



EXTERNAL INTEGRATED SUMMATIVE ASSESSMENT

EXEMPLAR- PRACTICAL ASSESSMENT- PAPER 2

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	1 Hour 30 Min
TOTAL MARKS	Competent / Not Yet Competent
PASS MARK	Competent in all tasks
DATE OF EISA	

CANDIDATE SCORE SUMMARY

ELO	Competent / Not Yet Competent	Candidate Score	% Achieved
<i>ELO 1: Collect Human Resources data and process the data into appropriate information that is available for decision-making.</i>	C/NYC		
	C/NYC		

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 are required to complete all tasks.
2. You are acting as the HRM Administrator at the organisation described in the scenario.
3. You must:
 - Use professional HR terminology.
 - Apply HR legislation and ethical principles.
 - Complete all templates provided.
 - Ensure accuracy and compliance.
4. You may not:
 - Access the internet.
 - Consult external materials.
 - Collaborate with other candidates.
5. All answers must be written in the spaces provided.

SECTION 01

INSTRUCTION TO THE CANDIDATE:

Candidates are required to read the following scenario and complete the practical tasks relevant to the given scenario. All tasks must be performed as instructed, and all required evidence must be submitted using the templates provided. You have 1 hour and 30 minutes to complete this task.

SCENARIO FOR THE PRACTICAL ASSESSMENT

Horizon Retail Distribution (Pty) Ltd is a medium-sized organisation operating within the retail distribution sector, specialising in the storage and distribution of consumer goods to various retail outlets across Gauteng and surrounding provinces. The organisation consists of warehouse operations, logistics and delivery, administration, and management functions.

The Warehouse Department is the largest operational unit, employing the majority of staff responsible for receiving, storing, picking, and dispatching stock. The organisation operates on a shift system to meet delivery deadlines and client demands.

YOUR ROLE

You are employed as a Human Resource Management (HRM) Administrator and report directly to the HR Officer. Your role includes maintaining HR records, supporting HR administrative processes, ensuring compliance with HR policies, and assisting with communication and reporting to stakeholders.

You are required to work closely with:

- *Warehouse Supervisors*
- *Line Managers*
- *Payroll Department*
- *Employees and employee representatives*

CURRENT ORGANISATIONAL CONTEXT

An internal HR review has already been conducted, and the following issues have been confirmed. You are now required to implement HR administrative processes and respond to management requests.

The HR Officer has reviewed your findings and has now instructed you to implement corrective administrative actions, improve HR processes, and support communication with stakeholders.

The organisation is now moving from data analysis to operational response and compliance enforcement.

IDENTIFIED ISSUES FROM HR REVIEW

The following issues have been verified:

1. Absenteeism Concerns

Absenteeism in the Warehouse Department has been confirmed as higher than acceptable levels. There is a need to implement consistent monitoring, documentation, and follow-up processes.

2. Overtime Non-Compliance

Overtime practices have been found to be non-compliant with organisational policy, including:

- *Employees exceeding the 25-hour monthly limit*
- *Overtime not being pre-approved*
- *Unequal distribution of overtime*

3. Grievances Related to Shift Allocation

Formal grievances have been submitted by employees regarding unfair shift allocation. These grievances must now be formally processed in line with organisational procedures.

4. Incomplete Personnel Records

A high number of personnel files have been identified as incomplete or inconsistent with HR system records. Immediate action is required to ensure compliance and proper recordkeeping.

5. Vacancy: Warehouse Team Leader

The Warehouse Team Leader position remains vacant. HR is required to support and formalise the recruitment process, ensuring fairness, transparency, and proper documentation.

MANAGEMENT REQUEST

The HR Officer has instructed you to:

- *Maintain and update HR information systems and employee records to reflect verified and accurate workforce data.*
- *Apply relevant HR policies and procedures to address absenteeism, overtime non-compliance, grievances, and personnel file deficiencies.*
- *Process HR administrative tasks in line with organisational requirements, including grievance handling, recruitment support, and personnel file management.*
- *Prepare, update, and communicate HR information and reports to relevant stakeholders, including line managers and supervisors, based on specific operational requirements.*
- *Respond to authorised requests for HR information by extracting and presenting relevant data from maintained HR records and systems.*

- *Apply confidentiality and data protection procedures in accordance with organisational policies and POPIA when handling, storing, and communicating employee information.*
- *Submit completed HR outputs and provide explanations to the HR Officer on how the information supports HR decision-making, including recommendations for corrective and operational actions.*

ASSESSMENT CONTEXT

You will be required to perform a series of practical tasks based on this scenario. These tasks will assess your ability to:

