External Assessment Exemplar of Question Paper			
SAQA ID	**Qualification Title**		QCTO Quality Council for Trades & Occupations
91994	*Occupational Certificate: Office Administrator: Public Service Administrator*		
Date(s) of EIA:	**NQF Level**	**Credits**	
	5	**52**	
Duration of assessment	**3 Hours**	**Number of pages in the assessment booklet**	**74**
Start Time of assessment	**09h00**	**End time of assessment**	**12h00**
Assessment Quality Partner	**Name**	**E-mail**	**Phone**	**Logo**
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EXTERNAL INTEGRATED SUMMATIVE ASSESSMENT

TOTAL NUMBER OF

MARKS: 200

TIME: THREE HOURS

Instructions to candidate:

This question paper covers all aspects of the learning programme. Please read the questions carefully and then answer all the questions in the space provided. If the space is insufficient use the given paper and attach them to the relevant pages in the question book. This is a closed book assessment; no reference material will be allowed.

Please ensure that you adhere to the following:
1. Complete all your personal details in the space provided on the next page;
2. Carefully read through all the case exercises and questions and complete all the questions;
3. If additional paper is used, ensure that you put your personal details on each page and clearly mark which question you are answering;
4. The invigilator will supply you with a stapler to attach the additional pages to the question page in the book;
5. Do not bring in or use any notes or other references, if you have such material in your possession please hand it to the invigilator for safe keeping

External Assessment – Office Administrator: Public Sector

Document Details			
Programme Title	*Occupational Certificate: Office Administrator: Public Service Administrator*	**Programme number**	**SAQA ID: 91994**

Learner Details			
Name of Candidate		**Participant Registration Number**	
Candidate ID Number		**Examination site number**	

Date of assessment		***Signature of assessor***	
		Assessment results	**% Achieved:**	**Competent Yes/No**
Comments by assessor			

Section A: Service Delivery – Allow 60 minutes to complete this section

Question 01-01: Batho Pele Principles:

Read the following scenario and then answer the questions

Introducing Ward Based Primary Health Care Teams

You have been appointed to an administrative position in the Department of Health in the Directorate responsible for Primary Health Care.

The Department is in the process of introducing the ward based primary health care teams. In terms of this strategy there should be Community Health Workers in each ward, these workers will focus on health promotion, there will also be Home Based Care givers that will be responsible for the home based care of specific patients. The team will report to the Registered Nursing Practitioner at the Clinic. In this way the intention is to provide the community with easy access to good primary health care. This process will bring a few changes to the way the clinics will operate. For instance, medication will be delivered to patients by the Community Health workers and the Clinics will only see pregnant women on specific days and they must make prior appointments. Also there are changes to the system of transporting patients to the Hospitals for specialised services.

Things are not going well, the community is complaining that they do not understand why things have been changed and they do not get the service that they expected. They do not like the fact that these young people are coming to their homes and asking personal questions. They also do not like the new arrangements regarding the transport, they say it is always late and they have to wait a long time at the hospital before being picked up to get back home. They are also complaining about the fact that when they get to the clinic the staff does not respect them. They are shouted at and then they must give their personal information in a room where there are a lot of other people.
The bus that takes people to hospital has broken down and in the interim use is being made of local taxis, the people in wheel chairs are complaining that it is very difficult to travel on the taxis. The CHW's are working hard but they find it difficult to report back and communicate with the clinic, they have to use their private mobile phones and they do not always have airtime, in some areas the reception is poor so they have to physically report at the clinic, when they get there the Team leader is always busy with clinic duties and sometimes they wait all day and still do not get an opportunity to talk to their supervisor.

The Registered Nursing practitioners at the Clinic are so busy with the immediate work at the clinic that they do not have time to follow up on the performance of the workers in the ward. The wards are quite big and the workers have to visit the homes on foot. Training is being provided to the workers but the training is done at the regional training centre which makes it difficult for people to attend.

