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PORTFOLIO OF EVIDENCE 2019

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HUMAN RESOURCE MANAGEMENT

MBAB 822

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1. Write a report on the growth and development of Erin's emotional intelligence, including all five competencies as identified by Goleman (2001).

Emotional Intelligence (EI) is described as the ability to be aware of, control and express one's emotions, and to handle interpersonal relationships judiciously and empathetically (Mayer, 2004:4). Erin emotional intelligence grew after joining the law firm, it is clear that before joining the firm, Erin did not have emotional intelligence. The law firm gave Erin the platform to connect with what she loved, this is where her emotional intelligence became effective, she saw a case and this case because it related to her in terms of her life long struggles, she felt the urge to investigate and gather further information on the case, her emotional intelligence grew as she became more involved on the case, the case made Erin as much as she made the case. According to Goleman (2006:15), emotional intelligence is the key determining factor for the success of one's life more than IQ.

Goleman (2001), describes the following five competencies for Emotional Intelligence (EI).

Self awareness

According to Goleman (2001:14), the key cornerstone to emotional intelligence is self-awareness. Being able to understand our emotions and thoughts so as to understand ourselves better. Erin to some extent had self-awareness as she understood her life challenges, she understood the power of her beauty and understood how she dresses, this was a powerful tool on her side because it made her comfortable with herself.

Empathy

Empathy is the ability to feel what the other person is feeling, Erin had empathy, she had tears in her eyes at one stage because she felt what the people were feeling, she furthermore displayed this competency during their engagement with the lawyers of PG&E when the female lawyer made an offer of 20 million dollars for 400 people. Erin demonstrated that she was as affected by the doings of the company just as the residents were, this demonstrated a high level of empathy.

Motivation

Erin was very motivated by this case and helping the people affected, she put in a lot of energy and was persistent in achieving the end result. She was optimistic and committed, although to some extent she wanted to be rewarded for her effects, her primary goal was to see the people

helped and justice served, she was so motivated that she was willing to sacrifice her relationship for the case and the people affected.

Self-regulation

Self-regulation is the ability to control and redirect disruptive impulses. One needs to think before they can act. Erin in most cases just acted without controlling her impulses. Her self-regulation improved as the case progressed.

Social skills

In her own working space, the social skills of Erin were non-existent, this is why initially at the firm when the girls went out, she did not form part of them. As she got involved with the case, her social skills developed and proved to be very useful for the firm, she was able to convince the plaintiffs in agreeing to 40 percent pro bono fee and her social skills convinced more plaintiffs to come forth and become part of the case.

Erin as an individual who has no formal tertiary education and who is not qualified as a lawyer, dependent only on those attributes she had to make this case as magnified as it became. She learned the case and research all that she did not know, her emotional intelligence played a crucial role in developing the case and making the success out of this case, her persistence and care for the families affected made the case stronger and eventually resulted in the judge ruling in favour of the plaintiffs.

2. Many people have strong adverse reactions towards Erin and her behaviour. She is not an ideal role model for anyone entering the workforce. However, she proved to be an outstanding contributor to the law firm.
 - a) How well did Ed manage her? If you were her manager, would you have fired her?

Millennials management in a workplace

Millennials unlike preceding generations have given a whole new meaning to professionalism and they have been misunderstood by the coexisting generations at a workplace (Brack and Kelly, 2012). Millennials see the world in a different light.

Ed at the beginning managed Erin badly because he did not understand the way she does things. Erin can be defined as a millennial because she does not believe in a traditional way of doing things, she believes that getting to an outcome can be done in a million ways and whichever method ones use to get to the end state is irrelevant.

Ed learned to understand Erin, her contribution to the firm and her commitment, he also learned to value her way of doing things. If I was her manager I could have handled her the same way Ed did, as a manager you should embrace the intellect, contribution and hard work of your subordinates more than their attire choice and time spend in the office, some people work more out of the office than in the office.

b) What were the adverse effects of her presence on the other employees?

Conflict

Studies indicate that there are high levels of religious conflicts, racial conflicts, position conflicts and interpersonal conflicts (Egbonna and Harris, 2006). Erin because of the offensive language she uses and her choice of attire, the other employees did not like Erin, in fact, they were happy when she was fired at one point.