- *Use HRM systems and tools to maintain and update accurate HR records and databases.*
- *Apply HR policies and procedures in practical workplace situations, including absenteeism management, overtime control, grievance handling, and recruitment processes.*
- *Process HR administrative activities in a structured and compliant manner.*
- *Extract, prepare, and communicate HR information and reports in response to specific organisational and stakeholder requirements.*
- *Maintain appropriate HR information databases and respond to authorised requests for information.*
- *Apply confidentiality and data protection principles when handling employee data, ensuring compliance with POPIA and organisational standards.*
- *Submit HR outputs and explain how the information supports HR decision-making, demonstrating an understanding of workforce management, compliance, and operational effectiveness.*

All tasks must be completed using the information provided in the scenario and any supporting documents supplied.

SECTION 02

SOURCE DOCUMENT PACK (ISSUED TO CANDIDATE)

The following documents are included in this booklet.

DOCUMENT 1 – HR EMPLOYEE DATABASE

Horizon Retail Distribution (Pty) Ltd: Employee Database						
Employee Name	Department	Employment Status	Absenteeism (Days)	Overtime Hours	Overtime Approval Status	Personnel File Status
J. Molefe	Warehouse	Active	3	26	Not Approved	Incomplete
K. Daniels	Warehouse	Active	4	22	Approved	Incomplete
A. Peters	Sales	Active	0	5	Approved	Complete
L. Khumalo	Warehouse	Active	5	30	Not Approved	Incomplete
N. Singh	Admin	Active	1	4	Approved	Complete
T. Mokoena	Warehouse	Active	2	18	Approved	Complete
R. Naidoo	Warehouse	Active	6	28	Approved	Complete
S. Jacobs	Logistics	Active	1	12	Approved	Complete
B. Dlamini	Warehouse	Active	4	24	Not Approved	Complete

DOCUMENT 2 – OVERTIME APPROVAL FORM

Horizon Retail Distribution (Pty) Ltd: Overtime Approval Form			
Employee Name: _____		Department: _____	
Month: _____			
Date	Hours Worked	Reason for Overtime	Approved by Supervisor (Yes/No)
Supervisor name: _____			
Signature: _____			
Date: _____			

DOCUMENT 3 – GRIEVANCE FORM

Horizon Retail Distribution (Pty) Ltd: Personnel File

Employee Name: R. Naidoo

Department: Warehouse

Date Submitted: 12 March 2026

Nature of Grievance:

Unfair shift allocation. Employee reports consistently being assigned night shifts while other employees rotate fairly.

Details:

"I have been scheduled for night shifts for the past four weeks without rotation. Other employees are rotated fairly, but this has not been applied to me."

Employee Signature: R Naidoo

DOCUMENT 4 – GRIEVANCE REGISTER (TEMPLATE)

Horizon Retail Distribution (Pty) Ltd: GRIEVANCE REGISTER

Employee Name	Date Received	Nature of Grievance	Status	Action Taken

Document 5: WAREHOUSE SHIFT SCHEDULE (EXTRACT)**Horizon Retail Distribution (Pty) Ltd: Warehouse Shift Schedule**

Employee Name	Week 1	Week 2	Week 3	Week 4
J. Molefe	Day	Night	Day	Night
K. Daniels	Day	Day	Night	Day
L. Khumalo	Night	Night	Night	Night
R. Naidoo	Night	Night	Night	Night
T. Mokoena	Day	Day	Day	Night
B. Dlamini	Day	Night	Day	Day

DOCUMENT 6: PERSONNEL FILE UPDATE REQUEST FORM**Horizon Retail Distribution (Pty) Ltd: Personnel File Update Request Form****Employee Name:****Department:****Missing Document Required:**☐
☐
☐
☐
☐
☐

Employment contract
Qualification
Disciplinary Record
Performance Review
Emergency Contact Form
Medical Certificate

Requested by: HR Department**Due Date:** _____

Employee Signature: _____

DOCUMENT 7: HR INFORMATION REQUEST

Horizon Retail Distribution (Pty) Ltd: HR Information Request

From: HR Officer

To: HRM Administrator

Date: _____

Request:

Please provide a summary of overtime compliance in the Warehouse Department.

Including:

- Total overtime worked
- Employees exceeding policy limits
- Instances of unapproved overtime

This information is required for management review.

DOCUMENT 8: HR COMMUNICATION/ BRIEF TEMPLATE

Horizon Retail Distribution (Pty) Ltd: HR Communication/ Brief

To: _____

From: HRM Administrator

Date: _____

Subject: HR Update – Warehouse Department

Summary of issue:

Key Findings:

Recommended Actions:

DOCUMENT 9: POLICY EXTRACT (OVERTIME & POPIA)

Horizon Retail Distribution (Pty) Ltd: HR Policies and Procedures Manual

1. OVERTIME MANAGEMENT POLICY

Overtime work must be managed in a controlled and equitable manner to ensure compliance with organisational policy and labour legislation, while also promoting employee wellbeing.

