

INDUSTRIAL

RELATIONS -

GENERAL

[132]

1975 - 1978

BUSINESS MAIL

tion labour

by JOHN IMRIE

RDM 14/2/75

Railway unions in backlash

Railway unions are to withdraw from the Right African

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defeated, but two Railway unionists not backed by the FCC got in with the help of the Co-Ordinating Council

The two unionists represented the only two unions in the FCC which are also members of the Co-Ordinating Council. The unions concerned, Die Spoorbond and the Railway Police Staff Association, are also the smallest of the seven Railway unions.

The belief among some of the other bigger Railway unions is that they were "stabbed in the back" with Die Spoorbond and the Railway Police Staff As-

sociation showing greater allegiance to the Co-Ordinating Council than to the FCC.

Individual affiliation to the confederation, it is argued, would eliminate unions having a voice in two camps

What chances, if any, the proposed changes will have of being accepted is difficult to judge, but the whole matter is expected to be thrashed out at the Railway unions annual conference in Johannesburg next week

There is certainly no move, as far as I can detect, among any of the Railway unions to withdraw from the

confederation.

Ironically, Die Spoorbond — membership about 6 000 — and the Police Staff Association — just over 2 000 — only enjoy voting rights on the confederation's executive, which elects the management committee, by courtesy of the other Railway unions whose candidates they defeated

This is because for a union to get a vote it must have 10 000 members, but together all the Railway unions have more than 80 000 members, entitling the FCC to eight votes which it has distributed on the basis of one for each union and one for the secretary of the FCC

Affiliated separately to the confederation, the Salaried Staff Association with over 25 000 members would qualify for two votes, as might also the Artisan Staff Association with a membership bordering on 20 000

The Running and Operating Staff Union has over 10 000 members and would qualify for one vote, and so might the SA Footplate Staff Association whose membership is close on 10 000.

The Cape Town-based SAR & H Employees Union, which is well liked by the other Railway unions, has only about 8 500 members and would be left voteless with Die Spoorbond and the Police Staff Association



A MEETING of individuals involved in African labour this week set up a committee to investigate establishing an institute of industrial relations.

The meeting was convened by Dr Alex Boraine, Progressive MP and a labour consultant to Anglo American

A wide range of labour experts attended, including Professor S. P. Cilliers, professor of sociology at Stellenbosch University, Mr. Loet Douwes-Dekker, chairman of the Urban Training Project; Mrs Lucy Mvubelo, general secretary of the National Union of Clothing Workers, and four representatives of Durban's Institute of Industrial Education.

It is believed that Dr Boraine suggested that an institute be set up to train management and workers alike in industrial relations skills

Most of the delegates were prepared to take part in further investigation of the possibilities of doing this

A steering committee was appointed to investigate the feasibility of the proposition

Professor Cilliers was made chairman

Other members include Mr Adam Klein, general secretary of the Garment Workers Union, and Mr Dennis Keenan-Smith, a personnel consultant to South African Breweries

It is believed that all the participants except the representatives of the Institute of Industrial Education agreed on the broad principle of a combined worker-Manager training course

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Industrial 132

STAR

7 March
1975

relations

training

Labour Reporter

Professor S P Cilliers, the well-known Stellenbosch sociologist, heads a seven-man working party examining the need for an industrial relations training institute.

It is significant that the study has been launched in the absence of Government-recognised bargain-

ing power for Black workers' representatives. But some employers believe such bargaining power is a prerequisite to labour peace.

A few private institutions offer industrial relations training to Black workers and have recently obtained overseas funds for trade union education.

Professor Cilliers's committee envisages a training institute jointly sponsored and controlled by management and labour organisations.

The members, pending further possible co-options, are: Professor Cilliers, head of the department of sociology at Stellenbosch University; Mr E Webster, sociology lecturer at Natal University; Mr Denis Keenan-Smith, group personnel consultant of South African Breweries; Mr Loet Douwas Dekker, chairman of the Urban Training Project; Mr Adam Klein, general secretary of the Garment Workers' Union of South Africa; Mr Skakes Sikhakhane, a Black trade unionist and Mr R M Godsell, of Anglo American's industrial relations department.