QUESTION 01-01
Please answer the following questions:
Q01-01 (a): How does the initiative described in the case exercise relate to the National Development Plan? (2);

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Q01-01 (b): Select from the given list, three national pieces of legislation that must be adhered to when implementing this initiative. State the purpose of the legislation and indicate how it applies to the specific initiative (6);

- South African Constitution;
- Public Finance Management Act No 1 of 1999;
- Public Service Act of 1994 as amended by Act 30 of 2007
- Public Service Amendment Act, 2007 (Act 30 of 2007)
- State Information Technology Agency (Sita) Act, 2002 (Act 38 of 2002)
- Protected Disclosures Act, 2000 (Act 26 of 2000)
- Public Finance Management Act, 1999 (Act 1 of 1999)
- Public Service Laws Amendment Act, 1997 (Act 47 of 1997)
- Public Service Laws Second Amendment Act, 1997 (Act 93 of 1997)
- Public Service Regulations, 2001, as amended 31 July 2012
- Basic Conditions of Employment
- Compensation for Occupational Injuries and Diseases
- Employment Equity
- Labour Relations
- Occupational Health and Safety
- Public Employment Services (PES)
- Unemployment Insurance Fund (UIF)

Legislation	Purpose	Application
1.		

2.

3.

Q01-01 (c): Analyse the scenario and identify the extent to which the Batho Pele principles are applied; (List all the Batho Pele principles and indicate how they are being complied with, giving examples from the scenario) (10);

	Batho Pele Principle	Definition	How it is applied in the given scenario
1			
2			

3		
4		

5		5
6		6

7		
8		

Q01-01 (d): Conduct a cause analysis to determine the potential reasons for the service delivery problems as indicated in the scenarios and indicate what can be done to deal with these problems (10);

Problem	Type of problem	Who must resolve	Action

Q01-01-(e): Describe the potential short medium and long term consequences of non-adherence to the Batho Pele principles. (5);

Batho Pele Principle	Consequences
1	**Short term consequences:**
	Medium term consequences
	Long term consequences

2	**Short term consequences:**
	Medium term consequences
	Long term consequences

3	**Short term consequences:**
	Medium term consequences
	Long term consequences

4	**Short term consequences:**
	Medium term consequences
	Long term consequences

5	**Short term consequences:**
	Medium term consequences
	Long term consequences

6	**Short term consequences:**
	Medium term consequences
	Long term consequences

7	**Short term consequences:**
	Medium term consequences
	Long term consequences

8	**Short term consequences:**
	Medium term consequences
	Long term consequences

Q01-01-(f): Select one of the major deviations from the Batho Pele principles and formulate appropriate actions to improve the application of the Batho Pele Principles in the given situation (5)

01-01-(g): *List each of the Batho Pele principles* and *site practical examples* of how these principles are applied in everyday life and how personal barriers to applying these principles can be overcome. (10)

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Q01-02-(a): The following are typical service delivery challenges that we find in the public sector. For each of the highlighted challenges and one additional challenge that you select from each category and relate each of these challenges to your own work situation, determine the potential risk that these challenges pose to your department; (10)

Challenges relating to staff:
- Deadlines are not met;
- **High staff absenteeism;**
- Staff arriving late and leaving early;
- Low productivity;
- Lack of teamwork;
- Staff continually make the same mistakes; and
- Defects and problems are not reported.

Challenges relating to Resources
- Unavailability of forms;
- Unavailability of stationary;
- Equipment not working;
- **Damage to equipment;**
- Tools and equipment go missing

Challenges relating to ethical issues and relationships with the public
- Corruption;
- Bribery;
- Favouring people for political reasons
- Nepotism;
- **Racism;**
- Disrespect;
- Intolerance;
- Communication problems.

Challenge	Example from my department	Risk
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Q01-02-(b): Indicate appropriate actions that can be taken to prevent these challenges from manifesting and list actions that should be taken to deal with these potential consequences when these challenges do occur. (5)

Service delivery challenge	Risk	Preventative Action	Contingency Action
Lack of teamwork			
Unavailability of stationary			
Bribery			

Staff continually make the same mistakes			
Low productivity			

Q01-02-(c): Select one of the typical service delivery challenges and *Define feasible project plans* to deal with it. (12)

Scoring Matrix – Section A: Service Delivery			
Question Number	**Maximum Score**	**Actual Score**	**%**
Q01-01-(a): How does the initiative described in the case exercise relate to the National Development Plan? (2);	**2**		
Q01-01-(b): List at least three national pieces of legislation that must be adhered to when implementing this initiative. State the purpose of the legislation and indicate how it applies to the specific initiative (6);	**6**		
Q01-01-(c): Analyse the scenario and identify the extent to which the Batho Pele principles are applied; (List all the Batho Pele principles and indicate how they are being complied with, giving examples from the scenario) (10);	**10**		
Q01-01-(d): Conduct a root cause analysis to determine the potential causes for the service delivery problems and indicate what can be done to deal with these root causes (10);	**10**		
Q01-01-(e): Describe the potential short medium and long term consequences of non-adherence to the Batho Pele principles (5);	**5**		
Q01-01-(f): Formulate appropriate actions to improve the application of the Batho Pele Principles in the given situation (5)	**5**		
Q01-01-(g): *List each of the Batho Pele principles* and *site practical examples* of how these principles are applied in everyday life and how personal barriers to applying these principles can be overcome. (10)	**10**		
TOTAL Question 01-01	**48**		
Q01-02-(a): The following are typical service delivery challenges that we find in the public sector. Relate each of these challenges to your own work situation, determine the potential risk that these challenges pose to your department; (10)	**10**		

