FEEDBACK TUTORIAL LETTER

2ND SEMESTER 2019

Assignment 1

Human Resources for Line Managers
RLM621S
Dear student

The purpose of this tutorial letter is to provide feedback on the Assignment. Please read the tutorial letter carefully to see where you have done well and where you needed to improve.

Do not hesitate to contact me should you required additional guidance.

The assignment questions are repeated below for easy referencing.

QUESTIONS

1.1 Critically evaluate the process used to select Elsabie.

The case study shows that the recruitment and selection process used by Surance CC has many flaws and many selection criteria used were biased. Among the notable ones are:

- Only female candidates were sought for. This is not a criteria that determines performance.
- Only those candidates who spoke Afrikaans were preferred
- It is not right for employers to ask people personal information such their age, marital status and intention to have children during the selection process. These can be regarded as unfair labour practices.
- No relevant job-related questions were asked during the interview.
- The shortlisting process was unfair and irrelevant.
- Discriminating someone on the basis of his/her voice and other factors which do not relate to the job.
- No proper induction and introduction of work expectations was done.
• There were not pre-determined selection criteria which relate to job content

1.2 Advise Jack on the process to follow in recruiting and selecting another secretary.

You can discuss the recruitment as well as the selection process, of which most of you have done. However, the crux of the matter is that, the phases/stages that you discuss must be supported by facts from the case study. You would not have scored marks just by merely discussing the recruitment/selection process.

For instance, the first phase in the recruitment process is to identify the need to recruit. You can discuss this by further stating that Sue has realised that Jack can no longer do all the work by himself and he is losing many customers because he cannot attend to all of them. Hence, the suggestion to employ another person. As a result, Jack saw that there is a need to recruit an additional staff member. However, as stage 2 of the recruitment process indicates to update the job description, Jack had no job description written at all. He failed to compile a job description that stipulate the job content. That is the reason why Elsabie felt that she was not properly inducted etc. So, cite the facts from the case study to support your recruitment and selection process discussion.

1.3 Compile a job description, specification and profile for a job secretary in Surance CC.

A few of you have tried your best here. The main components that I wanted to see in your job description were the following:

• Job title
• Department and where the position fits in the organisational structure
• Supervisor (titles, not names of Jack and Sue)
• Main purpose of the job
• Tasks, duties and responsibilities (relating to secretarial work)
1.4 Design an advertisement to be placed in the local newspaper advertising the post of secretary.

This question was to test whether you can design a job advert that adheres to the AIDA formula as discussed in Unit 2. It appeared that many of you had no clue on how to design an advert that is user-friendly and adheres to AIDA formula.

Please read about the **AIDA formula** on page 155 in your textbook.

1.5 Using the job description and profile you created in 1.3, identify the criteria and predictors to be used in the selection process of the secretary and draw up a selection grid.

In simple terms, you just take your job description and job advert and list the job requirements as your selection criteria. The tasks, duties, responsibilities, qualification as well as competencies laid down in your job description/job advert become your selection criteria. You can then draw a diagram outlining these job requirements and indicate how to score those criteria.

1.6 There are four primary categories of job-specific competencies. Formulate 5 behavioural related competency –based questions that may be used in the selecting the best secretary.

First of all competencies based questions have certain characteristics. This is what you should have ascertained yourself with, before formulating the questions. Usually they are introduced by lead-in phrases that give applicants a directive that they should provide specific examples.
These **lead-in phrases** often begin in the following ways:-

- “Tell me about a time when you ..................”
- “Describe the most significant ....................”
- “Tell me about a past job experience where you ...”
- “What did you do in your last job to ..................”

Example of behaviour related competency-based questions:

*Tell me about a time in a previous job when you were given an emergency project with an unrealistic deadline. What did you do?“*

1.7 Suggest 5 forms of involuntary benefits that Jack can offered to the newly -appointed secretary.

Examples of benefits:

- Discounted insurance
- Educational assistance
- iPads, cell phones and other technology routinely used for work.
- Free snacks to create a more homelike office feel.

*Think outside the box.*

**COMMON MISTAKES**

- Most assignments were not edited and I could see that no-proof reading was done at all.
  A few had even grammatical and spelling errors.

- There is really lack of effort from your side. Most of you produced very low quality of work. This is a second year course, by now; you should be familiar with academic standards/requirements when it comes to assignment writing.
• It is clear that you do not read questions twice before answering. If a question is asking you to discuss you should not just be listing points.

• Most of you had poorly designed job description (JD). Some JD even had names of Sue and Jack as supervisors. A job description is not written for a person but for a job. What happens if Jack leaves?

• There was no linear link between the job description, job advert and selection criteria.

GENERAL COMMENTS:

Some of you, your assignments did not meet academic standards. Academic assignments should have a table of content, an introduction, body (answering the questions, with in-text referencing) and conclusion. Sources must be cited as per APA style of referencing. You cannot have a reference list at the end of the assignment while there is no in-text referencing. These technicalities were even spelt out at the end of the assignment. How come some of you missed it?

It is very much UNACCEPTABLE for students at your level not know how to reference proper. Why (up to this level) do you not know how to reference, dear student? The University uses APA style of referencing. The library should be able to help. There is even a manual that you can buy at an affordable fee to help you on how to cite sources. Start working on your reference skills while early. You will need this skill when you progress with your study. How are you going to do research at postgraduate level with poor referencing skills?

Please this is an institution of higher learning, TYPE your work. I did not mark handwritten assignment, but awarded a zero. When work is typed, it makes your work look neater, professional and give the reader the impression that you cared about what you did.
Use one font style and size in your document. It is very unprofessional to read assignments that are not proofread, not edited, has many different font styles and sizes in one document and has spelling mistakes, e.g. coarse for course; mangers for managers etc.

Do not copy and paste information and just dump them in your assignment. Learn how to filter/research for necessary information.

I hope you will improve and do much better in the assessments that follow. Good luck.

By the way, Test 2 will cover the following Units:

- Unit 3: Recruitment Challenges, Sources and Techniques
- Unit 4: Competency-based Recruitment
- Unit 5: Interview Components and Documentation

Regards,

Ms. Fiina Shimaneni

Tel: 061 207 2060

E-mail: fshimaneni@nust.na