- Employees may not work more than 25 hours of overtime per calendar month, unless exceptional circumstances are formally approved by senior management.
- All overtime must be authorised in advance by the relevant line manager and supported by documented approval.
- Overtime must be monitored and recorded accurately through the approved timekeeping system.
- Overtime opportunities must be distributed fairly and consistently among eligible employees to prevent favouritism or inequitable treatment.
- Any deviations from the overtime policy must be reported to HR and supported by documentation.

2. GRIEVANCE HANDLING PROCEDURE

The organisation is committed to maintaining fair and transparent processes for addressing employee grievances in a timely and professional manner.

- All grievances must be formally acknowledged within one (1) working day of receipt.
- A grievance meeting must be scheduled and conducted within three (3) working days of acknowledgement.
- All grievance processes must be handled in a confidential and impartial manner, ensuring that only authorised individuals are involved.
- Accurate records of all grievance processes, including submissions, meeting notes, and outcomes, must be documented and securely stored.
- Employees must be informed of the outcome in writing, and escalation procedures must be communicated where applicable.

3. PROTECTION OF PERSONAL INFORMATION (POPIA) COMPLIANCE

Horizon Retail Distribution (Pty) Ltd is committed to ensuring the lawful processing and safeguarding of employee personal information in line with the Protection of Personal Information Act (POPIA).

- All personal information must be collected and processed for a specific, lawful purpose related to employment and organisational requirements.
- Sensitive personal information, including medical records and disciplinary information, must be treated with a high level of confidentiality.
- Access to employee information must be restricted to authorised personnel only, based on their role and responsibility.
- Medical information must not be disclosed to any party without the employee's written consent, unless required by law.
- All HR records must be securely stored, whether in physical or electronic format, to prevent unauthorised access, loss, or disclosure.
- Employees handling personal information are responsible for ensuring that data is not shared, disclosed, or accessed inappropriately.
- Any breach of confidentiality or unauthorised disclosure of information must be reported immediately to HR and may result in disciplinary action.

DOCUMENT 10: PERSONNEL FILE INDEX (extract)

Horizon Retail Distribution (Pty) Ltd: Personnel File

Employee: **A. Peters (Sales)**

Document	Status
Certified ID Copy	✓
Employment Contract	✓
Emergency Contact Form	✓
Performance Review	✓
Medical Certificate	✓

Employee: **N. Singh (Admin)**

Document	Status
Certified ID Copy	✓
Employment Contract	✓
Emergency Contact Form	✓
Performance Review	✓
Medical Certificate	✓

Horizon Retail Distribution (Pty) Ltd: Personnel File

Employee: T. Mokoena (Warehouse)

Document	Status
Certified ID Copy	✓
Employment Contract	✓
Emergency Contact Form	✓
Performance Review	✓
Medical Certificate	✓

Employee: B. Dlamini (Warehouse)

Document	Status
Certified ID Copy	✓
Employment Contract	✓
Emergency Contact Form	✓
Performance Review	✓
Medical Certificate	✓

Employee: J. Molefe (Warehouse)

Document	Status
Certified ID Copy	✓
Employment Contract	✓
Emergency Contact Form	X
Performance Review	✓
Medical Certificate	✓

Employee: K. Daniels (Warehouse)

Document	Status
Certified ID Copy	✓
Employment Contract	✓
Emergency Contact Form	✓
Performance Review	X
Medical Certificate	✓

Employee: L. Khumalo (Warehouse)

Document	Status
Certified ID Copy	✓
Employment Contract	X
Emergency Contact Form	✓
Performance Review	X
Medical Certificate	✓

Employee: R. Naidoo (Warehouse)

Document	Status
Certified ID Copy	✓
Employment Contract	✓
Emergency Contact Form	✓
Performance Review	✓
Medical Certificate	✓

DOCUMENT 11: HR Personnel File Index (System Record)

Employee	Employment Contract	Qualification	Disciplinary Record	Performance Review
J. Molefe	Available	Available	Available	Available
K. Daniels	Available	Available	Available	Missing
A. Peters	Available	Available	Available	Missing
L. Khumalo	Missing	Available	Available	Missing
N. Singh	Available	Available	Available	Available
T. Mokoena	Available	Available	Available	Available
R. Naidoo	Available	Missing	Available	Available
S. Jacobs	Available	Available	Available	Available
B. Dlamini	Available	Available	Available	Available

SECTION 3

Question 1.1.1.

