



MARKING GUIDELINE (MODEL ANSWER) – EXEMPLAR

OCCUPATIONAL CERTIFICATE: GRAIN DEPOT MANAGER

SAQA ID: 118686

CREDITS: 235

Date: EXEMPLAR

Marks: 300

Time: 09h00 – 12h00

Duration: 3 hours

Instructions

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This marking guideline matches question paper EISA-GDM-EXEMPLAR-001 (Revision 3).

Pass mark: 65% (195 out of 300 marks).

Question 1 (60 Marks)

Question 2 (30 Marks)

Question 3 (30 Marks)

Question 4 (135 Marks)

Question 5 (45 Marks)

- Mark against the marking points. One tick = one mark. Never award half marks.
- “Any X” means: accept any X correct points from the list, plus other correct points that show the same competence.
- Short answers that contain the marking point earn full marks. Do not penalise brevity or language errors if the meaning is clear.
- Calculations: award the method mark even if an earlier error is carried forward (consequential marking). Mark CA where this applies.
- Answers must refer to the case study. A generic answer earns the mark only if it clearly applies to the scenario.

QUESTION 1: OPERATIONAL PLANNING AND CLIENT RELATIONSHIP MANAGEMENT

1.1.1 Operational plan: tonnage and capacity (15)

Marking point	Marks
a. Total expected crop: $14\,000\text{ ha} \times 4.5\text{ t/ha} = 63\,000\text{ t}$	Method 1, answer 1
b. Expected depot intake: $63\,000\text{ t} \times 65\% = 40\,950\text{ t}$	Method 1, answer 1
c. Stock after out-loading: $8\,500 - 5\,000 = 3\,500\text{ t}$ white maize Available capacity: $50\,000 - 3\,500 = 46\,500\text{ t}$	Method 1, answer 1
d. Surplus: $46\,500 - 40\,950 = 5\,550\text{ t}$ (total capacity) Accept: yellow maize shortfall of 950 t (see decision)	Method 1, answer 1
Decision: Total capacity is enough (5 550 t surplus).	1
BUT white and yellow maize may not be mixed. Compartment 1 still holds 3 500 t white maize, so only Compartments 2 – 5 (40 000 t) are available for yellow maize.	2
Yellow maize intake (40 950 t) is 950 t more than 40 000 t → shortfall of 950 t.	2
Action (any one): out-load or sell the remaining 3 500 t white maize before peak intake; arrange temporary (bunker) storage for about 950 t; limit intake contracts.	2
Total	15

1.1.2 Review the plan after the weather change (5)

Marking point	Marks
Revised intake: $14\,000 \times 3.2 = 44\,800\text{ t} \times 65\% = 29\,120\text{ t}$	1
Any TWO changes, each with a reason (1 + 1): • Use only 3 compartments for yellow maize – 29 120 t fits in 30 000 t; the shortfall disappears. • Reduce seasonal staff and intake shifts – about 11 830 t less grain. • Revise the income budget downwards – fewer tons handled and stored. • Increase quality checks at intake (screenings, moisture, mycotoxins) – drought-stressed grain. • Offer the spare compartment to other clients or commodities – to recover income. • Inform head office and clients – the plan and income have changed.	$2 \times 2 = 4$
Total	5

1.1.3 Bin allocation plan (revised intake) (15)

Compartment Commodity Tons Reason	Marks
1 White maize 3 500 Remaining stock after out-loading; keep separate	3
2 Yellow maize 10 000 First compartment to fill	3
3 Yellow maize 10 000 Second compartment to fill	3
4 Yellow maize 9 120 Balance of 29 120 t	3
5 Empty / reserve 0 Reserve for wet or off-grade grain, late deliveries or new clients	3
Per row: commodity 1, tons 1, reason 1	15

1.1.4 Operational report (Annexure A) (10)

Field	Answer (1 mark each)
1. Revised total estimated crop	44 800 t
2. Revised expected depot intake	29 120 t

