



EXTERNAL INTEGRATED SUMMATIVE ASSESSMENT

EXEMPLAR- WRITTEN ASSESSMENT- PAPER 1

MEMORANDUM

CANDIDATE INFORMATION

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

QUALIFICATION INFORMATION

QUALIFICATION TITLE	Higher Occupational Certificate: Human Resource Management Administrator
SAQA ID	121150
NQF LEVEL	NQF Level 5
CREDITS	120 Credits
ASSESSMENT DURATION	3 Hours
TOTAL MARKS	150 Marks
PASS MARK	90 Marks (60%)
DATE OF EISA	

CANDIDATE SCORE SUMMARY			
ELO	Maximum possible score	Candidate Score	% Achieved
<i>ELO 1: Collect Human Resources data and process the data into appropriate information that is available for decision-making.</i>	30		
<i>ELO 2: Select and use appropriate methods, techniques, and procedures to provide professional administrative services for the full range of HRM processes and activities.</i>	58		
<i>ELO 3: Monitor, support and maintain the various communication and administrative processes with relevant stakeholders to optimise the employment relations in the organisation.</i>	38		
<i>ELO 4: Access and use appropriate HRM systems and processes for the compilation, maintenance and safeguarding of all HRM records.</i>	24		
Total	150		
Assessor/Marker comments			

SIGNATURE OF ASSESSOR/MARKER

DATE: _____

GENERAL EISA RULES

1. Candidates are **only** allowed to use the supplied EISA booklets.
2. Candidates are **only** allowed to use a black pen for their answers.
3. Candidates to ensure that their name, surname and EISA registration number appear on the front of your EISA booklet.
4. This is a closed-book examination.
5. All EISA booklets must be handed back to the invigilator intact. No pages may be torn off from the EISA booklet. The removal of EISA booklets from the examination room is prohibited.
6. Candidates may make use of a calculator in this EISA.
7. 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 is prohibited.
8. All cell phones are to be switched off for the duration of the EISA.
9. The invigilator will not assist you with the explanation of QUESTIONS related to the EISA.
10. Candidates are prohibited from conversing in any manner with other candidates.
11. 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.
12. Candidates who are found to be disruptive and unruly in the assessment centre will be requested to leave the assessment center by the invigilator.

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

SIGNATURE OF STUDENT

INSTRUCTIONS TO CANDIDATES

1. Candidates must complete all QUESTIONS in this EISA.
2. Candidates must ensure that they use only a black pen when completing this EISA.
3. 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 marked on your additional paper.

QUESTION 1

INSTRUCTION TO THE CANDIDATE:

Read the following scenario and answer the QUESTIONS relevant to the given scenario. Answers must be completed in the spaces provided. You have 180 Minutes available to complete the full written assessment paper. This section should not take longer than 36 minutes to complete.

SCENARIO FOR QUESTION 1

DeepCore Mining (Pty) Ltd is a large-scale underground mining company operating across three shafts in South Africa. The organisation employs approximately 1,200 workers, including:

- Underground operators and artisans*
- Safety officers and engineering staff*
- Supervisors and shift managers*
- HR, payroll, and administrative personnel*

The organisation operates in a high-risk, highly regulated environment, requiring strict compliance with safety regulations, labour legislation, and reporting requirements to the Department of Mineral Resources (DMR), Occupational Health and Safety legislation, Mine Health and Safety Act requirements, Internal safety and reporting standards.

HR SYSTEM ENVIRONMENT

DeepCore uses an integrated HRIS called MinePeople, linked to:

- Time and attendance (biometric clock-in systems)*
- Payroll and overtime management*
- Safety and injury-on-duty (IOD) records*
- Training and certification tracking*
- Workforce reporting and compliance submissions*

The system is integrated with biometric access control at shafts and is used to generate reports for internal management and regulatory authorities.

CURRENT CONTEXT

During a routine internal audit and preparation for regulatory reporting, several critical HR data discrepancies were identified within MineTrack HR, particularly affecting underground operations and safety compliance reporting.

IDENTIFIED PROBLEMS

1. Overtime Discrepancies

- Overtime hours recorded in the system do not match shift logs for underground workers
- Some employees appear to have inflated overtime records
- Supervisors have approved overtime without proper verification

2. Inconsistent Injury-on-Duty (IOD) Records

- IOD incidents are not consistently captured or classified
- Some injuries recorded in safety logs are missing from HR records

3. Incorrect Headcount Reporting to DMR

- The workforce numbers submitted to the Department of Mineral Resources do not align with actual employee records
- Terminated employees remain active in the system
- Some contract workers are excluded from reports

4. Duplicate Clock-in Entries

- Multiple clock-in records exist for the same employee within the same shift
- Biometric system errors and manual overrides have not been reconciled
- This has impacted payroll and attendance reporting

MANAGEMENT CONCERNS

Senior management has raised concerns regarding:

- The accuracy and reliability of HR and payroll data
- Compliance with DMR reporting requirements
- Risks relating to safety compliance and worker protection
- Potential financial losses due to overtime discrepancies
- Exposure to legal, regulatory, and audit risks
- The credibility of HR information used for decision-making

YOUR ROLE

You have recently been appointed as the HRM Administrator and report to the HR Manager.

You are required to:

- Collect, verify, and process HR data from multiple sources (HRIS, time systems, safety reports)
- Ensure that all HR data is accurate, complete, and aligned with source documentation
- Reconcile discrepancies between HRIS records and operational data
- Maintain accurate employee, payroll, and safety records
- Support compliance with DMR and safety reporting requirements
- Assist in generating reliable workforce reports for management and regulatory bodies
- Ensure that all HR data used for reporting is validated and audit-ready

CRITICAL REQUEST FROM MANAGEMENT

The CEO has requested an urgent, verified workforce and compliance report, including:

- Accurate employee headcount per shift
- Verified overtime hours for underground workers
- Status of mandatory safety training compliance
- Accurate Injury-on-Duty (IOD) records
- Attendance and clock-in accuracy

QUESTIONS:

QUESTION 1.1.1. (a) – (1 Marks)

Deep Core Mining identified inflated overtime for underground workers due to discrepancies between HRIS records and actual hours worked. What is the MOST appropriate first step the HRM Administrator should take?

ANSWER QUESTION 1.1.1. (a)

(Select the most appropriate answer from the list and mark it with a X then state why this is the most appropriate answer)

A.	<i>Remove all overtime entries</i>
B.	<i>Compare approved overtime with time and attendance system records</i>
C.	<i>Pay all overtime to avoid disputes</i>
D.	<i>Suspend all overtime approvals</i>
RATIONAL For the selected action	

Master Answer:

Correct Answer: B

Rationale:

The principle of data verification requires that payroll-related data be validated against original source systems before action is taken. At Deep Core Mining, discrepancies between HRIS overtime records and actual worked hours indicate that data has not been properly reconciled across systems. Without verifying data against the time and attendance system, inaccurate overtime payments may be processed, resulting in financial loss and audit risk.

QUESTION 1.1.1. (b) – (2 Marks)

Duplicate clock-in entries have been identified for underground workers within the same shift. Which HRIS tool or function would BEST assist the HRM Administrator to identify and isolate these irregularities?

ANSWER QUESTION 1.1.1. (b)

(Select the most appropriate answer from the list and mark it with a X then state why this is the most appropriate answer)

A.	<i>Paper-based personnel files</i>
B.	<i>System validation and exception reporting tools</i>
C.	<i>Manual leave forms</i>
D.	<i>Informal verbal confirmation from supervisors</i>
RATIONAL For the selected choice.	

Master Answer:

Correct Answer: B

Rationale:

The principle of data governance requires that system controls be used to identify anomalies and exceptions in HR data. At DeepCore Mining, duplicate clock-in entries affect attendance and payroll accuracy, and validation and exception reporting tools are specifically designed to flag such irregularities. Without using these tools, duplicate records may remain undetected and compromise the reliability of HR information.

QUESTION 1.1.1. (c) - (3 Marks)

Safety training records for several underground workers are missing from the HRIS, although training was conducted.

Explain three appropriate actions the HRM Administrator should take to ensure that the training data captured in the HRIS is accurate and complete.

Master Answer:

Any three of the following, 1 mark each:

1. Verify the training attendance records against source documents such as signed attendance registers, training schedules, or facilitator records.
2. Cross-check the missing information with the relevant training or compliance department to confirm which employees completed the required training.

3. Update the HRIS with the verified training information so that the system reflects accurate compliance data.
4. Check for data capture omissions or system integration failures that may have caused the training records not to appear in the HRIS.
5. Retain supporting documentation for audit purposes to ensure that the updated records can be justified during internal or external reviews.

Model response

The HRM Administrator should first verify the training information against source documents such as attendance registers and training reports. The missing records should then be confirmed with the responsible training or compliance officials before the HRIS is updated. Supporting documents should also be retained so that the information is accurate, traceable, and available for compliance and audit purposes.

QUESTION 1.1.1. (d) – (4 Marks)

DeepCore Mining must prepare an urgent verified workforce and compliance report for management. The report must include accurate headcount per shaft, verified overtime, safety training compliance, injury-on-duty records, and attendance accuracy.

Explain how the HRM Administrator should use HRM software and related tools to gather accurate and comprehensive HRM data for this report. Your answer must refer to the scenario and include the importance of verification, reconciliation, and reliable reporting.

Master Answer:

The HRM Administrator should extract employee information from the HRIS and compare it with data from the linked systems, including the biometric time and attendance system, payroll records, safety and injury-on-duty records, and training registers. This is necessary because the scenario shows discrepancies in overtime, duplicate clock-ins, missing training records, and incorrect headcount reporting.

The HRM Administrator should reconcile the information from these different systems against source documents to identify errors such as terminated employees still appearing as active, contract workers being excluded, or overtime being inflated. Any discrepancies must be investigated and corrected before the final report is prepared.

Once the information has been verified, the HRM Administrator should update the HRIS and generate an accurate workforce and compliance report for management. This ensures that the report is reliable for decision-making, supports regulatory compliance, and reduces legal, financial, and audit risks.

Marking guide

Award marks as follows:

1 mark – Explains the use of the HRIS and linked systems to gather data

1 mark – Explains verification against source documents or original records

1 mark – Explains reconciliation/correction of discrepancies before reporting

1 mark – Explains the importance of accurate reporting for compliance, decision-making, or risk reduction.