The enthusiasm Erin had and the commitment to changing people's lives rubbed in on the other employees and as a result, her desire for change made her colleagues understand and appreciate her.

Positivity

Towards the end of the case, Erin's colleagues started showing interest in what she does, especially after Ed invited the other employees to pose as councillors on the meeting held between PG&E attorneys and Ed's law firm. Erin's colleagues saw her in action on this particular meeting and were amazed at her emotional intelligence and how much she believes in the case and defending those exploited. It is clear that the other employees saw that everything was possible if one is passionate enough and this instilled the spirit of positivity on all the employees.

c) Can a firm afford an Erin Brockovich?

A firm that is open to innovation and exponential growth can afford an Erin Brockovich, most companies that are technologically advanced allow their employees to be as comfortable as possible so that they can be as creative as possible. Firms that are predominantly millennials infested are moving towards allowing their employees to be Erin Brockovich's in that their employees are allowed to work out of office, some in the comfort of their homes using technology. Millennials do not believe in the hierarchical structures. According to (Brack and Kelly, 2012:15) business leaders are realising that millennials have unique competencies and perspectives and employers currently are looking ways to harness their talents and strenghts, Erin has the same compitencies.

d) Can we afford *not* to have some rebels or Mavericks like her in an organisation? Motivate.

Gregory and Thompson (2012:238) suggested that management styles are the keys to successfully leveraging millennial employees' talents. Organisations need a few rebelling individuals, these are people that will not always agree with what the boss says, these are people who are not in an organisation to impress the boss, but to instead do their work, most of these Mavericks usually produce the best results in organisations, all they usually need is support of their immediate supervisors.

The rebels or Mavericks usually give context where others don't, this is because they do not always follow orders, take for example the military; because they are a disciplined force and execute commands, room for innovation is always minimal, this is because those young minds full of ideas and energy are blocked by the system of command and control to innovate the organisation and implement things like artificial intelligence, every soldier must execute and order even when the feel it is wrong. It is important for organisation to have Erin Brockovichs' for their own development.

a) Moreover, if we keep them, how do we manage them? Explain what strategies would you have used to manage a perceived difficult person such as Erin?

Research has shown that there are difficult employees who have uncivil behaviour and violate mutual norms of respect (Kemelgor, Sussman, Kline and Zurada, 2007). Literature suggests that dealing with difficult employees needs attributes such as; tough love, empathic coaching, compassionate assertiveness and drawing the line, (Kemelgor *et al*, 2007). Understanding the individual's personality is the key factor in dealing with difficult employees.

Managing difficult employees such as Erin requires and employer or a manager to look at the strenghts and weaknesses of such employees and embrace the strenghts whilst he helps work on the weaknesses, rebellious employees must be given enough work to keep them busy so that their

energy is channelled to projects, they should also be given platforms to lead as some people only learn to contain their behaviour once they are given responsibilities to lead subordinates. Continuous coaching and support also helps employers to deal with difficult employees.

3. Erin Brockovich clearly illustrates the existence of “personality” as an enduring set of traits and behaviours that distinguish her from others.

a) Describe Erin’s personality characteristics

Erin is a human being that would not circumstances confine her and who will fight for what she wants in life, there is a common characteristic in many people, the only uniqueness of Erin is how she goes about achieving what she wants. A few behavioural traits can be described for Erin as;

Schizoid- a pattern of social relationships detached and a restricted range of emotional expression. Antisocial- A pattern of disregard for, and violation of, the rights for others, (Kemelgor *et al*, 2007).

b) Expand her personality traits to the dimensions of models such as the Big Five.

Erin’s personality traits in relation to the big five model, Neuroticism best describes Erin in that she was emotionally unstable most of the time, this is why she lost to the doctor in court even though the doctor was in the wrong. Erin used to be moody and tense most of her life, she got better with time.

Erin is also an Extrovert by nature, because of experiencing challenging life situation, it appeared as though Erin was an introvert; however one would realise that Erin was very talkative, assertive and energetic, this trait is what made her succeed in this case.

c) What are her personality traits strengths and weakness based on the Big Five?

Openness is one of the traits Erin had as a strength when she started the case she became very open-minded and learned a lot about new terminology and the effects of chromium 6.

d) Do her behaviour and attitude change during the movie?