Field	Answer (1 mark each)
3. Current stock in storage	8 500 t white maize
4. Planned out-loading before harvest	5 000 t white maize
5. Stock remaining after out-loading	3 500 t white maize
6. Capacity available for yellow maize	40 000 t (Compartments 2 – 5)
7. Storage surplus / (shortfall) for yellow maize	10 880 t surplus
8. Compartments needed for yellow maize	3
9. Expected handling and storage income	$29\,120 \times R30 = R873\,600$; $29\,120 \times R21 = R611\,520$; total R1 485 120
10. Special storage requirement	Any one: keep white and yellow maize separate; monitor moisture and temperature of drought-stressed maize
Total	10

1.2.1 Opportunities to attract and keep the client (10)

Marking point (per opportunity: opportunity linked to the case 2, action 2, how it keeps the client 1)	Marks
Any TWO, for example: • Priority storage → sign a service level agreement (SLA) that reserves space (e.g. Compartment 5) for Agri-Trade → client is sure of space at harvest. • 48-hour out-loading → guarantee out-loading slots in the SLA with a booking system → meets its stated need. • Competitive tariffs → volume-based discount for a minimum tonnage → removes the reason to move 35 km away. • Competitor threat → name a relationship manager and hold regular meetings → builds trust and loyalty. • 25 producers → offer group services (quality reports, intake scheduling) → adds value to Agri-Trade's own clients.	$2 \times 5 = 10$
Total	10

1.2.2 New product or service (5)

Marking point	Marks
a. Clear description of a realistic offering linked to the needs in 1.2.1 (e.g. "Priority Client Package": reserved space + guaranteed 48-hour out-loading + online stock and quality reports).	2
b. Benefit to the client (e.g. certainty of storage and fast access to grain for its 25 producers).	1
c. Realistic implementation (e.g. draft the SLA, set up the booking/reporting system, present it to Agri-Trade before harvest).	2
Total	5

SUB-TOTAL: 60

QUESTION 2: HUMAN RESOURCE MANAGEMENT

2.1.1 Review of the job description

(5)

Marking point (any FIVE aspects with a valid reason, 1 mark each)	Marks
• No fumigation qualification or registration as a pest control operator under Act 36 of 1947 – “experience” is too vague for a toxic fumigant. • No medical fitness requirement (respiratory health) – phosphine is highly toxic. • No emergency response or first aid duty for phosphine poisoning. • Duty 1 says “as directed by the manager” – fumigation must follow the label and SANS 10206, not only instructions. • No gas monitoring or gas-free clearance duty before bins are re-entered. • Record keeping is vague – must list chemical, dose, date, temperature and gas readings. • No mention of confined space or working at heights competence (bins). • No reference to the OHS Act (Act 85 of 1993) or SANS 10206. • PPE duty does not specify respiratory protection approved for phosphine. • Physical requirements missing (climbing, working at heights).	5 × 1 = 5

2.2.1 Interpretation of CPI results

(5)

Indicator not achieved and gap (1 mark each)	Marks
1. Treatment records: 70% against 100% – 6 of 20 records incomplete (30% short).	1
2. Weekly pest inspections: 6 of 10 – 4 inspections missed (40% short).	1
4. Chemical stock: reconciled in 2 of 3 months; 1 expired phosphine canister.	1
5. Pest sightings: 50% reported in time – 2 of 4 reported after 72 hours.	1
6. Sealing checks: 85% against 100% – 3 of 20 bins not checked.	1
Total (indicator 3, PPE, was achieved – no mark)	5

2.2.2 Individual Development Plan

(10)