Labour experts may form new institute

RDM 2/14/75

By DENIS BECKETT
Labour Correspondent
THE PROSPECT of setting up a permanent institute of industrial relations is being examined by a committee of leading labour experts.
The committee includes management and trade union representatives, and academics. It is chaired by Professor S. P. Cilliers, head of the department of sociology at the University of Stellen-

bosch.
It was set up after a conference of labour leaders convened earlier this year by Dr Alex Boraine, Progressive MP and labour consultant for Anglo American.
The delegates to the conference agreed in principle that there was a need for a joint training institute, to be funded and controlled by both industry and unions, to train managers and workers in industrial interaction.
The committee has held its first meeting and has

undertaken, to report before the end of this year.
Its first task will be to survey all the organisations involved in industrial relations training at present, according to a statement released yesterday.
The subjects the committee will examine include day-to-day relationships between workers and supervisors.
It will also concentrate on worker participation in solving problems and on creating channels for resolving

disputes.
Representatives of some of South Africa's biggest industrial companies are serving on the committee, together with Black and White trade unionists.
If agreement on the structure of the proposed institute is reached by such a widely based group, the result should mean a huge advance in the country's increasingly vexed Black/White industrial relationships.

The de jure minister

Will the real Minister of Labour please stand up?

Labour policy seems to be administered by a committee which, at any given time, could consist of Police Minister Jim Kruger, Mines Minister Piet Koornhof, Bantu Administration Minister Michiel Botha (plus two of his deputies, Punt Janson and Willem Cruywagen), Agriculture Minister Hendrik Schoeman — and, of course, Labour's *de jure* Minister, Marais Viljoen

This state of affairs could well be at the root of the country's labour problems, chief UP labour spokesman Jake Jacobs pointed out during the debate on Viljoen's Labour Vote.

It goes further than that, asserted Jacobs SA is governed by a Cabinet of 18 Ministers and six Deputies, more than the US and France. Furthermore, its structure has not been altered in 50 years

It's rather like the old Portuguese Navy more admirals than ratings. And, as preliminary results of the *Rand Daily Mail's* Cabinet survey show, probably only marginally more efficient.

How far does Viljoen's authority in fact extend? Jacobs confirmed the general impression that it goes no further than administering the Industrial Conciliation, Wage, Unemployment Insurance, and Workmen's Compensation Acts

Why? While other governments seem to be moving towards centralisation of

labour administration, Viljoen's authority appears to be increasingly fragmented, he seems powerless to act unless a matter is covered by an industrial council or wage agreement. Earlier this year, for example, following widespread labour disturbances on the mines, it was Mines Minister Piet Koornhof who set up a committee to investigate the causes, not the Labour Minister

Jacobs says another factor undermining sound labour policy is that, as soon as African labour is involved, "it provides a temptation for the Minister of Bantu Administration to interfere, a temptation he can never resist"

Why, for instance, is African industrial training administered by Bantu Education? And why did Punt Janson have to take the lead in setting up a charter for migrant workers?

It's an open secret in the corridors of power that there is little love lost between Labour and Bantu Administration. "The one never seems to know what the other is doing", a senior official admitted to the *FM*. "It's a miracle that some major gaffes have been discovered just in time."

Opposition politicians, including Jacobs, regard Viljoen as too doctrinaire, rigid and pedantic. This may account for the fact that he is often by-passed when employers seek relief from government's more impractical labour restrictions

However, this may be an over-

simplification. The real problem is that government policy, as much as tradition, has tended to compartmentalise employees into Whites, Coloureds, Asians and Africans. And as the IC Act specifically excludes Africans from the definition of "workers", and denies them trade union recognition, it is perhaps as well that people like Punt Janson are around who at least *appear* to have Blacks' interests at heart.

Regrettably in the Labour Vote debate little emerged from the government benches by way of clarification of policy objectives.

"We seek light," cried Tony Hickman (UP Maitland) "The Minister must tell us how he is going to meet the shortfall of (60 000) skilled workers if we are to achieve the EDP's growth rate objective of 6.4%."

The Minister and his benchmates gave the stock replies: "Why don't you put up candidates in the workers' constituencies . . . Nowhere in the world is there a country with greater labour stability . . . Black unions are out . . . Job reservation will go over my dead body . . ."

Black unions? The Minister quoted proudly from Kaiser Matanzima. "My government has consistently taken the stand that trade unions, with all their potential for disruption, are undesirable and even harmful in a developing country."

