



EXTERNAL INTEGRATED SUMMATIVE ASSESSMENT
WRITTEN ASSESSMENT- PAPER 1 MEMORANDUM

CANDIDATE INFORMATION

SURNAME													
NAMES													
ID NUMBER													
EISA REGISTRATION NUMBER													
ASSESSMENT CENTRE													
ASSESSMENT CENTRE ACCREDITATION NUMBER													

QUALIFICATION INFORMATION

QUALIFICATION TITLE	Office Administrator
SAQA ID	102161
NQF LEVEL	5
CREDITS	445
DURATION	Written Assessment Total Duration: 3 hours (180 minutes)
TOTAL MARKS	Written Assessment Total Marks: 180
PASS MARK	Written Assessment 50% = 90 marks
DATE OF EISA	

GENERAL EISA RULES

- a) Candidates are **ONLY** allowed to use the supplied **EISA BOOKLETS**.
- b) Candidates can **ONLY** use a **BLACK PEN** for their answers.
- c) Candidates to ensure that their **NAMES, SURNAMES** and **EISA registration numbers** appear on the front of their EISA booklet.
- d) This is a closed-book examination. Therefore, no other materials or belongings are to be brought into the assessment centre. Should you bring any other materials or belongings into the assessment centre, you will be required to leave such at the front of the assessment centre examination room. The assessment centre will not be held liable for any loss or damage to property brought into the assessment centre examination room.
- e) All EISA booklets must be handed back to the invigilator intact. No paper may be torn off from the EISA booklet. The removal of EISA booklets from the examination room is prohibited.
- f) Candidates may use a calculator in this EISA.
- g) Unless this is an online examination where access to a computer will be made available to you, the use of any communication devices, including smart watches, cell phones, tablets, iPads, headphones and laptops, are prohibited.
- h) All cell phones are to be switched off for the duration of the EISA.
- i) The invigilator will not assist you with the explanation of questions related to the EISA.
- j) Candidates are prohibited from conversing in any manner with other students.
- k) Candidates may not leave the examination venue within one hour of the start of the examination and in the last 10 minutes of the allotted examination period.
- l) Candidates who are found to be disruptive and unruly in the assessment centre will be requested to leave the assessment centre by the invigilator.

**I HEREBY CONFIRM THAT I HAVE READ THE ABOVE EISA RULES AND DECLARE THAT
I UNDERSTAND AND ACCEPT THE RULES**

CANDIDATE SIGNATURE

DATE

CANDIDATE INSTRUCTIONS

1. This written question paper consists of:
 - a. **SIX** questions:
 - Question One (1) (32)
 - Question Two (2) (30)
 - Question Three (3) (29)
 - Question Four (4) (32)
 - Question Five (5) (41)
 - Question Six (6) (16)
2. Candidates must complete all questions in this EISA.
3. Read ALL the instructions carefully and take particular note of what is required.
4. Should you require additional space to complete your answer, please request additional paper from your invigilator. Ensure that you indicate your name, surname and EISA registration number at the top of the additional paper. Also ensure that the question number is clearly marked on your additional paper.
5. Number the answers correctly according to the numbering system used in this question paper.
6. Use the mark allocation and nature of each question to determine the length and depth of an answer.
7. Pay special attention to spelling and sentence construction.
8. Write neatly and legibly.

Question 1

1. Managing resources

1.1 Budgeting

You are the resource administrator for the Marketing Department at a medium-sized events planning business. You have been given a budget of **R500,000** for the financial year. Your responsibility is to manage and maintain the department's resources in alignment with good governance policies, ensuring smooth and effective operations.

Marketing Departmental Budget Overview

Budget Period: 1 year (12 months)

1. Projected Income/Revenue

Revenue Stream	Monthly Revenue	Annual Revenue
Event Management Fees	R50,000	R600,000
Sponsorship & Partnerships	R15,000	R180,000
Commission from Vendors	R5,000	R60,000
Ticket Sales Revenue (Commissions)	R8,000	R96,000
Total Projected Revenue	R78,000	R936,000

2. Fixed Costs

Fixed Costs	Monthly Cost	Annual Cost
Marketing Manager Salary	R20,000	R240,000
Social Media Specialist Salary	R12,000	R144,000
Website Hosting & Maintenance	R1,000	R12,000
Email Marketing & CRM subscription	R2,000	R24,000
Design Software Subscriptions	R1,000	R12,000
Office & Utilities Allocation	R3,000	R36,000
Total Fixed Costs	R39,000	R468,000

3. Variable Costs

Variable Costs	Monthly Cost	Annual Cost
Online Advertising (Social, PPC)	R5,000	R60,000
Print Advertising	R1,000	R12,000

Variable Costs	Monthly Cost	Annual Cost
Promotional Materials (Flyers/Brochures)	R1,500	R18,000
Event-specific Campaigns	R3,000	R36,000
Photography/Videography (outsourced)	R2,000	R24,000
Total Variable Costs	R12,500	R150,000

4. Once-Off Costs

Once-Off Costs	Cost
Website Redesign & Branding Refresh	R30,000
CRM System Setup & Training	R15,000
Marketing Equipment (Camera, Lighting)	R20,000
Total Once-Off Costs	R65,000

5. Surplus/Deficit (Profit/Loss)

Summary	Annual Amount
Total Projected Revenue	R936,000
Less: Total Fixed Costs	(R468,000)
Less: Total Variable Costs	(R150,000)
Less: Total Once-Off Costs	(R65,000)
Net Profit (Surplus)	R253,000

Summary and Insights:

- **Revenue Streams** are diversified through event management fees, sponsorships, vendor commissions, and ticket sales.
- **Fixed Costs** primarily comprise staff salaries and subscriptions essential for day-to-day marketing operations.
- **Variable Costs** fluctuate depending on event frequency and intensity of marketing efforts.
- **Once-Off Costs** include necessary investments such as website redesign, branding, and equipment procurement to elevate marketing capabilities.
- The business is projected to achieve a healthy annual surplus (**R253,000**), suggesting a strong return on investment in marketing efforts.

1.1.1 List and discuss the various elements identified in the sample budget.

(6)

1. Projected Income/Revenue

This section represents the income streams the marketing department is expected to generate or directly contribute to.

Event Management Fees (R600,000 annually)

Income generated from managing events, including planning, coordination, and on-site management. Typically, this is the primary source of income for an events business.

Sponsorship & Partnerships (R180,000 annually)

Income derived from collaborations with sponsors or partners who financially support events in exchange for branding, advertising opportunities, or strategic alignments.

Commission from Vendors (R60,000 annually)

Revenue from vendor relationships, usually a percentage-based commission earned when third-party suppliers (caterers, AV suppliers, decorators) are booked through the business.

Ticket Sales Revenue – Commissions (R96,000 annually)

Commissions from ticket sales, where the events business markets or promotes events and earns a percentage of the total ticket sales revenue.

2. Fixed Costs

These costs remain consistent regardless of the volume of business activities, reflecting regular, predictable expenses.

Marketing Manager Salary (R240,000 annually)

A fixed expense related to employing a manager responsible for developing and executing marketing strategies.

Social Media Specialist Salary (R144,000 annually)

Fixed salary expense for staff managing social media channels, community engagement, and digital marketing efforts.

Website Hosting & Maintenance (R12,000 annually)

Ongoing expenses associated with maintaining the website's functionality, security, and uptime.

Email Marketing & CRM Subscription (R24,000 annually)

Regular costs incurred through software subscriptions for email marketing campaigns and managing customer relationships.

Design Software Subscriptions (R12,000 annually)

Regular subscription payments for software such as Adobe Creative Suite or Canva, required for creating marketing materials.

Office & Utilities Allocation (R36,000 annually)

Proportional allocation for the office space, internet, electricity, and general administrative support services attributed to marketing operations.

3. Variable Costs

These expenses fluctuate depending on marketing activities and the volume of business.

Online Advertising (R60,000 annually)

Expenses related to digital advertising (Google Ads, social media ads) varying based on campaigns and promotional efforts.

Print Advertising (R12,000 annually)

Costs incurred from traditional media advertising, such as magazines, newspapers, and printed event guides, varying based on frequency and event type.

Promotional Materials (R18,000 annually)

Costs for printed or promotional materials like flyers, posters, banners, and brochures that change based on the number of events or campaigns.

Event-specific Campaigns (R36,000 annually)

Specialised marketing campaigns tied directly to specific events, varying depending on the event size, promotional intensity, and marketing approach.

Photography/Videography (R24,000 annually)

Costs for outsourcing event photographers or videographers, which fluctuate according to the number, length, and complexity of events.