Erin’s behaviour and attitude at a workplace do not change.

4. It is interesting to note that Erin is a very highly motivated person throughout the movie. What changes are the sources of the motivation, the unfulfilled needs, and the hierarchical levels?

a) Discuss her levels and sources of motivation.

The following can be described as Erin's sources of motivation;

- To satisfy her needs- The need to provide for your family is mostly the greatest motivation of any parent or breadwinner, this was the case for Erin since she had three kids that were solely dependent on her for survival.
- Personal traits- Some people are just naturally motivated.
- Fair treatment at work- if people feel that they are treated fairly at work, they are motivated to work hard, Erin got even more motivated after she received a car from her boss and a cheque of 5000 dollars to find her kids a nanny.
- Characteristics of job- Most people are motivated if they know the dynamics of their work environment, their job description and specification, what is expected of them, Erin got motivated by helping people and seeing that justice is served.
-

b) Do these change during the movie?

Her sources of motivation do not necessarily change because she is still motivated to give her kids a better life; however the case becomes her new motivation, the developments of the case made her more motivated to work overtime so as to do whatever it took to make sure justice is served.

c) Based on the different motivation theories identify and discuss at least five ways in which Erin was motivated.

- Physiological- Erin was motivated by the basic needs of survival, this means supporting her family and ensuring that they have a normal life and that they are provided for.
- Social- Erin had been divorced twice and had a need to be loved and be in a close relationship, this comes true sometime in the movie.
- Safety- One is motivated to have security, stability and freedom, Erin was motivated to have security for her children.
- Esteem- motivated Erin because she wanted to become a recognised person in society, the power, love and trust the plaintiffs had on her motivated her to do more and her esteem was raised.
- Self Actualisation was also a motivating factor for Erin in that she was motivated to become the best she can.

5. Critically discuss how Erin entered in her new job. What were the classic mistakes she has made? What advice will you have given her based on the various job transition theories? Based on

the different career development theories, what stage will best describe Ed's (her boss) current career development phase? Motivate your answer.

The car accident between Erin and the doctor introduced Erin to Ed, it was after the trial where Ed represented Erin that an unplanned working relationship would suffice. After phone call attempts by Erin to Ed that were not answered, Erin decided to show up at the office and started working, this shows that Erin is a go getter, she was tired of the life she was living and would have done anything to ensure that she gets employment.

The mistakes Erin made was to not build a good relationship with other employees, she also went further to investigate the case without understanding the working procedures of the firm, she also disappeared for a week without anyone knowing her whereabouts and this was dangerous.

The advice I would have given to Erin were going to be for her to learn the ins and outs of the company, the company policies and the standard working procedures of the firm, this is to avoid lawsuits that can be taken against the company for ethical shortfalls on any other matter similar, when one joins a new organisation, there are certain things one needs to learn on the job during this transition.

6. Compile a simple job description and job specification based on a job analysis of Erin's job. List the KSAOs required for her job. Write down to 5-8 different personal requirements.

A job description is an internal document that clearly states the essential job requirements, job duties, job responsibilities, and skills required to perform a specific role.

Job Description for Erin Brockovich

Administration clerk

Junior Admin Clerk

Reports to: The **Junior Admin clerk** will report to the **Senior Admin clerk**

Job Overview: The junior administration clerk is responsible for receiving of cases, sorting them out and compiling a summarised list of the cases, the role is important because it is how cases are handled at this stage that will determine the overall success of the firm

Responsibilities and Duties:

- The occupant of the position is responsible for receiving documentation (cases).
- They compile a list of all received cases.
- They prepare files for the attorneys of the firm.
- Responsible for running admin errands for the firm.

Qualifications:

- School leaving certificate is the entry qualification requirement for the position.
- 1-2 years' administration experience is required
- Be able to read, have basic computer skills.
- Be well spoken, have people skills, be a friendly person.
- Be in possession of a valid driver's licence.
- People with disabilities are encouraged to apply.

7. Based on the job analysis (job description and job specification) of Erin's job prepare a template of at least five behavioural types of questions for a job interview for Erin as a

member of the interview panel. Motivate why you prefer behavioural type questions compared with other types of questions?