Maintain and Update HR Information

Practical Question:

The HR Officer has identified that HR records in the Warehouse Department are not accurately reflecting current workforce conditions.

Using the following documents:

- Document 01: HR Employee Database
- Document 09: Overtime Policy Extract
- Document 06: Personnel File Update Request Form
- Document 10: Personnel File Index (File)
- Document 11: Personnel File Index (HR System Record)

Important:

Use the Overtime Approval Status column in Document 01 to determine whether overtime has been approved.

All findings must be based only on the information provided in the source documents. No assumptions may be made.

You are required to:

1. Review the HR Employee Database and identify:
 - Employees exceeding overtime policy limits
 - Employees with unapproved overtime
 - Employees with incomplete personnel file status
2. Update the HR Employee Database to reflect:
 - Correct overtime compliance status:
 - Compliant
 - Non-Compliant (Exceeded / Not Approved / Both)
 - Updated personnel file status:
 - Complete / Incomplete(based on comparison between Document 10 and Document 11)
3. Record all updates made by completing a Record of Changes table, including:
 - Field updated
 - Description of change
 - Source document used

Evidence Required:

- Updated HR Employee Database
- Completed Record of Changes table

- Completed Personnel File Update Form (Document 06)

Answer 1.1.1.

Horizon Retail Distribution (Pty) Ltd: DATA VERIFICATION CHECKLIST

Employee Name	Department	Overtime Hours	Overtime Approval Status	Overtime Compliance Status	Personnel File Status
J. Molefe					
K. Daniels					
A. Peters					
L. Khumalo					
N. Singh					
T. Mokoena					
R. Naidoo					
S. Jacobs					
B. Dlamini					

Notes:

Master Answer:

Employee Name	Department	Overtime Hours	Overtime Approval Status	Overtime Compliance Status	Personnel File Status
J. Molefe	Warehouse	26	Not Approved	Non-Compliant (Exceeded + Not Approved)	Incomplete
K. Daniels	Warehouse	22	Approved	Compliant	Incomplete
A. Peters	Sales	5	Approved	Compliant	Incomplete (<i>based on file vs system mismatch</i>)
L. Khumalo	Warehouse	30	Not Approved	Non-Compliant (Exceeded + Not Approved)	Incomplete
N. Singh	Admin	4	Approved	Compliant	Complete
T. Mokoena	Warehouse	18	Approved	Compliant	Complete
R. Naidoo	Warehouse	28	Approved	Non-Compliant (Exceeded)	Incomplete (<i>based on file vs system mismatch</i>)
S. Jacobs	Logistics	12	Approved	Compliant	Complete
B. Dlamini	Warehouse	24	Not Approved	Non-Compliant (Not Approved)	Complete

Record of updates made

Field Updated	Description of Change	Source Document
Overtime Compliance Status	Updated based on 25-hour policy limit and approval status	Doc 01 + Doc 09
Personnel File Status	Updated based on discrepancies between file and system records	Doc 10 + Doc 11
Data Accuracy	Identified and corrected inconsistencies across HR records	Multiple

COMPETENCY CRITERIA (C/NYC)**COMPETENT (C)****The candidate:****Correctly identifies:**

- Employees exceeding overtime limits

- Employees with unapproved overtime
- Combined non-compliance

Correctly updates:

- Overtime compliance status for all relevant employees
- Personnel file status based on:
- Document 10 (File)
- Document 11 (System)

Accurately completes:

- Updated HR database
- Record of Changes table with:
- Field updated
- Reason for update
- Source document

Demonstrates:

- Accurate data handling
- Correct application of policy
- Traceable and auditable updates

NOT YET COMPETENT (NYC)

The candidate:

Fails to:

- Identify non-compliant employees correctly
- Use the Overtime Approval Status column

Makes:

- Assumptions not supported by source documents

Incorrectly updates:

- Overtime compliance
- Personnel file status

Does not complete:

- Record of Changes table correctly

Produces:

- Incomplete or inaccurate HR data

SECTION	COMPETENCY	CANDIDATE SCORE
1.1.1.	C / NYC	

Question 1.1.2.

Process and Analyse HRM Data

Practical Question:

Following your review and update of the HR Employee Database, the HR Manager has requested a formal HR brief highlighting key workforce risks and compliance concerns in the Warehouse Department.

Using the following documents:

- Document 01: Updated HR Employee Database (from Task 1.1.1)
- Document 09: Policy Extract (Overtime, Grievance, POPIA)
- Document 08: HR Communication / Brief Template

Important:

All findings must be based on the information contained in the updated HR database and policy extract. No assumptions may be made.

