**Business Studies**

**Grade 12**

**Human Resource Function Answers**

1.

* The human resource manager (HRM) should prepare the job description in order to identify recruitment needs.
* HRM should indicate the job specification/description/key performance areas to attract suitable candidates.
* Prepare a job analysis, which includes job specification and job description.
* A decision whether to recruit internally should be made to identify suitable candidates from within the business.
* If internal recruitment is unsuccessful, external recruitment should be considered.
* If the external recruitment is done, the relevant recruitment source should be selected, e.g. recruitment agencies, tertiary institutions, newspapers,
* The advertisement should be prepared with the relevant information, e.g. the name of the company, contact details, contact person, etc.
* Place the advertisement in the appropriate media that will ensure that the best candidates apply.

2.

|  |  |
| --- | --- |
| **JOB DESCRIPTION** | **JOB SPECIFICATION** |
| * Describes duties of a specific job/summary of the nature of the job.
 | * Specifies the minimum acceptable personal qualities/ skills/ qualifications needed for the job.
 |
| * Written description of the job and its requirements
 | * Written description of specific qualifications/ skills/ experience needed for the job.
 |
| * Describes key performance areas/ tasks for a specific job, e.g. job title/working conditions/relationship of the job with other jobs in the business, etc.
 | * Describes key requirements of the person who will fill the position, e.g. formal qualifications/willingness to travel/work unusual hours, etc.
 |

3.

|  |  |
| --- | --- |
| **JOB DESCRIPTION** | **JOB SPECIFICATION** |
| Coordinate in-service training for admin staff. | Good report writing skills |
| Record financial transactions from source documents to financial statements. | Excellent computer skills. |

4.1 External recruitment

 Motivation:

 The company has advertised a vacancy for a male person younger than

 45 years in the local newspapers.

4.2.

* New candidates bring new talents/ideas/experiences/skills into the business.
* There is a larger pool of candidates to choose from.
* There is a better chance of getting a suitable candidate with the required

skills/qualifications/competencies who do not need much training/ development which reduce costs.

* It may help the business to meet affirmative action and BBBEE targets.
* Minimises unhappiness/conflict amongst current employees who may have

applied for the post.

5.

* Recruitment is the process used by business to identify vacancies in the business and attract suitable candidates for it.
* It aims at finding candidates who have the necessary knowledge/ experience/ qualification to fill the vacancy.
* Businesses may choose to use an internal or external method of recruitment depending on the nature/requirements of the vacancy.
* It is an on-going process as employees leave their jobs for other jobs/get promoted /retire/as new technological skills are required.

6.

* Internal e-mails/Intranet/web sites to staff
* Word of mouth
* Business newsletter/circulars
* Internal/management referrals
* Notice board of the business
* Internal bulletins
* Recommendation of current employees
* Head hunting within the business/organisational database.

7.

**Option 1**

* Determine fair assessment criteria on which selection will be based.
* Applicants must submit the application forms/curriculum vitae and certified copies of personal documents/IDs/proof of qualifications, etc.
* Sort the received documents/CVs according to the assessment/selection criteria.
* Screen/Determine which applications meet the minimum job requirements and

 separate these from the rest.

* Preliminary interviews are conducted if many suitable applications were

 received.

* Reference checks should be made to verify the contents of CV's, e.g. contact

 previous employers to check work experience.

* Compile a shortlist of potential candidate's identified.
* Shortlisted candidates may be subjected to various types of selection tests e.g.

 skills tests, etc.

* Invite shortlisted candidates for an interview.
* A written offer is made to the selected candidate.
* Inform unsuccessful applicants about the outcome of their application./Some

 adverts indicate the deadline for informing only successful candidates.

**Option 2**

* Receive documentation, e.g. application forms and sort it according to the criteria of the job.
* Evaluate CVs and create a shortlist/Screen the applicants.
* Check information in the CVs and contact references.
* Conduct preliminary sifting interviews to identify applicants who are not suitable

 for the job, although they meet all requirements.

* Assess/Test candidates who have applied for senior positions/to ensure the best

 candidate is chosen.

* Conduct interviews with shortlisted candidates.
* Offer employment in writing to the selected candidate(s).

8.1 External recruitment

 Motivation:

 Shakeel Cattle Farm advertised a vacancy in a newspaper.

8.2

Many applicants submitted their application forms.

 SCF conducted preliminary interviews to select suitable candidates and

 compiled a shortlist of five candidates.