SECTION	MAXIMUM MARKS	CANDIDATE SCORE
1.1.1.	10	

QUESTION 1.1.2. (a) - (2 Marks)

DeepCore Mining identified discrepancies between HRIS data and safety reports for Injury-on-Duty (IOD) cases. Which process is MOST important to ensure that the information reported to management is accurate?

ANSWER QUESTION 1.1.1. (b)

(Select the most appropriate answer from the list and mark it with a X then state why this is the most appropriate answer)

A.	<i>Data deletion</i>
B.	<i>Data reconciliation</i>
C.	<i>Data duplication</i>
D.	<i>Data storage</i>
RATIONAL For the selected choice.	

Master Answer:

Correct Answer: B

Rationale:

Data reconciliation ensures that information from different sources is compared and aligned before reporting. At DeepCore Mining, discrepancies between HRIS and safety reports indicate that records are inconsistent. Without reconciliation, incorrect information may be reported, leading to compliance and audit risks.

QUESTION 1.1.2.(b)

DeepCore Mining submitted incorrect headcount reports due to outdated and incomplete HRIS data.

Identify and briefly explain TWO verification steps that must be performed before submitting workforce reports. (3 Marks)

Master Answer (3 Marks)

Award 1.5 marks per correctly explained principle (any relevant two).

Expected responses:

1. Verify employee status in the HRIS

Employee records must be checked to ensure that only active employees are included and terminated employees are excluded from reports.

2. Reconcile HRIS data with payroll records

Employee data must be compared with payroll information to ensure that all employees being paid are correctly reflected in workforce reports.

3. Cross-check employee data with departmental records

HR data should be compared with operational records to confirm that all employees are accurately captured.

4. Validate inclusion of contract workers

Contract employees must be correctly included or excluded according to reporting requirements.

5. Remove duplicate or incorrect records

Duplicate or inaccurate entries must be identified and corrected before reporting.

QUESTION 1.1.2.(c) – (3 Marks)

DeepCore Mining must prepare an accurate workforce and compliance report using data from the HRIS, payroll system, and safety records.

Explain how HR data from payroll, leave records, and employee records should be reconciled before submission to management. (3 Marks)

Master Answer (3 Marks)

Award 1.5 marks per correctly explained principle (any relevant two).

Expected responses:

HR data from multiple systems must be compared and aligned to ensure consistency before reporting. Payroll records should be used to confirm that all employees receiving payment are correctly reflected in the HRIS. Leave records must be checked to ensure that employee availability and absence data are accurately captured and do not affect headcount or payroll calculations incorrectly.

Employee records in the HRIS must be verified to ensure that all employee details, including status and employment type, are current and accurate. Any discrepancies identified between these systems must be investigated and corrected before the final report is generated.

This process ensures that the information reported to management is accurate, reliable, and suitable for decision-making, while reducing compliance, financial, and audit risks.

Marking Guide (3 Marks)

1 mark – Explains comparison of data across systems (HRIS, payroll, leave)

1 mark – Explains identification and correction of discrepancies

1 mark – Explains importance for accurate reporting / decision-making / compliance

SECTION	MAXIMUM MARKS	CANDIDATE SCORE
1.1.2.	6	

QUESTION 1.1.3.

QUESTION 1.1.3. (a) – 1 Mark

Before submitting the compliance report to management, what is the MOST critical step? (1 Marks)

ANSWER QUESTION 1.1.1. (e)

(Select the most appropriate answer from the list and mark it with a X then state why this is the most appropriate answer)

A.	Submit immediately
B.	Validate data against source documents
C.	Adjust figures to align with expectations
D.	Remove incomplete data
RATIONAL For the selected choice.	

Master Answer:

Correct Answer: B

Rationale:

The principle of data verification requires that all information be checked against source documents before reporting. At Deep Core Mining, multiple discrepancies have been identified across HRIS data, making validation essential. Without verification, inaccurate reports may be submitted, leading to compliance and decision-making risks.

QUESTION 1.1.3. (b) – (2 Marks)

Explain TWO organisational or regulatory requirements that must be applied when preparing the compliance report for submission to management or external stakeholders

Master Answer (2 Marks)

Award 1 mark per requirement:

- 1. Compliance with regulatory reporting requirements (e.g. DMR)**
Reports must meet legal standards for accuracy and completeness.
- 2. Use of verified and validated data**
Only confirmed data must be included to ensure reliability.
- 3. Alignment with organisational reporting policies**
Reports must follow internal formats and approval processes.
- 4. Accuracy and completeness of reported information**
All required workforce, safety, and payroll data must be included

QUESTION 1.1.3. (c) – (3 Marks)

Explain THREE verification steps the HRM Administrator must perform before presenting the report. (3 Marks).

Master Answer (3 Marks)

Award 1 mark per correctly identified and explained risk (any relevant three).

Expected responses may include:

1. Reconcile data across HRIS modules

Information from payroll, attendance, and training systems must be aligned for consistency.

2. Validate against source documentation

All reported data must be verified using original documents such as registers and reports.

3. Remove duplicate records

Duplicate entries must be identified and eliminated to ensure accurate reporting.

4. Confirm completeness of data

All required data fields must be fully captured before finalising the report.

5. Verify employee status

Employee records must be checked to ensure only valid and current data is included.

6. Check system-generated anomalies

System flags and exceptions must be reviewed to identify potential errors.

SECTION	MAXIMUM MARKS	CANDIDATE SCORE
1.1.3.	6	

QUESTION 1.1.4.

QUESTION 1.1.4. (a)

Duplicate clock-in entries and incorrect records have been identified in MineTrack HR. Identify and explain TWO database maintenance practices to resolve these issues. (4 Marks)

Master Answer (4 Marks)

Award **2 marks** per correctly identified and explained practice (any relevant two).

Expected responses may include:

1. Data cleansing and removal of duplicates

Duplicate clock-in entries must be identified and removed to ensure accurate attendance records.

2. Regular data validation processes

Routine checks must be performed to ensure data remains accurate and consistent over time.

3. Standardised data capture procedures

Uniform data entry processes must be followed to prevent inconsistencies.

4. System audit checks and monitoring

System-generated reports must be reviewed to detect and correct errors.

5. Timely updating of records

Employee data must be updated immediately when changes occur.

6. Error correction and reprocessing procedures

Incorrect entries must be corrected using controlled processes to maintain data integrity.

QUESTION 1.1.4. (b)

Explain TWO principles that must be applied when extracting HR data for regulatory reporting. (4 Marks)

Master Answer (4 Marks)

Award **2 mark** per correctly explained principle (any relevant four).

Expected responses may include:

1. Accuracy and data integrity

All extracted data must be correct and consistent with verified source information.

2. Authorisation and confidentiality

Data must only be accessed and used by authorised individuals for approved purposes.

3. Relevance of data

Only relevant information required for reporting should be included.

4. Timeliness of reporting

Data must be current and reflect the correct reporting period.

5. Completeness of information

All required data must be included to ensure comprehensive reporting.

6. Compliance with regulatory requirements

Extracted data must meet all DMR and organisational reporting standards.

SECTION	MAXIMUM MARKS	CANDIDATE SCORE
1.1.4.	8	

CANDIDATE SCORECARD ELO 01				
ELO	1	Collect Human Resources data and process the data into appropriate information that is available for decision-making.		
RESPONSIBILITIES	1.1.	Collect Human Resources data and process the data into appropriate information that is available for decision-making.		
STANDARDS			MAXIMUM MARKS	CANDIDATE SCORE
	1.1.1.	Apply knowledge of using relevant HRM software and tools to gather accurate and comprehensive HRM data.	10	
	1.1.2.	Apply knowledge of the processes of collecting and verifying HRM data into information that is reported for HRM decision-	6	
	1.1.3.	Prepare and present reports at meetings and to stakeholders when required.	6	
	1.1.4.	Maintain appropriate information databases and extract reports responding to specifically authorised requests.	8	
TOTAL FOR ELO 1			30	

QUESTION 2

INSTRUCTION TO THE CANDIDATE:

Read the following scenario and answer the questions relevant to the situation described. Answers must be completed in the spaces provided. You have 180 Minutes available to complete the full written assessment paper. This section should not take more than 62 minutes to complete.

SCENARIO FOR SECTION 2

INTEGRATED PRACTICAL SCENARIO

Organisation: *BuildRight Construction (Pty) Ltd*

Organisational Profile

BuildRight Construction (Pty) Ltd is a medium-to-large construction company operating across multiple infrastructure and commercial building projects in Gauteng and the Western Cape.

The organisation employs approximately 650 employees, including:

- *Site supervisors and project managers*
- *Skilled artisans and general labourers*
- *Health and safety officers*
- *HR and administrative personnel*

The company operates in a high-risk, compliance-driven environment, requiring strict adherence to:

- *Labour legislation*
- *Occupational Health and Safety regulations*
- *Site safety standards and contractor compliance*
- *Employment and contractual obligations.*

CURRENT CONTEXT

BuildRight Construction is currently undergoing a major expansion phase, with several new sites being established. The HR department is required to support multiple operational and compliance processes simultaneously:

Key HR Activities:

The organisation is currently:

- *Recruiting 40 Construction Workers and 8 Site Supervisors*
- *Reviewing health and safety compliance records*
- *Managing 3 ongoing disciplinary hearings (safety violations)*
- *Handling 2 employee grievances related to overtime allocation*
- *Preparing documentation for a Department of Labour inspection*

- *Addressing disputes in performance ratings across sites.*

Identified challenges:

- *Inconsistent recruitment documentation across sites*
- *Performance management processes not applied uniformly*
- *Training records not aligned with safety requirements*
- *Disciplinary processes handled differently by site managers*
- *Employee grievances not always formally documented*
- *Delays in updating HR records and reports.*

Your role:

You have been appointed as the HRM Administrator and report to the HR Manager.