You are required to:

1. Analyse the HR data and identify:
 - Employees exceeding overtime policy limits
 - Employees with unapproved overtime
 - Employees with incomplete personnel file status
2. Compile a formal HR Brief using Document 08 that includes:
 - A summary of key workforce risks
 - Overtime non-compliance
 - Personnel file discrepancies
 - Supporting evidence from the HR data
 - Specific employee examples
 - Reference to policy requirements
 - Recommended administrative actions
 - Actions to address overtime non-compliance
 - Actions to address personnel file gaps

Evidence Required:

- Completed HR Brief (using Document 08)

Answer 1.1.2.

Horizon Retail Distribution (Pty) Ltd: HR Communication/ Brief

To: _____

From: _____

Date: _____

Subject: _____

Summary of issue:

Key Findings:

Recommended Actions:

Master Answer:

Horizon Retail Distribution (Pty) Ltd: HR Communication/ Brief

To: HR Officer

From: HRM Administrator

Date: (any reasonable date)

Subject: Overtime Compliance – Warehouse Department

Summary of issue:

The purpose of this report is to highlight key workforce risks and compliance issues identified in the Warehouse Department, based on analysis of HR employee data and applicable organisational policies.

Key Findings:

The analysis identified several employees exceeding the organisational overtime limit of 25 hours per month.

- J. Molefe – 26 hours (Not Approved)
- L. Khumalo – 30 hours (Not Approved)
- R. Naidoo – 28 hours (Approved but exceeds limit)

In addition, some employees have recorded overtime without approval:

- J. Molefe
- L. Khumalo
- B. Dlamini.

Personnel File Discrepancies

The review identified incomplete personnel file records for several employees:

- J. Molefe
- K. Daniels
- L. Khumalo
- Peters (file vs system mismatch)
- R. Naidoo (file vs system mismatch)

Incomplete records may impact compliance with organisational and legal recordkeeping requirements.

Policy Implications

According to the overtime policy:

- Employees may not exceed 25 hours of overtime per month
- Overtime must be approved prior to being worked

Failure to comply with these requirements may result in non-compliance with organisational procedures and increased audit risk.

Horizon Retail Distribution (Pty) Ltd: HR Communication/ Brief

Recommended Administrative Actions

Overtime Compliance

- Monitor overtime hours monthly
- Ensure all overtime is approved prior to being worked
- Flag employees exceeding policy limits for review

Personnel File Management

- Update incomplete personnel files
- Verify discrepancies between file and system records
- Maintain accurate and up-to-date employee documentation

Conclusion

The identified issues present risks to compliance, data accuracy, and workforce management. Immediate administrative action is required to ensure alignment with organisational policies and regulatory requirements.

Competency Criteria (C/NYC):

A candidate is COMPETENT if:

The candidate:

Correctly identifies:

- Employees exceeding overtime limits
- Employees with unapproved overtime
- Employees with incomplete personnel files

Accurately:

- Interprets HR data
- Applies policy requirements

Produces a HR Brief that:

- Is structured and professional
- Includes relevant findings
- Uses evidence from the dataset
- Includes appropriate administrative recommendations

Demonstrates:

- Clear written communication
- Logical organisation of information
- Accurate reporting

A candidate is Not Yet Competent (NYC) if:

The candidate:

Fails to:

- Identify key workforce risks correctly
- Link findings to policy requirements

Includes:

- Assumptions not supported by data

Produces an HR Brief that is:

1. Incomplete
2. Unstructured
3. Lacking evidence

Provides:

- Incorrect or irrelevant recommendations

SECTION	COMPETENCY	CANDIDATE SCORE
1.1.2.	C / NYC	

Question 1.1.3.

Process and Analyse HRM Data

Practical Question:

Following your review and reporting of HR data, the HR Manager has requested that you further process the information into a structured format to support ongoing monitoring and decision-making.

Using the following documents:

- Document 01: Updated HR Employee Database (from Task 1.1.1)
- Document 05: Warehouse Shift Schedule (Extract)
- Document 09: Policy Extract (Overtime)

Important:

All analysis must be based on the information provided in the source documents. No assumptions may be made.

You are required to:

1. Process the HR data by grouping employees into the following categories:

- Employees compliant with overtime policy
- Employees exceeding overtime limits
- Employees with unapproved overtime
- Employees with combined non-compliance

2. Analyse the data and identify:

- Patterns or trends in overtime within the Warehouse Department
- Any risks related to workload distribution or scheduling

3. Present your findings in a structured format (table or spreadsheet-style) that includes:

- Employee name
- Overtime category
- Identified issue
- Supporting data (hours / approval status)

Evidence Required:

- Structured data table / spreadsheet
- Analysis summary (written or integrated into table)

Answer 1.1.3:

[illegible]This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and extend across the width of the page. There are no margins, text, or other markings on the paper.