 A written offer was made to the best candidate.

8.3

* Determine fair assessment criteria on which selection will be based.
* Sort the received documents/CVs according to the assessment/selection criteria.
* Screen/Determine which applications meet the minimum job requirements and

 separate these from the rest.

* Reference checks should be made to verify the contents of CV's, e.g. contact

 previous employers to check work experience.

* Shortlisted candidates may be subjected to various types of selection tests e.g.

 skills tests, etc.

* Invite shortlisted candidates for an interview.

8.4

* Check application documents against the requirements of the job.
* Candidates who meet the minimum requirements are separated from others.
* Do background/credit/reference checks of applicants who qualify for the job.
* Prepare a shortlist of suitable candidates after screening.

9.

* The interviewer should develop a core set of questions based on the skills/knowledge/ ability required.
* Check/read the application/verify the CV of every candidate for anything that may need to be explained.
* Book and prepare the venue for the interview.
* Set the interview date and ensure that all interviews take place on the same date, if possible.
* Inform all shortlisted candidates about the date and place of the interview.
* Plan the programme for the interview and determine the time that should be allocated to each candidate.
* Notify all panel members conducting the interview about the date and place of the interview.

10.

* Greet the interviewer by name with a solid handshake and a friendly smile.
* Listen carefully to the questions before responding.
* Make eye contact and have good posture/body language.
* Show confidence and have a positive attitude/be assertive.
* Be inquisitive and show interest in the business.
* Ask clarity seeking questions.
* Show respect and treat the interview with its due importance.
* Be honest about mistakes and explain how you dealt with it.
* Know your strengths and weaknesses and be prepared to discuss it

11.

|  |  |
| --- | --- |
| **ROLE** | **QUOTES** |
| Interviewer/Elzette | Candidates were allocated the same amount of timetheir responses were recorded. |
| Interviewee/candidates | All candidates showed confidenceasked clarity-seeking questions. |

12.

* Obtains information about the strengths and weaknesses of each candidate.
* Helps the employer in choosing/making an informed decision about the most

 suitable candidate.

* Matches information provided by the applicant to the job requirements.
* Creates an opportunity where information about the business and applicant can

 be exchanged.

* To determine a candidate's suitability for the job.
* Evaluate the skills and personal characteristics of the applicant

13.

* Personal details of the employee.
* Details of the business/employer e.g. name/address, etc.
* Job title/Position
* Job description e.g. duties/ working conditions
* Job specification e.g. formal qualifications/willingness to travel.
* Date of employment/commencement of employment.
* Place where employee will spend most of his/her working time.
* Hours of work, e.g. normal time/overtime.
* Remuneration, e.g. weekly or monthly pay.
* Benefits/Fringe benefits/Perks/Allowances.
* Leave, e.g. sick/maternity/annual/adoption leave.
* Employee deductions (compulsory/non-compulsory).
* Period of contract/Details of termination.
* Probation period.
* Signatures of both the employer and employee.
* List of documents that form part of the contract, e.g. appointment letter/code of conduct/ethics.
* Disciplinary policy, e.g. rules and disciplinary procedure for unacceptable behaviour

14.

* The employer may dismiss an employee for valid reason(s), e.g. unsatisfactory job performance, misconduct, etc.
* Employer) may no longer have work for redundant employees/cannot fulfil the contract/is restructuring.
* The employer may retrench some employees due to insolvency/may not be able

 to pay the employees.

* Employees decided to leave and resign voluntarily.
* An employee may have reached the pre-determined age for retirement.

15.

* Employment contract is an agreement between the employer and the employee and is legally binding.
* Employer and employee must agree to any changes to the contract.
* Aspects of the employment contract can be renegotiated during the course of

 employment.

* No party may unilaterally change aspects of the employment contract.
* The employer and employee must both sign the contract.
* The employment contract should include a code of conduct and code of ethics.
* The employer must explain the terms and conditions of the employment contract

 to the employee.

* It may not contain any requirements that are in conflict with the BCEA.
* Conditions of employment/duties/responsibilities of the employees must be

 stipulated clearly.

* The remuneration package/including benefits must be clearly indicated.
* All business policies, procedures and disciplinary codes/rules can form part of the employment contract.
* The employer must allow the employee to thoroughly read through the

 contract before it is signed.

16.1 included his remuneration and details of the termination of the contract.

