

HUMAN RESOURCES



PAPER



TOPIC

Human resource activities:

RECRUITMENT

The meaning of recruitment. (1)

- The process used by business to identify certain vacancies in the business and attract suitable candidates for them.
- Business may choose to use an internal or external method of recruitment. The method they choose will depend on the requirements of the vacancy.

The recruitment procedure. (4)

- The human resource manager should evaluate the job in order to identify the recruitment needs.
- The human resources manager should indicate the job specification to attract suitable candidates.
- Choose the method of recruitment e.g. Internal/external to reach the suitable candidate.
- If external recruitment is chosen, the relevant recruitment sources should be selected e.g. newspapers and electronic media.
- Vacancies can be internally advertised via internal email/word of mouth.
- External recruitment should be considered if internal recruitment was unsuccessful.
- The advertisement should be prepared with the relevant information, e.g. name of the company and contact details of the business.
- Place the advertisement in the selected media that will ensure that the best candidates apply.

The meaning of job analysis. (1)

- A job analysis consists of a job description and job specification.

Differentiate/Distinguish between job description and job specification as components of a job analysis.

Job Description	Job Specification
Describes duties/responsibilities of a specific job.	Specifies the minimum acceptable personal skills/qualifications needed for the job.
Written description of the job and its requirements.	Written description of specific qualifications/skills needed for the job.

Identify job description and job specification from given statements/scenarios.

Identify methods of recruitment (internal/external recruitment) from given scenarios/statements.

Identify job description and job specification from given statements/scenarios.

Methods of INTERNAL recruitment (4)

- Word of mouth.
- Business newsletter.
- Office notice boards
- Internal emails

Impact of INTERNAL recruitment (4)

- **Positives/Advantages**
 - Opportunities for promotion rewards good work and motivates current employees.
 - Staff morale and productivity increases if suitable staff members are promoted regularly.
 - Current employees understand the operations/functions of the business.
- **Negatives/Disadvantages**
 - Current employees will not bring new ideas into the business.
 - The number of applicants is limited to current staff only.

Methods of EXTERNAL recruitment (4)

- Electronic media
- Social media
- Walk-ins
- Printed media

Impact of EXTERNAL recruitment (4)

- **Positives/Advantages**
 - New candidates bring new talent, ideas and experiences into the business.
 - There is a larger pool of candidates from which to choose.
- **Negatives/Disadvantages**
 - Information on CVs and references may not be reliable / may be falsified.
 - Many unsuitable applications may slow down the selection process.
 - New candidates generally take longer to adjust to a new work environment.

SELECTION

The selection procedure.(4) - Option 2

- Receive documentation, for example, 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 interviews** to identify applicants who are not suitable for the job, even though they meet the requirements.
- Assess/test candidates who have applied for senior positions/to ensure that the best candidate is chosen.
- Conduct interviews with shortlisted candidates.
- A written employment offer is made to the selected candidate(s).

Meaning of screening as part of the selection procedure. (4)

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

The purpose of an interview. (4)

- Gathers information about the strengths and weaknesses of each candidate.
- Evaluates the skills and personal characteristics of the applicant.
- Matches information provided by the applicant to the job requirements.
- To determine a candidate's suitability for the job and whether they would add value to the business.

The role of the interviewer BEFORE the interview. (4)

- Book and prepare the venue for the interview.
- Inform all shortlisted candidates about the date and place of the interview.
- Allocate the same amount of time to interview each candidate on the program.
- Notify all panel members conducting the interview about the date and the place of the interview.

The role of the interviewer DURING the interview. (4)

- Introduce members of the interviewing panel to each other to each candidate.
- Make the interviewee feel at ease.
- Record interviewee's responses for future reference.
- Do not misinform the interviewee.



The role of the interviewee DURING the interview. (4)

- Listen carefully to the questions before responding.
- Make eye contact and have good body language.
- Show confidence and have a positive attitude.
- Know your strengths and weaknesses and be prepared to explain them.



The meaning of an employment contract. (2)

- An employment contract establishes both the rights and responsibilities of the employer and the employee.
- An employment contract specifies what the employer will provide and what the employee will receive in terms of benefits and in terms of labour legislation.

Details/aspects/contents of an employment contract. (4)

- Job title
- Job description
- Benefits/Allowances
- Personal details of employee

Legal requirements legalities of the employment contract. (All – could be asked to identify fact from a scenario as shown in notes on page 57)

- An employment contract is an agreement between the employer and the new employee, and is legally binding.
- The employer and employee must agree to any changes to the contract.
- Aspects of the employment contract can be renegotiated during employment.
- No party may unilaterally change aspects of the employment contract.
- The employer and the new employee must both sign the contract.
- The employment contract should include a code of conduct and a code of ethics.
- It may not contain any requirements that conflict/does not comply with the BCEA.
- Conditions of employment/duties/responsibilities/roles of the employees must be stipulated clearly.
- The remuneration package/including benefits must be clearly indicated

Analyse an employment contract from given scenarios and make recommendations for improvement.