That's good enough for the Minister. But is it good enough for sound government?



Whose responsibility? Viljoen's? M C Botha's? Koornhof's? Kruger's? Janson's?

Anglo's manpower move

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STAR 15/5/75

Labour Reporter

One of South Africa's largest employers, the Anglo American Corporation, has re-organised its labour relations structure to counter future labour tension

Announcing the establishment of a "manpower resources division" in his chairman's statement today, Mr Harry Oppen-

heimer said South Africa faced a period of change in its industrial structure

In South Africa, the matter was complicated by race, colour and political attitudes.

"It would be wrong to expect that we can do this without tension, friction and some disturbance, but it would be an even greater mistake not to try," Mr Oppenheimer

said

The new manpower resources division — serving all associated mining and industrial companies — will provide a comprehensive personnel service, wages and working conditions, communication, job evaluation, training, Black advancement and the elimination of race discrimination, among other things

Referring to the wage gap, Mr Oppenheimer said: "This is of particular concern in these times of almost violent inflation."

It was important to remember that an increase of, say, 50 percent in Black wages and 10 percent in White wages still meant that in absolute terms the gap was actually widening, Mr Oppenheimer said

Black labour: new look

STAR 22/5/75

Labour Reporter

The Association of Chambers of Commerce has taken the debate on Black labour relations a big step forward.

Most employers until now have backed the Government-advocated works and liaison committees

Among the few exceptions were two large mining and industrial groups, which favoured Black trade unions, and the Transvaal clothing industry, which has a long tradition of Black unionism.

By calling for an urgent reappraisal of the Industrial Conciliation Act "with a view to registering and controlling trade unions, irrespective of racial

composition," Assocom has

● Opted in favour of full-fledged Black unions in preference to unregistered ones, which lack the controls inherent in the Industrial Conciliation Act; and

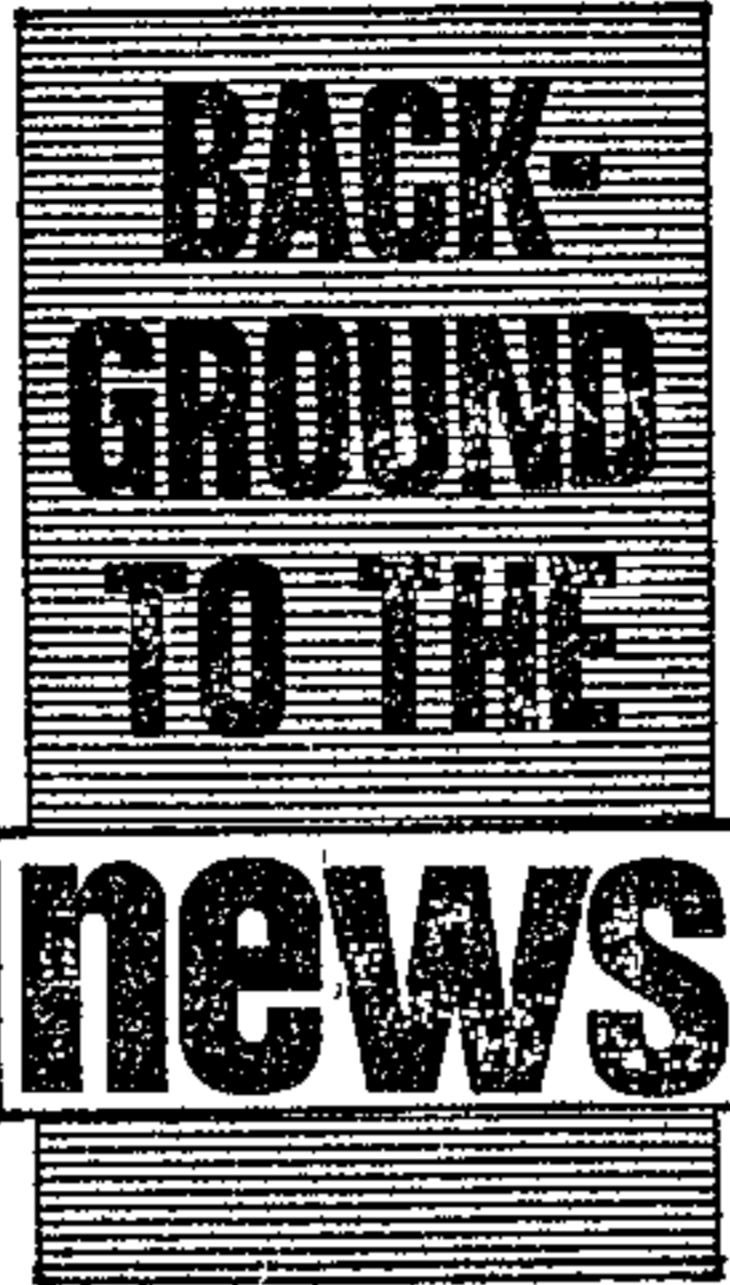
● Proposed racially integrated unions, and thus added a touch of pragmatism to the labour controversy.