16.2 (see question 13 answers)

17.1

|  |  |
| --- | --- |
| **CHALLENGES** | **RECOMMENDATION** |
| It only bears Mr Du Preez’s signature/ is signed by Mr Du Preez only. | Both TF (employer) and Mr Du Preez must sign the employment contract |
| Mr Du Preez is expected to work 12 hours overtime per week. | TF/the employer and Mr Du Preez/the employee must both be satisfied with the provisions included in the employment contract. |
| Employees can work overtime for a maximum period as per legislation and agreed upon/10 hours per week. |
| Overtime must be a mutual agreement between employer and employee |
| Mr Du Preez is expected to perform other duties which are not listed in his contract. | The contract should clearly set out the conditions of employment/duties/responsibilities of the employees. |
| Specific dates of the job should be clearly explained/stipulated in the contract. |

18.

* Allows new employees to settle in quickly and work effectively.
* Ensures that new employees understands rules and restrictions in the

 business.

* New employees may establish relationships with fellow employees at different

 levels

* Make new employees feel at ease in the workplace, which reduces anxiety/ insecurity/fear.
* The results obtained during the induction process provide a base for focussed

 training.

* Increases quality of performance/productivity.
* Minimises the need for on-going training and development.
* Employees will be familiar with organisational structures, e.g. who are their

 supervisors/low level managers.

* Opportunities are created for new employees to experience/explore different

 departments

* New employees will understand their role/responsibilities concerning safety

 regulations and rules.

* New employees will know the layout of the building/factory/offices/where

 everything is, which saves production time.

* Learn more about the business so that new employees understand their roles/

 responsibilities in order to be more efficient.

* Company policies are communicated, regarding conduct and procedures/safety

 and security/employment contract/conditions of employment/working hours/leave.

* Realistic expectations for new employees as well as the business are created.
* New employees may feel part of the team resulting in positive morale and

 motivation.

* Employees may have a better understanding of business policies regarding

 ethical/professional conduct/procedures/CSR, etc.

19.

* Introduction to key people and immediate colleagues.
* Safety regulations and rules.
* Overview of the business.
* Tour of the premises.
* Discussion of the employment contract and conditions of service.
* Discussion of employee benefits
* Information about the business products/services.
* Meeting with senior management who will explain the company's vision/value descriptions/daily tasks.
* Conditions of employment, e.g. working hours/leave application process/disciplinary procedures, etc.
* Administration details on systems/processes/logistics.
* Discussion of personnel policies, e.g. making private phone calls/using the Internet, etc.
* Corporate social responsibility programmes.

20. 1

* New employees should be familiarised with their new physical work environment/organisational culture/products and services.
* Employees should be informed about the processes/procedures of the

 business.

* They should have a basic knowledge of what is expected in the job./Understand

 his role and responsibilities in his new job.

* Ensure that employees are well conversant with the business safety regulations

 and rules.

20.2 (See Question 18 Answer)

21.

* Employer should outline specific responsibilities/expectations of the employee new position.
* The employer should determine the relationship/similarities between the expectations of the position and the competencies of the employee.
* Determine the employee’s strengths/weaknesses/skills/ interests by subjecting him to various psychometric tests.

22.

* Selected candidates are placed where they will function optimally and add value to the business.
* A specific job is assigned to the selected candidate.
* The qualifications/skills/personality of the selected candidate is matched√ with the requirements of the job.

23.1

|  |  |
| --- | --- |
| **METHODS OF REMUNERATION** | **MOTIVATION** |
| Gail: Time-related remuneration | Gail is remunerated according to the number of hours spent at work |
| Chris: Piece meal remuneration | Chris according to the number of houses built. |

24.

* Medical Aid Fund/Health Insurance Fund
* Pension Fund
* Provident Fund
* Funeral benefits
* Car/Travel/Housing/Cell phone/Clothing allowance
* Performance based incentives
* Issuing of bonus shares\
* Staff discount/Free or low cost meal/Canteen facilities

25.

**Positives/Advantages**

* Attractive fringe benefit packages may result in higher employee retention/reduces employee turnover.
* Attracts qualified/skilled/experienced employees who may positively contribute towards the business goals/objectives.
* Improves productivity\ resulting in higher profitability.
* It increases employee satisfaction/loyalty as they may be willing to go the extra mile.
* Businesses save money as benefits are tax deductible.
* Fringe benefits can be used as leverage for salary negotiations.