4. Once-Off Costs

These are expenses incurred as a one-time investment rather than recurring monthly or annually.

Website Redesign & Branding Refresh (R30,000 once-off)

A strategic investment to modernise or enhance brand image and improve digital marketing capabilities, typically undertaken every few years.

CRM System Setup & Training (R15,000 once-off)

Initial investment to implement a new Customer Relationship Management (CRM) platform and provide necessary training to staff, improving operational efficiency.

Marketing Equipment (R20,000 once-off)

One-time purchase of equipment such as high-quality cameras, lighting setups, or promotional tools, to elevate the quality of marketing materials and event documentation.

5. Surplus/Deficit (Profit/Loss)

Projected Surplus (Profit) (R253,000 annually)

The positive balance remaining after deducting all fixed, variable, and once-off costs from projected revenue. This indicates healthy financial management, with sufficient profitability to support business growth or reinvestment.

Summary of Budget Insights:

Diversified Income:

Ensures multiple revenue streams reducing dependence on any single source.

Fixed vs. Variable Costs Balance:

Indicates stable operational control (fixed costs) alongside flexibility for growth and scaling (variable costs).

Strategic Investment (Once-off Costs):

Demonstrates forward-thinking to enhance efficiency and marketing effectiveness, enabling better long-term profitability.

Profitability:

Clear projection of surplus emphasises financial health, strategic positioning, and sustainable growth.

- 1.1.2 Provide a comprehensive analysis of the budget in terms of spending, profitability, variances between forecasts and actual spend, shortfalls, potential improvements.

(6)

1. Spending Analysis

Total Annual Spend: R683,000 (R468,000 Fixed + R150,000 Variable + R65,000 Once-off)

Fixed Costs (69% of total spend)

Fixed costs represent the largest portion of total spend, driven mainly by salaries (Marketing Manager and Social Media Specialist). This high percentage indicates significant fixed operational overheads, suggesting limited flexibility if revenue targets are not met.

Variable Costs (22% of total spend)

Variable costs (advertising, promotions, photography) offer flexibility, allowing the business to scale up or down in response to demand and business activity. This balance is appropriate, providing room for dynamic adjustments to control expenditure.

Once-off Costs (9% of total spend)

Once-off expenditures, such as branding refreshes and CRM implementations, are

strategically essential investments. However, these require careful management to ensure meaningful returns.

2. Profitability Analysis

Projected Surplus (Net Profit): R253,000

The business demonstrates a healthy projected profit margin (**approximately 27%** of total revenue), indicating effective budget management and a sustainable business model.

Profitability is robust enough to withstand potential fluctuations in revenue or increases in variable costs, which is crucial for long-term financial stability.

The surplus allows for reinvestment in growth opportunities, staff training, technology, or expansion of services.

3. Variances Between Forecast and Actual Spend (Hypothetical)

Potential Areas of Variance:

Area of Spend	Reason for Possible Variance	Impact
Sponsorship Revenue	Failure to secure planned sponsorships or delayed payments.	Reduced revenue.
Online Advertising	Ineffective digital campaigns or overspending on ads.	Increased variable costs without adequate returns.
Event-specific Campaigns	Changes in client needs, cancellations, or scope creep.	Budget overruns.
Salary Expenses	Unplanned staff turnover or salary adjustments.	Increased fixed costs.
Once-off Costs	Underestimated cost or scope changes (e.g., CRM setup complexity).	Budget overruns.

These variances need careful monitoring through regular financial reviews, ideally monthly or quarterly, to promptly manage deviations.

4. Shortfalls in Budgeting

Potential shortfalls or weaknesses include:

Lack of contingency funds:

The budget doesn't include an explicit contingency fund for unforeseen expenses (e.g., emergency marketing spend, event cancellations, tech issues).

Over-reliance on Sponsorship Revenue:

Sponsorship and partnership revenue can be unpredictable, creating risk if sponsorship expectations aren't met.

Potential Underestimation of Variable Costs:

Event-specific variable costs, such as advertising or outsourced services, can fluctuate significantly, potentially leading to shortfalls.

Limited Flexibility in Salaries (Fixed Costs):

High fixed salary costs may pose challenges if revenue targets aren't achieved, restricting the department's ability to adapt quickly.

5. Potential Improvements & Recommendations

To strengthen budget management and performance, consider:

Revenue Improvement:**Diversification:**

Expand revenue streams (e.g., virtual events, merchandise sales, premium content) to reduce dependence on sponsorship or vendor commissions.

Enhanced Sponsorship Management:

Secure multi-year sponsorship agreements to stabilize revenue.

Cost Control:**Regular Budget Reviews:**

Implement monthly reviews to adjust variable spending based on campaign effectiveness and market conditions.

Negotiate Vendor Agreements:

Secure better terms or volume discounts with vendors or advertising platforms.

Optimise Staffing Model:

Evaluate the balance between in-house staff and outsourced services for flexibility.

Risk Mitigation:**Establish Contingency Fund:**

Set aside 5-10% of projected surplus or revenue for unexpected costs, providing financial resilience.

Scenario Planning:

Develop alternate budget scenarios (conservative, moderate, aggressive) to improve preparedness for fluctuations in market or client demand.

Performance Monitoring:

Set Clear KPIs:

Link budget allocations directly to measurable outcomes (e.g., cost-per-lead, ROI on ad spend) for improved accountability.

Real-time Analytics:

Invest in tools enabling real-time tracking of marketing performance, allowing agile budget adjustments and decision-making.

Conclusion

The presented budget demonstrates solid financial planning with strong profitability, but its effectiveness relies on continuous monitoring and adaptability. By proactively addressing potential variances, creating buffers for uncertainties, and regularly reassessing spend effectiveness, the marketing department can optimise profitability, enhance financial health, and support sustainable business growth.

1.1.3 Outline the process of monitoring the budget.

(3)

- a. Set financial goals and prepare the budget.
- b. Track actual expenditure against the budget regularly.
- c. Analyse variances, investigate causes, and take corrective actions.
- d. Provide reports to stakeholders.
- e. Ensure alignment with financial policies.

1.2 Please see an example of a Request for Proposal (RFP) for Resource Management Services and complete the subsequent questions:

REQUEST FOR PROPOSAL (RFP)

RFP Title: Resource Management Services

RFP Number: RFP/OPS/2025/014

Date Issued: 5 June 2025

Closing Date: 26 June 2025, 16:30

Contact Person: Ms. Thandi Mokoena

Email: procurement@GRO4TH.co.za

Organisation: GRO4TH (Pty) Ltd

Address: 123 Main Street, Johannesburg, South Africa

A. INTRODUCTION

GRO4TH (Pty) Ltd is inviting proposals from qualified service providers to provide **comprehensive Resource Management Services** to support its operational departments in the efficient and compliant use of physical resources.

The successful bidder will assist in improving resource planning, tracking, procurement, usage monitoring, and maintenance, in line with the organisation's governance and operational policies.

B. SCOPE OF WORK

The service provider will be required to:

- Conduct a full audit and verification of current physical assets (e.g., equipment, tools, furniture).
- Implement or enhance a digital asset tracking and inventory management system.
- Develop and execute a resource maintenance and replacement plan.
- Monitor usage and provide monthly performance and exception reports.
- Assist with resource procurement planning, including drafting specifications and advising on supplier management.
- Train staff on proper resource handling and compliance with policies.

C. DELIVERABLES

The successful bidder must deliver the following:

Deliverable	Deadline
Detailed asset audit report	Within 30 days
Asset management system proposal (if required)	Within 45 days
Resource maintenance plan	Within 60 days
Monthly usage and maintenance reports	Ongoing (monthly)
Procurement planning support documentation	As required
Training sessions and materials	Within 90 days

D. PROPOSAL REQUIREMENTS

Interested bidders must include the following in their submission:

- Company profile and proof of relevant experience.
- Project team with CVs of key personnel.
- Methodology and implementation plan.
- Budget/cost breakdown including VAT.
- Valid tax clearance certificate.

- 3 client references from similar work.
- BBB-EE certificate (if applicable).

E. EVALUATION CRITERIA

Proposals will be evaluated based on:

Criteria	Weight
Relevant Experience & Track Record	30%
Methodology & Work Plan	25%
Cost/Price	20%
Project Team Qualifications	15%
BBBEE & Local Economic Impact	10%

F. SUBMISSION GUIDELINES

- Proposals must be submitted by email in PDF format to:
procurement@GRO4TH.co.za
- Subject line must read: **“RFP/OPS/2025/014 – Resource Management Services”**
- Late submissions will **not** be accepted.
- Questions must be submitted no later than **12 June 2025, 16:30**.