Marking point (per row: need 1, intervention 1, responsible person 1, realistic target date 1, measurable progress 1)	Marks
Any TWO of the shortfalls in 2.2.1, for example: • Need: report pest sightings within 24 hours Intervention: coaching on the reporting procedure + written procedure Depot manager 31 May 2025 100% of sightings reported within 24 hours for 4 weeks. • Need: weekly pest inspections Intervention: weekly schedule with supervisor sign-off + refresher training on sieve and temperature checks Senior supervisor 31 May 2025 10 of 10 inspections documented per review period. • Need: complete treatment records Intervention: on-the-job coaching on SANS 10206 record requirements Depot manager 31 May 2025 100% complete records checked weekly.	2 × 5 = 10

2.2.3 Disciplinary process (LRA and Schedule 8)**(10)**

Marking point	Marks
a. Any SIX steps in a logical order (1 each): 1. Preliminary investigation: check the log, Compartment 3, gas records; interview witnesses. 2. Decide if there is a case; formulate the charge (falsifying fumigation records). Precautionary suspension on full pay may be considered. 3. Give written notice of the hearing: charge, date, time, place and rights. 4. Give reasonable time to prepare (at least 48 hours or as per the code). 5. Hold the hearing with an impartial chairperson; both sides present evidence and witnesses. 6. Chairperson decides on guilt (balance of probabilities) and considers mitigating and aggravating factors. 7. Communicate the outcome and sanction in writing. 8. Inform the employee of the right to appeal and to refer a dispute to the CCMA within 30 days of dismissal.	6
b. Any TWO rights: to be told of the charge in writing; time to prepare; representation by a fellow employee or shop steward; an interpreter; to state his case, call witnesses and cross-examine; to appeal; to refer a dispute to the CCMA.	2
c. Any TWO sanctions: dismissal (most likely – dishonesty and serious loss); final written warning; written warning; suspension without pay or demotion (only if the code allows).	2
Total	10

SUB-TOTAL: 30

QUESTION 3: BUDGETING AND COMMUNICATION

3.1.1 Impact of the crop change on the budget

(20)

a. Revised intake and out-loading (4)

Calculation	Marks
$9\,500\text{ ha} \times 1.36\text{ t/ha} = 12\,920\text{ t}$	1
$12\,920 \times 55\% = 7\,106\text{ t revised intake}$	1
Out-loading: $8\,400 \times (7\,106 \div 8\,883) = 6\,720\text{ t}$	1
Reduction in intake: $8\,883 - 7\,106 = 1\,777\text{ t (or 20\%)}$	1

b. Revised budget – affected items only (9)

Budget item	Original (R)	Change (R)	Revised (R)	Mark
Handling fee: $7\,106 \times R30$	266 490	-53 310	213 180	1
Storage fee: $7\,106 \times R21$	186 543	-37 317	149 226	1
Out-loading fee: $6\,720 \times R19$	159 600	-31 920	127 680	1
Drying income: $853\text{ t (12\% of } 7\,106) \times R52$	55 432	-11 076	44 356	1
Total income	690 065	-133 623	556 442	1
Fumigation: $7\,106 \times R4$	35 532	-7 108	28 424	1
Grain insurance: $7\,106 \times R5.72$	50 811	-10 165	40 646	1
Pest control contractor (new)	0	+18 500	18 500	1
Total expenses	529 343	+1 227	530 570	1

c. Net surplus (3)

Calculation	Marks
$R556\,442 - R530\,570 = R25\,872\text{ new net surplus}$	2
Change: $R25\,872 - R160\,722 = -R134\,850\text{ (about 84\% lower)}$	1

d. Conclusion and action (4)

Marking point	Marks
Worse (1). Reason: income falls by R133 623 while expenses rise by R1 227 because of the once-off contractor cost (1).	2
Any ONE practical action (2): attract extra tonnage from other areas or crops to fill spare capacity; offer storage to other clients; defer non-critical maintenance; cut seasonal staff or shifts to match lower intake; negotiate the contractor cost.	2
Total 3.1.1	20

3.1.2 Communication to a stakeholder

(10)