You are required to:

- *Provide accurate and compliant administrative support across all HR functions*
- *Ensure all HR processes are documented and aligned with legislation and company policies*
- *Support recruitment, performance management, L&D, and employee relations processes*
- *Maintain accurate and up-to-date HR records*
- *Ensure consistency across multiple construction sites*
- *Support compliance with labour and safety regulations*

QUESTIONS:

QUESTION 2.1.1. (a)

BuildRight is recruiting workers for multiple sites but does not have accurate workforce data per site. What is the MOST appropriate first step? (2 Marks)

ANSWER QUESTION 2.1.1 (a)

(Select the most appropriate action from the list and mark it with a X and then state why this is the most appropriate action)

A.	<i>Begin recruitment immediately</i>
B.	<i>Use previous project data only</i>
C.	<i>Allocate workers randomly</i>
D.	<i>Collect and verify workforce planning data</i>

RATIONAL For the selected action	
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Correct Answer: D

Rationale:

The principle of workforce planning requires that accurate and verified data be collected before recruitment decisions are made. At BuildRight, the lack of accurate workforce data per site indicates that planning has not been properly conducted. Without verified data, recruitment decisions may lead to overstaffing or shortages, affecting project efficiency.

QUESTION 2.1.1. (b) (4 Marks)

BuildRight Construction is expanding across multiple sites but does not have reliable workforce data per site. Explain FOUR key procedures the HRM Administrator should implement to ensure workforce planning data is accurately collected, processed, and maintained.

Master Answer (4 Marks)

Award 1 mark per correctly explained procedure (any relevant four).

Expected Responses (One-line style):

- 1. Collect workforce requirements from site managers**
Accurate staffing needs must be obtained from each site to ensure proper planning.
- 2. Verify workforce data against current employee records**
Existing HRIS data must be checked to confirm accuracy before use.
- 3. Capture workforce data in the HRIS**
All workforce information must be recorded in a central system for consistency.
- 4. Regularly update workforce data**
Employee movements such as hires and exits must be updated promptly.
- 5. Align workforce data with project plans**
Staffing requirements must match project timelines and operational needs.
- 6. Validate data accuracy before reporting**
All data must be checked for completeness and correctness before use.
- 7. Reconcile data across sites and departments**
Information must be consistent across all operational areas.
- 8. Maintain structured workforce planning records**
Data must be organised and stored for easy access and reporting.

QUESTION 2.1.1. (c) – (3 Marks)

Outline THREE methods the HRM Administrator can use to ensure workforce planning data remains accurate over time. (3 Marks)

Master Answer (3 Marks)

Award 1 mark per correctly outlined procedure (any relevant three).

Expected responses may include:

1. Conduct regular data audits and reviews

Workforce data must be periodically checked to identify and correct errors.

2. Implement standardised data capture procedures

Consistent processes ensure uniform and reliable data entry.

3. Use system validation controls in HRIS

Automated checks help identify inconsistencies and missing data.

4. Reconcile data with payroll and attendance systems

Cross-checking ensures alignment between systems.

5. Monitor workforce changes continuously

Ongoing tracking ensures data reflects current workforce status.

6. Train site managers on accurate data submission

Proper training improves the quality of data provided from sites.

7. Use exception reports to identify anomalies

System-generated reports help detect unusual or incorrect data

SECTION	MAXIMUM MARKS	CANDIDATE SCORE
2.1.1.	8	

QUESTION 2.1.2 (10 Marks)

QUESTION 2.1.2. (a) (2 Marks)

Incomplete recruitment records were identified during the inspection.

What is the MOST significant risk?

(Select the most appropriate answer from the list and mark it with a X and then state why this is the most appropriate answer.)

Correct Answer: B.

Rationale:

The principle of recruitment compliance requires that all hiring processes be properly documented. At BuildRight, incomplete recruitment records indicate failure to meet legal and organisational requirements. Without proper documentation, recruitment decisions cannot be justified, exposing the organisation to legal and audit risks.

QUESTION 2.1.2. (b): (2 Marks)

During recruitment at BuildRight Construction, some site managers are bypassing reference checks to speed up hiring for urgent project deadlines. What is the MOST appropriate administrative control the HRM Administrator should enforce?

(Select the most appropriate answer from the list and mark it with a X and then state why this is the most appropriate answer.)

A.	<i>Allow managers to decide when checks are necessary</i>
B.	<i>Skip verification for temporary employees</i>
C.	<i>Enforce mandatory verification of qualifications and references before appointment</i>
D.	<i>Appoint employees first and verify details later</i>
RATIONAL For the selected action	

Correct Answer: C.

Rationale:

The principle of recruitment compliance requires that all candidate information be verified before employment decisions are finalised. At BuildRight Construction, bypassing reference checks due to time pressure compromises the integrity of the recruitment process. Without proper verification, the organisation risks appointing unqualified or unsuitable employees, which may lead to safety risks and non-compliance.

QUESTION 2.1.2. (c): (3 Marks)

Explain TWO administrative controls to ensure compliant recruitment processes.

Master Answer (3 Marks)

Award 1.5 mark per correctly identified and explained control (any relevant two).

Expected responses may include:

1. Use standardised recruitment documentation

All sites must use the same application forms, interview guides, and selection records to ensure consistency.

2. Verify candidate qualifications and references

All candidate information must be checked before appointment to confirm suitability and compliance.

3. Maintain complete and accurate recruitment records

All recruitment documentation must be properly filed to support audit and compliance requirements.

4. Implement approval and sign-off processes

Recruitment decisions must be authorised by designated personnel before final appointment.

5. Apply consistent recruitment procedures across sites

All sites must follow the same recruitment process to ensure fairness and compliance.

6. Use HRIS to capture and track recruitment data

Recruitment activities must be recorded in the system for accuracy and reporting purposes.

7. Conduct compliance checks during recruitment

Processes must be reviewed to ensure alignment with labour legislation and company policies.

8. Ensure proper record retention of recruitment documents

Recruitment records must be stored securely and retained for future reference and audits.

QUESTION 2.1.2. (d): (3 Marks)

Explain how the HRM Administrator ensures fair and compliant recruitment across multiple sites.

Master Answer (3 Marks)

Award 1.5 mark per correctly explained action (any relevant two).

Expected responses:

1. Apply standard recruitment procedures across all sites

All recruitment processes must be consistent to ensure fairness and compliance.

2. Ensure consistent candidate assessment criteria

Candidates must be evaluated using the same standards and scoring methods.

3. Monitor recruitment activities across sites

The HRM Administrator must track recruitment practices to ensure compliance.

4. Maintain accurate and complete recruitment documentation

All recruitment decisions must be supported by proper records.

5. Provide guidance to site managers on recruitment procedures

Managers must be supported to ensure correct application of recruitment processes.

6. Ensure compliance with labour legislation and company policies

Recruitment must follow all legal and organisational requirements.

7. Capture recruitment data in the HRIS

All recruitment activities must be recorded for tracking and reporting.

8. Conduct periodic audits of recruitment processes

Regular checks ensure that recruitment practices remain compliant and consistent.

SECTION	MAXIMUM MARKS	CANDIDATE SCORE
2.1.2.	10	

QUESTION 2.1.3 (6 Marks)**QUESTION 2.1.3. (a): (1 Mark)**

At BuildRight Construction, different sites are applying different performance standards for employees performing similar roles, resulting in disputes over performance ratings. Which principle is MOST likely being breached? (Select the most appropriate answer from the list and mark it with a X and then state why this is the most appropriate answer.)

A.	<i>Procedural fairness</i>
B.	<i>Payroll compliance</i>
C.	<i>Recruitment control</i>
D.	<i>Training alignment</i>
RATIONAL For the selected action	

Correct Answer: A

Rationale:

The principle of procedural fairness requires that performance management processes be applied consistently and transparently. At BuildRight Construction, inconsistent standards across sites result in unfair evaluation practices. Without consistency, performance outcomes may be challenged, leading to disputes and potential legal risk.

QUESTION 2.1.3. (b): (2 Mark)

Employees at BuildRight Construction report that they were not informed of performance expectations before being evaluated.

Identify and explain TWO legal or ethical principles that are being violated.

Master Answer (2 Marks)

Award 1 mark per correctly identified and explained principle (any relevant two).

Expected Responses:**1. Procedural fairness**

Employees must be informed of performance standards and given a fair opportunity to meet them before evaluation.

2. Substantive fairness

Performance standards must be reasonable, job-related, and applied consistently across all sites.

3. Consistency in application

The same performance standards must be applied equally to all employees performing similar roles.

4. Right to be heard

Employees must be allowed to respond to performance concerns before decisions are made.

5. Consistency

Standards must be applied equally across all employees

6. Labour Relations Act (Fair Procedure)

7. Basic Conditions (fair treatment context)

Marking Guidance

1 mark per correct principle with explanation

Maximum: 2 marks

QUESTION 2.1.3. (c): (3 Marks)

Performance management processes at BuildRight Construction are applied inconsistently across sites, and employees are not always informed of performance expectations.

Analyse the legal and ethical implications of inconsistent performance management practices at BuildRight Construction.

Master Answer (3 Marks)

Inconsistent application of performance management processes and failure to communicate performance expectations may result in procedural unfairness, as employees are not evaluated using the same standards or given a fair opportunity to perform. This creates a risk that performance decisions may be challenged through formal dispute processes such as the CCMA.

These issues may also result in substantive unfairness if performance standards are not reasonable, job-related, or consistently applied. This increases the likelihood of disputes, grievances, and potential legal claims against the organisation.

From an ethical perspective, lack of transparency and consistency undermines trust in management and may lead to perceptions of bias or discrimination. This can negatively impact employee morale, productivity, and organisational culture.

Overall, failure to apply fair and consistent performance management processes exposes the organisation to legal, reputational, and operational risks.

Marking Guide (3 Marks)

- **1 mark** – Identifies and explains legal principle (procedural/substantive fairness)

- **1 mark** – Links issue to organisational/legal risk (e.g. disputes, CCMA, non-compliance)
- **1 mark** – Explains ethical impact (e.g. trust, fairness, morale, bias)

SECTION	MAXIMUM MARKS	CANDIDATE SCORE
2.1.3.	6	

QUESTION 2.1.4. (6 Marks)**QUESTION 2.1.4. (a): (1 Mark)**

At BuildRight Construction, some employees were evaluated without having signed performance agreements at the start of the project cycle. Which stage of the performance management process was not properly applied?

Select the most appropriate answer from the list and mark it with a X and then state when this is the most appropriate answer.)

