

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 depending on the requirements of the vacancy.

The recruitment procedure. (4)

- The human resource manager should evaluate the job analysis, that includes the job specification / job description in order to identify recruitment needs.
- 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.
- Choose the method of recruitment, e.g. internal/external, to reach/target the suitable applicants/candidates.
- Vacancies can be internally advertised via internal email/word of mouth/ posters/staff notices.
- If the external recruitment is chosen, the relevant recruitment sources should be selected, e.g. recruitment agencies/tertiary institutions/ newspapers, etc
- 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.

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 it's 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 bulletins

Impact of INTERNAL recruitment (4)

- **Positives/Advantages**
 - Cheaper/Quicker to fill the post.
 - Provides opportunities for career paths within the business.
 - Reduces the chances of losing employees, as future career prospects are available
- **Negatives/Disadvantages**
 - It may close the door to new ideas from outsiders.
 - Employees who are not promoted may feel demotivated
 - The promotion of an employee could cause resentment among other employees.

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)

- To determine a candidate's suitability for the job.
- Obtains information about the strengths and weaknesses of each candidate.
- Evaluate the skills and personal characteristics of the applicant
- Helps the employer in choosing/making an informed decision about the most suitable candidate

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)

- Employment contract is an agreement between the employer and the employee and is legally binding.

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)

- 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
- The employer must explain the terms and conditions of the employment contract to the employee.
- 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.

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

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

Resignation

- Occurs when an employee chooses to leave the organisation voluntary for better job opportunities.

Retrenchment

- The employer may let go of some employees due to insolvency.

Dismissal

- Occurs when the employee is asked to leave the organisation due to bad conduct, breach of contract or illegal behaviour.

Retirement

- Occurs when an employee reaches certain age and do not have to work any longer.

Redundancy

- Occurs when an employer no longer has work for employees and cannot fulfil the contract.

Other reasons

- Incapacity to work due to illness / injuries.
- By mutual agreement between the employer and the employee
- The duration of the employment contract had come to an end.

INDUCTION

The meaning of induction.

- New employees are familiarised with their new physical work environment / organisational culture/products and services.

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)

- Increases quality of performance/productivity
- Minimises the need for ongoing training and development.
- New employees may feel part of the team resulting in positive morale and 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 by subjecting them to various psychometric tests.
- Determine the relationship between the expectations of 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.
- Businesses are supposed to deduct income tax (PAYE) from the employees' taxable salaries.
- The BCEA outlines legalities of the employment contract, 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 Fund
2. Medical Aid Fund
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.
- The employer and the worker each contribute 1%.
- Contributions are paid to the UIF or SARS.

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

Labour's Relations Act (4)

- Promotes resolution of labour disputes.
- 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.
- Workers receive double their rate if they work on public holidays/Sundays.
- Overtime should not exceed 10 hours per week.

Employment Equity Act (4)

- Equal pay for work of equal value.
- 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.
- Contribute 1% of their salary bill to the SDL.
- Ensure training in the workplace is formalised/structured.