G. TERMS AND CONDITIONS

- GRO4TH reserves the right to accept or reject any proposal without obligation.
- All submissions remain the property of GRO4TH.
- Service providers may be invited to present their proposals in a virtual meeting.

1.2.1 What services is GRO4TH (Pty) Ltd looking for as per RFP?

(5)

Summary of Deliverables:

Deliverable	Timeline	Significance
Detailed Asset Audit Report	30 Days	Baseline asset accountability and informed decisions
Asset Management System Proposal	45 Days (if needed)	Enhanced asset tracking and management efficiency
Resource Maintenance Plan	60 Days	Proactive asset longevity and cost optimisation
Monthly Usage and Maintenance Reports	Monthly	Ongoing monitoring, accountability, responsiveness

Deliverable	Timeline	Significance
Procurement Planning Support	As Required	Strategic, cost-effective, aligned procurement
Training Sessions and Materials	90 Days	Staff competence and sustainable asset management

1.2.2 List the supporting documents identified in the RFP (4)

- a. Company profile and proof of experience
- b. CVs of project team members
- c. Budget with VAT
- d. Tax clearance certificate, 3 client references, BBB-EE certificate

1.2.3 Design an e-mail that will accompany the RFP to potential bidders (4)

Subject: Invitation to Bid Notification - RFP/OPS/2025/014

Dear [Tenderer Name],

We are pleased to inform you that GRO4TH currently has a Request for Proposal available for Resource Management Services. (RFP/OPS/2025/014 – Resource Management Services is attached).

- Proposals must be submitted by email in PDF format to:
procurement@GRO4TH.co.za
- Subject line must read: **“RFP/OPS/2025/014 – Resource Management Services”**
- Late submissions will **not** be accepted.
- Questions must be submitted no later than **12 June 2025**.

We are looking forward to your proposals.

Sincerely,

Ms. Thandi Mokoena
GRO4TH (Pty) Ltd

- 1.2.4 Send an email to, the successful bidder, informing them of the tender evaluation and adjudicating outcome and the steps that will follow post the award.

(4)

Subject: Successful Bid Notification - RFP/OPS/2025/014

Dear [Tenderer Name],

We are pleased to inform you that your proposal has been successful for the Resource Management Services contract. We commend your comprehensive proposal and look forward to collaborating.

Our procurement office will be in touch to finalise contractual arrangements.

Sincerely,

Ms. Thandi Mokoena
GRO4TH (Pty) Ltd

SUB- TOTAL: 32

Question 2

2. Manage, coordinate and assist in the administration and clerical support of specific departments to facilitate the smooth running thereof by using computerised systems and practices

2.1 Scenario: Coordinating a Strategic Stakeholder Engagement Meeting for the Department of Economic Development

Background:

You are an **Office Administrator** in the **National Department of Economic Development**. The department is hosting a **Strategic Stakeholder Engagement Meeting** to discuss the implementation of its 2025 Local Economic Development (LED) Strategy.

Your role is to manage and coordinate all logistical, administrative, and clerical functions using computerised systems to ensure the event runs smoothly.

Objective:

To coordinate the meeting by:

- Sending formal invitations through email using a digital calendar system (e.g., Outlook)
- Booking the venue and catering
- Capturing guest details, dietary requirements, and RSVPs using spreadsheets and online forms
- Preparing meeting packs and presentations
- Ensuring protocols and dress code are observed

Meeting Details

Meeting Type	Strategic Stakeholder Engagement Meeting
Date	Tuesday, 22 July 2025
Time	09:00 – 13:00
Venue	
Topic/Agenda	“Accelerating Local Economic Growth through Partnerships”
Type of Guests	Municipal Managers, Local Business Leaders, NGO Representatives, SMME Owners, Departmental Executives
Formal Invitation	
Date	
RSVP Deadline	

Meeting Type	Strategic Stakeholder Engagement Meeting
Dietary Requirements	Guests to complete online RSVP form indicating allergies/preferences (e.g., Halaal, Vegetarian, Gluten-free)
Dress Code	Business Formal
Protocols	<ul style="list-style-type: none"> - National Flag displayed - Host to formally welcome guests - Nametags and seating according to protocol - Senior guests seated in front row - Sign-in register and security clearance at entrance

Computerised Systems Used

System	Purpose
Microsoft Outlook	To send calendar invites and reminders
Google Forms	To collect RSVPs and dietary preferences
Excel Spreadsheet	To track RSVP responses, guest list, and catering numbers
Microsoft Word	To draft formal invitation letters and print signage
PowerPoint	To compile presentation slides for the meeting
Printer & Scanner	To print meeting packs, scan guest IDs

Administrative and Clerical Duties Completed

- Created and formatted the formal meeting invitation using a government template
- Managed responses from 45 guests via Google Forms
- Confirmed the catering order based on dietary data collected
- Booked venue through internal system and ensured IT equipment (projector, microphone) was tested in advance
- Printed agenda and information packs
- Set up the sign-in station, name tags, water bottles, and seating charts
- Coordinated with security to allow entry for external guests with ID
- Assisted the Deputy Director with printing presentation notes and backup flash drive

Outcome

The meeting proceeded successfully. Guests arrived on time, presentations ran smoothly, and no dietary or seating complaints were reported. The Department's Director commended the administrative team for professionalism and attention to detail.

The admin officer completed a post-event report and shared meeting minutes with all stakeholders within 48 hours, using Microsoft Word and email.

2.1.1 Prepare an agenda for the meeting. (5)

Agenda

1. Welcome and Opening Remarks
2. Overview of 2025 Local Economic Development Strategy
3. Stakeholder Feedback and Discussion
4. Identification of Partnership Opportunities
5. Closing and Next Steps

2.1.2 Outline the meeting's objective. (4)

To engage key stakeholders in discussing the implementation strategies for the 2025 Local Economic Development plan, solicit input, build collaborative partnerships, and align local initiatives with national development goals.

2.1.3 Select and motivate a suitable location and outline facility requirements for the meeting. (3)

- Location: Pretoria
- Venue: Conference Room A, Civic Centre, 45 Mandela Drive
- Facility Requirements: Projector, microphone, seating for 60, Wi-Fi, water bottles, name tags, sign-in desk, catering area

2.1.4 Determine timelines, corresponding items and dates for the meeting. (4)

- 1 July 2025: Send invitations
- 15 July 2025: RSVP deadline
- 21 July 2025: Finalise catering, seating, packs
- 22 July 2025: Event Day

2.1.5 Prepare an invitation to guests, seeking specific information to assist with planning. (5)

Subject: Invitation – Strategic Stakeholder Engagement on LED Strategy 2025

Dear [Recipient],

You are invited to attend a Strategic Stakeholder Engagement Meeting hosted by the Department of Economic Development.

Date: Tuesday, 22 July 2025 Time: 09:00 – 13:00

Venue: Conference Room A, Civic Centre, Pretoria

Kindly RSVP by 15 July 2025 and indicate dietary preferences (e.g. Halaal, Vegetarian, Gluten-Free) via our online form: [Insert link].

Dress Code: Business Formal

We value your participation.

Regards,

Office of the Deputy Director

2.1.6 Compile a logistics plan for the meeting. (5)

- a. Book venue and test IT equipment
- b. Prepare guest list and dietary requirements from RSVPs
- c. Confirm catering delivery and setup
- d. Print name tags, meeting packs, and signage
- e. Setup registration desk, security clearance, water stations

2.1.7 Describe how you would compile a document pack for the meeting. (3)

- a. Include agenda, LED strategy summary, speaker bios, and presentation slides
- b. Print 50 copies, staple or bind professionally
- c. Place packs on chairs or distribute at registration

SUB- TOTAL: 30 marks

Question 3

3. Selection process, induction, employee wellness and skills development of employees

3.1 Scenario: Job descriptions for new employees

Scenario Title: Supporting the HR and Admin Function in Hiring and Developing Clerical Staff

Context:

You are an Office Administrator in the Human Resources & Admin Unit of Hopewell Logistics, a growing transport and distribution company. The HR Manager, Ms. Mthethwa, has tasked you with assisting in the recruitment, induction, wellness coordination, and skills development for new clerical staff—including junior secretaries, admin assistants, and filing clerks.

Due to company growth, the Operations and Finance departments are expanding, and three new clerical staff members need to be onboarded.

The selection criteria for the clerical positions are as follows:

1. Educational Qualifications

- Minimum of **Grade 12 / Matric Certificate (NQF Level 4)**.
- Relevant administrative or secretarial **certificate or diploma** is an advantage.
- Additional training in MS Office, data capturing, or office procedures preferred.