Master Answers

Employee Name	Overtime Hours	Approval Status	Category	Identified Issue
J. Molefe	26	Not Approved	Combined Non-Compliant	Exceeds limit + not approved
L. Khumalo	30	Not Approved	Combined Non-Compliant	Exceeds limit + not approved
R. Naidoo	28	Approved	Exceeds Limit	Above policy limit
B. Dlamini	24	Not Approved	Not Approved	Approval missing
K. Daniels	22	Approved	Compliant	Within limits
T. Mokoena	18	Approved	Compliant	Within limits
S. Jacobs	12	Approved	Compliant	Within limits
N. Singh	4	Approved	Compliant	Within limits
A. Peters	5	Approved	Compliant	Within limits

ANALYSIS SUMMARY (MODEL)

The analysis indicates that overtime non-compliance is concentrated within the Warehouse Department, with multiple employees exceeding the 25-hour limit and some working overtime without approval.

Employees such as J. Molefe and L. Khumalo present the highest risk due to combined non-compliance, indicating both excessive overtime and lack of approval.

The shift schedule suggests that overtime may be unevenly distributed, placing increased workload on certain employees. This may result in fatigue, reduced productivity, and increased safety risk.

Competency Criteria (C/ NYC):

Competent:

The candidate:

Correctly processes data into:

- Defined categories
- Structured format

Accurately classifies:

- Compliant
- Exceeds limit
- Not approved
- Combined non-compliance

Identifies:

- Patterns or trends in overtime
- Risks related to workload and scheduling

Presents:

- Clear, structured table
- Accurate supporting data

Demonstrates:

- Logical organisation
- Correct application of policy
- Data interpretation skills

Not Yet Competent:

The candidate:

Fails to:

- Categorise employees correctly
- Use structured format

Misinterprets:

- Overtime data
- Approval status

Provides:

- Incomplete or unclear analysis

Does not:

- Identify patterns or risks

SECTION	COMPETENCY	CANDIDATE SCORE
1.1.3.	C / NYC	

Question 1.1.4.

Verify and Update Personnel File Records

Practical Question:

Following your analysis of HR data, the HR Manager has requested that you verify the accuracy and completeness of employee personnel records to ensure compliance with organisational recordkeeping requirements.

Using the following documents:

- Document 10: Personnel File Index (File)
- Document 11: Personnel File Index (System Record)
- Document 06: Personnel File Update Form

Important:

All findings must be based on a comparison between the Personnel File Index (File) and the HR System Record. No assumptions may be made.

You are required to:

1. Compare personnel records and identify:

- Missing documents in the personnel file
- Discrepancies between file records and system records

2. Record your findings by:

- Listing the employee name
- Identifying the missing or inconsistent document(s)
- Indicating whether the issue is:
 - Missing document
 - System discrepancy

3. Complete the Personnel File Update Form (Document 06) to:

- Record required updates
- Ensure administrative follow-up and data accuracy

4. Evidence Required:

- Completed Personnel File Update Form (Document 06)
- Supporting comparison notes (table or structured list)

Answer 1.1.4

Employee Name	Document Issue	Type of Issue	Source of Evidence
J. Molefe			
K. Daniels			
A. Peters			
L. Khumalo			
R. Naidoo			

[illegible]

Master Answer:

Employee Name	Document Issue	Type of Issue	Source of Evidence
J. Molefe	Emergency Contact Details missing in file	Missing document	File vs System
K. Daniels	Qualification certificate missing in file	Missing document	File vs System
A. Peters	Contract listed in system but not in file	System discrepancy	File vs System
L. Khumalo	Performance review missing in file	Missing document	File vs System
R. Naidoo	Disciplinary record missing in file but recorded in system	System discrepancy	File vs System

PERSONNEL FILE UPDATE FORM (EXPECTED COMPLETION)

The candidate should:

Record:

- Employee name
- Missing/inconsistent document
- Required update

Ensure:

- Accurate description of issue
- Clear administrative action

Competency Criteria (C/ NYC):

COMPETENT (C)

The candidate:

Correctly compares:

- File index (Document 10)
- System record (Document 11)

Accurately identifies:

- Missing documents

- System discrepancies

Correctly classifies:

- Missing document vs discrepancy

Completes:

- Personnel File Update Form accurately

✓Demonstrates:

- Attention to detail
- Data verification skills
- Administrative accuracy
- Identifies correct employees with incomplete files
- Selects correct missing documents
- Notes discrepancies where applicable
- Completes forms clearly and accurately

NOT YET COMPETENT (NYC)

The candidate:

Fails to:

Compare both documents properly

Incorrectly identifies:

- Missing documents
- Discrepancies

Makes:

- Assumptions not supported by data

Does not complete:

- Update form correctly

SECTION	COMPETENCY	CANDIDATE SCORE
1.1.4.	C / NYC	

Question 1.1.5.