Assocom made no mention of the "committee system" which has been considered the only alternative to Black trade unionism.

UNREST

Integrated trade unionism opens a new dimension. It puts the Black worker into the ranks of organised labour at large, thus providing probably the most satisfactory answer to the threat of labour unrest as well as the spectre of Black power

In some industries



integrated trade unionism is out of the question in the mining industry, for example, the militant White Mine Workers' Union represents strong White protectionism

But that does not make integration unfeasible elsewhere. In the distributive trade, where Assocom represents the employers'

interests, both existing unions — one White, the other representing Indian and Coloured workers — favour integration in principle.

In fact these unions were one mixed union until legal and practical considerations arising from segregationist labour legislation split them nine years ago

"I would gladly support the reintroduction of a single union, open to Black workers, if the Industrial Conciliation Act were amended," says Mr Morris Kagan, a senior official representing both unions

CONFUSION

More positive proof of the success of integrated trade unionism is the continued existence of about 40 registered "mixed" unions (representing White, Coloured and Indian members, but

excluding Blacks) — intact survivors of the days when the establishment of integrated unions was not prohibited

In view of this prohibition, and with the interest of Black workers in mind, the two Distributive unions are now jointly organising Black workers in the trade

But the Black Sweet, interests of Black workers' Union is already operating in the Transvaal. There is nothing to prevent still more Black trade unions from being established

As a result organised commerce will soon be dealing with at least four different unions, representing perhaps conflicting interests.

Assocom is worried about the confusion. But it is even more concerned about the lack of control over unregistered Black unions.

Repudiate job speech PM asked

Natal Mercury 24/5/75

JOHANNESBURG — The South African Institute of Race Relations in a statement issued yesterday urgently requested the Prime Minister to dissociate himself publicly from the remarks reported to have been made in the Senate by Sen. J. H. Steyl on Wednesday.

According to Press reports, says the statement, Senator Steyl, speaking on the Labour Vote, outlined four main principles which, he claimed, determined the National Party's labour policy. They were:

That a White worker should not have his job threatened by a Black worker;

That Whites and Blacks should not be allowed to work shoulder to shoulder;

That Blacks should not have similar status job-wise as Whites;

That Black workers should not be permitted to have trade unions.

"The institute sincerely believes that if the Prime Minister does not repudiate these principles, or at least some of them, his credibility in his highly commendable detente efforts will be greatly jeopardised.

"Failure to repudiate them will also cast doubt on the assurance, which the South African Ambassador, Mr. Pik Botha, gave earlier this year to the United Nations, that South Africa was moving away from racial discrimination.

"In addition — equally as important — there is the harmful effect which Sen. Steyl's statement, if not repudiated, is bound to have on good race relations within South Africa," the statement added.

(Sapa.)

'Abandon labour apartheid'

STAR 29/5/75

Own Correspondent

DURBAN — The time had come for the 'withdrawal of discriminatory labour legislation' which was hampering economic growth, said Dr H.J.J. Reynders, Director of the Federated Chamber of Industries.

Apart from this, such laws induced dependency and frustration, which reduced productivity, and discouraged investment by entrepreneurs because of uncertainties caused by the restrictions.

Dr. Reynders said, "A continuous re-assessment is needed of social and legislative restrictions which hamper the more productive use of the total labour force."

Whites should accept the inevitability of the increasing economic integration in most parts of the country.

REQUIREMENT

The preparation of Blacks for greater participation in the economy was the first requirement for adequate future growth. This demanded the progressive abolition of job discrimination and more flexibly applied influx control.