Q01-02-(b): Indicate appropriate actions that can be taken to prevent these challenges from manifesting and list actions that should be taken to deal with these potential consequences when these challenges do occur. (10)	**10**		
Q01-02-(c): Select one of the typical service delivery challenges and Define feasible project plans to deal with it. (12)	**12**		
TOTAL Question 01-02	32		
TOTAL FOR SECTION A	**80**		

Question 02-01:
Read the following scenario and then answer the questions

1 Hospital Co-location: Bloemfontein, South Africa

PROJECT SUMMARY

The Republic of South Africa has a population of 48 million people living in nine provinces. Since the abolition of apartheid in the mid-1990s, the Government's objective has been to pro- vide equal services to all citizens. To achieve this will require significant infrastructure redevelopment in a number of sectors, one of which is healthcare. More than half of all the country's medical facilities suffer from lack of maintenance, many requiring substantial restructuring in order to serve the needs of the entire population. The situation has been exacerbated by the HIV/AIDS epidemic that has been experienced in South Africa.

While this challenge is nationwide, an example at the provincial level best illustrates the positive approach being taken by the Government of South Africa. The Province of Free State is in central South Africa, with the provincial capital at Bloemfontein. About 2.8 million people reside in Free State. Of this population, only 13 per cent have private health insurance and most rely on government-operated facilities for their health-care needs. There are two academic public hospitals in Bloemfontein: Pelonomi and Universitas. To reduce redundant services, improve cost-effectiveness and provide the same level of medical care for all South Africans, the Free State Health Department (FSHD) decided to combine and coordinate the operations of the two hospitals.

A 1997 Health Facilities audit for the Free State showed that an estimated 825 million rand (R) were needed to address infrastructure backlog in the health sector, with almost R100 million needed for Pelonomi Hospital alone. There simply was not enough funding in the budget to cover these expenses. In 1998, FSHD began exploring many possible solutions. Realizing that the hospitals already out- sourced their catering, gardening, cleaning and security services, they concluded that they could also lease out the extra space in each hospital.

By leasing the extra space to a private company, FSHD could generate capital to help offset the cost of hospital operation while the private company would gain space for private healthcare services at a lower cost because of not needing to build new facilities. In November 2002, an agreement was reached by FSHD and a consortium of two healthcare companies. Under this agreement, the private hospital beds and

operating theatres were co-located within the two public hospital facilities and the private partner funded all of the renovations to both of the FSHD hospitals. After eliminating the duplication of services, there was available space in the two hospitals equivalent to 500 beds. In addition, operating-room access and other specialized facilities could be shared on a fee basis. Now Bloemfontein offers all its citizens better healthcare choices. For insured citizens, new facilities are available to them. For the uninsured, Pelonomi and Universitas Hospitals offer excellent care in well-maintained and up-to-date facilities. For the partially insured, this public-private partnership (PPP) offers them their choice in services.

Please answer the following questions:

Q02-01: *Review* the scenario and:
   a. *List* the government departments that must be involved, give a brief overview of the responsibility of each of these departments; (2)

Department	Responsibility

Q02-01-(b): Motivate the need for partnerships with specific internal and external stakeholders.; (3);

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Q02-01-(c): *Identify the risks* in structuring the required relationships and *recommend preventative actions* to mitigate these risks; (8);

Risk	Actions to Mitigate the Risks

Q02-01-(d): *Draft a submission* for the establishment and formalisation of relationships with external stakeholders. The submission must include the scope, legal requirements and limitations. It must consider the identified risks and indicate a possible cost benefit. (17);

Submission

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For use by the assessor only

Scoring Matrix – Section B - *Build service delivery partnerships*			
Question Number	**Maximum Score**	**Actual Score**	**%**
Question 02-01:01a: *List* the government departments that must be involved, give a brief overview of the responsibility of each of these departments;	**2**		
Question 02-01:01b: *Motivate* the need for partnerships with specific internal and external stakeholders.;	**3**		
Question 02-02: *Identify the risks* in structuring the required relationships and *recommend preventative actions* to mitigate these risks;	**8**		
Question 02-03: *Draft a submission* for the establishment and formalisation of relationships with external stakeholders. The submission must include the scope, legal requirements and limitations. It must consider the identified risks and indicate a possible cost benefit.	**17**		
TOTAL FOR SECTION B	**30**		

Section C: **Manage workplace outcomes – Allow 55 minutes to complete this section**

Please read the following scenario and then answer the questions:
Primary Healthcare Reengineering

Instructions to candidate
You have been appointed as the Administrator within the Department of health and you are responsible for the implantation of ward based primary health care teams in your area. Please read the following background information and then answer the questions.