Behavioural interview questions look into how candidates interviewed handled past situations to learn about their ability to perform in a position. The following behavioural interview questions would be necessary for Erin's job;

- Tell me about a time when you were angry and how you dealt with the anger/situation.
- How have you dealt with an angry or upset customer?
- Have you ever been in a business situation that was ethically questionable? What did you do?
- Do you have respect for authority? Do you believe in the hierarchy at a workplace?
- Tell me about a time when you had to fight for an idea at work.

After learning about Erin, behavioural questions are key to her job interview because as an employer you need to know and understand the behavioural trends of your employees, this helps to know which positions are best suited for which employees. Youssef and Luthans (2007:52) defined Positive Organisational Behaviour as the study and application of positively oriented human resource strengths and psychological capacities that can be measured, developed, and effectively managed for performance improvement in today's workplace. This definition by implication shows that one needs to orientate their employees so as to be positive and give better outputs for the organisation.

8. Suppose you were Ed, her boss, compile a written performance agreement for her based on job description and specification. Identify organisational goals for the law firm. Identify the key performance areas, critical activities for each of the critical performance areas, key performance indicators, targets based on the performance indicators and comments/constraints.

Performance agreement between Ed Law firm and Erin Brockovich.

The document serves as the agreement between Ed law firm and Erin Brockovich.

The content entailed in this document is an agreement between the two parties.

Corporate goals

- The firm aims to do 200 pro bono cases each year and 200 cash cases yearly.
- The firm aims to be leading helper of people who cannot afford legal services.
- The firm's values are professionalism and patriotism.

Expectations from the employee

- The employee will file all the cases received and compile a report on monthly bases.
- At least 20 cases a month should be captured and closed.
- The employee should investigate and collect data on all the cases tasked.

Bonusses

- Bonus will be paid to the employee only when the set goals are successfully attained.

Tracking outcomes

- The employee performance review will be done once a year by management, however on a monthly basis, supervisor will assess their subordinates on tasks for the month.

9. Based on Erin's performance agreement compile a comprehensive performance assessment template to assess her performance.

ANNUAL PERFORMANCE REVIEW

EMPLOYEE INFO			
EMPLOYEE NAME	Erin Brockovich	DEPARTMENT	legal
EMPLOYEE ID	226548	REVIEWER NAME	Ed
POSITION HELD	Junior Admin clerk	REVIEWER TITLE	CEO
LAST REVIEW DATE	01 Dec 2018	TODAY'S DATE	05 Nov 2019
CURRENT RESPONSIBILITIES			
<i>Attach job description, noting any significant changes.</i>			
To file cases and do case reports To investigate cases when tasked			
PERFORMANCE ASSESSMENT			
<i>Evaluate performance and achieved goals.</i>			
Closing and winning of the PG&E case Convincing 611 plaintiffs to form part of the case			
<i>Discuss areas of excellence within performance.</i>			
Satisfied clients Targets met			
<i>Discuss areas of improvement.</i>			
Office behaviour Respect for other employees			
<i>Develop future goals with set expectations.</i>			
To Lure as many clients to Ed attorneys.			
COMMENTS AND APPROVAL			
<i>Provide any additional feedback.</i>			
EMPLOYEE SIGNATURE		REVIEWER SIGNATURE	

10. Evaluate the extent to which the five dimensions of the Job Characteristics Model of Hackman and Oldham (1980) was present in Erin's job. Motivate why?

Skill variety

Erin possessed variety of skills even though she was not a lawyer, she was able to grasp how law works and what are the important aspects she needs to investigate for the case to carry weight.

Erin was able to convince the people that they had a case and that she and the firm she works for can help them, it is rare for people to possess such skills. She also knew when to use her body to get what she wants, her beauty in other words was one of the contributing skill to the whole case.

Erin was also very good with numbers and had a great memory that she was able to know everything about her clients without manually recording the information.

Task identity

Erin grew to understand the task at hand, hence she put her life and children in danger when she was doing the investigation, however she was able to gather all the information needed for the case as the identified task to make the case carry weight.

Task significance

Erin was able to identify the significance of this case, that is why out of all the files she was given to sort, this particular case caught her eye, she then saw the need to investigate and as she did, she saw the opportunity to help the people, she identified that the case was more than her, that the lives of people are deteriorating because of the harmful toxins produced by PG&E. She also saw the opportunity of the firm making a lot of money out of the case.