On the part of the Black man, Dr Reynders said: "He must shed traditional attitudes inimical to progress. He must accept the profit motive, shed his leisure preference, learn to save, not demand too much in too short a time and not fight with impatience for changes."

In a four-hour address to the Change Orientation and Planning Seminar of the Stellenbosch Graduate School of Business, held in Durban, Dr. Reynders repeatedly suggested that Blacks and Black policy held the key to the success-

ful future growth of South Africa.

But at the moment "Government policy restricts growth in South Africa."

Delegates were told that job reservation only affected three percent of South Africa's total labour force. Moreover the Government was turning a blind eye to infringements of the law.

Dr. Reynders said the reason job discrimination had not been repealed was a political one because it was not the type of thing that could be announced on a political platform when votes were needed.

Referring to migrant labour, he said that, apart from its social effects, it also had a detrimental effect on productivity and could not provide a stable pool of workers that was needed by industry.

He said: "A committee has been appointed to investigate the migrant labour system. What will happen, I don't know. I have my own ideas, but these, I won't say in public."

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'Integrate unions' — ASSOCOM

STAR 21/5/75

Labour Reporter

The Association of Chambers of Commerce has become the first major employers' organisation to call for racially integrated trade unions.

Black trade unions can and have been formed, although they are not formerly recognised under existing legislation, says ASSOCOM.

"To allow the situation to continue, presents a threat to industrial peace," says a statement issued in Johannesburg yesterday after ASSOCOM's half-yearly executive council meeting.

REQUIRED

"A reappraisal is urgently required of the provisions of the Industrial Conciliation Act — with a view to registering and controlling trade unions, irrespective of racial composition."

Observers say this is as firm a commitment as can be expected from an organisation which can gain nothing by embarrassing the Government, and which does not want to prejudice the labour relations policy currently being formulated by South Africa's "supreme council" of employers, of which ASSOCOM is a member.

PERTURBED

Clarifying ASSOCOM's stand at a Press conference last night, Mr S O Goodwin, the executive chairman, said ASSOCOM was perturbed that Black trade unions were under no measure of control.

In addition, one employer might find himself dealing with several different trade unions.

ASSOCOM's statement follows the announcement by the National Union of Commercial and Allied Workers that it is about to help organise Black workers in the distributive trade, although it would have preferred to take Black workers into its own fold.

ATTNSARD 19

Q. 1197

17 June 1975.

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**Liaison officers for agricultural labour/
urban areas**

350 Mrs H SUZMAN asked the Minister of Bantu Administration and Development

- (1) How many (a) agricultural labour liaison officers and (b) urban areas liaison officers are there in the employ of his Department.
- (2) (a) how many farms were inspected by agricultural labour liaison officers in 1974 and (b) in what areas were these farms situated.

The MINISTER OF BANTU ADMINISTRATION AND DEVELOPMENT

- (1) (a) 32
(b) 9
- (2) (a) 7 434
(b) Orange Free State—1 549
Eastern Cape—1 667
Western Areas 400
Northern Transvaal 451
Trompsburg Midlands 2 653
Total 770

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18/6/75

Labour Reporter

The Federated Chamber of Industries has called on the Minister of Labour, Mr Viljoen, to give urgent and serious attention to the "inadequate" system of Black labour relations.

A statement by the FCI's president, Mr D V Benade, presented to Mr Viljoen and released for publication today, makes it clear that no obstacles should be placed in the way of an orderly development of Black trade unionism.

INADEQUATE

The FCI was convinced that a policy of orderly development towards "meaningful participation by all workers in all aspects of industrial relations" would contribute significantly towards continued industrial peace," the statement said.

The FCI made the following points:

● "Present legislation does not allow sufficient meaningful participation and representation by Black employees" in settlement of disputes and negotiation of employment conditions

● The present system was inadequate because the majority of negotiations conducted under it were not afforded statutory recognition and it did not provide Black workers with collective bargaining machinery "in the broadly accepted sense."

● The deficiency had become a cause of discontent among Black workers and warranted serious attention.

NO OBSTACLES

The statement said Black unions should not be given premature recognition nor should obstacles be placed in the way of their development, provided the leaders and members of the unions concerned manifested attitudes and objectives "not inimical to the national interest."