Marking point	Marks
Format (3): Memo – TO, FROM, DATE, SUBJECT headings and signature. Letter/e-mail – address or recipient, date, subject, salutation, closing and signature.	3
Content (4): what changed (yield $1.7 \rightarrow 1.36\text{ t/ha}$) 1; why (aphids and heat) 1; impact on intake (7 106 t) 1; impact on the budget or the client (net surplus R25 872 / less seed available) 1.	4
Solution or next step (3): at least one specific, realistic proposal with an action or date (e.g. meeting to review the budget; plan to attract additional tonnage; revised delivery schedule for the crusher).	3
Total	10

SUB-TOTAL: 30

QUESTION 4: GRAIN HANDLING OPERATIONS, RISK AND HEALTH AND SAFETY

4.1.1 Structures, equipment, electrical and environment

(10)

Finding	a. Risk (1)	b. Remedial action (1) – any one
F01	Worker falls 1.8 m into the running conveyor: crushing, entanglement or death.	Stop intake at the pit; barricade or cover the gap; replace the grating before restart.
F02	Gate cannot be used in an emergency (blockage or choke): equipment damage, fire or explosion risk.	Take Belt 1 out of service (lockout); repair or replace the gate; test it; add it to the planned maintenance schedule.
F03	Electric shock, short circuit, fire or dust explosion.	Disconnect the leads; registered electrician installs a proper socket with earth leakage protection; Certificate of Compliance.
F04	Fire near the weighbridge office; soil and water pollution from diesel.	Move the drum to a bunded area or drip tray; fix the leak; clean up the contaminated soil; place a fire extinguisher nearby.

c. Stop work immediately	Marks
F01 (1) – a worker can fall onto a running conveyor at any moment; there is no barrier (1). Accept F03 with a valid reason.	2
Total	10

4.1.2 Facility care and neatness

(10)

Finding	a. Problem (1)	b. If not corrected (1)	c. Remedial action (1)
F05	Grain spillage built up for 3 days and fermenting.	Pests and rodents; slip hazard; contamination of stored grain; odour.	Clean the apron now; clean it at the end of every shift; supervisor signs a checklist.
F06	Emergency exit blocked.	Workers trapped in a fire or emergency; injury or death.	Remove the pallet now; keep the exit clear; check exits weekly.
F07	Oily rags and used oil next to a grinder; walkway blocked.	Fire from grinder sparks; tripping; blocked access to the substation in an emergency.	Put rags in a closed metal bin; store used oil in sealed containers; clear the walkway.

d.	Marks
At least daily (Annexure C, clause 3.1).	1
Total	10

4.1.3 Stored grain quality

(10)

Finding	a. Quality risk (1)	b. Likely cause (1)	c. Immediate action (1)
F08 Bin 1	Mould growth and mycotoxins (aflatoxin, fumonisin); heating; quality loss.	Top layer received above the 14.0% maximum (Act 119 of 1990); middle layer above the depot's 12.5% storage target.	Aerate or dry until the whole bin is below 14.0%, working towards the 12.5% storage target; check moisture daily; inform the grain owner.
F09 Bin 5	Active heating (hot spot): insects or mould growing; quality loss; fire risk.	Biological activity (insects, mould) in the upper grain; middle layer rises 8°C in 3 days.	Aerate; check temperature more often; take samples for insects and moisture; turn or move the grain if heating continues.

Finding	a. Quality risk (1)	b. Likely cause (1)	c. Immediate action (1)
F10 Bin 2	Visible mould; aflatoxin must be assumed; grain may be downgraded.	Grain accepted at 15.1% moisture, above the 14.0% maximum – intake control failure.	Quality hold; test for aflatoxin; inform the grain owner; investigate the intake failure.

d.	Marks
Bin 2 – damage is already visible and there is a food safety risk (aflatoxin). Accept Bin 5 if the reason is active heating that is getting worse. Do not accept Bin 1.	1
Total	10

4.1.4 Prioritised plan for F01 – F10

(40)