2. Work Experience

- **Minimum 1–2 years of experience** in a clerical or administrative support role.
- Proven track record in managing basic office tasks (filing, typing, scheduling, etc.).
- For secretarial roles, experience supporting senior management is advantageous.

3. Technical and Computer Skills

- Proficiency in **Microsoft Office Suite** (Word, Excel, Outlook, PowerPoint).
- Ability to use office equipment such as printers, scanners, and copiers.
- Familiarity with **email systems, online forms, and digital filing systems**.

4. Communication and Interpersonal Skills

- Good **verbal and written communication** skills.
- Professional telephone and email etiquette.
- Ability to interact confidently with colleagues, clients, and management.

5. Organisational and Time Management Skills

- Ability to manage multiple tasks and prioritise work effectively.
 - Reliable in handling schedules, documents, and deadlines.
 - Attention to detail and accuracy in data entry and record keeping.
- 6. Personal Attributes**
- Punctual, dependable, and trustworthy.
 - Team player with a positive, professional attitude.
 - Willingness to learn and adapt to new systems and procedures.
- 7. Language Proficiency**
- Proficient in **English** (reading, writing, and speaking).
 - Ability to speak a second official language is an advantage (e.g., Zulu, Xhosa, Afrikaans).
- 8. Knowledge of Policies and Procedures (*Desirable but not essential*)**
- Basic understanding of office administration policies, confidentiality, and POPIA compliance.
 - Awareness of health and safety protocols in the workplace.

3.1.1 Draft/compile a brief job description for new clerical staff members for Finance:
Administrative Assistant, Operations: Secretary and General Admin: Filing Clerk.

(5)

Job Title: Administrative Assistant

Department: Operations

Reports To: Department Manager

Key Duties:

- Manage office files and records (digital and physical)
- Perform data capturing and update spreadsheets
- Answer phones and schedule meetings
- Support logistics and procurement documentation
- Assist with incoming and outgoing mail

Requirements:

- Grade 12 / NQF Level 4
- 1 year experience in admin or clerical work
- Knowledge of MS Word and Excel

- Strong organisation and communication skills

Job Title: Secretary

Department: Finance

Reports To: Finance Director

Key Duties:

- Manage executive's calendar and meeting arrangements
- Prepare documents, letters, and reports
- Take minutes and distribute after meetings
- Screen emails and handle basic correspondence
- Liaise with other departments on behalf of the manager

Requirements:

- Secretarial Diploma or NQF Level 5 qualification
- 2 years' experience in a similar role
- Excellent verbal and written communication
- Computer proficiency (Word, Excel, Outlook)

Job Title: Filing Clerk

Department: General Admin

Reports To: Office Supervisor

Key Duties:

- Sort, organise, and archive documents
- Label files and ensure confidentiality
- Retrieve files on request
- Maintain filing logs and records

Requirements:

- Matric or equivalent
- Good attention to detail
- Ability to follow procedures
- Basic knowledge of filing systems

3.2 Summary: Applicant selection

Please read the following examples of a job description, three (3) possible candidates, the selection criteria, and answer the follow-up questions:

Job Title: Cleaner

Location: eMalahleni
Reports to: Facilities Manager / Supervisor
Job Type: [Full-time / Part-time / Casual]

Job Summary:

We are seeking a reliable and detail-oriented Cleaner to maintain cleanliness and hygiene in our facilities. The Cleaner will be responsible for performing a variety of cleaning tasks to ensure a clean, safe, and pleasant environment for staff and visitors.

Key Responsibilities:

- Sweep, mop, vacuum, and dust floors and surfaces.
- Clean and sanitize restrooms, kitchens, and other high-use areas.
- Empty bins and dispose of waste in accordance with health and safety standards.
- Replenish cleaning supplies and report shortages or maintenance issues.
- Follow daily and weekly cleaning schedules as directed.
- Ensure compliance with health, safety, and hygiene regulations.

Requirements:

- Previous cleaning experience preferred but not essential.
- Ability to work independently and manage time effectively.
- Basic understanding of cleaning chemicals and equipment.
- Physical stamina to perform manual tasks.
- Attention to detail and a positive attitude.

Candidate 1: Experienced Commercial Cleaner

Name: Sarah Mokoena

Phone: 076 123 4567

Email: sarahmokoena@email.com

Location: Soweto, Gauteng

Professional Summary:

Reliable and hardworking cleaner with over 5 years of experience in commercial and office cleaning. Skilled in maintaining high standards of cleanliness, following health and safety protocols, and working efficiently in busy environments.

Experience:

Office Cleaner – Sparkle Solutions, Johannesburg

2019 – 2024

- Cleaned offices, restrooms, and meeting areas daily.
- Replenished supplies and maintained cleaning records.
- Worked early morning shifts with minimal supervision.

Retail Cleaner – ShopRite, Sandton

2017 – 2019

- Swept, mopped, and polished floors.
- Assisted with stockroom cleaning and waste disposal.

Skills:

- Floor care (mopping, polishing)
- Chemical safety knowledge
- Time management

Candidate 2: Entry-Level, Highly Motivated

Name: Thabiso Dlamini

Phone: 073 555 9876

Email: thabiso.d@gmail.com

Location: Tembisa, Gauteng

Professional Summary:

Energetic and dependable individual seeking a cleaner position. Physically fit, fast learner, and committed to maintaining cleanliness and hygiene in all areas. Eager to gain experience in a professional setting.

Experience:

Volunteer Cleaner – Local Community Hall, Tembisa

2023 – Present (Weekends)

- Helped clean halls, restrooms, and outdoor areas during events.
- Set up and packed down cleaning equipment.

Skills:

- Hardworking and punctual
- Good communication
- Willing to work flexible hours

Education:

Matric Certificate – Tembisa Secondary School (2022)

Candidate 3: Hospitality Background

Name: Nomsa Khumalo

Phone: 078 234 8822

Email: nomsa.khumalo@email.com

Location: Durban Central, KZN

Professional Summary:

Detail-oriented cleaner with 3 years' experience in hotel housekeeping. Familiar with high standards of hygiene and guest service. Thrives in fast-paced environments and takes pride in delivering quality work.

Experience:

Housekeeper – Ocean View Hotel, Durban

2021 – 2024

- Cleaned and prepared guest rooms daily to hotel standards.
- Managed laundry and linen duties.
- Reported maintenance issues to supervisors.

Skills:

- Attention to detail
- Knowledge of guest etiquette
- Team collaboration

Education:

Certificate in Hospitality & Housekeeping – Coastal College (2020)

Cleaner Position – Selection Criteria

1. Relevant Cleaning Experience

- Has the candidate performed cleaning duties before?
- Experience in similar environments (e.g., offices, schools, hospitals, hotels)?
- Familiarity with different cleaning tasks: floors, restrooms, windows, waste disposal.

Desirable: 1–2+ years of cleaning experience.

2. Knowledge of Cleaning Practices and Safety

- Understanding of safe use of cleaning chemicals and equipment.
- Knowledge of hygiene standards and workplace safety procedures (e.g., PPE, wet floor signs).

Desirable: Basic awareness of health and safety practices.

3. Physical Fitness and Stamina

- Able to perform physically demanding work (e.g., lifting, bending, standing for long periods).
- Willing to work early or late shifts, or on their feet most of the day.

Essential: Good physical health and endurance.

4. Reliability and Time Management

- Demonstrated punctuality and consistency in previous roles.
- Able to complete tasks within set timeframes.
- Works well independently with minimal supervision.

Essential: Strong work ethic and dependability.

5. Attention to Detail

- Takes pride in keeping spaces clean and orderly.
- Notices areas that need additional attention without being told.

Desirable: Evidence of thoroughness in past roles.

6. Positive Attitude and Communication Skills

- Polite and respectful toward coworkers and supervisors.
- Willing to take feedback and follow instructions.

Desirable: Friendly, team-oriented mindset.

7. Willingness to Learn / Train

- Open to learning new methods or using updated equipment.
- Interest in long-term growth or improved performance.

Desirable: Trainable and adaptable.

Optional/Additional (Role-Dependent)

- **Literacy & Communication:** Able to read labels, safety signs, or basic written instructions.
- **Police Clearance or Background Check:** If working in sensitive environments (e.g., schools or healthcare).