It called on employers to take note of their Black workers and supported the Government's appeal for the establishment of liaison and works committees which would prepare workers for involvement in collective bargaining.

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Black role in trade unions 'inevitable'

RDM
19/6/75

BLACK involvement in trade unions was inevitable, and industry and the Government had to make certain this development took place in an orderly manner, the South African Federated Chamber of Industries said yesterday.

The chamber, "representing the widest section of employer interests in the manufacturing sector in the Republic, has reached a consensus on the policy question of the maintenance of sound industrial relations," a statement issued in Pretoria said.

Its policy statement had been presented to the Minister of Labour, Mr Marais Viljoen, and further discussion would be held with him on implementation of the policy.

The chamber is convinced that a policy of orderly development towards meaningful participation

by all workers in all aspects of industrial relations would contribute significantly to the continuance of industrial peace in South Africa," it said.

While basic industrial legislation regulating working conditions, wage and service conditions and settlement of disputes had "contributed materially to the remarkable history of industrial peace" in South Africa, the chamber recognised that present legislation did not allow sufficient meaningful direct participation and representation by Black employees in settlement of disputes and negotiation of working conditions.

"This deficiency has become a cause of discontent and warrants attention."

While the Bantu Labour Relations Act of 1973, setting up works and liaison committees, had created new opportunities for Blacks, the system was in-

adequate in that the majority of negotiations were not afforded statutory recognition.

"The chamber feels that with the growing demand by Blacks for meaningful and direct participation and representation in the negotiation of wages and working conditions, it will become inevitable that the Government give recognition to it, if necessary by legislative action.

"Any steps taken in this direction should, however, take account of the ability of Black workers to organise themselves within a framework of the responsibilities in the negotiation process" the chamber said.

The Chamber supported the Government's appeal to all industrialists to take advantage of the opportunities provided for the establishment of liaison and works committees in the "sincere belief that it is in the national interest to develop the collective self-awareness of the Black worker in industry."

The establishment and conduct of these committees should, however, be conducted in full consultation with the affected Black workers and with total involvement of top management, the chamber emphasised.

The chamber was convinced some employers and many employees were not properly motivated or informed about the effective operation of works and liaison committees and that this lay at the root of much of their alleged ineffectiveness.

It recommended an "intense and positive programme of education" for employers and employees.

—Sapa.

Black unions are inevitable

STAR
19/6/75

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IT is not often that a powerful and widely representative employers' association puts public pressure on a government to increase both the scope and the influence of the trade union movement. Yet this is precisely what the Federated Chamber of Industries has just done.

The FCI has written to the Minister of Labour, Mr Marais Viljoen, calling for an urgent review of the present "inadequate" system of Black labour relations. This system does not allow "meaningful participation and representation" by Blacks in the settlement of disputes and the negotiation of employment conditions. It does not afford statutory recognition to most negotiations and is provoking serious discontent among Black workers.

content among Black workers.

In short, the FCI wants the Government to pave the way for the statutory recognition of Black trade unions and for the orderly integration of Blacks into the otherwise enlightened South African industrial conciliation machine. A classic example of enlightened self-interest on the part of an organisation which would know better than any other exactly what the interests of industry really are.

Faced now with almost identical demands from both the employees (including a large slice of the recognised trade union movement) and the employers, is it possible that the Government can still be short-sighted enough to resist the inevitable?

RECOGNITION FOR BLACK UNIONS CALL

Natal Mercury Correspondent 19/6/75

PRETORIA—The S.A. Federated Chamber of Industries yesterday said Black trade unions must be recognised.

Mr Dan Benade, FCI president, in a declaration on the maintenance of industrial peace in South Africa, said the FCI had reached a consensus on the maintenance of sound industrial relations in the Republic.

The statement, he said, had been presented to the Minister of Labour, Mr. Marais Viljoen.

In it, Mr. Benade said the FCI was convinced that orderly development towards meaningful participation by all workers in all industrial relations would contribute significantly to the continuance of industrial peace.

In the settlement of disputes and in the negotiation of working conditions, current legislation did not allow sufficient meaningful direct participation and representation by Black employees.

"This has become a cause of discontent among Black workers and, in the interests of maintaining industrial peace as well as a satisfied, well-motivated and productive Black labour force, it warrants serious attention," he said.

While the Bantu Labour Relations Regulation Act of 1973 created opportunities for Blacks by providing new channels of communication between employees and employers, the system was inadequate.