The reasons for the termination of an employment contract. (ALL)

Mutual Agreement	Contract Duration	Retrenchment	Resignation
Health Incapacity	Dismissal	Retirement	Redundancy

- The employer may **dismiss** an employee for a valid reason such as misconduct.
- Employer may no longer have work for **redundant** employees.
- The employer may **retrench** some employees due to insolvency.

- Employees decided to **resign** voluntarily for better job opportunities.
- An employee may have reached the pre-determined age for **retirement**.
- **Health Incapacity** to work due to illness/injuries.
- By a **mutual agreement** between the employer and the employee.
- The **duration** of the **employment contract** expires.

INDUCTION

The meaning of induction.

- The job expectations / roles / responsibilities are explained to the new employees.

The purpose of induction. (4)

- Introduces new employees to management/colleagues to establish professional relationships with colleagues at different levels.
- Creates opportunities for new employees to experience/explore different departments.
- Explains safety regulations/rules so that new employees will understand their roles/responsibilities in this regard.
- Communicates information about the products/services offered by the business.

Aspects that must be included in the induction programme. (4)

- Safety regulations and rules.
- Overview of the business.
- Tour of the premises/business.
- Introduction to key people and immediate colleagues.

Evaluate an induction programme from given scenarios and make recommendations for improvement.

Advantages/benefits of induction for businesses. (4)

- New employees have a better understanding of business policies regarding ethical/professional conduct.
- Minimises the need for ongoing training and development.
- New employees may feel part of the team resulting in positive morale/motivation.
- Reduces staff turnover as new employees have been inducted properly.

Identify the benefit of induction from given scenarios.

PLACEMENT

The meaning of placement (2)

- 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 are matched with the qualifications of the job.

The placement procedure. (ALL)

- Determine the employee's strengths, weaknesses, interests and skills through a range of psychometric tests.
- Determine the relationship between the position and the competencies of the new employee.
- The business should outline the specific requirements of the new position.

Importance of training/skills development in HR. (4)

- Ongoing training and upskilling of the workforce encourages creativity
- Productivity usually increases when the Human Resources function implements training courses.
- The investment in training that's a business makes shows employees that they are valued and appreciated.
- An effective training programs allows employees to improve and enhance their skills

SALARY DETERMINATION

Differentiate/Distinguish between piece meal and time-related salary determination methods.

Piece-meal	Time-related
Workers are paid according to the number of items produced / actions performed.	Workers are paid for the amount of time spent on a task.
Mostly used in factories – particularly in the textile industries	Many private and public sector businesses use this method.

The link between salary determination and the Basic Conditions of Employment Act. (4)

- The BCEA sets out conditions that ensure fair labour and human resources practices take place within the business.
- Businesses should deduct PAYE and other salary deductions from the employees' taxable salaries.
- The BCEA outlines legalities of the employment contract, such as work hours/overtime, which may affect salary determination.
- Payment of salaries should be based on whether the employee is permanent or employed on a fixed contract.

FRINGE BENEFITS/PERKS

Name/State/Give examples of employee benefits, e.g: (4)

1. Pension
2. Medical aid
3. Provident fund
4. Staff discount
5. Funeral benefits

The impact (positives/ advantages and/or negatives/disadvantages) of fringe benefits on businesses. (4)

Advantages/Positives:

- Businesses save money as benefits are tax deductible.
- Fringe benefits can be used as leverage for salary negotiations.

Disadvantages/Negatives

- Fringe benefits are additional costs for businesses, which may result in cash flow problems.
- Administrative costs increase as payments need to be correctly allocated and recorded for tax purposes.

Explain UIF as a benefit required by law. (4)

- UIF offers short-term financial assistance to workers when they become unemployed or are unable to work due to illness/maternity/adoption leave.
- UIF assists the dependants of a contributing worker who has died.
- By law, employees are required to contribute 1% of their basic salary towards UIF.
- Employers are also required to contribute 1% of an employee's basic salary towards UIF.

Discuss the implications of the LRA/BCEA/EEA/SDA on the human resources function.

Labour's Relations Act (4)

- Employees cannot be easily dismissed as bargaining council/CCMA processes need to be correctly followed.
- 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.

Basic Conditions of Employment (4)

- Ensures that employees have a 60-minute break after five hours of work.
- Ensures that employees are entitled to take six weeks of paid sick leave during a 36-month cycle.
- Ensures that employees receive double their rate if they work on public holidays/Sundays.
- Ensures that employees are correctly remunerated for overtime / Overtime should not exceed 10 hours per week.

Employment Equity Act (4)

- The HRM (human resources manager) must promote/provide equal opportunities/promote equality in the workplace.
- The HRM must report to the Department of Labour on the progress regarding the implementation of the employment equity plan.
- Assign a manager to ensure that the employment equity plan will be implemented/regularly monitored.
- Ensure that affirmative action promotes diversity in the workplace.

Skills Development Act (4)

- Identify the training needs of the employees and provide them with training opportunities so that they will perform their tasks efficiently.
- Use the NQF to assess the skills levels of employees.
- The business should contribute 1% of its salary bill to the SDL.
- Ensure training in the workplace is formalised/structured.