Background Information:
There is significant evidence that our health care system has not contributed sufficiently to the achievement of good health outcomes, including the Millennium Development Goals. Equally, there is good evidence in many countries in the world that the provision of good quality primary health care will result in improved health outcomes.

To ensure the best possible coverage and quality of primary health services we have adopted three streams to re-engineer the system. These include the ***ward based primary health care outreach teams***; strengthened school health services; and district based clinical specialist teams who will focus primarily on improving the quality of maternal and child health services.

The ***ward based primary health care outreach teams*** will focus on prevention and health promotion and be able to ensure that individuals in need of health care will obtain care as quickly as possible. They will be able to assist people on treatment to adhere to treatment as well as refer those who need to be seen at fixed health facilities. Each ward should have one or more PHC outreach teams.

These teams are composed of a professional nurse, environmental health and health promotion practitioners as well as 4-5 community health workers and are expected to serve a population of about 7 660 people. The roles of the PHC outreach team will include (additional details are found in the separate documents dealing with the PHC outreach teams):

- Promoting health
- Preventing ill health
- Providing information and education to communities and households on a range of health and related matters
- Environmental health, especially those aspects impacting directly on households and communities
- Psychosocial support in collaboration with community care givers supported by the Department of Social Development
- Early detection and intervention of health problems and illnesses
- Follow-up and support to persons with health problems including adherence to treatment
- Treatment of minor ailments
- Basic first aid and emergency interventions

The roles of CHWs (as part of the PHC outreach teams) will include:
- Conduct community, household and individual health assessments and identify health needs and risks (actual and potential) and facilitate the family or an individual to seek the appropriate health service;
- Promote the health of the households and the individuals within these households
- Refer persons for further assessment and testing after performing simple basic screening
- Provide limited, simple health interventions in a household (e.g. basic first aid, oral rehydration and any other basic intervention that she or he is trained to provide)
- Provide psychosocial support and manage interventions such as treatment defaulter tracing and adherence support.

Scope of Work

It is important for community health workers to have a clearly delineated scope that defines and sets parameters for their practice.

CHWs improve the quality of life and contribute to better health of communities and its members by providing an outreach service to promote and facilitate improved access to primary health care services.

The scope of the CHW is best encapsulated in the following 7 core generic roles:
- Promote health and prevent illness
- Conduct structured household assessment to identify their health needs
- Provide psychosocial support to community members
- Conduct community assessments and mobilise around community needs
- Identify and manage minor health problems
- Support continuum of care through service co-ordination with other relevant service providers
- Support screening and health promotion programmes in schools and ECD centres

Special emphasis is made to ensure that the CHWs adopt an integrated approach in how they manage health problems. The integrated approach is applied to treatment adherence which includes:
- Treatment literacy, supported with good quality educational tools
- Practical adherence advice e.g. on scheduling doses
- Regular pill counts, particularly in early phases of treatment
- Identifying and briefing treatment buddies/supporters
- Provision of supportive tools such as pill boxes
- Availability of support groups
- Assistance with collection of tablets, negotiating with local clinics
- Early identification of individuals and households at risk of poor adherence

Role of Professional Nurse in PHC Outreach Team

The professional nurse will assume the role of team leader. A person in this position will be appointed by the district manager and he/she will report to the PHC clinic manager.

Each professional nurse will be delegated the responsibility to:

- Deliver and manage health services to a defined geographic area according to the PHC package of health services;
- Manage the work of the PHC outreach team
- Manage the resources (financial, human and material) allocated to the team
- Initiate and establish the community based outreach services with the team members

Role of Health Promoters in PHC Outreach Teams and in Communities

Ideally a health promoter is required to support each PHC outreach team.

The health promoter's role towards the PHC outreach team is to provide technical support and assistance pertaining to health promotion activities at a community level based on local needs.

Role of Environmental Health Practitioners in PHC Outreach Teams and in Communities

Environmental health is a municipal competence and therefore environmental health officers are found employed by municipalities.