A.	<i>Final appraisal</i>
B.	<i>Performance monitoring</i>
C.	<i>Goal setting and performance planning</i>
D.	<i>Disciplinary review</i>
RATIONAL For the selected action	

Correct Answer: C

Rationale:

The principle of structured performance management requires that clear goals and agreements be established at the beginning of the performance cycle. At BuildRight Construction, employees were evaluated without agreed objectives, making assessments unreliable. Without proper goal setting, performance evaluations may be inconsistent and unfair

QUESTION 2.1.4. (b): (1 Mark)

At BuildRight Construction, performance ratings differ significantly between sites for similar roles. Which process should be applied to ensure consistency?

(Select the most appropriate answer from the list and mark it with a X and then state why this is the most appropriate answer.)

A.	<i>Recruitment review</i>
B.	<i>Payroll adjustment</i>
C.	<i>Performance moderation</i>
D.	<i>Training intervention</i>

<i>RATIONAL For the selected action</i>	
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Correct Answer: C.

Rationale:

The principle of performance moderation requires that ratings be reviewed to ensure consistency across departments or sites. At BuildRight Construction, variations in ratings across sites indicate the absence of a moderation process. Without moderation, performance outcomes may be inconsistent and difficult to justify.

QUESTION 2.1.4. (c): (2 Marks)

At BuildRight Construction, performance reviews are often submitted late by site managers. Outline TWO administrative procedures the HRM Administrator should implement to improve compliance with the performance cycle.

Master Answer (2 Marks)

Award 1 mark per correctly identified and explained procedure (any relevant two).

Expected Responses (One-line format):

1. Implement performance review schedules and timelines

Clear deadlines must be set to ensure reviews are completed on time.

2. Monitor submission of performance reviews through HRIS

The HRM Administrator must track completion status across sites.

3. Send reminders and follow-ups to site managers

Regular communication ensures managers complete reviews within required timeframes.

4. Escalate non-compliance to senior management

Delays must be reported to enforce accountability.

5. Maintain performance tracking reports

Reports must be used to monitor progress and identify delays.

6. Standardise performance review processes across sites

Uniform procedures ensure consistent compliance.

7. Ensure proper documentation and submission procedures

Clear instructions must be provided on how reviews should be completed and submitted.

QUESTION 2.1.4. (d): (2 Marks)

Explain TWO administrative interventions the HRM Administrator should implement to improve the effectiveness of performance management processes across sites.

Master Answer (2 Marks)

Award 1 mark per correctly identified and explained intervention (any relevant two).

Expected responses may include:**1. Implement performance moderation processes**

Performance ratings must be reviewed to ensure consistency across sites.

2. Provide training to site managers on performance management

Managers must be equipped to apply processes correctly and consistently.

3. Use standardised performance management tools and templates

Uniform tools ensure consistency in evaluations.

4. Capture and analyse performance data in the HRIS

Centralised data allows for monitoring and improvement of performance processes.

5. Conduct regular audits of performance management practices

Periodic reviews ensure compliance and identify gaps.

6. Improve communication of performance expectations

Clear expectations help align performance across all sites.

7. Align performance management with organisational goals

Performance processes must support overall business objectives.

Marking Guidance

- 1 mark = intervention + explanation linked to scenario
- Maximum = 2 marks
- Accept any TWO relevant interventions.

SECTION	MAXIMUM MARKS	CANDIDATE SCORE
2.1.4.	6	

QUESTION 2.1.5. (a): (2 Marks)

At BuildRight Construction, safety training provided to workers is not aligned with site-specific risks. What is the MOST likely cause?

(Select the most appropriate answer from the list and mark it with a X and then state why this is the most appropriate answer.)

A.	<i>Lack of structured training needs analysis</i>
B.	<i>Payroll system failure</i>
C.	<i>Recruitment error</i>
D.	<i>Communication breakdown</i>
RATIONAL For the selected action	

Correct Answer: A

Rationale:

The principle of learning and development planning requires that training be based on identified operational and safety needs. At BuildRight Construction, training that is not aligned with site risks indicates that needs analysis has not been properly conducted. Without this, training programmes may be ineffective and fail to address critical safety requirements..

QUESTION 2.1.5. (b): (2 Marks)

At BuildRight Construction, training attendance registers are not consistently captured in the HRIS. Which issue does this indicate?

(Select the most appropriate answer from the list and mark it with a X and then state why this is the most appropriate answer.)

A.	<i>Recruitment failure</i>
B.	<i>Training administration and recordkeeping failure</i>
C.	<i>Payroll error</i>
D.	<i>Performance issue</i>
RATIONAL For the selected action	

Correct Answer: B

Rationale:

The principle of training administration requires that all training activities be properly recorded and maintained. At BuildRight Construction, missing attendance records indicate weak

administrative controls. Without accurate records, training compliance cannot be verified, exposing the organisation to safety and regulatory risks.

QUESTION 2.1.5. (c): (4 Marks)

At BuildRight Construction, training is being delivered inconsistently across sites.

Explain FOUR administrative actions the HRM Administrator should implement to ensure proper coordination and documentation of training programmes.

Master Answer (4 Marks)

Award 1 mark per correctly identified and explained action (any relevant four):

Expected responses may include:

- 1. Implement standardised training procedures across sites**
All sites must follow the same training processes to ensure consistency.
- 2. Develop and maintain centralised training schedules**
Training must be planned and coordinated across all sites to ensure alignment.
- 3. Ensure attendance registers are completed and verified**
All training sessions must have signed attendance records for proof of participation.
- 4. Capture all training data in the HRIS**
Training information must be recorded centrally for tracking and reporting.
- 5. Use standardised training documentation and templates**
Uniform forms ensure consistent recording and evaluation of training activities.
- 6. Monitor training delivery across sites**
The HRM Administrator must track implementation to ensure compliance.
- 7. Follow up on incomplete or missing training records**
Gaps in training documentation must be identified and corrected.
- 8. Align training with site-specific safety requirements**
Training must be relevant to operational risks at each site.

QUESTION 2.1.5. (d): (4 Marks)

At BuildRight Construction, management relies on training reports to assess worker readiness for site safety. Analyse FOUR implications if training data is incomplete or inaccurate.

Master Answer (4 Marks)

Award 1 mark per correctly identified and explained action (any relevant four):

Expected responses may include:

1. Incorrect assessment of worker readiness

Management may assume workers are trained when they are not, leading to safety risks.

2. Non-compliance with safety regulations

Incomplete records may result in failure to meet legal and inspection requirements.

3. Increased risk of workplace accidents

Untrained or incorrectly trained workers may be exposed to hazardous conditions.

4. Poor decision-making by management

Inaccurate data leads to unreliable reports and ineffective planning.

5. Inability to demonstrate compliance during audits

Missing records prevent proof of training during inspections.

6. Misallocation of training resources

Training needs may not be correctly identified, leading to inefficient use of resources.

7. Reduced operational efficiency

Lack of properly trained workers may impact productivity and site performance.

8. Loss of confidence in HR reporting

Management may lose trust in HR data if reports are inaccurate.

SECTION	MAXIMUM MARKS	CANDIDATE SCORE
2.1.5.	12	

QUESTION 2.1.6. (a):

At BuildRight Construction, a worker was issued a disciplinary warning for a safety violation without being given an opportunity to respond. Which principle has MOST likely been breached?

(Select the most appropriate answer from the list and mark it with a X and then state why this is the most appropriate answer.)

A.	<i>Procedural fairness</i>
B.	<i>Data accuracy</i>
C.	<i>Recruitment compliance</i>
D.	<i>Performance monitoring</i>
RATIONAL For the selected action	

Correct Answer: A

Rationale:

The principle of procedural fairness requires that employees be informed of allegations and allowed to respond before disciplinary action is taken. At BuildRight Construction, issuing a warning without a hearing denies the employee this right. Without fair procedure, disciplinary actions may be challenged and deemed invalid.

QUESTION 2.1.6. (b): (1 Mark)

At BuildRight Construction, some grievances are resolved informally but not documented. Which administrative failure is MOST evident?

(Select the most appropriate answer from the list and mark it with a X and then state why this is the most appropriate answer.)

A.	<i>Lack of documentation and recordkeeping</i>
B.	<i>Payroll failure</i>
C.	<i>Recruitment issue</i>
D.	<i>Training issue</i>
RATIONAL For the selected action	

Correct Answer: A.

Rationale:

The principle of administrative accountability requires that all grievance processes be formally recorded. At BuildRight Construction, undocumented grievances prevent proper tracking and verification. Without documentation, the organisation cannot demonstrate fairness or defend decisions in disputes..

QUESTION 2.1.6. (c): (2 Marks)

At BuildRight Construction, grievances are handled differently across sites.

Outline TWO procedural requirements that must be followed to ensure fair grievance handling.

Master Answer (2 Marks)

Award 1 mark per correctly identified and explained requirement (any relevant two):

Expected Answers:**1. Formal Lodging of grievances through defined channels**

Employees must submit grievances using structured and recognised processes.

2. Acknowledgement of grievance receipt

Employees must be informed that their grievance has been received and will be addressed.

3. Conduct objective and structured investigations

Grievances must be investigated fairly and without bias.

4. Provide opportunity for employee representation

Employees must be allowed to present their case during the process.

5. Communicate outcomes formally

Results must be clearly communicated to employees.

6. Maintain proper documentation of the process

All stages must be recorded for accountability and reference.

7. Adhere to defined timelines

Grievances must be resolved within reasonable timeframes.

8. Apply consistent procedures across sites

The same process must be followed to ensure fairness.

QUESTION 2.1.6. (d): (2 Marks)

At BuildRight Construction, disciplinary cases related to safety violations are being handled inconsistently across sites, resulting in different outcomes for similar offences.

Explain TWO administrative controls the HRM Administrator should implement to ensure consistency and defensibility of disciplinary outcomes.

Master Answer (2 Marks)

Award 1 mark per correctly identified and explained responsibility (any relevant two):

Expected Responses:

1. Implement standardised disciplinary guidelines for offences

Clear guidelines must define consistent actions for similar safety violations across all sites.

2. Introduce disciplinary outcome tracking and comparison reports

Records must be analysed to identify inconsistencies in decisions across sites.

3. Ensure use of standard disciplinary documentation and templates

Uniform documentation ensures consistent recording and evaluation of cases.

4. Apply approval or review of disciplinary outcomes by HR

Decisions must be reviewed centrally to ensure fairness and consistency.