3.2.1 Review applications using the specified criteria and develop a shortlist of candidates.

(6)

- Compare candidates against listed qualifications and experience
- Score each applicant against criteria (education, skills, language)
- Shortlist those who meet minimum standards and show added value (e.g., multilingual, certified skills)
- Use a scoring matrix for transparency

Selection Criteria Assessment

Criteria	Sarah Mokoena (Experienced)	Thabiso Dlamini (Entry-Level)	Nomsa Khumalo (Hospitality)
1. Relevant Experience	✓ 5 years (commercial, office)	⚠ Limited (volunteer only)	✓ 3 years (hotel housekeeping)
2. Cleaning Knowledge & Safety	✓ Demonstrated from past jobs	⚠ Likely limited	✓ Trained in hospitality
3. Physical Fitness	✓ Assumed from experience	✓ Young and physically capable	✓ Active in hotel work
4. Reliability & Time Mgmt	✓ Worked independently	⚠ Unproven in formal work setting	✓ Used to structured shifts
5. Attention to Detail	✓ Implied through record-keeping	⚠ Too early to assess	✓ High standards in hospitality
6. Attitude & Communication	✓ Positive and team-ready	✓ Motivated, eager to learn	✓ Guest-focused experience
7. Willingness to Learn	✓ Already experienced	✓ High potential for training	✓ Can adapt across settings

Recommendation:

Top Choice: Sarah Mokoena

Reason:

- She meets all key criteria with strong commercial cleaning experience.
- Proven reliability, safety knowledge, and independence.
- Less training required — she can start immediately and handle the job with minimal supervision.

Second Choice: Nomsa Khumalo

Reason:

- Excellent attention to detail and experience in high-standard environments.
- Would need some orientation for non-hospitality settings (e.g., office protocols).
- Very strong candidate if the job is in hospitality or a guest-focused space.

Third Choice: Thabiso Dlamini

Reason:

- Has potential and shows strong motivation.
- Best suited for a role where training is provided, or for an entry-level position with close supervision.

3.2.2 Design five (5) interview questions that will be asked to candidates during the selection process (5)

1. Tell us about your experience managing office filing systems.
2. How do you prioritise multiple tasks under pressure?
3. Which computer programmes are you most confident using?
4. How do you ensure accuracy in data entry?
5. What would you do if you made an error in a sensitive document?

3.2.3 Prepare an email to applicants, notifying them about interview with the Human Resources (HR) panel. (5)

Subject: Interview Invitation – Clerical Assistant Position

Dear [Applicant Name],

Thank you for your application. You are invited to an interview for the above position with our HR panel.

Date: [Insert Date]

Time: [Insert Time]

Venue: Hopewell Logistics Head Office, 21 Progress Road

Please bring your ID, copies of your qualifications and a copy of your updated CV.

Kind regards,

HR Department

3.2.4 Given the decision by HR (panel), prepare an email to a successful OR unsuccessful applicant and provide relevant details. (5)

E-mail to successful candidate:

Subject: Outcome of Interview – Clerical Assistant Position

Dear [Applicant Name],

Thank you for attending the interview. We are pleased to inform you that you have been selected for the position of Clerical Assistant. Congratulations!

Please report for onboarding on [Insert Date] at 09:00 at our HR offices. Bring your bank details and certified copies of your qualifications.

We look forward to welcoming you to the team.

Best regards,

HR Department

E-mail to unsuccessful candidate:

Subject: Interview Outcome – Clerical Assistant Position

Dear [Applicant Name],

Thank you for taking the time to attend the interview for the Clerical Assistant position. We appreciate your interest in joining our team and the effort you put into the selection process. After careful consideration, we regret to inform you that you have not been selected for the position.

This decision was not easy, as we received a number of strong applications. We encourage you to apply for future opportunities that match your skills and experience, and we wish you all the best in your career journey.

Thank you again for your time and interest in our organisation.

Kind regards,

HR Department

3.3 Scenario: Handling a staff resignation

Background:

You are the Office Administrator in the HR Department of Gijima Financial Services, a medium-sized company that provides payroll, tax, and accounting services to clients across the country. On 3 July 2025, a Junior Payroll Assistant, Ms. Lindiwe Mokoena, officially submits her letter of resignation, citing relocation as the reason for leaving.

As the Office Administrator reporting to the HR Manager (Mr. Tshabalala), your role is to assist with the exit process.

Details of Resignation:

- **Employee Name:** Ms. Lindiwe Mokoena
- **Position:** Junior Payroll Assistant
- **Department:** Finance
- **Date of Resignation Letter:** 3 July 2025
- **Notice Period:** 1 calendar month
- **Last Working Day:** 31 July 2025

3.3.1 Design three (3) questions to include in the exit interview

(3)

1. What were the highlights and challenges of your role?
2. Were there any tools or support you wish you had received?
3. What advice would you give to your replacement or the company?

SUB- TOTAL: 29 marks

Question 4

4. Process given data to complete a Workplace Skills Plan

4.1 Summary: Job profile and performance record of an employee

Employee Job Profile

Job Title: Junior Administrative Clerk

Department: Supply Chain Management

Reporting To: Procurement Officer

Job Level: Clerical Level 2

Location: Regional Office – Durban

Employment Type: Full-time, Permanent

Date of Appointment: 6 March 2024

Job Purpose:

To assist the procurement unit with administrative and clerical functions including document management, supplier communication, and capturing procurement-related data.

Key Responsibilities:

Responsibility	Details
Document Management	Filing supplier quotations, purchase orders, and invoices.
Data Capturing	Entering supplier details and order info on procurement software.
General Office Administration	Scheduling appointments, taking messages, and managing office supplies.
Recordkeeping	Ensuring records are up-to-date and aligned with audit compliance.
Supplier Communication	Making follow-up calls or emails for quotes and delivery confirmation.
Compliance Support	Assisting in verifying supplier documents and aligning to procurement policies.

Key Competencies Required:

- Basic procurement and supply chain knowledge
- Accurate data entry and filing
- Written and verbal communication
- Microsoft Excel and Word proficiency

- Attention to detail
- Knowledge of PFMA and SCM processes (*advantageous*)

Employee Performance Record (for Analysis)

Employee Name: Ayanda Khumalo

Job Title: Junior Administrative Clerk

Review Period: March 2024 – March 2025

Reviewed By: Procurement Officer – Mr. Themba Ngwenya

Performance Assessment Summary			
KPA (Key Performance Area)	Expected Outcome	Performance Rating (1–5)	Comments
Data Accuracy	98%+ accuracy in capturing data	3	Data errors were found in supplier VAT numbers.
Filing and Recordkeeping	All files organised and updated weekly	4	Good organisation, minor delays during busy periods.
Time Management	All tasks completed by set deadlines	3	Occasional delays in submitting weekly reports.
Communication with Suppliers	Clear, professional, and timely communication	2	Hesitant on phone; emails occasionally contain grammar errors.
MS Excel Skills	Confident use of formulas and tables	2	Struggles with creating summary spreadsheets.
Understanding of Procurement Policy	Basic knowledge of PFMA and SCM policies	2	Needs structured training and mentoring.

4.1.1 Based on the information above, determine the skills gap/s of the employee. **(5)**

- Weakness in data accuracy (errors in VAT numbers)
- Limited Excel skills (struggles with summary spreadsheets)
- Communication issues (poor grammar in emails, phone hesitancy)

- Inadequate understanding of procurement policies
- Occasional delays with reports and time management

4.1.2 Recommend training interventions needed to close the gap/s.

(4)

Based on the performance review, the following **skills gaps** are identified:

Skills Gap Area	Impact on Job	Recommended Intervention
Excel Proficiency	Inability to summarise and track procurement data	Basic to Intermediate Excel course
Verbal Communication	Poor confidence when engaging suppliers over the phone	Communication Skills Workshop
Written Communication	Grammar errors in emails; creates poor image of the department	Business Writing Skills Course
Policy Understanding	Limited grasp of procurement procedures and compliance rules	PFMA & SCM Compliance Short Course
Time Management	Occasional missed deadlines	Time Management Training & Mentoring Plan

Recommended Training Plan (Next 6 Months)

Training	Delivery Method	Planned Date	Provider
Excel for Beginners to Intermediate	Online self-paced	July 2025	GFC Training Solutions
Effective Communication Skills	1-day in-person	August 2025	Workplace Talk Academy
Business Writing for Admin Professionals	3-week virtual course	September 2025	Udemy or Public Admin SA
PFMA & SCM Compliance Awareness	Internal workshop	October 2025	Internal Training Unit
Time Management Essentials	Coaching/Mentoring	Ongoing	Internal HR/Line Manager

Overall Performance Summary:

Performance Rating: 3/5 – Meets some expectations but improvement needed

4.1.3 What ways would you use to monitor the effectiveness of the training intervention?.

(4)

