



## EXTERNAL INTEGRATED SUMMATIVE ASSESSMENT

### EXEMPLAR- WRITTEN ASSESSMENT - PAPER 1

#### 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		
<b>Total</b>	<b>150</b>		
<b>Assessor/Marker comments</b>			

\_\_\_\_\_  
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.

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**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)

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

#### **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)

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

<b>RATIONAL</b> For the selected choice.	
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**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.

<b>ANSWER QUESTION 1.1.1.(c)</b>

**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.

[illegible]

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)

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

**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)

<b>ANSWER QUESTION 1.1.2.(b)</b>



**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)

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

**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

<b>ANSWER QUESTION 1.1.3. (b)</b>



**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)

ANSWER QUESTION 1.1.4. (a)

**QUESTION 1.1.4. (b)**

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

ANSWER QUESTION 1.1.4 (b)

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)*

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

<b>RATIONAL</b> For the selected action	
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**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.

<b>ANSWER QUESTION 2.1.1. (b)</b>

**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)

<b>ANSWER QUESTION 2.1.1. (c)</b>


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.)

<b>A.</b>	<i>Improved efficiency</i>
<b>B.</b>	<i>B. Non-compliance with labour legislation</i>
<b>C.</b>	<i>C. Faster hiring</i>
<b>D.</b>	<i>D. Increased productivity</i>
<b>RATIONAL For the selected action</b>	

**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.)

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

**QUESTION 2.1.2. (c): (3 Marks)**

Explain TWO administrative controls to ensure compliant recruitment processes.

<b>ANSWER QUESTION 2.1.2. (c)</b>


**QUESTION 2.1.2. (d): (3 Marks)**

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

<b>ANSWER QUESTION 2.1.2. (d)</b>

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.)

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

**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.

<b>ANSWER QUESTION 2.1.3. (b)</b>

**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.

<b>ANSWER QUESTION 2.1.3. (c)</b>

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.)

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

**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.)

<b>A.</b>	<i>Recruitment review</i>
<b>B.</b>	<i>Payroll adjustment</i>
<b>C.</b>	<i>Performance moderation</i>
<b>D.</b>	<i>Training intervention</i>
<b>RATIONAL For the selected action</b>	

**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.

**ANSWER QUESTION 2.1.4. (c)**


**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.

<b>ANSWER QUESTION 2.1.4. (d)</b>

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.)

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

**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.)

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

**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.

<b>ANSWER QUESTION 2.1.5. (c)</b>


**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.

**ANSWER QUESTION 2.1.5. (d)**


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.)

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

**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.)

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

**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.

<b>ANSWER QUESTION 2.1.6. (c)</b>


**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.

<b>ANSWER QUESTION 2.1.6. (d)</b>

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.)

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

**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.)

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

**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.

<b>ANSWER QUESTION 2.1.7. (c)</b>


**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.

<b>ANSWER QUESTION 2.1.7. (d)</b>

SECTION	MAXIMUM MARKS	CANDIDATE SCORE
2.1.7.	6	

**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.)

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

**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.)

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

**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.)

<b>A.</b>	<i>Improved workforce planning</i>
<b>B.</b>	<i>Inaccurate reporting and poor decision-making</i>

C.	<i>Faster recruitment processes</i>
D.	<i>Increased employee engagement</i>
<b>RATIONAL For the selected action</b>	

**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.

<b>ANSWER QUESTION 2.1.8. (d)</b>

SECTION	MAXIMUM MARKS	CANDIDATE SCORE
2.1.8.	4	

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

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	
	<b>TOTAL FOR ELO 2</b>		<b>58</b>	

### **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): (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.)

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

#### **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.

<b>ANSWER QUESTION 3.1.1. (b)</b>


**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.

<b>ANSWER QUESTION 3.1.1. (c)</b>

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.)

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

**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.)

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

**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.

**ANSWER QUESTION 3.1.2. (c)**


**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.

**ANSWER QUESTION 3.1.2. (d)**


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.)

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

**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.

<b>ANSWER QUESTION 3.1.3. (b)</b>

**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.

<b>ANSWER QUESTION 3.1.3. (c)</b>

**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.)

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

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.)

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

**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.)

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

<b><i>RATIONAL For the selected action</i></b>	
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**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.

<b>ANSWER QUESTION 3.1.4. (c)</b>

**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.

<b>ANSWER QUESTION 3.1.4. (d)</b>


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.

<b>ANSWER QUESTION 3.1.5. (a)</b>

**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.

<b>ANSWER QUESTION 3.1.5. (b)</b>


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	10	

		documented, securely stored, and made available to authorised stakeholders.		
	<b>3.1.4.</b>	Apply knowledge of relevant HRM policies, procedures, and employment contract provisions and outline the legal and ethical requirements for handling employee information and queries.	<b>10</b>	
	<b>3.1.5.</b>	Apply the principles of clear, professional, and respectful communication when engaging with employees.	<b>7</b>	
	<b>TOTAL FOR ELO 3</b>		<b>38</b>	

## **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.)

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

**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.)

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

**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.

<b>ANSWER QUESTION 4.1.1. (c)</b>

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.)

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

**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.)

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

**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.

<b>ANSWER QUESTION 4.2.1. (c)</b>


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.)

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

**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.

[illegible]

**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.

[illegible]

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	8	

		confidentiality, privacy, and security of employee records.		
	<b>4.1.3.</b>	Apply knowledge of processes of implementing security measures for backup and recovery of HRM records.	<b>8</b>	
	<b>TOTAL FOR ELO 4</b>		<b>24</b>	

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