Apply Confidentiality and Data Protection

Practical Question:

During the completion of Tasks 1.1.1 to 1.1.4, you handled sensitive employee information, including absenteeism data, overtime records, disciplinary information, and personnel file records.

The HR Manager has requested a Confidentiality and Data Protection Report to ensure that all HR administrative activities are aligned with organisational policies and legal requirements.

Using the following document:

- Document 09: Policy Extract (POPIA and organisational data protection requirements)

You are required to:

Prepare a Confidentiality and Data Protection Report for management that includes:

1. Application of confidentiality measures

Explain how confidentiality and data protection were applied when handling:

- Absenteeism and disciplinary-related data
- Overtime records
- Personnel file and employee information

2. Identification of sensitive data fields

Identify specific data fields used in the tasks that require protection.

3. Risks associated with handling employee information

Outline the risks if confidentiality and data protection principles are not applied.

4. Data protection measures implemented

Describe the measures used to ensure:

- Restricted access
- Secure handling of information
- Compliance with organisational policy and legislation

Important:

Your report must be based on the data and activities performed in the previous tasks. No generic answers will be accepted.

Evidence Required:

- Confidentiality and Data Protection Report

ANSWER 1.1.5

[illegible]

Master Answers:

1. Application of Confidentiality Measures

Confidentiality was maintained throughout the handling of HR data by ensuring that employee information was accessed and used only for authorised administrative purposes. Absenteeism and disciplinary data were handled with care due to their sensitive nature, and access to this information was restricted to authorised HR personnel.

Overtime records were used strictly for compliance and reporting purposes and were not disclosed unnecessarily. Personnel file data was accessed only to verify completeness and discrepancies, and updates were recorded securely.

2. Sensitive Data Fields Identified

The following data fields require protection:

- Absenteeism records
- Disciplinary records
- Overtime records
- Personnel file data
- Employee personal information

These data fields contain sensitive or personal information and must be protected in accordance with the Protection of Personal Information Act.

3. Risks of Non-Compliance

Failure to apply confidentiality measures may result in:

- Unauthorised access to employee information
- Breach of employee privacy
- Legal and compliance risks
- Loss of employee trust
- Reputational damage to the organisation

4. Data Protection Measures Implemented

The following measures were applied:

- Restricting access to authorised HR personnel
- Ensuring secure handling of employee records
- Avoiding unnecessary sharing of sensitive information
- Maintaining accurate and controlled recordkeeping
- Applying organisational policy and POPIA requirements

Competency Criteria (C/ NYC):

COMPETENT

The Candidate:

- **Explains how confidentiality was applied in:**
- **Produces a structured report suitable for management**
- **Demonstrates:**
 - Understanding of POPIA requirements
 - Application of confidentiality principles
- **Identifies:**
 - Relevant sensitive data fields
- **Explains:**
 - Risk of non-compliance
 - Appropriate data protection measures
- **Links:**
 - Responses to the scenario and completed task

NOT YET COMPETENT

Candidate:

- **Produces:**
 - Generic or theoretical responses
- **Fails to:**
 - Link report to actual task data
- **Does not identify:**
 - Relevant risks or data protection measures
- **Demonstrates:**
 - Limited understanding of confidentiality requirements

SECTION	COMPETENCY	CANDIDATE SCORE
1.1.5.	C / NYC	

Question 1.1.6.

Submit and Explain HR Outputs for Decision-Making

Practical Question:

The HR Officer has requested a final submission of all HR outputs completed during this assessment.

Based on the work you have completed using the provided scenario and supporting documents, you are required to:

- Submit your completed HR data report and supporting HR outputs
- Provide a structured explanation to the HR Officer that includes:
 - Key workforce risks identified in the Warehouse Department
 - Policy compliance issues identified (e.g. overtime, recordkeeping)
 - How the HR data can be used by management to support effective decision-making

Your response must be clearly linked to the scenario and demonstrate how the information can be used to improve workforce management and compliance.