Most negotiations conducted under the Act were not afforded statutory recognition. Nor did it give Black workers

any collective bargaining machinery in the broadly accepted sense of the term.

These shortcomings "require urgent attention."

Black workers are showing a growing interest in trade unionism.

But it would not benefit industry to give Black trade unions premature recognition or to obstruct their development, provided the union leaders and members manifest attitudes and objectives not inimical to the national interest.

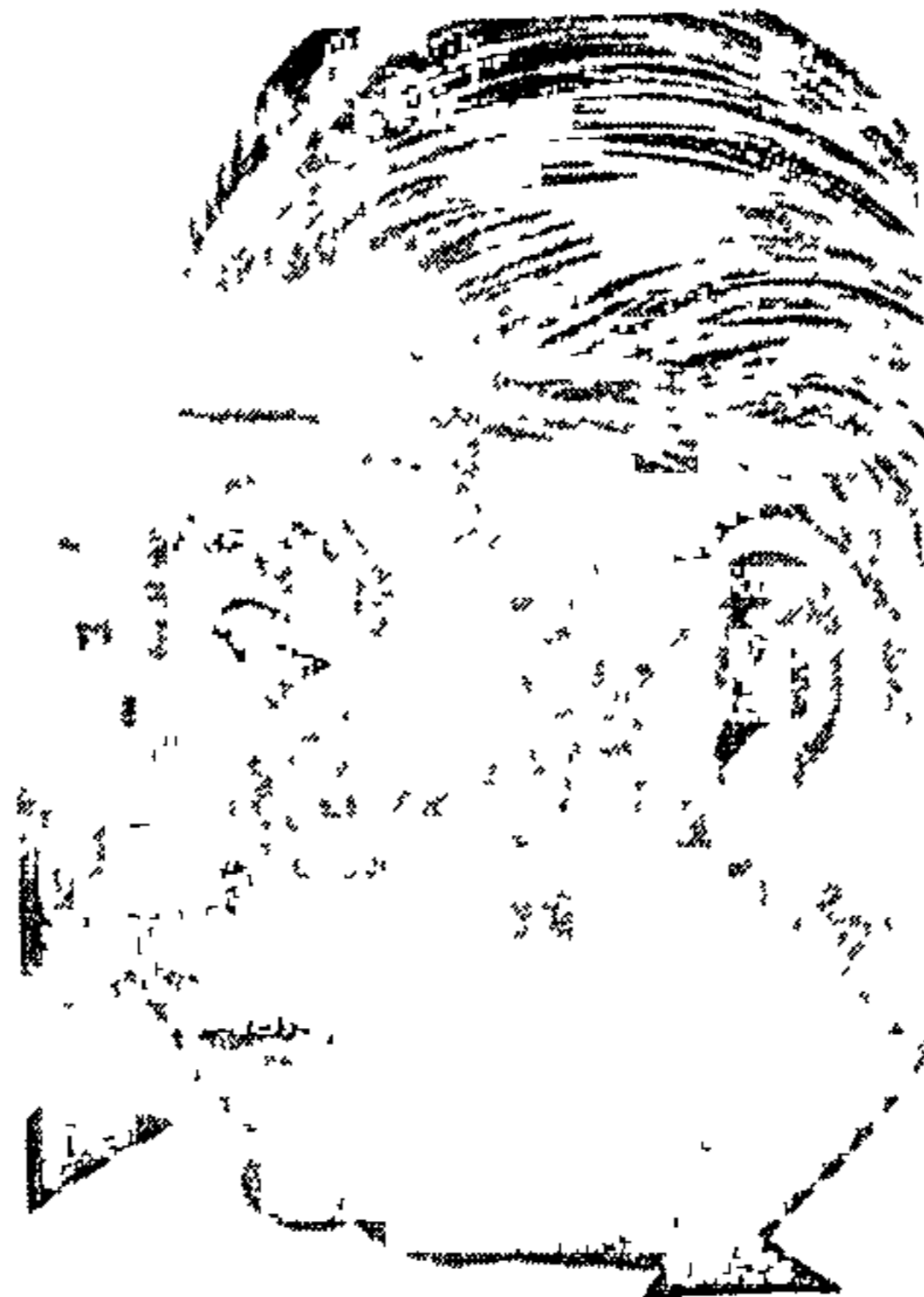
"The FCI feels that, with the growing demand by Blacks for meaningful and direct participation and representation in the negotiation of wages and working conditions, it will become inevitable that the Government give them recognition, if necessary by legislative action