Environmental health is an essential component of PHC especially at a community level. It is therefore important that the work of the PHC outreach team is closely linked to that of the environmental health practitioner.

Community Health Worker Job Description

JOB DESCRIPTION

Name	Persal Number

A. JOB INFORMATION SUMMARY

Job Title	Community Health Worker (Training Post)
Occupational Specific Dispensation	N/A
Job Level	Level 1
Post class	Health and Support
Date	
Location	Various Communities
Component	
Post report to	Professional Nurse

Job Classification Code	05

B. HIERARCHICAL DESCRIPTION OF THE POST
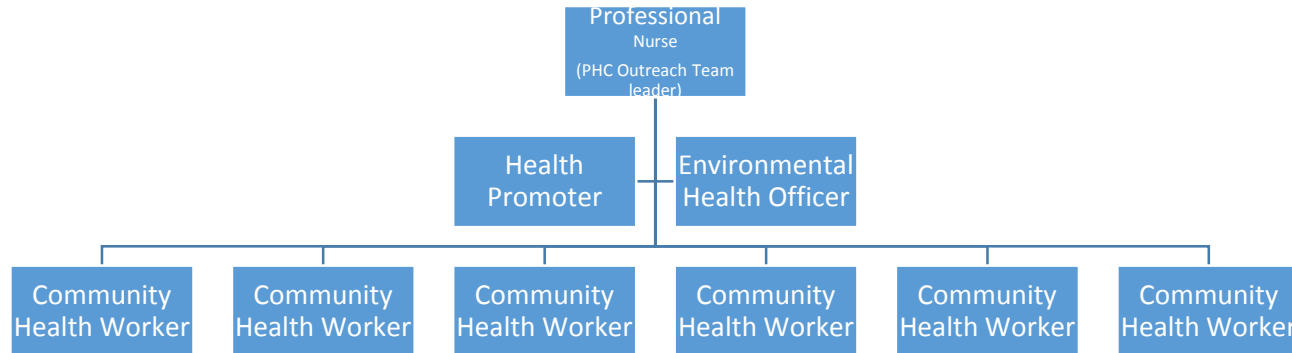
C. JOB PURPOSE (Linked to Strategic Plan)

A community health worker creates a bridge between the providers of professional health services, community services, social agencies and vulnerable populations within the community. Community health workers are trained to carry out basic assessments of communities, household's groups and individuals, provide basic health education and referrals for a wide range of services, and support and assist in navigating the health and social services system. In addition, community health workers can build community capacity through support groups and education campaigns and programs.

Please answer the following questions:

Q03-01-(a): *Develop team and individual* performance areas, performance targets and success indicators; (5)

WARD BASED TEAM

Key Performance Areas	Objectives	Targets – Next Six Months	Success indicators

COMMUNITY HEALTH WORKER

Key Performance Areas	Objectives	Targets – Next Six Months	Success indicators

Q03-01-(b): *Identify the possible causes* of performance problems and *recommend actions* and processes to deal with the performance problems*; (6);*

Performance Problem	Possible Causes	Actions to deal with the problem
The people who work for you don't know what they are supposed to do and they leave things undone or do incorrect things.		
The people who work for you think your way does not work or that their way is better and they do not follow your instructions.		
The people who work for you think that they are performing in an acceptable manner, but in fact they are not.		

Good performance feels like punishment.		

Q03-01-(c): *Elaborate on the process* to recognise good performance and give examples of how to inculcate a culture of excellent performance delivery; (8);

1. **How do you recognise good performance?**

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2. What are the key steps in recognising good performance?

Step	Key tips	Pitfalls

Q03-01-(d): *Illustrate the process* for dealing with sub-standard performance indicating all the steps, pitfall's and legal requirements;

1. **How do you recognise poor performance (15)?**

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2. **What are the key steps in dealing with poor performance (20)?**

Step/Legal Requirement	Key tips	Pitfalls

For use by Assessor only

Scoring Matrix – Section C: Manage Workplace Outcomes			
Question Number	**Maximum Score**	**Actual Score**	**%**
Q03-01-(a): *Develop team and individual* performance areas, performance targets and success indicators;	5		
Q03-01-(b): *Identify the possible causes* of performance problems and *recommend actions* and processes to deal with the performance problems*;*	6		

Q03-01-(c): *Elaborate on the process* to recognise good performance and give examples of how to inculcate a culture of excellent performance delivery;
   1. How to recognise good performance;
   2. Process for rewarding/recognising good performance.
	4
	4		