Evidence Required:

Final submission of all completed HR outputs:

- Updated HR Employee Database (Question 1.1.1)
- HR Communication / Brief (Question 1.1.2)
- Processed Data Table / Analysis (Question 1.1.3)
- Personnel File Update Forms (Question 1.1.4)
- Confidentiality & POPIA Compliance Report (Question 1.1.5)

Structured written explanation addressing:

- Workforce risks
- Policy compliance issues
- Decision-making support

Horizon Retail Distribution (Pty) Ltd: FINAL REPORT
Summary of HR Findings

1. Actions Taken

Horizon Retail Distribution (Pty) Ltd: FINAL REPORT

2. Key Workforce Risks Identified

3. Policy Compliance Issues

4. How the information supports HR Decision-Making

Master Answer:

Horizon Retail Distribution (Pty) Ltd: FINAL REPORT

Summary of HR Findings

This report presents the outcomes of HR administrative activities conducted within the Warehouse Department at Horizon Retail Distribution (Pty) Ltd. It summarises key workforce challenges identified, including absenteeism, overtime non-compliance, and personnel record discrepancies.

The report further outlines the actions taken to address these issues and highlights how the updated HR information supports effective decision-making, compliance, and improved workforce management.

1. Actions Taken

- The HR Employee Database was updated to reflect accurate overtime compliance and personnel file status.
- Employees with incomplete personnel records were identified, and document update requests were initiated.
- The HR information request was processed using verified and validated overtime data.
- An HR brief was prepared to communicate key workforce challenges to management.

2. Key Workforce Risks Identified

- High absenteeism levels in the Warehouse Department, negatively impacting productivity.
- Overtime non-compliance, increasing the risk of employee fatigue and operational inefficiencies.
- Incomplete personnel files, creating compliance and legal risks.
- Inconsistencies between HR system records and personnel files, affecting data accuracy and reliability.

3. Policy Compliance Issues

- Employees exceeding the 25-hour overtime limit, indicating non-compliance with organisational policy.
- Overtime worked without prior approval, reflecting weak administrative control processes.
- Missing or incomplete personnel documentation, not aligned with HR recordkeeping requirements.
- Inconsistent application of HR policies across records and processes, affecting overall compliance

Horizon Retail Distribution (Pty) Ltd: FINAL REPORT

4. How the Information Supports HR Decision-Making

The updated HR information provides management with accurate, reliable, and structured data to support effective workforce management and compliance monitoring.

It enables management to:

- Identify employees who exceed overtime limits and take corrective action.
- Monitor absenteeism and overtime trends to improve workforce planning.
- Address gaps in personnel records to ensure compliance with legal and organisational requirements.
- Improve administrative controls and ensure consistent application of HR policies.

Overall, the availability of accurate and up-to-date HR information supports informed decision-making by enabling management to proactively manage workforce risks, improve operational efficiency, and ensure compliance with organisational and legislative requirements.

Competency Criteria (C/ NYC):

COMPETENT (C)

The candidate:

Submits all required HR outputs, including:

- Updated HR Employee Database
- HR Communication / Brief
- Processed Data Table / Analysis
- Personnel File Update Forms
- Confidentiality and POPIA Report

Clearly identifies:

- Key workforce risks linked to the scenario

Accurately identifies:

- Policy compliance issues (e.g. overtime, recordkeeping)

Demonstrates understanding of:

- Overtime policy
- HR recordkeeping requirements
- POPIA and confidentiality requirements

Provides a logical and structured explanation of:

- How the HR data supports effective HR decision-making

Links:

- Findings directly to the scenario
- Data for decision-making outcomes

Communicates:

- Clearly
- Professionally
- In a structured report format

Demonstrates:

- Applied competence
- Workplace readiness

NOT YET COMPETENT (NYC)**The candidate:****Fails to submit:**

- Required HR outputs

Provides:

- Vague or generic risks

Fails to identify:

- Key policy breaches

Does not:

- Link findings to the scenario

Does not:

- Use HR data to support conclusions

Does not demonstrate:

- Understanding of decision-making processes

Provides:

- Unclear, incomplete, or poorly structured responses

Does not demonstrate:

- Workplace competence

SECTION	COMPETENCY	CANDIDATE SCORE
1.1.6.	C / NYC	

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			C/ NYC	CANDIDATE SCORE
	1.1.1.	Apply knowledge of using relevant HRM software and tools to gather accurate and comprehensive HRM data.	C/ NYC	
	1.1.2.	Apply knowledge of the processes of collecting and verifying HRM data into information that is reported for HRM decision-	C/ NYC	
	1.1.3.	Prepare and present reports at meetings and to stakeholders when required.	C/ NYC	
	1.1.4.	Maintain appropriate information databases and extract reports responding to specifically authorised requests.	C/ NYC	
	1.1.5.	Apply confidentiality and data protection procedures during the task.	C/ NYC	
	1.1.6.	Submit the completed data report and explain (verbally or in writing) how the information could support HR decision making.	C/ NYC	
TOTAL FOR ELO 1			C/ NYC	