



**NQF
Certificate
4.1 PA
Personnel Administration
Tuesday 6 December 2016, Afternoon**

1. **Time allowed: 3 hours.**
2. **Answer any four questions.**
3. **All questions carry 25 marks. Marks for subdivisions of questions are shown in brackets.**
4. **No books, dictionaries, notes or any other written materials are allowed in this examination.**
5. **Calculators, including scientific calculators, are allowed provided they are not programmable and cannot store or recall information. All other electronic devices, including mobile phones, are not permitted.**
6. **Candidates who break ABE Examination Regulations will be disqualified from the examinations.**
7. **Question papers must not be removed from the examination room.**



Answer any four questions

- Q1** (a) The Personnel Function is seen as being an important part of the organisation by many. Explain how the Personnel Function can contribute to the success of the organisation. **(15 marks)**
- (b) Describe the services that the HR function provides to other functions in the organisation. **(10 marks)**
(Total 25 marks)
- Q2** (a) The Personnel Administrator role can be very varied. At the start of a busy day you have a lot of tasks to complete. Explain how, as a Personnel Administrator, you would prioritise the work that you have to do. **(10 marks)**
- (b) The Personnel Administrator must behave appropriately. Explain the impact ethical requirements have on the role of the Personnel Administrator. **(15 marks)**
(Total 25 marks)
- Q3** (a) You are a Personnel Administrator and you are having your own annual appraisal later today. In preparation for this, identify the attributes that you need in order to interact effectively with employees and line managers. **(15 marks)**
- (b) It is important that we continue to learn, because everyone can develop their skills, and improve their current performance. Explain why continuous professional development is important. **(10 marks)**
(Total 25 marks)
- Q4** You are a Personnel Administrator working in a manufacturing organisation. Your organisation has won a new contract, which will require the equivalent of 100 additional full time staff.
- Describe the information you would gather in the HR planning process, and explain how you would use that information to ensure you recruit the correct number of staff. **(25 marks)**

- Q5 (a)** Sometimes there are tensions between the employer and employees, or between different groups of employees.
Explain the factors that can result in poor employer-employee relationships. **(15 marks)**
- (b)** Performance appraisals are typically used to assess the performance of employees.
Explain whether the outcome of the appraisal should be linked to the pay that the employee receives. **(10 marks)**
(Total 25 marks)
- Q6** You have been asked to organise a learning and development event in which your line managers will be updated on recruitment and selection techniques.
- (a)** Describe the information you will use to decide what to include in the event. **(12 marks)**
- (b)** Describe how you would ensure that the event is successfully evaluated. **(13 marks)**
(Total 25 marks)
- Q7** Explain how effective communication in an organisation can increase the commitment and engagement of employees. In answering the question, you should refer to different forms of communication. **(25 marks)**
- Q8 (a)** When recruiting new staff, it is important to ensure that the needs of the organization are met effectively.
Explain the purpose of a job description and a person specification and explain how they are used in the recruitment process. **(15 marks)**
- (b)** It is very important to ensure that the shortlisting process is carried out fairly.
Explain the criteria that you would use when shortlisting for a Personnel Administrator role. **(10 marks)**
(Total 25 marks)

End of question paper

BLANK PAGE