Q03-01-9-(d): *Illustrate the process* for dealing with sub-standard performance indicating all the steps, pitfall's and legal requirements;
   1. How to recognise poor performance;
   2. Process for dealing with poor performance.
	15
	20		

TOTAL FOR SECTION C	**54**		

Section D: Manage Human Resources – Allow 20 minutes to complete this section

Q04-01-01: *Explain* the role of supervision and management at every stage in the employment life cycle; (10);

Stages in the employment life cycle	Role of Management	Role of the Human Resource Specialists
Recruitment		
Induction		

Performance Management		
Separation		

Q04-01-(b): *Reflect on* the implications of poor employee relations relevant to service delivery. *Substantiate arguments* with practical examples*; (8);

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Q04-01-(c): You have been appointed as an Administrative Supervisor for one of the government departments. You have two people in your team:
   a. Peter Mokhaba – HR Clerk;
   b. Jennefer Dube – Finance Clerk

Work through the situation description and the Job Descriptions and then Draft personal and team learning and development plans for the team indicating priority needs and also indicating how the training must be done. You have to motivate the training for them. (5)

Both of the team members are fairly new to the department. Peter is good with computer work but he struggles with scheduling his work and his relationships with co-workers have landed him in trouble on more than one occasion. Peter has a lot of ability he is ambitious and very fixed in his own ways.

Jennefer is older, she has worked in a number of departments and is a good bookkeeper, she is used to do the work manually and seems to be scared to try new things on the computer, she inputs the data into the system but is not always sure of how to do it, she is very quiet and tries to please everybody, sometimes this leads to her doing thigs for people that causes her to not meet the deadlines of the department. There is some budget for training but you will have to motivate it if you want to send people to attend training courses.

The following are benchmark job descriptions for the positions on your team

BENCHMARK JOB DESCRIPTION

A.   JOB INFORMATION SUMMARY

Name of jobholder: - Jennefer Dube
Job title   - Finance Clerk
Post level and salary code: - Production Level
Occupational class code: - Name of component: _____ Location   Posts reports to:
_____ Date of appointment: _____

B.   JOB PURPOSE

To render financial support services within the department.

C.   KEY PERFORMANCE AREAS

   1. FINANCIAL ACCOUNTING

   1.1.   Render Financial Accounting transactions

   •   Receive invoices
   •   Check invoices for correctness, verification and approval (internal control)
   •   Process invoices (e.g. capture payments)

- Filing of all documents
- Collection of cash

1.2. Perform Salary Administration support services
- Receive salary advices.
- Process advices (e.g. check advices for correctness, capture salaries, bonuses, salary adjustments, capture all deductions etc.).
- File all documents

1.3. Perform Bookkeeping support services
- Capture all financial transactions
- Clear suspense accounts
- Record debtors and creditors
- Process electronic banking transactions
- Compile journals

2. MANAGEMENT ACCOUNTING

2.1. Render a budget support service

- Collect information from budget holders
- Compare expenditure against budget
- Identify variances
- Capture, allocate deferments on budgets
- Distribute documents with regard to the budget
- File all documents
- Receive and capture cash payments

D. INHERENT REQUIREMENTS OF THE JOB

Skills and Competencies

The following skills and competencies are required to achieve the goals and objectives of the Department.

Generic Competencies	Technical Competencies
Job Knowledge	Computer operating skills
Communication	Planning and organisation

Interpersonal relations	Language
Flexibility	Good verbal and written communication skills
Teamwork	Basic Numeracy skills
Accuracy	Ability to perform routine tasks
Aptitude of figures	Ability to operate office equipment

E.   KNOWLEDGE REQUIREMENTS

(a)   Basic knowledge of financial functions, practices as well as the ability to capture data, operate computer and collate financial statistics.

(b)   Basic knowledge and insight of the Public Service financial legislations, procedures and Treasury regulations (PFMA, DORA, PSA, PSR, PPPFA, Financial Manual).

(c)   Knowledge of basic financial operating systems (PERSAL, BAS, LOGIS Etc.)

F.   APPOINTMENT REQUIREMENTS

(a)   A grade 12 certificate or equivalent.

(b)   No experience required.

G.   CAREER PATHING

Compliance with the requirement of higher posts.

H.   AMENDMENTS TO JOB DESCRIPTION

The Head of Department or his/her nominee reserves the right to make changes and alterations to this job description, as he/she may deem reasonable, after due consultation with the post holder.