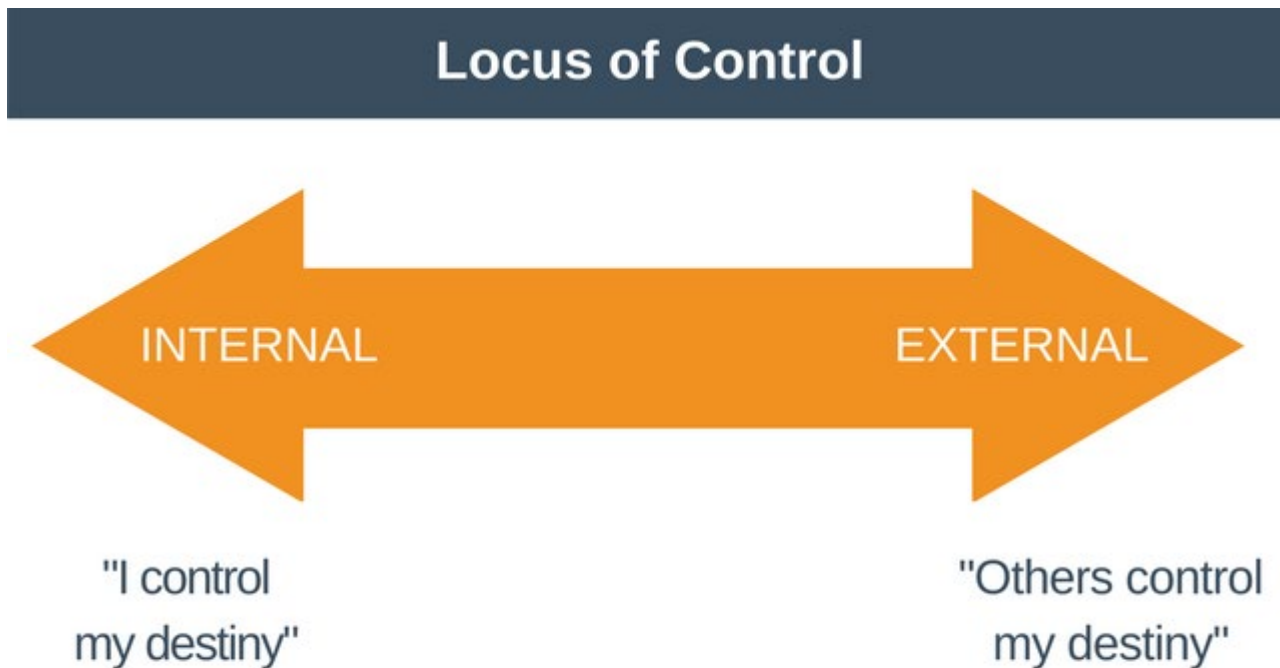
Autonomy

This is the right or condition of self-government, this means acting in accordance with objective morality rather than under the influence of desires. At the beginning of the movie Erin acts out of desires rather than morality.

Feedback

11. Analyse and discuss Erin's locus of control and how it developed throughout the movie.

In personality psychology, locus of control is the degree to which people believe that they have control over the outcome of events in their lives, as opposed to external forces beyond their control.



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At the start of the movie, Erin felt that people were in control of her destiny. She had been divorced twice, she has been applying for jobs and rejected. The world for her seemed like a bitter place because of her financial situation and being made seem stupid and worthless, during the accident case, the defendant lawyer made Erin to be a lazy opportunist.

It is from the minute Erin forced Ed in to giving her a job that Erin started taking control of her life and subsequently, control of her destiny. Her emotional intelligence grew.

12. Reflect on how the meaning of work changes for her, as well as on the career/family conflicts in the film. Do you think she was able to maintain a work-life balance? Based on the literature,

what recommendations will you give to Erin to maintain a work-life balance and to reduced work/family conflict?

Erin has always been a family woman, nothing mattered more to her than her three kids, however due to her job and the recognition she so desired, she ended up putting more time in her work than her family, she found a man that really loved her and she almost lost that because of her job, the job became her life. It was a mission for her to have a work-life balance, she missed her child's first words.

