• Job title/description at termination
• Earnings at termination (Any 4 × 1) (4)
- 4.2 • Duty to work:✓ Workers must be at work and on time.✓
• Duty to obey reasonable instructions.✓ Workers must carry out reasonable orders and not incite or intimidate other workers.✓
• Duty to display good conduct towards the farmer:✓ Workers must not show disrespect in any manner and recognise the farmer's authority.✓
• Duty to use worker's rights to associate, negotiate✓ in a responsible and reasonable manner.✓
• Duty to act in good faith or to be loyal to the employer:✓ Workers must not use the employer's information to work against the employer.✓ (5 × 2) (10)
- 4.3 4.3.1 • Employing under-age school dropouts
• Underpaying farm workers
• Hiring and firing at will without following labour relations
• Improper employment contract (4)
- 4.3.2 • Basic Conditions of Employment Act
• Labour Relations Act
• Unemployment Insurance Act
• Wage Act (Any 3 × 1) (3)
- 4.3.3 • Both parties must be capable of contracting:✓ Both parties must be old enough and of sound mind.✓
• Agreement of intention between both parties:✓ The contracting parties must agree on what must be done and under what conditions such as remuneration.✓
• Objectives, implementation and entry into the contract must be lawful:✓ Everything concerning the contract must be legal/abide by the law.✓
• Parties must be able to comply with their respective obligations:✓ For example, one must be able to deliver work and the other remuneration.✓
• Must comply with necessary formalities:✓ A farm worker's contract must be in writing.✓ (5 × 2) (10)

- 4.3.4
- On completion of the contract/work
 - Giving of notice by one party to the other
 - By agreement when both parties agree to end the contract
 - Breach of contract where one party does not fulfil his/her side of the contract
 - Impossibility of achievement
 - Insolvency where the employer is sequestrated and not able to pay
 - Death
- (Any 4 × 1) (4)

- 4.4
- 4.4.1 Occupational Health and Safety Act
- 4.4.2 Basic Conditions of Employment Act
- 4.4.3 Compensation for Occupational Injuries and Diseases Act
- 4.4.4 Unemployment Insurance Act
- (4 × 1) (4)
- [40]**

QUESTION 5: PROCEDURES AND PROCESSES

- 5.1 A strike is the temporary stoppage of work by a group of workers✓ to impose a demand or request on the employer✓ or to prevent the employer from carrying out an action.✓ (3)
- 5.2
- To get workers to agree to demands or proposals✓ concerning conditions of employment✓
 - To get workers to accept changes✓ in terms or conditions of employment✓
 - To get workers to agree to the employment, suspension or termination✓ of the employment of some other person✓
- (3 × 2) (6)
- 5.3
- Restore order✓ and get production going as soon as possible.✓
 - Limit financial✓ and emotional losses.✓
 - Identify✓ and give attention✓ to the causes of the dispute.
 - Alleviate unproductive levels of conflict✓ to improve relations.✓
 - Prevent harm to people✓ and damage to property.✓
 - Learn to be better equipped✓ to handle strikes in future.✓
- (6 × 2) (12)
- 5.4
- As individuals, workers have little negotiating power.✓ All an individual can do if unhappy at work is to resign.✓
 - There are more workers available than jobs✓ so if a worker resigns, he/she can be easily replaced.✓
 - Farmers can manage for a while with reduced labour and save on wages.✓ Workers cannot store or save energy nor can workers sacrifice income.✓
 - Membership of a trade union✓ provides greater job security to farm workers.✓
 - Through membership workers try to force employers✓ to pay a reasonable and living wage.✓
- (5 × 2) (10)

- 5.5 45 hours
- 5.6 Basic Conditions of Employment Act
- 5.7 7,5 hours
- 5.8 5 hours
- 5.9 60 minutes
- 5.10 1,5
- 5.11 R180
- 5.12 12 hours
- 5.13 21 days continuous
- 5.14 36 days
- 5.15 25 days
- 5.16 1 month or 4 weeks
- 5.17 3 days
- 5.18 2 weeks

(14 × 1) (14)
[45]

QUESTION 6: GRIEVANCE AND DISCIPLINARY PROCEDURES

- 6.1
- Verbal warning: A discussion is held with the transgressor and remedial plans are agreed on and the warning is given verbally.
 - Written warning: An informal or formal enquiry can take place and if found guilty of transgression, a written warning is issued and placed on the worker's file for 6 months.
 - Transfer: Should the above actions not give satisfactory results; the transgressor can be transferred to another work area.
 - Suspension: If there is no other possible solution or the transgression is severe then suspension is the last resort. (4 × 2) (8)
- 6.2
- 6.2.1 A transgression must have taken place✓ and must warrant the penalty.✓
- 6.2.2 The procedure followed during the enquiry must be fair and open✓ and the transgressor must be allowed to exercise his/her rights.✓ (2 × 2) (4)
- 6.3
- Persons above retirement age should be first as they are entitled to a pension.
 - Early retirement: Some of the older workers can apply for early retirement and go out on pension as well.
 - Voluntary resignation: There will be people who will be prepared/want to leave the organisation.
 - LIFO or last in, first out: The newest employees would be retrenched before longer serving employees should the above three not yield sufficient numbers. (4 × 2) (8)

- 6.4
- Ensure that all available information is available for the hearing✓ and analyse it.✓
 - Check that a transgression has taken place✓ in terms of the disciplinary code.✓
 - Ensure that the nature and circumstances✓ of the transgression have been fully investigated.✓
 - Be certain that all safety and security staff involved in the investigation✓ are available for the hearing.✓
 - Ensure the transgressor has been timeously informed of the hearing/investigation✓ to allow fair time for preparation.✓
 - Be certain about the policy✓ before the start of the investigation/hearing.✓
 - Conduct the hearing with a fair, open and unbiased mind✓ – if not, get someone else to chair the proceedings.✓ (5 × 2) (10)
- 6.5
- 6.5.1 Grievance is a feeling✓ of dissatisfaction, annoyance or unfairness✓ that a worker may experience regarding work✓ and that needs the employer's attention.✓ (4)
- 6.5.2 **NOTE:** The following steps should be in the correct sequence to be awarded marks:
- The aggrieved reports a grievance to the immediate supervisor verbally. The supervisor must attempt to resolve the grievance within 24 hours.✓
 - If resolved, it must be recorded.✓
 - Should the grievance not be resolved, the grievance is then put in writing and sent to the supervisor's senior/manager.✓ The next level tries to resolve the grievance. If successful, resolution is recorded. The time limit is usually 24 hours, but may be extended by agreement. If not resolved, it is referred to a grievance-resolution committee.✓
 - This independent body will investigate and try to resolve the grievance.✓ As with the previous steps, if resolved then the resolution is recorded. The time limit is three workdays.✓
 - If not resolved, the matter is referred to a senior manager depending on the size of the undertaking.✓ The time limit is three to four workdays.✓
 - If resolved then recorded it, if not, the aggrieved can refer to the matter to the CCMA✓ for resolution as a last resort.✓ (10)

- 6.5.3
- Delaying: Do not delay, attend to a grievance as soon as possible to reduce frustration.
 - Give-and-take approach: Do not use the give-and-take system as it partially resolves the issue leaving distrust in the system.
 - Excessive emotions: Do not allow emotional outbursts. Take a break if needed.
 - Extraneous/Nonrelevant matters: Keep to the matter at hand and do not allow other factors to be tabled.
 - Promises: If you make a promise, keep it. (3 × 2) (6)
- [50]**

TOTAL SECTION B: 180

GRAND TOTAL: 200