I.   PERFORMANCE AGREEMENT

The performance agreement of the incumbent, which contains a work plan and specific target dates, should be read as an extension of this job description. The performance agreement may also contain an annexure outlining any standard operating procedures that the incumbent should adhere to during the execution of his/her key performance areas.

BENCHMARK JOB DESCRIPTION

A.   JOB INFORMATION SUMMARY

Name of jobholder: - *Peter Mokhaba*
Job title   - HR Clerk
Core   -
Post level and salary code   - Production Level
Occupational class code   - Name of component   - Location   Posts reports to   - Date of appointment   -

B.   JOB PURPOSE
To render Human Resource clerical services.

C.   KEY PERFORMANCE AREAS
1.   Implement human resource administration practices
- Recruitment and Selection (Advertisements, Appointments, Transfer, verification of qualifications, secretariat functions at interviews, absorptions, probationary periods e.g.).
- Implement conditions of services (Leave, Housing, Medical, Injury on Duty, Long Service Recognition, Overtime, Relocation, Pension, Allowances, PILIR or etc.)
- Performance Management
- Termination of service (indicate the steps)

2.   Address human resource administration enquiries.

D.   INHERENT REQUIREMENTS OF THE JOB:
Skills and Competencies
The following are competencies required and the outputs towards achieving the goals of the department.

Competencies	Skills required
• Job Knowledge	• Computer
• Communication	• Planning and organisation
• Interpersonal relations	• Language
• Flexibility	• Good verbal and written communication skills

• Teamwork	

E.   KNOWLEDGE REQUIREMENTS
(a)   Knowledge of registry duties, practices as well as the ability to capture data, and operate computer.
(b)   Working knowledge and understanding of the legislative framework governing the Public Service.
(c)   Knowledge of storage and retrieval procedures in terms of the working environment.
(d)   Understanding of the work in registry.
F.   APPOINTMENT REQUIREMENTS
(a)   A grade 12 certificate or equivalent.
(b)   No experience required.
G.   CAREER PATHING
Compliance with the requirements of higher posts.
H.   AMENDMENTS TO JOB DESCRIPTION
The Head of Department or his/her nominee reserves the right to make changes and alterations to this job description, as he/she may deem reasonable, after due consultation with the post holder.
I.   PERFORMANCE AGREEMENT
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For use by the assessor only

Scoring Matrix – Section D: Manage Human Resources			
Question Number	**Maximum Score**	**Actual Score**	**%**
Q04-01-01: *Explain* the role of supervision and management at every stage in the employment life cycle;	**10**		
Q04-01-02: *Reflect on* the implications of poor employee relations relevant to service delivery. *Substantiate arguments* with practical examples***;***	**8**		
Q04-01-03: Draft training and development plans	**5**		
TOTAL FOR SECTION D	**23**		

Section E: **Manage finances and supply chain as it relates to work environment – Allow 25 minutes to complete this section**

Question 05-01: Please read the following scenario and then answer the questions

According to a recent survey, a total of 112 service delivery protests have been recorded across South Africa from January to 31August 2013. This is the second highest number of protests since 2004. In one of the communities where a protest took place, Tendani, residents protested against a lack of basic infrastructure and services in their area.

They stated that more than **1**500 people share 4 taps and there is no proper sanitation and no electricity. 600 households still use the bucket system. There are no street lights, which poses a high safety risk, especially to women, children and the elderly. The residents claim that the contractor that was appointed to install the taps is the brother to the Municipal Manager. A woman in the community, who also submitted a tender to install taps, was told by the Municipal Manager that she did not get the tender because "this is not a woman's work".

The local councillor says that the local municipality is in the process of building houses and developing the area. She indicated that they will meet with provincial and national government for funding.

The administrative systems of the Tendani municipality are weak. Boxes containing municipal documents and records are stacked in the Municipal Manager's office and have not been unpacked. When questioned about this, the Municipal Manager said that his staff is not properly trained for administrative tasks and procedures, as there is no budget for training them. The municipality over- spent on its budget for travel and accommodation.

There are long queues at the local clinic and few nurses to attend to patients. Recently a number of nurses have resigned due to their complaints not being addressed. The clinic is not open 24 hours and often they do not have enough medication for patients.

The community leaders requested information from the municipality, but the local official failed to provide answers to their requests for information and did not want to meet with representatives of the community to discuss the issues.