Findin g	Priority level	Responsible person	Target date	Reason for priority
F01	IMMEDIATE	Depot manager / intake supervisor	18 March 2025	Risk to life; area in use
F02	IMMEDIATE	Maintenance supervisor	18 – 19 March 2025	Emergency device does not work during peak intake
F03	IMMEDIATE	Depot manager / electrician	18 March 2025	Shock, fire or explosion risk
F04	URGENT (accept IMMEDIATE)	Depot manager	By 25 March 2025	Fire and pollution risk; leak continues
F05	URGENT (accept IMMEDIATE)	Intake supervisor	By 25 March 2025	Pests and slip hazard; spreading
F06	IMMEDIATE	Depot manager / gallery supervisor	18 March 2025	Escape route blocked while workers present
F07	URGENT	Maintenance supervisor	By 25 March 2025	Fire risk; access blocked
F08	IMMEDIATE	Grain quality officer	18 March 2025	Top layer above the 14% maximum; quality loss fast
F09	IMMEDIATE	Grain quality officer	18 March 2025	Active heating getting worse
F10	IMMEDIATE	Depot manager / quality officer	18 March 2025	Mould present; food safety risk

4.2.1 Risk assessment (Annexure B)

(35)

Ref	Hazard and person at risk	L	C	Score	Level	Additional controls (any one valid)
R01	Entanglement in running pulley – artisan	5	5	25	VERY HIGH	Stop; lock out Belt 2; refit guard; use a temperature gun or vibration check instead; LOTO training.
R02	Struck by reversing truck; fall into pit – intake operator	4	5	20	VERY HIGH	Spotter; wheel stop; safe standing zone; reversing alarms; driver briefing.
R03	Phosphine poisoning – worker and people near the hatch	5	5	25	VERY HIGH	Cancel the instruction; do not open the hatch until gas-free; signs on all hatches; inform the grain owner.
R04	None – COMPLIANT	1	1	1	LOW	Reason: temperatures low and stable after aeration; continue routine monitoring.

Ref	Hazard and person at risk	L	C	Score	Level	Additional controls (any one valid)
R05	Fan switched on with hands near impeller – artisan	2	5	10	HIGH	Only the person who applied the padlock removes it; manager reinforces LOTO; toolbox talk.
R06	None – COMPLIANT	1	1	1	LOW	Reason: correct LOTO followed (padlock, tag, register signed).
R07	Fall from 28 m – both artisans	4	5	20	VERY HIGH	Stop work; harnesses attached to anchor points; clip the safety chain; proper lighting or wait for daylight.

4.2.2 Review of R02

(10)

Marking point	Marks
a. New likelihood 1 – 2 (rare/unlikely) 1; consequence 4 – 5 (a truck can still cause serious injury or death) 1; score correctly calculated, e.g. $2 \times 4 = 8$ or $2 \times 5 = 10$ (1).	3
b. Risk level matching the score: MEDIUM (5 – 9) or HIGH (10 – 15).	2
c. Reason (any three, 1 each): the wheel stop physically keeps trucks away from the pit; the spotter controls every reversing truck; the standing zone removes the operator from the truck's path; drivers know the procedure. Likelihood drops; the consequence stays high.	3
c. Further action (any two, 1 each): yes, continue – check daily that a spotter is always present; reversing alarms on trucks; brief drivers at every visit; review after any near-miss.	2
Total	10

4.3.1 Health and safety policy violations (Annexure C)

(20)