5. Maintain a centralised disciplinary case database

All cases must be recorded in one system to support comparison and monitoring.

6. Conduct periodic audits of disciplinary cases

Regular reviews ensure procedures are applied consistently.

7. Provide site managers with clear disciplinary frameworks

Managers must follow structured processes to avoid inconsistent decisions.

SECTION	MAXIMUM MARKS	CANDIDATE SCORE
2.1.6.	6	

QUESTION 2.1.7. (a): (1 Mark)

At BuildRight Construction, a supervisor accessed employee development records without authorisation. Which principle is MOST directly breached? (Select the most appropriate answer from the list and mark it with a X and then state why this is the most appropriate answer.)

A.	<i>Confidentiality and access control</i>
B.	<i>Recruitment compliance</i>
C.	<i>Recruitment compliance</i>
D.	<i>Workforce planning</i>
RATIONAL For the selected action	

Correct Answer: A.

Rationale:

The principle of confidentiality requires that employee information be accessed only by authorised individuals. At BuildRight Construction, unauthorised access indicates weak control over sensitive data. Without proper controls, employee trust and data protection may be compromised.

QUESTION 2.1.7. (b): (1 Mark)

At BuildRight Construction, career progression decisions are made without documented criteria. Which principle is MOST affected?
(Select the most appropriate answer from the list and mark it with a X and then state why this is the most appropriate answer.)

A.	<i>Transparency and fairness</i>
B.	<i>Payroll accuracy</i>
C.	<i>Training coordination</i>
D.	<i>Recruitment planning</i>
RATIONAL For the selected action	

Correct Answer: A.

Rationale:

The principle of transparency requires that career decisions be based on clear and

documented criteria. At BuildRight Construction, lack of documentation makes decisions appear subjective. Without transparency, employees may perceive bias, leading to dissatisfaction and disputes.

QUESTION 2.1.7 (c): (2 Marks)

Explain TWO consequences of failing to apply ethical principles and professional standards in career management at BuildRight Construction.

ANSWER QUESTION 2.1.7. (c)

Master Answer (2 Marks)

Award 1 mark per correctly identified and explained principle (any relevant two):

Expected Responses:

1. Perceived unfairness and favouritism

Employees may believe decisions are biased if criteria are not clear or consistently applied.

2. Reduced employee trust in management

Lack of transparency may result in employees losing confidence in leadership decisions.

3. Increased grievances and disputes

Employees may formally challenge career decisions if they feel unfairly treated.

4. Low employee morale and motivation

Unclear career opportunities may reduce engagement and productivity.

5. Loss of skilled employees

Employees may leave the organisation if they perceive limited or unfair opportunities.

6. Inconsistent talent development across sites

Different practices may result in uneven growth and development of employees

QUESTION 2.1.7. (d): (2 Marks)

At BuildRight Construction, career development records are maintained across multiple sites, but access is not consistently controlled. Explain TWO system-based or administrative measures the HRM Administrator should implement to improve control and reliability of career management information.

Master Answer (2 Marks)

Award 1 mark per correctly identified and explained control (any relevant two):

Expected Responses:

1. Implement role-based access controls in HRIS

Access to career records must be limited to authorised personnel only.

2. Maintain audit trails for record access and changes

System logs must track who views or edits employee development data.

3. Centralise career management data in HRIS

All records must be stored in one system to ensure consistency.

4. Regularly verify and update career records

Information must be kept accurate and current across all sites.

5. Standardise career documentation across sites

Uniform records ensure consistency in data capture and reporting.

6. Restrict sharing of sensitive career information

Information must only be shared on a need-to-know basis.

7. Implement data validation checks in the system

Controls must ensure completeness and correctness of records.

SECTION	MAXIMUM MARKS	CANDIDATE SCORE
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2.1.7.	6	
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QUESTION 2.1.8. (4 Marks)

QUESTION 2.1.8. (a): (1 Mark)

At BuildRight Construction, an employee resigns after completion of a project contract. How is this separation classified?

(Select the most appropriate answer from the list and mark it with a X and then state why this is the most appropriate answer.)

A.	<i>Involuntary separation</i>
B.	<i>Voluntary separation</i>
C.	<i>Disciplinary separation</i>
D.	<i>Retrenchment</i>
RATIONAL For the selected action	

Correct Answer: B.

Rationale:

The principle of staff separation classification requires that employee-initiated exits be classified as voluntary. At BuildRight Construction, resignation indicates the employee chose to leave. Correct classification supports accurate reporting and workforce planning.

QUESTION 2.1.8. (b): (1 Mark)

A worker is dismissed for repeated safety violations. How is this classified?

(Select the most appropriate answer from the list and mark it with a X and then state why this is the most appropriate answer.)

A.	<i>Voluntary separation</i>
B.	<i>Transfer</i>
C.	<i>Retirement</i>
D.	<i>Involuntary separation</i>
RATIONAL For the selected action	

Correct Answer: D.

Rationale:

The principle of employment termination requires that employer-initiated exits be classified as

involuntary. At BuildRight Construction, dismissal for misconduct is initiated by the employer. Correct classification ensures accurate HR reporting and compliance.

QUESTION 2.1.8. (c): (1 Mark)

The principle of employment termination requires that employer-initiated exits be classified as involuntary. At BuildRight Construction, dismissal for misconduct is initiated by the employer. Correct classification ensures accurate HR reporting and compliance.

(Select the most appropriate answer from the list and mark it with a X and then state why this is the most appropriate answer.)

A.	<i>Improved workforce planning</i>
B.	<i>Inaccurate reporting and poor decision-making</i>
C.	<i>Faster recruitment processes</i>
D.	<i>Increased employee engagement</i>
RATIONAL For the selected action	

Correct Answer: B

Rationale:

The principle of accurate HR data classification requires that employee separation types be correctly recorded for reporting purposes. At BuildRight Construction, incorrect classification affects the accuracy of workforce data and reporting. Without accurate classification, management decisions may be based on unreliable information, impacting planning and compliance.

QUESTION 2.1.8. (d): (3 Mark)

The principle of accurate HR data classification requires that employee separation types be correctly recorded for reporting purposes. At BuildRight Construction, incorrect classification affects the accuracy of workforce data and reporting. Without accurate classification, management decisions may be based on unreliable information, impacting planning and compliance.

Master Answer (3 Mark)

Award 1 mark per correctly identified and explained improvement (any relevant three)

Expected Responses (One-line format):

1. Implement a standardised employee exit process across all sites

All sites must follow the same procedures for handling resignations, dismissals, and terminations.

2. Use an exit checklist for all separations

A structured checklist ensures all required steps are completed consistently.

3. Ensure timely updating of employee status in the HRIS

Employee records must be updated immediately to reflect termination.

4. Standardise final payroll processing procedures

Final payments must be processed consistently to avoid errors or disputes.

5. Coordinate exit clearance procedures across departments

Assets, access, and responsibilities must be properly cleared before exit.

6. Maintain proper documentation of all separation processes

All actions must be recorded for compliance and audit purposes.

7. Monitor and review separation processes across sites

Regular oversight ensures consistency and identifies gaps.

8. Provide guidance to site managers on exit procedures

Managers must understand and apply the correct separation processes.

SECTION	MAXIMUM MARKS	CANDIDATE SCORE
2.1.8.	4	

Assessment Focus (ELO 02):

Ability to apply appropriate administrative methods, procedures, and controls to support workforce planning, recruitment, performance management, learning and development, and employee relations processes within a multi-site construction environment, ensuring compliance with labour legislation, organisational policies, and safety requirements, while maintaining accurate documentation and consistent HR practices across all sites

CANDIDATE SCORECARD ELO 02		
ELO	2	<i>Select and use appropriate methods, techniques, and procedures to provide professional administrative services for the full range of HRM processes and activities.</i>
RESPONSIBILITIES	2.1.	<ul style="list-style-type: none"> • Provide Administrative services for Workforce Planning. • Provide administrative services for Staff Recruitment, Selection and Placement. • Provide administrative services for Performance Management. • Provide administrative services for employee Learning and Development. • Provide administrative services for Grievance and Discipline Handling. • Provide administrative services for Career Management. • Provide administrative services for all Staff Separations.

STANDARDS			MAXIMUM MARKS	CANDIDATE SCORE
	2.1.1.	Outline procedures for collecting, processing, and maintaining accurate workforce planning data and documentation.	8	
	2.1.2.	Apply knowledge of providing professional and compliant administrative support for recruitment, selection, and placement of staff, in line with relevant legislation and, procedures applicable to human resource management professional standards.	10	
	2.1.3.	Outline and analyse relevant labour legislation and ethical principles guiding performance management processes	6	
	2.1.4.	Apply knowledge of organizational performance management policies, procedures, and cycles.	6	
	2.1.5.	Apply knowledge of Organisational learning and development (L&D) procedures, including training needs analysis, planning, implementation, and reporting.	12	
	2.1.6.	Outline legal, procedural, and ethical framework governing grievance and disciplinary handling, as well as the administrative role in ensuring fair and compliant processes.	6	
	2.1.7.	Apply knowledge of Ethical principles, confidentiality, and professional standards in career management administration	6	
	2.1.8.	Outline types of staff separations and the associated administrative procedures	4	
	TOTAL FOR ELO 2		58	

QUESTON 3

INSTRUCTION TO THE CANDIDATE:

Read the following scenario and answer the QUESTIONS relevant to the situation described. Answers must be completed in the spaces provided. You have 180 Minutes available to complete the full written assessment paper. This section should not take more than 52 minutes to complete.

SCENARIO FOR SECTION 3

INTEGRATED PRACTICAL SCENARIO

Organisation: Deep Core Mining (Pty) Ltd

DeepCore Mining (Pty) Ltd is a large-scale underground mining company operating across three shafts in South Africa. The organisation employs approximately 1,200 workers, including:

- Underground operators and artisans*
- Safety officers and engineering staff*
- Supervisors and shift managers*
- HR, payroll, and administrative personnel*

The organisation operates in a high-risk, highly regulated environment, requiring strict compliance with safety regulations, labour legislation, and reporting requirements to the Department of Mineral Resources (DMR), Occupational Health and Safety legislation, Mine Health and Safety Act requirements, Internal safety and reporting standards.

CURRENT CONTEXT

Following a fatal accident at Shaft 2, Deep Core Mining is under increased scrutiny.