According to Crompton and Lyonette (2006:72), women in the past were domesticated and therefore had time to deal with household issues, however with the current world where men are no longer bread winners and women are expected to work, it is often hard to maintain a work-life balance, especially for women, this leads to work-life conflict. The state of equilibrium between a person's job demands and personal life is difficult to achieve. Lockwood (2003:17) explained that although there are challenges and a great concern in maintaining a healthy work-life balance, a lot can be done to try and reduce the strain on employees so as to have an improved work-life balance. Erin must try to get home on standard time daily, meaning if she works 8-16:00, by 16:30 daily she must be home, she should dedicate weekends to family time.

13. Based on work engagement theories, critically assess Erin's work engagement levels on the various factors that determine work engagement.

Erin was very much engaged in her job, she wanted to see success in a everyway and was willing to do whatever it takes to achieve that. Harnessing of organisation member's selves to the work roles, the way members express themselves physically, cognitively and emotionally defines work engagement.

Job resources

Work engagement is found to be positively associated with job resources such as social support from co-workers and from one's superior, Erin made this impossible for her co-workers initially, but this improved with time.

Personal resources

Personal resources such as optimism, self-efficacy and resilience are functional in controlling the environment and exerting impact on it in a successful way. Engaged employees have several personal characteristics that differentiate them from less engaged employees, examples would be

extraversion, conscientiousness and emotional stability, Erin had some of these characteristics and lacked others.

14. Organisational culture is a system of shared meaning held by members of an organisation that distinguishes the organisation from other organisations. Seven primary characteristics seem to capture the essence of an organisation's culture. The two law firms with different cultures and expectations have difficulty working together. The larger, much more powerful and professional firm was brought in to help handle the immense class-action suit. Ed and his local personal liability practice are clearly out of their league, but in many ways are more effective in working with the community members. Use the seven common characteristics of organisational and culture to compare and evaluate the culture of the two law firms.

Organisational culture encompasses the following characteristics;

Innovation

This is the ability of the company to encourage their employees to take risks and innovate in the performance of their jobs. Erin was at a later stage allowed to be innovative and perform in the case, not a lot is known on the innovativeness of the other firm.

Attention to detail

Erin paid attention to detail, this is why she made sure she knows everything about the plaintiffs and captured every bit of information about them in her head.

Emphasis on outcome

The other big law firm put emphasis on the outcome, hence they were so negative that without certain documentation the case would fail.

Emphasis on people

The other firm has fairness orientation and ensures that it puts its employees first, this seemed different with Ed's firm, as the case build up, Erin started to become favourite to Ed.

Teamwork

Teamwork at Ed's firm because Erin was a loner and did things on her own, the only person she saw important was Ed. The other more successful and bigger firm seem to have good teamwork and Ed's firm could learn a thing or two about team work from the bigger firm.

Aggressiveness

Erin as an individual was very aggressive and this was good and bad, it was good because sometime in a firm aggressive people are needed, it was because she could have caused many of Ed's employees to resign because of her nature.

Stability

Ed's firm was small and therefore not so stable, it did not have many councillors and staff, it did not have enough resources to see through the case, it had to call in the bigger law firm to help with resources, the other law firm seemed to be very stable and held a high level of professionalism.

15. Discuss the phases of development between Erin and her co-workers as a team throughout the movie. Based on best practices and the literature, what recommendations and strategies will you make to Ed to ensure that Erin becomes a better team player?

The relationship between Erin and her colleagues started off very badly as she isolated herself from the co-workers, she somehow felt that the co-workers think they are better than her and as a result kept her distance, on the other hand, the problems Erin might have experienced in the past might have contributed to her lack of trust for people. The contribution Erin is making to the firm made the other co-workers to start appreciating her, one example is when Erin was in the meeting with the lawyers of PG&E, Erin's reaction made the other co-workers see her passion and the change she desires to make. This in turn helped the relationship of Erin with the other co-workers. Ed must ensure that he does a lot of team building events so that Erin understands and learn to coexist with fellow workers. On a monthly basis people must be divided into teams with the best team rewarded, this will intrigue Erin's urge to participate and in turn be a team player.