- a. Pre- and post-training assessments
- b. Supervisor feedback and observation
- c. Error tracking in reports/data entries
- d. Measurable improvement in task turnaround times

4.2 Summary: Training needs analysis (TNA) of 2 employees

Prepared by: Office Administrator

Department: Human Resources

Organisation: Siyakhula Community Development Agency

Date: 5 June 2025

Employee 1: Nomsa Dube

Job Title: Administrative Assistant

Department: Finance

Employment Start Date: 15 August 2023

Supervisor: Finance Manager

Current Job Functions:

- Capturing invoices and supplier data
- Managing department filing system
- Assisting with scheduling and meeting logistics
- Typing reports and memos
- Responding to internal client queries

Identified Performance Challenges:

Area	Observation
Excel Proficiency	Frequently requests assistance with formulas and spreadsheets
Report Formatting	Documents submitted with inconsistent formatting
Time Management	Struggles to prioritise during month-end deadlines

Employee 2: Sipho Maseko

Job Title: Filing Clerk

Department: Corporate Services

Employment Start Date: 1 November 2022

Supervisor: Office Manager

Current Job Functions:

- Managing paper and digital filing systems
- Retrieving requested files for departments
- Labelling, archiving, and logging documents
- Assisting with asset and stationery records

Identified Performance Challenges:

Area	Observation
Digital Filing Systems	Struggles with SharePoint and document naming protocols
Attention to Detail	Occasional filing of documents in incorrect folders
Computer Literacy	General difficulty navigating basic systems

4.2.1 Analyse the information given, to develop a training plan for the two (2) employees.

(4)

Training and Development Plan

Prepared by: Office Administrator

Department: Human Resources

Organisation: Siyakhula Community Development Agency

Date: 5 June 2025

Employee 1: Nomsa Dube

Job Title: Administrative Assistant

Department: Finance

Supervisor: Finance Manager

Performance Development Areas & Training Interventions

Area	Challenge	Training Intervention	Duration	Method	Expected Outcome
Excel Proficiency	Frequently requests assistance with formulas and spreadsheets	Intermediate Excel Skills (with focus on formulas, pivot tables, etc.)	2 days	Instructor-led workshop or online course	Improved confidence and independence in spreadsheet tasks
Report Formatting	Submits documents with inconsistent formatting	MS Word for Business Reports: Formatting &	Half-day session	Online module or internal coaching	Professional, consistent documentation

Area	Challenge	Training Intervention	Duration	Method	Expected Outcome
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Styling
Essentials

Time Management	Struggles to prioritise tasks during month-end deadlines	Time Management & Prioritisation Skills for Admin Staff	1 day	External workshop or facilitated session	Better task planning, ability to meet deadlines under pressure
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Employee 2: Sipho Maseko

Job Title: Filing Clerk

Department: Corporate Services

Supervisor: Office Manager

Performance Development Areas & Training Interventions

Area	Challenge	Training Intervention	Duration	Method	Expected Outcome
Digital Filing Systems	Difficulty using SharePoint and following naming conventions	Introduction to SharePoint & File Management Best Practices	1 day	On-site training or online tutorial	Consistent, correct digital filing aligned with standards
Attention to Detail	Occasionally misfiles documents	Accuracy & Attention to Detail in Filing	Half-day	Internal training/coaching	Improved accuracy, fewer errors in filing
Computer Literacy	General difficulty navigating basic systems	Basic Computer Skills (Windows navigation, file handling, email basics)	2 days	Local training centre or self-paced course	Increased confidence and efficiency using digital tools

Implementation Notes

- **Monitoring:** Line managers to review progress monthly and provide feedback.

- **Support:** Pair employees with mentors or buddies within their departments for on-the-job reinforcement.
- **Evaluation:** Assess improvement through task accuracy, independence, and meeting deadlines.

4.2.2 Arrange the logistical plans for the training interventions.

(4)

Training Logistics Plan

Prepared by: Office Administrator

Department: Human Resources

Date: 5 June 2025

1. Training Schedule Overview

Employee	Training Topic	Proposed Date	Duration	Training Mode	Venue/Platform
Nomsa Dube	Intermediate Excel Skills	10–11 June 2025	2 days	External workshop	Local training centre (Excel Pro Institute, CBD)
Nomsa Dube	MS Word Formatting for Business Reports	13 June 2025	Half-day	Online course	Siyakhula computer lab
Nomsa Dube	Time Management & Prioritisation	17 June 2025	1 day	In-house facilitated	HR Training Room
Sipho Maseko	SharePoint & Digital Filing Best Practices	12 June 2025	1 day	On-site group training	Corporate Services Boardroom
Sipho Maseko	Accuracy & Attention to Detail in Filing	14 June 2025	Half-day	Internal coaching	Filing Room/Records Centre
Sipho Maseko	Basic Computer Skills	18–19 June 2025	2 days	Local training provider	Ikusasa ICT Training Centre

2. Resource Requirements

Item	Description	Responsibility
Computers and Internet Access	For online modules and practical work	IT Support + Admin
Training Materials	Handouts, guides, exercises	Training providers / HR

Item	Description	Responsibility
Refreshments	Tea/coffee/snacks for in-house sessions	Office Admin
Attendance Register	Track participation	HR Department
Transport Allowance (if off-site)	For Sipho's and Nomsa's external sessions	Finance Department
Certificates of Completion	To be issued after each training	HR / External providers

3. Communication Plan

- **Internal Memo:** Circulate training schedule to employees and supervisors by **7 June 2025**.
- **Calendar Invites:** Send invites to attendees and trainers, with session details and venue links (where applicable).
- **Reminders:** Send email reminders 1 day prior to each session.
- **Post-Training Feedback Forms:** Distributed immediately after each session for evaluation and reflection.

4. Monitoring and Reporting

Action	Deadline	Responsible Person
Confirm trainer availability/book venues	6 June 2025	Office Administrator
Print training materials and registers	9 June 2025	HR Assistant
Collect feedback and attendance records	After each session	HR Department
Submit training report to HR Manager	By 24 June 2025	Office Administrator

5. Contingency Plan

- **Power Outages:** Preload training materials on laptops; have printed versions as backup.
- **Trainer Unavailability:** Identify backup facilitators or alternative online modules.
- **Low Attendance:** Reschedule or offer catch-up sessions within 1 week of original date.

4.2.3 Identify challenges (risks or barriers) that could impact the successful delivery of the plan. (4)

- Scheduling conflicts and staff availability
- Limited training budget or provider issues
- Employee resistance or lack of motivation
- Inadequate follow-up on application of training

4.2.4 Discuss how the challenges identified above could be overcome. (4)

- a. Create a flexible training schedule
- b. Source cost-effective or internal training options
- c. Communicate benefits of training to staff
- d. Assign mentors/supervisors to reinforce training application

SUB- TOTAL: 32 marks

Question 5

5. Administrative support of the marketing, public relations, and advocacy of the organisation

5.1 Scenario: Planning and Coordinating of the “Future Skills Expo 2025”

Organisation: Ikusasa Youth Empowerment Hub (IYEH)

A non-profit organisation that provides career development, skills training, and job-readiness programs for youth in rural and township communities.

Your Role:

Office Administrator

You report to the Marketing and Programmes Coordinator and are tasked with managing both the promotional event logistics and providing administrative support for the special skills project to be launched during the event.

Event Overview:

- **Event Name:** Future Skills Expo 2025
- **Purpose:** To promote the launch of the new *Digital Pathways Project* – a youth tech upskilling programme
- **Date:** Friday, **22 August 2025**
- **Time:** 09:00 to 15:00
- **Venue:** Soweto Community Hall
- **Expected Guests/Attendees:** 120 (including sponsors, school representatives, municipal officials, and youth beneficiaries)
- **Theme:** “Unlocking Digital Futures”

Your Tasks (as per Template Requirements):

1. Finalise Date, Venue & Invitations:

- Confirm booking of Soweto Community Hall with the local municipality.
- Send **formal digital invitations** by **30 July 2025** to:
 - Key sponsors (MTN Foundation, SETA)
 - Local school principals
 - Department of Social Development officials
 - 80 selected learners from partner schools
- Track RSVPs using a Google Form and Excel register.

2. Catering Coordination:

- Request **3 quotations** from local caterers for a light breakfast and lunch buffet.
- Confirm **vegetarian and Halaal options**.
- Finalise catering order by **10 August 2025**.
- Allocate a refreshment station for tea and coffee.

3. Audio-Visual & Technical Requirements:

- Arrange:
 - Projector and screen for presentations
 - Two microphones and a PA system
 - Wi-Fi access
 - Charging station for guests' devices
- Liaise with the IT support volunteer to test equipment the day before the event.