At the same time:

- the DMR has announced an urgent inspection*
- the recognised union has requested consultation on overtime practices and safety conditions*
- several safety briefings, consultation meetings, and ad hoc forums have taken place across shafts*
- some records of these meetings are incomplete, inconsistent, or missing*
- policy documents relating to safety, overtime, discipline, and incident reporting are not consistently controlled across sites*
- employees have reported confusion about procedures, delays in responses to queries, and inconsistent communication from supervisors*

YOUR ROLE.

You are required to:

Management has instructed HR to:

- *monitor and maintain accurate HR information systems*
- *ensure approved HR policies are current, controlled, and accessible to authorised stakeholders*
- *ensure records of meetings, consultations, and forums are properly documented and stored*
- *support lawful and ethical handling of employee information and queries*
- *promote clear, professional, and respectful communication with employees and stakeholders*
- *support employment relations stability during inspections, incidents, and union engagement*

QUESTIONS:

Outline the importance of keeping HRM information systems updated and maintained.

QUESTION 3.1.1. (a): MCQ (1 Mark)

At Deep Core Mining, outdated HRIS records contributed to incorrect workforce and safety information being used after the fatal accident. What is the MOST important reason for keeping HR information systems updated?

(Select the most appropriate answer from the list and mark it with a X and then state why this is the most appropriate answer.)

A.	<i>To reduce administrative filing space</i>
B.	<i>To ensure accurate reporting and informed decision-making</i>
C.	<i>To increase the number of policy documents</i>
D.	<i>To avoid using email communication</i>
RATIONAL For the selected action	

Correct Answer: B

Rationale:

The principle of HR information system integrity requires that data be accurate, current, and properly maintained. At Deep Core Mining, outdated records contributed to incorrect workforce and safety information following a fatal incident. Without updated systems, management may rely on unreliable data, leading to poor decisions and compliance failures.

QUESTION 3.1.1. (b): (2 Mark)

Following the fatal accident and the announced DMR inspection, explain TWO reasons why it is important for Deep Core Mining to keep HRM information systems updated and maintained.

Master Answer (2 Marks)

Award 1 mark per correctly identified and explained reason (any relevant four):

Expected responses may include:

1. Supports accurate workforce reporting

Updated systems ensure that employee numbers, roles, and status are correctly reflected for management and regulatory use.

2. Improves safety and compliance monitoring

Accurate records help confirm who is trained, authorised, and assigned to specific work environments.

3. Supports reliable decision-making

Management can only respond effectively to incidents and inspections if information is correct and current.

4. Improves response to inspections and audits

Current systems make it easier to retrieve reliable information quickly when regulators request evidence.

5. Reduces errors and inconsistencies across systems

Ensures alignment between HRIS, payroll, and attendance systems

6. Supports effective communication with employees

Accurate employee data ensures correct communication during emergencies.

Marking Guidance

- 1 mark per correct reason with explanation
- Maximum: 2 marks

QUESTION 3.1.1. (C): (2 Mark)

Deep Core Mining is experiencing inconsistent communication, missing meeting records, and poor policy control across sites following a fatal incident.

Explain how poor maintenance of HR information systems may negatively impact employment relations in the organisation.

Master Answer (2 Marks)

Expected responses may include:

Poor maintenance of HR information systems may result in incomplete or inaccurate records of meetings, consultations, and employee communication. This can lead to misunderstandings, delays in responding to employee concerns, and reduced trust between employees, management, and unions.

Inconsistent or missing information may also result in non-compliance with labour legislation and consultation requirements, increasing the risk of disputes and damaging employment relations. Without reliable information systems, the organisation may struggle to demonstrate transparency, fairness, and accountability.

Marking Guide (2 Marks)

- 1 mark – Explains impact on communication / employee relations (e.g. confusion, trust, delays)
- 1 mark – Explains impact on compliance / disputes / organisational risk

SECTION	MAXIMUM MARKS	CANDIDATE SCORE
3.1.1.	5	

QUESTION 3.1.2. (6 Marks)

Analyse the responsibility of the HRM Administrator in ensuring that all approved HRM policy guideline documents are accurate, up to date, and easily accessible to authorised stakeholders.

QUESTION 3.1.2. (a): (1 Mark)

At Deep Core Mining, different shafts use different versions of the overtime and safety policies. Which control would BEST reduce compliance risk and ensure policy reliability across sites to correct this problem? (Select the most appropriate answer from the list and mark it with a X and then state why this is the most appropriate answer.)

A.	<i>Allow each shaft to adapt policies independently</i>
B.	<i>Use only printed copies at supervisor level</i>
C.	<i>Implement centralised policy control with version management</i>
D.	<i>Replace policies with verbal instructions</i>
RATIONAL For the selected action	

Correct Answer: C

Rationale:

The principle of document control requires that policies be centrally managed, version-controlled, and consistently applied. At Deep Core Mining, the use of different policy versions across shafts shows that approved documents are not being properly controlled. Without centralised version management, employees may follow outdated rules, increasing operational and compliance risk.

QUESTION 3.1.2. (b): (1 Mark)

The union has complained that workers cannot easily access the latest approved overtime procedure. Which action would BEST improve accessibility for authorised stakeholders? (Select the most appropriate answer from the list and mark it with a X and then state why this is the most appropriate answer.)

A.	<i>only Make current policies available through a controlled central platform</i>
B.	<i>Restrict all policy access to head office</i>
C.	<i>Allow supervisors to summarise policies verbally</i>
D.	<i>Keep archived and current versions together in one shared folder</i>

<i>RATIONAL For the selected action</i>	
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Correct Answer: A

Rationale:

The principle of authorised accessibility requires that current policy documents be available to the right people in a controlled and reliable way. At Deep Core Mining, difficulty accessing the latest overtime procedure has contributed to confusion and union concern. Without controlled access to current documents, employees and supervisors may rely on inconsistent or outdated information.

QUESTION 3.1.2. (c): (2 Marks)

At Deep Core Mining, outdated and inconsistent HR policies across shafts have resulted in employees following different procedures.

Explain TWO administrative responsibilities of the HRM Administrator to ensure that only accurate and up-to-date HR policy documents are used.

Master Answer (2 Marks)

Award 1 mark per correctly explained responsibility (any two)

Expected responses may include:

1. **Maintain a centralised policy information system**
Ensure all approved policies are stored in a controlled central location.
2. **Apply version control to policy documents**
Ensure all policies are clearly labelled with version numbers and dates.
3. **Remove outdated or superseded policy documents**
Ensure old versions are withdrawn to prevent incorrect use.
4. **Distribute and communicate approved policy updates**
Ensure stakeholders are informed of updated policies.
5. **Ensure accessibility of current policy documents**
Make sure authorised users can access correct versions.
6. **Identify and escalate discrepancies in policy use**
Report discrepancies to HR management for correction.

Marking Guidance:

- 1 mark per correct responsibility + explanation
- Maximum: 2 marks

QUESTION 3.1.2. (d): (2 Marks)

At Deep Core Mining, poor document control has resulted in different shafts using different versions of HR policies.

Analyse how the use of inaccurate, outdated, or inaccessible HR policies may negatively impact employment relations.

Master Answer (2 Marks)

Award 1 mark per correctly identified and explained measure (any relevant two).

Expected responses may include:

The use of outdated or inconsistent HR policies may result in employees being treated differently across sites, which can lead to perceptions of unfairness and increased disputes. When employees are unclear about procedures, trust in management may be reduced and grievances may increase.

In addition, incorrect or outdated policies may result in non-compliance with labour legislation and organisational procedures. This can lead to disciplinary decisions being challenged, increased union conflict, and instability in employment relations.

Marking Guidance

- 1 mark – Cause-and-effect explanation (policy issue → employee/ER impact)
- 1 mark – Link to organisational/legal consequences.

SECTION	MAXIMUM MARKS	CANDIDATE SCORE
3.1.2.	6	

QUESTION 3.1.3.

Analyse the responsibility of the HRM Administrator in ensuring that records of both regular and ad hoc employee meetings and forums are properly documented, securely stored, and made available to authorised stakeholders.

QUESTION 3.1.3. (a): (1 Mark)

At Deep Core Mining, some records of safety meetings and union consultations could not be produced when requested before the DMR inspection.

What does this MOST clearly indicate What organisational risk does this MOST clearly indicate? mark it with a X and then state why this is the most appropriate answer.)

A.	<i>Workforce planning failure</i>
B.	<i>Meeting record management failure</i>
C.	<i>Recruitment non-compliance</i>
D.	<i>Training budget limitation</i>
RATIONAL For the selected action	

Correct Answer: B

Rationale:

The principle of administrative accountability requires that records of meetings and The principle of administrative accountability requires that meeting records be properly documented and maintained. The inability to produce records indicates a failure in record management processes, limiting the organisation's ability to demonstrate compliance.

QUESTION 3.1.3. (b): (3 Mark)

At Deep Core Mining, meeting records are incomplete and inconsistent across shafts.

Explain THREE procedural requirements that must be followed when documenting employee meetings and forums.

Master Answer (2 Marks)

Award 1 mark per correctly identified and explained requirement (any relevant three):

Expected Responses:**1. Record accurate and detailed meeting minutes**

All discussions, decisions, and outcomes must be clearly documented for reference.

2. Capture attendance registers for all meetings

A record of participants must be maintained to confirm involvement and accountability.

3. Document action items and assigned responsibilities

Tasks and responsible individuals must be recorded to ensure follow-up and implementation.

4. Use standardised templates for all meeting records

Uniform templates ensure consistency and completeness across all shifts.

5. Finalise records promptly after meetings

Timely completion helps preserve accuracy and relevance.

6. Verify records before filing

Records should be checked to ensure they reflect the meeting accurately.

7. File records systematically for retrieval

Documents must be stored so they can be easily located when needed.

Marking Guidance

- 1 mark per requirement + explanation
- Maximum: 3 marks

QUESTION 3.1.3. (c): (4 Marks)

Following the fatal accident, Deep Core Mining must demonstrate that safety meetings and union consultations were properly conducted and recorded.

Analyse FOUR responsibilities of the HRM Administrator in ensuring that meeting records are credible, secure, and suitable for use during investigations, audits, or regulatory inspections.