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Please complete your assessment of this exercise after viewing the film and completing your questions:

Viewing and reflecting on the movie, Erin Brockovich, helped me better understand the following workplace behavioural aspects:

Behavioural aspects	Strongly disagree	Disagree	Unsure	Agree	Strongly agree
1. The importance of emotional intelligence	1	2	3	4	5
2. How to deal with difficult people in the workplace (Mavericks)	1	2	3	4	5
3. How the concept of personality affects behaviour	1	2	3	4	5
4. How motivation affects behaviour and how it may change over time	1	2	3	4	5
5. Help me to understand and apply career development theories	1	2	3	4	5
6. How to compile a job description and job specification based on a job analysis	1	2	3	4	5
7. How to develop behaviorally type of questions for a job interview	1	2	3	4	5
8. How to compile a performance agreement	1	2	3	4	5
9. How to develop a performance assessment template	1	2	3	4	5
10. How job design impact motivation based on the Job Characteristics Model of Hackman and Oldham	1	2	3	4	5
11. Help me to understand how locus of control impact emotions and behaviour	1	2	3	4	5
12. Help me understand the meaning of work, how to deal with work/family conflict as well as maintaining a work/life balance	1	2	3	4	5
13. Give me a good understanding and insight of work engagement	1	2	3	4	5
14. A better understanding of the importance of organisational culture	1	2	3	4	5
15. How to become a better team player	1	2	3	4	5
16. Overall, this was a very effective exercise and should be used again.	1	2	3	4	5

Thank you

Rubric to assess the portfolio of evidence

Name: S.D. Makintane
Module: MBAB 822
Date: 06 November 2019

Rate the learners' mastery of the sixteen competencies and compliance with four presentation and technical aspects on a 6-point Likert scale.

Not yet competent	Very poor competency	Below average competency	Average competency	Above-average competency	Excellent competency
0	1	2	3	4	5

Competencies	Not yet competent	Very poor competency	Below average competency	Average competency	Above-average competency	Excellent competency
1. The learner understands the importance of emotional intelligence and can apply his or her theoretical knowledge	0	1	2	3	4	5
2. The learner is competent in dealing with difficult people in the workplace (Mavericks)	0	1	2	3	4	5
3. The learner understands how the concept of personality affects behaviour in the workplace	0	1	2	3	4	5
4. The learner understands how motivation affects behaviour and how it may change over time	0	1	2	3	4	5
5. The learner demonstrates a clear understanding and can apply career development theories	0	1	2	3	4	5

Competencies	Not yet competent	Very poor competency	Below average competency	Average competency	Above-average competency	Excellent competency
6. The learner can compile a job description and job specification based on a job analysis	0	1	2	3	4	5
7. The learner has demonstrated the ability to develop behaviorally type of questions for a job interview	0	1	2	3	4	5
8. The learner has demonstrated he or she can compile a performance agreement	0	1	2	3	4	5
9. The learner knows how to develop a performance assessment template	0	1	2	3	4	5
10. The learner has a clear understanding of how job design impact motivation based on the Job Characteristics Model of Hackman and Oldham	0	1	2	3	4	5
11. The learner has a good understanding of how locus of control impact emotions and behaviour	0	1	2	3	4	5
12. The learner understands the meaning of work, how to deal with work/family conflict as well as maintaining a work/life balance	0	1	2	3	4	5
13. The learner have demonstrated a good understanding and insight into the concept of work engagement	0	1	2	3	4	5
14. The learner showed that he or she understands the importance of organisational culture and how to evaluate the type of organisational culture	0	1	2	3	4	5

Competencies		Not yet competent	Very poor competency	Below average competency	Average competency	Above-average competency	Excellent competency
15. The learner understands the importance of teamwork and how to become a better team player by learning the critical skills for teamwork		0	1	2	3	4	5
16. Overall, the learner demonstrated that he or she had mastered the various theories' and constructs dealt with in Strategic Talent Management and can apply his or her knowledge in practice.		0	1	2	3	4	5
Presentation and technical aspects							
17. The table of contents, references and list of sources are noted correctly		0	1	2	3	4	5
18. Writing - the style and language (grammar) meet the requirements		0	1	2	3	4	5
19. Independent (own) thought is reflected, and insight into the various questions was demonstrated		0	1	2	3	4	5
20. Assessor's general assessment rating of the quality of the POE taking into consideration all the above factors		0	1	2	3	4	5
Comments:							
Mark obtained			Total Mark				
			100				