Obs.	Section number and title (1)	Violation (1)	Policy requirement (2)	Immediate action (1)
O1	Section 1: Personal protective equipment	Hard hat not worn at the intake pit.	Clause 1.1: hard hat required in the intake pit and truck yard at all times.	Operator puts the hard hat on now; warning; toolbox talk; look at ventilated hard hats.
O2	Section 3: Grain dust	Dust suppression switched off without approval; dust built up for 4 days.	Clause 3.3: systems must be kept working and not switched off without approval. Clause 3.1: daily dust removal.	Switch the system back on; clean all dust; fix the slippery floor (spray setting, anti-slip mats).
O3	Section 2: Safety signs and demarcation	Confined space sign covered.	Clause 2.1: signs never covered. Clause 2.4: confined space sign at all times.	Remove the bags; keep the sign visible; inspect signs on the weekly checklist.
O4	Section 7: Machine guarding, lockout and hot work	Grinding without a hot work permit in a dusty area.	Clause 7.5: written hot work permit before welding, grinding or cutting.	Stop the grinding; clean dust; issue a permit with fire watch and extinguisher before work continues.

SUB-TOTAL: 135

QUESTION 5: SAMPLING AND GRADING OF SOYBEANS

5.1.1 Sampling controls not in place

(5)

Step and correct requirement (1 mark each)	Marks
Step 1: Take samples at equal intervals over the whole loading.	1
Step 2: Each sample must cut through the full width and depth of the grain stream.	1
Step 3: Keep the container closed and protected from rain and contamination.	1
Step 6: Seal and label the sample (lot/truck number, date, commodity, sampler).	1
Step 7: Keep the representative sample sealed and labelled for disputes.	1
Total	5

5.1.2 Plan to address the sampling issues

(15)

Step	Corrective action (1)	Standard or procedure (1)	Prevent it happening again (1)
1	Calculate the loading time and take samples at equal time intervals from start to end.	Moving-stream sampling procedure: equal intervals across the whole consignment.	Sampling timer or schedule; supervisor checks the sampling record.
2	Pass the sampler through the full width of the stream for every sample.	Procedure: each increment represents the full cross-section.	Training; correct sampler (cup/cutter) for belt sampling.
3	Discard the wet sample and resample with a dry, closed container.	Sample must not be contaminated or exposed to moisture.	Covered sampling point; container with a lid.
6	Seal and label the working sample before it leaves the sampling point.	Sample identification and chain of custody.	Pre-printed labels; check-list at the grading table.
7	Keep the remaining representative sample sealed and labelled.	Retention of samples for disputes (depot procedure).	Sample store with a register; retention period set in the procedure.

5.2.1 Grading controls not in place

(10)

Error (1) and correct requirement (1)	Marks
Step 1: Sieve not checked → verify the 4.75 mm sieve against the specification before grading.	2
Step 3: Soft, unopened pods not counted as wet pods → apply the regulation definition and record them as wet pods.	2
Step 4: Foreign matter and sunflower seed combined → separate and weigh each deviation on its own (each has its own tolerance).	2
Step 5: Sclerotia not checked → check for, separate and weigh sclerotia.	2
Step 7: Certificate not signed → the registered grader must sign the certificate before it is issued.	2
Total	10

5.2.2 Plan to address the grading issues

(15)

Step	Corrective action (1)	Standard or procedure (1)	Prevent it happening again (1)
1	Check the sieve aperture with a gauge; replace it if worn.	Soybean grading regulations (Act 119 of 1990): prescribed 4.75 mm sieve.	Daily equipment checklist; record sieve checks.

Step	Corrective action (1)	Standard or procedure (1)	Prevent it happening again (1)
3	Re-grade the sample and count soft pods as wet pods.	Regulation definitions of deviations.	Refresher training; reference photos at the grading table.
4	Re-separate and weigh foreign matter and sunflower seed separately.	Each deviation is determined separately against its tolerance.	Separate labelled containers for each deviation.
5	Check the sample for sclerotia and record the result.	Sclerotia is a listed deviation for soybeans.	Grading worksheet lists every deviation to tick off.
7	Withdraw the unsigned certificate; the grader signs a correct one.	Agricultural Products Standards Act (Act 119 of 1990): certificate signed by a registered grader.	Supervisor checks certificates before release.

SUB-TOTAL: 45

TOTAL: 300 MARKS

– END OF MARKING GUIDELINE –