Q05-01-(a): In spending public money, what is meant by "unauthorised, irregular and fruitless and wasteful expenditure"? Match the **conduct** of officials in Tendani in column **1** with the **violation** in column 2. Write the correct LEITER (A, B, C, or D) in the answer column. (3 marks)

Column 1	Column 2	ANSWER
1. Overspending on travel and accommodation budget.	A. Irregular expenditure	
2. Procurement of goods not required to benefit the patients.	B. Fruitless and wasteful expenditure	
3. Money paid for officials to attend a course but failed to attend.	C. Unauthorised Expenditure	
4. Filing cabinets purchased but not used as documents are kept in unpacked boxes.	D. Fruitless and wasteful expenditure	
Motivate why you selected the specific answer:		

Q05-01-(b): Identify which of the following are appropriate ways to mitigate (lessen) risks in demand, acquisition and logistics management in Tendani. (2 marks)

a. Demand management: Adequate controls, checks and balances are in place.	**A**
b. Acquisition management: Properly functioning Bid Specification Committee is in place.	**B**
c. Logistics management: Ensure that adequate security measures are in place.	**C**
d. All of the above.	**D**

Motivate why you selected the specific answer:

Q05-01-(c): It seems better Supply Chain Management is needed in Tendani. What is the purpose of supply chain performance management and measurement? (2 marks)

a. To identify shortfalls in achieving the objectives of supply chain	A
b. To rectify shortfall through adjustment or re-alignment of operations and procedures	B
c. To determine whether proper supply chain processes were followed	C
d. All of the above	D

Motivate why you selected the specific answer:

Q05-01-(d): Select appropriate ways for monitoring and evaluation of programmes and projects in Tendani. (2 marks)

a. The systematic collection, recording and analysis of information.	**A**
b. Assess whether the available project or programme resources are sufficient and are being well used.	**B**
c. Compare actual project impact against the agreed strategic indicators.	**C**
d. All of the above.	**D**

Motivate why you selected the specific answer:

Q05-01-(e): Identify different types of misconduct by of officials in Tendani. Match the **conduct** in column **1** with the **correct term** in column 2. Write the correct LETIER (A, B, *C,* or D) in the answer column (4 marks).

Column **1**	Column 2	ANSWER
1. Not adhering to the Code of Conduct	A. Maladministration	
2. Awarding of a contract to a family member	B. Unethical conduct	
3. Records on water and electricity supply are not up to date	C. Corruption	
4. Not following regulations for financial management	D. Irregular conduct	

Motivate why you selected the specific answer:

For use by assessor only

Scoring Matrix – Section E – Finance and Supply Chain Management			
Question Number	**Maximum Score**	**Actual Score**	**%**
Q05-01-(a): In spending public money, what is meant by "unauthorised, irregular and fruitless and wasteful expenditure"?	4		
Q05-01-(b): Identify which of the following are appropriate ways to mitigate (lessen) risks in demand, acquisition and logistics management;	2		
Q05-01-(c): What is the purpose of supply chain performance management and measurement?	2		
Q05-01-(d): Select appropriate ways for monitoring and evaluation of programmes and projects;	2		
Q05-01-(e): Identify different types of misconduct.	4		
TOTAL FOR SECTION E	**14**		

Total Scoring Matrix					
Section/Questions	Maximum Score	Actual Score	Weight	Weighted Score	%
Section A: Service Delivery					
Question 01-01: Batho Pele Principles	48				
Question: 01-02: Contemporary and historic service delivery challenges	32				
TOTAL SECTION A	80		20%		
Section B: Build Service Delivery Partnerships					
Question 02-01-01: Identify Partnerships	5				
Question 02-01-02: Identify Risks	8				
Question 02-01-03: Draft a Submission	17				
TOTAL SECTION B	30		20%		
Section C: Manage Workplace Outcomes					
Question 03-01-01: Performance Contracts	5				
Question 03-01-02: Causes of performance problems	6				
Question 03-01-03: Recognise Good Performance	8				
Question 03-01-04: Dealing with sub-standard performance	35				
TOTAL SECTION C	54		20%		
Section D: Manage Human Resources					
Question 04-01-01: Roles in HR Management	10				
Question 04-01-02: Implications of Poor labour relations	8				
Question 04-01-03: Training Plans	5				
TOTAL SECTION D	23		20%		
Section E: Finance and Supply Chain Management					
Question 05-01-01: Expenditure	3				
Question 05-01-02: Mitigating Risks	2				
Question 05-01-03: Improving Supply Chain Management	2				
Question 05-01-04: Monitoring Projects	2				
Question 05-01-05: Types of Misconduct	4				
TOTAL FOR SECTION E	13		20%		
TOTAL FOR THE PAPER	200		100%		
Comments by marker					