Competencies		Not yet competent	Very poor competency	Below average competency	Average competency	Above-average competency	Excellent competency
Deduction for plagiarism if any							
Final Mark out of 100							

Plagiarism:

Plagiarism Report. Marks deducted for plagiarism infringements

- -10 (5 % - 20 % out of single source)
- -20 (21 % - 40 % out of single source)
- Allocate 0% (41 % - 60 % out of single source)
- Disciplinary steps (anything higher than 60 %)

Deduct the following marks if:

Total similarity index is between 20% -29% deduct 5%

Total similarity index is between 30% – 39% deduct 10%

Total similarity index is between 40% - 49% deduct 20%

Total similarity index of more than 50% (failed score 0%, student allowed a second opportunity to revised POE depending on the seriousness of plagiarism).

Rubric to assess the portfolio of evidence

Name: SEISO MAKINTANE
Module:
Date:

Rate the learners' mastery of the sixteen competencies and compliance with four presentation and technical aspects on a 6-point Likert scale.

Not yet competent	Very poor competency	Below average competency	Average competency	Above-average competency	Excellent competency
0	1	2	3	4	5

Competencies	Not yet competent	Very poor competency	Below average competency	Average competency	Above-average competency	Excellent competency
1. The learner understands the importance of emotional intelligence and can apply their theoretical knowledge	0	1	2	3x	4	5
2. The learner is competent in dealing with difficult people in the workplace (Mavericks)	0	1	2x	3	4	5
3 The learner understands how the concept of personality affects behaviour in the workplace	0	1	2x	3	4	5
4. The learner understands how motivation affects behaviour and how it may change over time	0	1	2x	3	4	5

Competencies	Not yet competent	Very poor competency	Below average competency	Average competency	Above-average competency	Excellent competency
5. The learner demonstrated a clear understanding and can apply career development theories	0	1x	2	3	4	5
6. The learner can compile a job description and job specification based on a job analysis	0	1	2	3x	4	5
7. The learner has demonstrated the ability to develop behaviorally type of questions for a job interview	0	1	2	3x	4	5
8. The learner has demonstrated he or she can compile a performance agreement	0	1x	2	3	4	5
9. The learner knows how to develop a performance assessment template	0	1	2x	3	4	5
10. The learner has a clear understanding of how job design impact motivation based on the Job Characteristics Model of Hackman and Oldham	0	1	2x	3	4	5
11. The learner has a good understanding of how core self-evaluation impact emotions	0	1	2x	3	4	5
12. The learner understands the meaning of work, how to deal with work/family conflict as well as maintaining a work/life balance	0	1x	2	3	4	5

Competencies	Not yet competent	Very poor competency	Below average competency	Average competency	Above-average competency	Excellent competency
13. The learner have demonstrated a good understanding and insight into the concept of work engagement	0	1	2x	3	4	5
14. The learner showed that he or she understands the importance of organisational culture and how to evaluate the type of organisational culture	0	1	2	3x	4	5
15. The learner understands the importance of teamwork and how to become a better team player by learning the critical skills for teamwork	0	1x	2	3	4	5
16. Overall, the learner demonstrated that he or she had mastered the various theories' and constructs dealt with in Strategic Talent Management and can apply his or her knowledge in practice.	0	1	2x	3	4	5
Presentation and technical aspects						
17. The table of contents, references and list of sources are noted correctly	0	1	2	3x	4	5
18. Writing - the style and language (grammar) meet the requirements	0	1	2x	3	4	5
19. Independent (own) thought is reflected, and insight into the various questions was demonstrated	0	1	2x	3	4	5

Competencies						
	Not yet competent	Very poor competency	Below average competency	Average competency	Above-average competency	Excellent competency
20. Assessor's general assessment rating of the quality of the POE taking into consideration all the above factors	0	1	2x	3	4	5
Comments:						
Mark obtained		Total Mark				
	41	100				
Deduction for plagiarism if any						
Final Mark out of 100						
Moderator mark		100				
Moderator name:						
Moderator signature:						
Date of moderating:						

Plagiarism:

Plagiarism Report. Marks deducted for plagiarism infringements

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Examiner: Professor PA Botha

Betha