4. Marketing, PR and Advocacy Support:

- Design and print 150 promotional flyers and a branded photo backdrop.
- Schedule and draft 3 weeks of social media posts for Facebook, Instagram and LinkedIn.
- Contact **local community radio station (Jozi FM)** to advertise the event for free as part of their community partnership.
- Prepare **press release** and send it to 5 local media outlets by **12 August 2025**.

5. Administrative Support for the Special Project:

- Prepare and print:
 - Participant welcome packs (including the project schedule, consent forms, and registration sheet)
 - Programme for the event
- Ensure name tags, clipboards, and pens are ready.
- Set up a registration desk with two admin volunteers.
- Assist the project manager with **tracking attendance** and taking photos for the post-event report.

Event Template Completion (for learners to fill):

Item	Details to be Completed by Learner
Event Name	Future Skills Expo 2025
Date	Friday, 22 August 2025
Time	09:00 – 15:00
Venue	Soweto Community Hall

Guests/Attendees	120 – schools, sponsors, officials, youth
Catering Requirements	Breakfast, lunch, tea/coffee, vegetarian & Halaal
Audio-Visual Needs	Projector, mics, PA system, Wi-Fi, charging station
PR & Media	Flyers, radio ad, social media, press release
Special Project Admin	Welcome packs, registration forms, name tags, photography

Outcome:

- Event successfully executed with 110 attendees.
- Media coverage aired on Jozi FM and one article published on *Daily Youth Voice* online platform.
- Sponsors praised the organisation's planning and professionalism.
- The **Digital Pathways Project** officially launched and enrolled its first 40 youth participants by 30 August 2025.

5.1.1 Develop a project plan for the marketing/promotional event.

(8)

Project Plan: Future Skills Expo 2025

1. Project Overview

- **Event Name:** Future Skills Expo 2025
- **Date:** Friday, 22 August 2025
- **Time:** 09:00 – 15:00
- **Venue:** Soweto Community Hall
- **Theme:** Unlocking Digital Futures
- **Purpose:** Promote and launch the **Digital Pathways Project**, a youth tech upskilling programme.

2. Project Goal

To successfully plan and deliver a professional, well-attended promotional event that positions IYEH as a leading youth development organisation and generates momentum for the Digital Pathways Project.

3. Key Activities & Deliverables

Task Area	Activities	Deadline	Responsible Person
Venue & Invitations	Confirm Soweto Community Hall booking; send digital invitations to stakeholders; track RSVPs via Google Form	30 July 2025	Office Administrator (You)
Catering	Request 3 quotes; confirm vegetarian & Halaal options; finalise booking; arrange refreshment station	10 August 2025	Office Administrator
Audio-Visual Setup	Book projector, screen, PA system, microphones, Wi-Fi access, charging station; test setup with IT support	21 August 2025	IT Support Volunteer + Office Admin
Marketing & PR	Design flyers and backdrop; schedule social media posts; contact Jozi FM; send press release to 5 media outlets	12 August 2025	Marketing & Programmes Coordinator
Special Project Admin	Prepare welcome packs, event programme, name tags, registration tools, and coordinate admin desk with volunteers	20 August 2025	Office Administrator + Admin Volunteers
On-the-Day Coordination	Manage registration, support project manager, coordinate vendors, oversee catering and media presence	22 August 2025	Office Administrator

4. Budget Estimate (*Indicative for planning purposes*)

Item	Estimated Cost (ZAR)
Venue Hire (Community Hall)	R2,000
Catering (120 guests)	R12,000
Printing (flyers, programmes, packs)	R3,000

Item	Estimated Cost (ZAR)
Branded photo backdrop	R1,500
Name tags, clipboards, pens	R500
Transport & logistics	R2,000
Contingency (10%)	R2,100
Total Estimated Budget	R23,100

Note: Sponsored items or volunteer services may reduce actual expenditure.

5. Communication Plan

Audience	Channel	Purpose	Responsible
Sponsors (MTN, SETA)	Email invitations, follow-ups	RSVP confirmation, recognition, post-event thank you	Marketing Coordinator
Schools & Learners	Email via principals, WhatsApp	Event details, transport, consent forms	Office Administrator
Media (Radio & Online)	Press release, community radio	Event awareness, post-event coverage	Marketing & Programmes
Internal Team & Volunteers	Team meetings, WhatsApp group	Planning, roles & responsibilities	Office Administrator

6. Time Schedule (Milestones)

Date	Milestone
30 July 2025	Invitations sent, venue booking confirmed
5 August 2025	Social media schedule approved and rollout started
10 August 2025	Catering order finalised
12 August 2025	Press release sent to media outlets
20 August 2025	All printing and materials prepared
21 August 2025	AV equipment tested; setup confirmed
22 August 2025	Event Day – Future Skills Expo 2025
30 August 2025	First 40 youth enrolled in Digital Pathways Project

7. Potential Issues & Risks

Risk/Issue	Impact	Mitigation Strategy
Low RSVP Response	Low attendance, poor event turnout	Follow up via calls/WhatsApp; confirm numbers weekly
Technical Failures (AV/Wi-Fi)	Interruptions in presentations	Test equipment day before; have backups (e.g. handheld mic)
Catering Delays or Errors	Negative guest experience	Confirm dietary needs early; choose a reliable vendor
Press Release Not Published	Limited exposure	Submit early and follow up with media outlets
Volunteer No-shows	Gaps in support roles	Brief backup volunteers in advance

8. Monitoring & Evaluation

What Will Be Monitored	Tool/Method	When	Responsible
RSVP & attendance tracking	Google Form + Sign-in sheets	Ongoing + Event Day	Office Administrator
Media coverage	Screenshots, links, radio records	Post-event	Marketing & Programmes
Participant satisfaction	Short feedback form at event	Event Day	Admin Volunteers
Project launch success	# of learners enrolled	By 30 August 2025	Project Manager

9. Post-Event Follow-Up

- Send thank-you emails to sponsors, schools, and partners
- Compile a **post-event report** with photos, attendee stats, media coverage, and lessons learned
- Publish highlights on social media and the IYEH website
- Start onboarding the first cohort of Digital Pathways participants

5.1.2 Prepare an email showing confirmations of a range of aspects.

(6)

Subject: Confirmation – Future Skills Expo 2025 Logistics

Dear [Vendor/Partner],

We confirm your participation in the Future Skills Expo 2025 on Friday, 22 August 2025.

- **Venue:** Soweto Community Hall
- **Time:** Setup from 07:00; Event from 09:00–15:00
- **Services Confirmed:** [e.g., Catering, AV Setup, Security]
- **Special Notes:** Vegetarian and Halaal options required; Wi-Fi and projector setup to be tested on 21 August.

Thank you for your partnership.

Regards,

[Your Name]

Office Administrator

5.1.3 Allocate responsibilities to marketing team members. (5)

- **Nomsa:** Media engagement (radio station, press release)
- **Thabo:** Social media posts and branded materials
- **Lebohang:** Guest registration and welcome packs
- **Sibongile:** Catering coordination
- **Office Administrator:** Event schedule, logistics checklist

5.1.4 Determine the dress, etiquette and protocols to be adhered to. (3)

- **Dress Code:** Business Casual (branded shirts for staff)
- **Etiquette:** Greet guests, offer refreshments, no loud personal conversations
- **Protocols:** Registration on arrival, reserved seating for VIPs, flag and banners displayed

5.1.5 Co-ordinate the logistics of the event. (5)

- Confirm venue booking and layout
- AV setup with IT volunteer (test on 21 August)
- Arrange catering with clear dietary options
- Print and distribute name tags, signage, programme
- Organise registration desk and assign 2 admin volunteers

5.1.6 Develop a programme for the marketing event.

(5)

Future Skills Expo 2025 – Programme

09:00 – 09:30: Guest Arrival and Registration

09:30 – 10:00: Welcome and Opening Remarks

10:00 – 11:00: Keynote Address and Launch of Digital Pathways

11:00 – 12:30: Panel Discussion: “Digital Skills for the Future”

12:30 – 13:30: Lunch & Networking

13:30 – 15:00: Exhibitions, Demos, and Closing

5.1.7 Write-up/prepare promotional content for the event (a paragraph of 5-6 lines). (8)

Join us at the **Future Skills Expo 2025** as we launch the groundbreaking Digital Pathways Project, designed to empower youth with in-demand digital and tech skills. The event will bring together learners, local leaders, sponsors, and educators for a day of inspiration, networking, and digital learning. Highlights include keynote speakers, live tech demos, exhibitions, and more. Don't miss this opportunity to unlock your digital future!