Master Answer (4 Marks)

Award 1 mark per correctly identified and analysed responsibility (any relevant four)

Expected responses may include:

1. Ensure accurate and complete documentation of meetings

Accurate records provide reliable evidence of decisions and discussions. Without this, records may be challenged.

2. Verify records against supporting documentation

Alignment with attendance registers and reports ensures consistency. Without verification, credibility is weakened.

3. Ensure formal approval or sign-off of records

Approved records strengthen validity during audits. Without sign-off, records may not be accepted.

4. Maintain traceability of records

Records must show who created or updated them. Without traceability, accountability is lost.

5. Ensure secure storage of records

Records must be protected from unauthorised changes. Without security, integrity is compromised.

6. Ensure records are retrievable when required

Records must be accessible for inspections. Without retrieval systems, compliance cannot be demonstrated.

Marking Guide

- 1 mark = responsibility + **analytical explanation (why it matters)**
- Must show **impact on credibility/compliance**

QUESTION 3.1.3. (d): (2 Marks)

At Deep Core Mining, meeting records are stored separately at each shaft, and some records are missing or cannot be retrieved during inspections.

Which action would BEST improve both the control and accessibility of meeting records across the organisation?

(Select the most appropriate answer from the list and mark it with a X and then state why this is the most appropriate answer.)

A.	<i>Allow each shaft to manage records independently</i>
B.	<i>Store records only in paper files at each site</i>
C.	<i>Implement a centralised, controlled record management system with access permissions</i>
D.	<i>Share records verbally when requested</i>
RATIONAL For the selected action	

Correct Answer: C

Rationale:

The principle of effective record management requires that organisational records be centrally controlled, securely stored, and accessible to authorised users. At Deep Core Mining, decentralised and inconsistent storage has resulted in missing and inaccessible records.

Implementing a centralised and controlled system ensures consistency, improves accessibility, and supports compliance during inspections.

SECTION	MAXIMUM MARKS	CANDIDATE SCORE
3.1.3.	10	

QUESTION 3.1.4.

Apply knowledge of relevant HRM policies, procedures, and employment contract provisions and outline the legal and ethical requirements for handling employee information and queries.

QUESTION 3.1.4. (a): (1 Marks)

During consultation on overtime practices, confidential employee information was disclosed more widely than necessary.

Which principle was MOST directly breached?

(Select the most appropriate answer from the list and mark it with a X and then state why this is the most appropriate answer.)

A.	Confidentiality and purpose limitation
B.	Workforce forecasting
C.	Performance monitoring
D.	Recruitment planning
RATIONAL For the selected action	

Correct Answer: A

Rationale:

The principle of confidentiality requires that employee information be protected and shared only on a need-to-know basis for lawful purposes. At Deep Core Mining, wider-than-necessary disclosure during union consultation indicates that information handling controls were not properly applied. Without confidentiality and purpose limitation, employee trust may be undermined and legal risks may arise..

QUESTION 3.1.4. (b): (1 Marks)

Employees at different shafts are receiving inconsistent answers to queries about overtime, contracts, and shift arrangements.

What is the MOST likely underlying problem?

(Select the most appropriate answer from the list and mark it with a X and then state why this is the most appropriate answer.)

A.	<i>Delay in performance ratings</i>
B.	<i>Excessive system storage</i>
C.	<i>Lack of standard query handling procedures</i>
D.	<i>Too many safety meetings</i>
RATIONAL For the selected action	

Correct Answer: C

Rationale:

The principle of consistent HR administration requires that employee queries be handled through standard procedures and reference sources. At Deep Core Mining, inconsistent answers across shafts suggest that staff are responding without using the same policies or processes. Without standard query handling procedures, employees may receive conflicting information, leading to confusion and disputes.

QUESTION 3.1.4. (c): (4 Marks)

Following the fatal accident and union engagement, employee information and contractual matters are receiving increased scrutiny.

Outline FOUR legal or ethical requirements that must guide the handling of employee information at Deep Core Mining.

Master Answer (4 Marks)

Award 1 mark per correctly identified and outlined requirement (any relevant four).

Expected responses may include:

1. Maintain confidentiality of employee information

Employee data must not be disclosed to unauthorised individuals.

2. Restrict access to authorised personnel only

Access must be controlled to prevent misuse of sensitive information.

3. Ensure lawful and fair processing of data

Information must be collected and used in line with legal requirements.

4. Use information only for intended purposes

Employee data must not be used for unrelated or unauthorised activities.

5. Protect data from unauthorised disclosure

Systems and processes must prevent leaks or informal sharing.

6. Maintain accurate and updated records

Incorrect information may lead to poor decisions and disputes.

7. Secure storage of physical and digital records

Records must be protected from loss, damage, or unauthorised access.

8. Obtain consent where required

Employees must be informed of how their data is used where applicable.

9. Respect employment contract provisions

Information relating to terms and conditions must be handled in line with contractual and policy obligations.

10. Limit disclosure during consultations and investigations

Only information relevant to the issue should be disclosed during formal processes

QUESTION 3.1.4. (d): (4 Marks)

Explain the legal and ethical requirements that must be followed when handling employee information and responding to employee queries at Deep Core Mining.

Master Answer (4 Marks)

Award 1 mark per correctly explained responsibility (any relevant four).

1. Expected responses may include:

Confidentiality of employee information

Employee information must be protected and only accessed by authorised individuals.

2. Compliance with POPIA (Protection of Personal Information Act)

Personal data must be processed lawfully, securely, and only for authorised purposes.

3. Authorised access and disclosure

Information may only be shared with individuals who have a legitimate and approved reason.

4. Accuracy and integrity of information

Employee data must be correct and kept up to date before being used or shared.

5. Secure storage of information

Records must be stored securely to prevent unauthorised access or loss.

6. Proper handling of employee queries

Queries must be addressed professionally, fairly, and within organisational procedures.

7. Record-keeping of information requests

Requests and responses must be documented for accountability and audit purposes.

8. Ethical conduct and fairness

Information must not be misused, manipulated, or disclosed in a way that disadvantages employees.

Marking guide:

- 1 mark per requirement
- Must include **brief explanation (application context)**
- Maximum: 4 marks

SECTION	MAXIMUM MARKS	CANDIDATE SCORE
3.1.4.	10	

QUESTION 3.1.5. (7 Marks)

Apply the principles of clear, professional, and respectful communication when engaging with employees.

3.1.5. (a) (3 Marks)

Following the fatal accident at Deep Core Mining, employees reported confusion because different supervisors communicated conflicting instructions regarding safety procedures and overtime requirements.

Identify and explain THREE communication failures evident in this situation.

Master Answer (3 Marks)

Award 1 mark per correctly identified and explained failure (any three):

1. Inconsistent communication across supervisors

Different messages were provided, resulting in confusion and lack of alignment.

2. Lack of clarity in messaging

Instructions were not clearly explained, leading to misunderstanding.

3. Poor coordination of communication channels

Messages were not standardised before being shared.

4. Failure to confirm employee understanding

Supervisors did not verify whether employees understood instructions.

5. Over-reliance on informal communication

Verbal or inconsistent messaging reduced reliability.

6. Delayed communication

Late communication increased uncertainty after the incident.

Marking Guide:

- 1 mark per failure + explanation
- Maximum: 3 marks

QUESTION 3.1.5. (b) (4 Marks)

Following the confusion caused by inconsistent communication after the fatal accident, management has requested that HR improve communication practices across all shafts.

Explain how the HRM Administrator should apply principles of clear, professional, and respectful communication when engaging with employees in this situation.

Master Answer (4 Marks)

Award 1 mark per correctly identified and explained failure (any relevant three).

Expanded Expected Response:

The HRM Administrator should ensure that all communication is clear, consistent, and aligned before being shared with employees. This can be done by coordinating messages centrally and ensuring that all supervisors receive the same information before communicating with staff.

Communication should be professional and structured, using appropriate channels such as formal briefings and written communication to support verbal instructions. This ensures that employees receive accurate and reliable information.

Respectful communication must be maintained by addressing employee concerns promptly, providing clear explanations, and allowing employees to ask questions or seek clarification. This helps to build trust and reduce uncertainty.

The HRM Administrator should also ensure that understanding is confirmed by checking that employees correctly interpret instructions. This ensures that communication is effective and supports safe and consistent work practices.

Marking Guide:

- 1 mark – Clear communication (clarity, consistency)
- 1 mark – Professional communication (structured, appropriate channels)
- 1 mark – Respectful communication (engagement, responsiveness)
- 1 mark – Application (link to scenario: confusion, safety, alignment)

SECTION	MAXIMUM MARKS	CANDIDATE SCORE
3.1.5.	7	

CANDIDATE SCORECARD ELO 03				
ELO	3	Monitor, support and maintain the various communication and administrative processes with relevant stakeholders to optimise the employment relations in the organisation.		
RESPONSIBILITIES	3.1.	Concepts and Principles of Monitoring, supporting and maintaining the various communication and administrative processes with relevant stakeholders to optimise the to optimise the employment relations in the organisation.		
STANDARDS			MAXIMUM MARKS	CANDIDATE SCORE
	3.1.1.	Outline the importance of keeping HRM information systems updated and maintained.	5	

	3.1.2.	Analyse the responsibility of HRM Administrator in insuring that all approved HRM policy guideline documents are accurate, up to date, and easily accessible to authorised stakeholders.	6	
	3.1.3.	Analyse the responsibility of HRM Administrator in ensuring that records of both regular and ad hoc employee meetings and forums are properly documented, securely stored, and made available to authorised stakeholders.	10	
	3.1.4.	Apply knowledge of relevant HRM policies, procedures, and employment contract provisions and outline the legal and ethical requirements for handling employee information and queries.	10	
	3.1.5.	Apply the principles of clear, professional, and respectful communication when engaging with employees.	7	
	TOTAL FOR ELO 3		38	

QUESTION 4

INSTRUCTION TO THE CANDIDATE:

Read the following scenario and answer the QUESTIONS relevant to the situation described. Answers must be completed in the spaces provided. You have 180 Minutes available to complete the full written assessment paper. This section should not take more than 30 minutes to complete.