**AND/OR**

**Negatives/Disadvantages**

* Businesses who cannot offer fringe benefits fail to attract skilled workers.
* Businesses who offer employees different benefit plans may create resentment to those who receive less benefit resulting in lower productivity.
* It can create conflict/lead to corruption if allocated unfairly.
* Fringe benefits are additional costs that may result in cash flow problems.
* Decreases business profits, as incentive/package/remuneration costs are higher.
* Administrative costs increase as benefits need to be correctly recorded for tax purposes
* Workers only stay with the business for fringe benefits, and may not be committed/loyal to the tasks/business
* Businesses have to pay advisors/attorneys to help them create benefit plans that

comply with legislation.

* Errors in benefit plans may lead to costly lawsuits/regulatory fines.

26.1 Cell phone

 Housing allowance

26.2

|  |  |
| --- | --- |
| **PIECEMEAL** | **TIME-RELATED** |
| * Workers are paid according to the number of items/ units produced /action performed.
 | * Workers are paid for the amount of time they spend at work/on a task.
 |
| * Workers are not remunerated for the number of hours worked, regardless of how long it takes them to make the items
 | * Workers with the same experience/qualifications are paid on salary scales regardless of the amount of work done.
 |
| * Mostly used in factories particularly in the textile/technology industries.
 | * Many private and public sector businesses use this method
 |

26.3 (SEE question 25 Answer)

27.1

* Medical Aid Fund/Health Insurance Fund
* Pension Fund
* Provident Fund
* Funeral benefits
* Car/Travel/Housing/Cell phone/Clothing allowance
* Performance based incentives
* Issuing of bonus shares\
* Staff discount/Free or low cost meal/Canteen facilities

27.2 A benefit that you have no choice over taking, they are normally government initiatives, compulsory benefits in South Africa include: Unemployment insurance fund, Road Accident Fund & Workman’s Compensation Fund.

28.

**Employment Equity Act:**

* The human resources manager must promote/provide equal opportunities in the workplace.
* Ensure that affirmative action promotes diversity in the workplace.
* Compile employment equity plans that indicate how they will implement

 affirmative action.

* Assign a manager to ensure that the employment equity plan will be implemented/regularly monitored.
* Display a summary of the Act where employees can clearly see it/have access to it.
* Report to the Department of Labour on the progress in the implementation of the

 equity plan.

* Conduct medical/psychological tests fairly to employees/when deemed necessary.
* Equal pay for work of equal value.
* Ensure that the workplace represents the demographics of the country at all

 levels.

* Define the appointment process clearly to ensure all parties are well informed.
* Restructure/Analyse current employment policies/practices/procedures to accommodate designated groups.
* Retrain/Develop/Train designated groups through skills development programmes.

29.

**Labour Relations Act:**

* Workers cannot be easily dismissed as bargaining council/Commission

 for Conciliation, Mediation and Arbitration (CCMA) processes need to be followed.

* Provides a framework for bilateral meetings where employees, trade unions and employers discuss matters relating to employment.
* The human resource manager should allow workers to form workplace forums/trade unions to promote the interests of all employees.
* Promotes orderly negotiations and employee participation in decision making in the workplace.
* Protects the rights of employees/employers as outlined in the Constitution.
* Advances economic development/social justice/labour peace.
* Promotes resolution of labour disputes.
* Clarify the transfer of contracts of employment/If a business is transferred to

another owner then the employee contracts are also transferred.

* Provides for unresolved disputes to be referred to Labour Courts/Labour Appeal Courts.

30.

**Skills Development Act (SDA):**

* The human resources manager should interpret the aims and requirements of the SDA and adapt workplace skills training programmes accordingly.
* Identify the training needs of the employees and provide them with training opportunities so that they will perform their tasks efficiently.
* Use the National Qualification Framework/NQF to assess the skills levels of employees.
* Interpret/Implement the aims/requirements of the framework for the National Skills Development Strategy.
* Assist managers in identifying skills/training needs√ to help them to introduce learnerships.
* Contribute 1% of their salary bill to the Skills Development Levy/SDL.
* Ensure training in the workplace is formalised /structured.
* Appoint a full/part time consultant as a Skills Development Facilitator

31.

* The BCEA sets out conditions that ensure fair labour and human resources practices.
* According to the BCEA, businesses may use different remuneration methods to pay their employees.
* Payment of salaries should be based on whether the employee is permanent or employed on a fixed contract.
* Businesses are supposed to deduct income tax (PAYE) from the employees' taxable salaries.
* BCEA outlines legalities, such as the employment contract, which may affect salary determination.