5.1.8 Select the most appropriate communication media for the event.

(1)

Social Media (Social Networking Platforms (Facebook, LinkedIn, X, Threads), Photo and Video Sharing Platforms (Instagram, Snapchat, Pinterest, Flickr), Video Platforms (YouTube, TikTok, Vimeo), Messaging Platforms (WhatsApp, Messenger, Telegram, Discord), Blogging and Publishing Platforms (Medium, Substack, WordPress, Tumblr), Live Streaming and Interactive Platforms (Twitch, Facebook Live / Instagram Live / YouTube Live, Zoom / Microsoft Teams), Review and Recommendation Platforms (TripAdvisor, Yelp, Google Business Review) **and Community Radio** – These platforms are cost-effective and widely accessed by youth and community stakeholders.

SUB- TOTAL: 41 marks

6.1 Summary: Outside query/enquiry

From: Thabiso Mthembu

Position: Career Guidance Counsellor

Organisation: Youth Connect SA

Email: thabiso@youthconnect.org.za

Contact Number: 083 245 1893

Date: 5 June 2025

To: The Office Administrator

Organisation: Ubuntu Skills Development Centre

Email: admin@ubuntuskills.org.za

Subject: Enquiry About Upcoming ICT Skills Training for Youth

Dear Sir/Madam,

I hope this message finds you well.

I am writing on behalf of *Youth Connect SA*, an NGO that supports unemployed youth with career guidance and opportunities. We recently heard about the ICT Skills Training Programme hosted by Ubuntu Skills Development Centre, which is scheduled for July 2025.

We are very interested in registering some of our beneficiaries for this opportunity. Kindly provide clarity on the following:

1. **Eligibility criteria** for applicants
2. The **number of participants** allowed per organisation
3. Whether the training is **accredited**, and if certificates will be issued
4. Details about the **venue, schedule, and duration** of the training
5. Whether there is any **cost involved** for participants

We would appreciate receiving brochures, application forms, or any other relevant documentation that can assist our organisation and our youth in preparing to apply.

Looking forward to your prompt response.

Warm regards,

Thabiso Mthembu

Career Guidance Counsellor

Youth Connect SA

6.1.1 Discuss how you would deal with the query.

(2)

- Respond promptly and professionally via email or phone
- Provide full details on the training (eligibility, cost, schedule, accreditation)
- Attach brochures, forms, and additional info as requested
- Invite further questions and offer follow-up contact

6.2 Summary: Stakeholder complaint

Ms. Lerato Molefe

Corporate Social Investment (CSI) Manager

Imbokodo Bank

Email: lerato.molefe@imbokodobank.co.za

Tel: 011 456 7890

Date: 5 June 2025

To:

The Director

Ikusasa Youth Development Foundation

Email: info@ikusasayouth.org.za

Subject: Formal Complaint – Concerns Regarding Project Reporting and Communication

Dear Director,

I am writing to express my concern on behalf of **Imbokodo Bank**, a long-standing sponsor of the *Youth Enterprise Incubator Project*, which your organisation has implemented in partnership with our CSI department since 2022.

While we remain committed to supporting youth development and appreciate the work done by your facilitators, we are becoming increasingly concerned about the following issues:

1. **Delayed Progress Reports**

- As of today, we have not received the **Q1 2025 report**, which was due on **15 April 2025**. This delay has affected our own internal compliance processes and board reporting.

2. **Lack of Financial Transparency**

- The last financial statement submitted was for **October 2024**, despite our requirement for **quarterly financial updates**. We expected a financial reconciliation by **January 2025**, which has still not been delivered.

3. **Poor Communication**

- Emails and calls to the programme coordinator have gone unanswered on multiple occasions. We have not been notified of staffing changes or challenges affecting project delivery.

These issues are unacceptable given the scale of funding (R1.2 million per annum) we provide to the programme, and the strategic importance of this partnership to our CSI portfolio. We value professionalism, transparency, and accountability, and expect our partners to uphold the same standards.

We request a formal response to this complaint by **no later than 10 June 2025**, including:

- A revised project reporting schedule
- Updated financial statements for Q4 2024 and Q1 2025
- A communication plan outlining designated contact persons

Failure to address these concerns will compel us to **review our future funding commitments** and consider placing the project under audit.

We look forward to your urgent attention to this matter.

Kind regards,

Ms. Lerato Molefe

Corporate Social Investment Manager

Imbokodo Bank

6.2.1 Outline how you would handle the complaint to ensure stakeholder satisfaction.

(3)

1. Acknowledge receipt of complaint immediately
2. Apologise for delays and provide reasons/explanations
3. Share revised project reporting schedule
4. Submit updated financial statements
5. Introduce a clear communication plan with designated contact persons
6. Reaffirm commitment to accountability and improvement

6.3 Scenario: Security Breach in Employee Record Management

You are the Office Administrator at MusaTech Training Institute, responsible for maintaining all employee personnel files — both physical and electronic. On the morning of 3 June 2025, the HR Manager urgently notifies you that confidential salary records for staff have been mistakenly accessed by an unauthorised employee.

Details of the Breach:

1. Electronic File Access Error

- An Excel spreadsheet containing staff salaries, ID numbers, and bank details was mistakenly saved in the shared department drive instead of the restricted HR folder.
- The file was accessed by a junior marketing assistant, who was browsing the shared drive for a team template.
- Although the file was opened briefly, it was not edited or distributed.
- The marketing assistant reported the mistake immediately to their supervisor.

2. Misplaced Physical File

- On the same day, a former employee's personnel file (Ms. Zanele Moyo) was found unattended on a desk in the shared admin office.
- The file contained sensitive documents, including a copy of her ID, qualifications, leave forms, and disciplinary record.
- It had been removed from the HR cabinet the previous week for an audit but was not signed back in, violating the file tracking procedure.

Risks Identified:

- Breach of POPIA (Protection of Personal Information Act) compliance
- Damage to employee trust and organisational integrity
- Potential for identity theft or unauthorised distribution of private information
- Violation of internal file handling and storage procedures

6.3.1 Outline the action steps you would follow to deal with the scenario.

(6)

A. Immediate Actions:

- Lock and remove the file from the shared drive immediately.
- Report the breach in writing to the HR Manager and Data Protection Officer.
- Retrieve the physical personnel file and return it to the locked cabinet.
- Record the incident in the Record Management Incident Log.

B. Investigation & Follow-Up:

- Check who else accessed the electronic file (via audit logs if available).
- Review and report gaps in current electronic file permission settings.
- Identify staff who require refresher training on data handling and file access policies.

C. Preventative Measures:

- Propose a two-step file sharing policy (approval + encryption for confidential files).
- Label confidential folders more clearly: e.g. "HR – Confidential – Restricted Access Only".
- Introduce a physical file sign-out register monitored weekly.

Outcome Expected:

You are required to compile a Confidential Breach Report that includes:

- A summary of the incidents
- Action steps taken
- Recommendations for future prevention
- Staff or system training needs

The report must be submitted to the HR Manager and stored securely by 7 June 2025.

6.3.2 Explain how the POPI Act helps ensure the responsible use and protection of personal information.

(6)

- Protects individuals' rights to privacy and security of their data
- Prevents misuse or unauthorised access to personal info
- Promotes responsible data handling by organisations
- Builds trust between employees and the employer
- Breaches may result in legal action, reputational harm, and penalties
- Encourages regular reviews of data protection practices

6.4 Management Reporting

- 6.4.1 Prepare a short report, to management on the aspects addressed in 6.1 – 6.3. The report should include the following: a title / heading, date, prepared by, recipient, introduction / purpose, main content / key findings, recommendation / conclusion **(6)**

Report: Stakeholder Communications and Data Protection – 5 June 2025

From: Office Administrator

To: Management Committee

1. External Query

Responded to Mr. Mthembu's enquiry from Youth Connect SA regarding ICT training. Provided programme details, eligibility, and attached required documentation.

2. Sponsor Complaint

Addressed Ms. Molefe's concerns from Imbokodo Bank. Delivered revised reporting schedule, updated financial statements, and named a new project liaison to restore confidence.

3. Data Breach

Handled a dual incident involving an Excel file in a shared drive and a misplaced personnel file. Breach was contained; a POPIA refresher session is scheduled.

Recommendations:

- Implement quarterly internal audits of records management
- Update all file tracking logs and restrict shared drive access
- Strengthen stakeholder communication protocols

SUB- TOTAL: 16 marks

GRAND TOTAL: 180 marks