SCENARIO FOR SECTION 4

INTEGRATED PRACTICAL SCENARIO

Organisation: BuildRight Construction (Pty) Ltd

Organisational Profile

BuildRight Construction (Pty) Ltd is a medium-to-large construction company operating across multiple infrastructure and commercial building projects in Gauteng and the Western Cape. The organisation employs approximately 650 employees, including:

- *Site supervisors and project managers*
- *Skilled artisans and general labourers*
- *Health and safety officers*
- *HR and administrative personnel*

The company operates in a high-risk, compliance-driven environment, requiring strict adherence to:

- *Labour legislation*
- *Occupational Health and Safety regulations*
- *Site safety standards and contractor compliance*
- *Employment and contractual obligations.*

CURRENT CONTEXT

BuildRight Construction (Pty) Ltd is managing multiple large-scale building projects across urban and industrial sites.

An internal audit conducted ahead of a major client compliance review identified serious weaknesses in HR record management:

- *Employee medical records (fitness-to-work certificates) are stored in shared folders without access restriction*
- *No access logs exist for disciplinary or incident records*
- *Paper-based employee files are kept in unlocked cabinets at some sites*
- *There is no formal retention schedule, resulting in outdated or duplicate records being stored indefinitely*

- Backup processes for HR data are inconsistent and not tested
- Some HR records were found to be missing or unrecoverable during a recent site dispute

Management has raised concerns regarding:

- Confidentiality breaches
- Legal and contractual risk exposure
- Inability to defend decisions during disputes
- Weak disaster recovery readiness

You are required to ensure that HR records are:

- properly compiled and maintained
- securely stored and protected
- recoverable and audit-ready

QUESTIONS:

QUESTION 4.1.1. (a): (2 Marks)

At BuildRight Construction, employee files are stored differently across sites, with some paper files incomplete and HRIS records not aligned.

Which principle is MOST directly affected?

(Select the most appropriate answer from the list and mark it with a X and then state why this is the most appropriate answer.)

A.	<i>Performance monitoring</i>
B.	<i>Recruitment planning</i>
C.	<i>Data consistency and record integrity</i>
D.	<i>Training scheduling</i>
RATIONAL For the selected action	

Correct Answer: C

Rationale:

The principle of record integrity requires that HR records be complete, accurate, and consistent across all formats and systems. At BuildRight Construction, inconsistencies between paper files and HRIS data indicate that recordkeeping practices are not standardised. Without consistency and integrity, HR data becomes unreliable, increasing risk in decision-making and compliance.

QUESTION 4.1.1. (b): (2 Marks)

Different sites are maintaining employee records using different formats and standards.

What is the MOST appropriate control?

(Select the most appropriate answer from the list and mark it with a X and then state why this is the most appropriate answer.)

A.	<i>Allow each site to develop its own filing system</i>
B.	<i>Implement standardised recordkeeping procedures across all sites</i>
C.	<i>Convert all records to paper format</i>
D.	<i>Store records only at head office</i>
RATIONAL For the selected action	

QUESTION 4.1.1. (c): (4 Marks)

Explain FOUR recordkeeping practices the HRM Administrator should implement to ensure consistency, completeness, and reliability of both paper-based and digital HR records across all sites.

Master Answer (4 Marks)

Award 1 mark per correctly explained practice (any relevant four):

- 1. Implement standardised recordkeeping procedures across all sites**
All locations must follow the same processes to ensure consistency.
- 2. Ensure alignment between paper-based and digital records**
Both formats must reflect the same accurate information.
- 3. Maintain complete and up-to-date employee records**
All required information must be captured and updated regularly.
- 4. Conduct regular record audits and verification checks**
Records must be reviewed to identify and correct discrepancies.
- 5. Use structured filing systems for easy retrieval**
Records must be organised logically to support access and reporting.
- 6. Assign clear responsibility for record maintenance**
Specific individuals must be accountable for record accuracy.
- 7. Validate records before final storage or reporting**
Information must be checked to ensure correctness.

SECTION	MAXIMUM MARKS	CANDIDATE SCORE
4.1.1.	8	

QUESTION 4.1.2. (a): (2 Marks)

At BuildRight Construction, employee medical records are stored in shared folders accessible to multiple staff members.

Which principle is MOST directly breached?

(Select the most appropriate answer from the list and mark it with a X and then state why this is the most appropriate answer.)

A.	<i>Confidentiality and privacy protection</i>
B.	<i>Workforce planning</i>
C.	<i>Recruitment control</i>
D.	<i>Training coordination</i>
RATIONAL For the selected action	

Correct Answer: A

Rationale:

The principle of confidentiality requires that sensitive employee information be protected and accessed only by authorised individuals. At BuildRight Construction, shared access to medical records exposes sensitive information. Without proper controls, employee privacy is compromised, increasing legal and ethical risk.

QUESTION 4.1.2. (b): (2 Marks)

No access logs are maintained for disciplinary records.

What is the MOST significant risk?

(Select the most appropriate answer from the list and mark it with a X and then state why this is the most appropriate answer.)

A.	<i>Faster data processing</i>
B.	<i>Reduced documentation</i>
C.	<i>Improved transparency</i>
D.	<i>Lack of accountability and traceability</i>
RATIONAL For the selected action	

Correct Answer: D

Rationale:

The principle of accountability requires that access to sensitive records be monitored and traceable. At BuildRight Construction, the absence of access logs means there is no record of who accessed or changed disciplinary data. Without traceability, the organisation cannot investigate misuse or defend record integrity.

QUESTION 4.1.2. (c): (4 Marks)

Explain FOUR principles of confidentiality, privacy, and security that must be applied to protect employee records at BuildRight Construction.

Master Answer (4 Marks)

Award 1 mark per correctly explained principle (any relevant four):

Expected Responses:

1. Confidentiality principle

Employee information must only be accessed by authorised individuals.

2. Access control principle

Access to records must be restricted based on roles and permissions.

3. Security safeguards principle

Records must be protected using physical and digital security measures.

4. Secure storage principle

Both paper and digital records must be stored in controlled environments.

5. Data protection (POPIA compliance)

Personal information must be processed lawfully and securely.

6. Integrity of information

Data must be protected from unauthorised changes or tampering.

7. Controlled disclosure principle

Information must only be shared on a need-to-know basis.

SECTION	MAXIMUM MARKS	CANDIDATE SCORE
4.1.2.	8	

QUESTION 4.1.3. (a): (2 Marks)

HR records were lost during a system failure due to untested backup procedures.

Which principle is MOST directly affected?

(Select the most appropriate answer from the list and mark it with a X and then state why this is the most appropriate answer.)

A.	<i>Business continuity and data recovery</i>
B.	<i>Recruitment compliance</i>
C.	<i>Performance management</i>
D.	<i>Training coordination</i>
RATIONAL For the selected action	

Correct Answer: A

Rationale:

The principle of business continuity requires that HR records be backed up and recoverable in the event of system failure. At BuildRight Construction, untested backup procedures resulted in the loss of critical HR data. Without reliable backup and recovery systems, the organisation cannot ensure continuity of operations or defend decisions during disputes.

QUESTION 4.1.3. (b): (2 Marks)

Backup processes at BuildRight Construction are performed irregularly and are not tested.

Explain TWO backup and recovery processes that should be implemented to ensure that HR records can be recovered when required.

Master Answer (2 Marks)

Award 1 mark per correctly explained process (any two):

1. Implement regular backup scheduling

Backups must be performed consistently to ensure up-to-date data is stored.

2. Test backup and recovery procedures

Recovery processes must be tested to confirm that data can be restored successfully.

3. Maintain multiple backup copies (redundancy)

Data should be stored in more than one location to reduce risk of total loss.

4. Document backup and recovery procedures

Clear procedures ensure staff can restore data during system failures.

5. Monitor and report on backup status

Regular checks ensure backups are completed and functioning correctly.

QUESTION 4.1.3. (c): (4 Marks)

At BuildRight Construction, HR records could not be recovered during a recent employee dispute because backup processes were inconsistent and had not been tested.

Analyse how weaknesses in backup and recovery processes may result in organisational risk.

Master Answer (4 Marks)

Award 1 mark per correctly identified and explained weakness (any relevant four:

Expected Responses:

Weak backup and recovery processes may result in the loss of critical HR records when systems fail. This means that important employee information, such as disciplinary records or contracts, may not be available when required.

When records cannot be recovered, the organisation may be unable to defend decisions during disputes or legal proceedings, increasing legal and financial risk.

In addition, failure to implement reliable backup systems affects business continuity, as operations may be disrupted if HR data is unavailable. This can delay decision-making and impact organisational efficiency.

Poor backup controls may also lead to non-compliance with legal and contractual requirements, as organisations are required to maintain accurate and accessible records. This may result in penalties, reputational damage, and loss of stakeholder trust.

MARKING GUIDE:

- **1 mark** – Cause: weak backup → data loss
- **1 mark** – Legal/compliance risk (disputes, inability to defend decisions)
- **1 mark** – Operational impact (business continuity, delays)
- **1 mark** – Organisational impact (reputation, penalties, trust)

SECTION	MAXIMUM MARKS	CANDIDATE SCORE
4.1.3.	8	

CANDIDATE SCORECARD ELO 04				
ELO	4	Access and use appropriate HRM systems and processes for the compilation, maintenance and safeguarding of all HRM records.		
RESPONSIBILITIES	4.1.	Concepts and Principles of Compiling, maintaining and safeguarding all HRM records.		
STANDARDS			MAXIMUM MARKS	CANDIDATE SCORE
	4.1.1.	Apply knowledge of professional recordkeeping standards and maintaining paper based and digital records.	8	
	4.1.2.	Apply knowledge of principles of confidentiality, privacy, and security of employee records.	8	
	4.1.3.	Apply knowledge of processes of implementing security measures for backup and recovery of HRM records.	8	
TOTAL FOR ELO 4			24	

CANDIDATE SCORECARD WRITTEN ASSESSMENT				
ELO NUMBER	ELO TITLE	MAXIMUM MARKS	CANDIDATE SCORE	% ACHIEVED
1	Collect Human Resources data and process the data into appropriate information that is available for decision making.	30		
2	Select and use appropriate methods, techniques, and procedures to provide professional administrative services for the full range of HRM processes and activities.	58		
3	Monitor, support and maintain the various communication and administrative processes with relevant stakeholders to optimise the employment relations in the organisation.	38		
4	Access and use appropriate HRM systems and processes for the compilation, maintenance and safeguarding of all HRM records.	24		
TOTAL PAPER 1		150		