"Any steps in this direction should, however, take account of the ability of Black workers to organise themselves within a framework of the responsibilities inherent in such representation in the negotiation process

"In this spirit, the FCI recommends that employers should recognise these desires of their Black workers," said Mr. Benade

The FCI supports the Government's appeal to all industrialists to provide liaison and works committees in the sincere belief that it was in the national interest to develop the collective awareness of the Black worker in industry.

But their proceedings should be conducted in full consultation with the affected Black workers and with total involvement by top-management



Tucsa's Murray . . . backing the FCI's recommendations

tion of calling upon government to grant official recognition to responsible Black trade unions who have accepted their responsibilities inherent in trade unionism

In the meantime the Chamber is urging industrialists to implement, and even expand, the present works and liaison committee system designed to air Black grievances.

At present Blacks have no means of directly negotiating over pay or working conditions. Under the terms of the Bantu Labour Relations Regulation Act, liaison and works committees can only "communicate the wishes, aspirations, and requirements of the employees . . . to their employer and to represent the said employees in any negotiations with their employer concerning their conditions of employment or any other matter affecting their interests".

However, and this is the vital shortcoming of the committee system, such negotiations are not backed up with trade union resources nor afforded statutory recognition. This effectively excludes Blacks from meaningful participation in the collective bargaining machinery.

In addition there is growing evidence that liaison committees (in which management fields half the members) and works committees (which in both cases must be confined to only one plant or factory) are regarded by Blacks as instruments of management control.

Tucsa's Tom Murray supports the FCI move saying "Anything that will result in government recognition of Black trade unions has the support of Tucsa."

Increasingly both management and labour see official recognition of African unions as the best way to achieve industrial peace. Let's hope that Marais Viljoen will soon reach the same conclusion.

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LABOUR POLICY FCI's bold move

F.M
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This week's release of the FCI's policy recommendations to Minister of Labour Marais Viljoen, urging government to re-examine Black participation in labour relations is to be welcomed.

FCI joins a growing list of employer organisations, trade unions, and economists in recognising that present legislation is inadequate, denying as it does meaningful direct participation to Blacks in the collective bargaining process.

While not saying so directly, the FCI, is by implication moving towards a posi-

'Black wage rise not the answer'

STAR
25/6/75

132

DURBAN — Hasty and indiscriminate raising of the wages of all workers was not the answer to South Africa's Black labour difficulties, the Deputy Minister of Bantu Administration, Mr W A Cruywagen, said in Durban today

Addressing a symposium on Black wages, Mr Cruywagen said "To be rewarded for work done is an accepted principle of the economy, but when the minimum wage paid exceeds the economic value for the employer of the work performed, the work opportunity necessarily ceases to exist"

Moreover, there was a clear connection between rising wages and decreasing employment, Mr Cruywagen said.

"Is it strange that Mr Michael O'Dowd, an economist, has asked whether it is sheer coincidence that the pressure on South Africa to pay her workers higher wages was coming from the very countries whose machinery we would have to buy if labour became too expensive and obliged us to embark on large-scale mechanisation?"

"If we create enough jobs to employ all our Blacks, fair wages will look after themselves — without any need for the

assistance of Black trade unions or short-sighted idealists who allow their hearts to rule their heads," he said.

Low and inadequate remuneration were not the sole root of labour unrest, and wage increases were not a magic wand which could remove all dissatisfaction.

Wages were influenced by political and social consideration, and should always keep pace with the value of the labour supply and the productivity of workers

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UPSIDE DOWN WORLD

A SECOND ROUND

BY CHRISTOPHER MORRIS

of labour unrest is possible when the tempo of economic activity picks up again, says Len Thorne, director of N a t i o n a l Employers' Association.

The apparent Black labour calm could be lulled into a false sense of security, he says. And the storm could break at the beginning of next year if economists are correct in their predictions of an economic upswing.

Mr Thorne believes the labour scene is quiet now because of the low level of economic activity. Workers are afraid trouble with employers could result in loss of jobs.

But their opportunity will come with economic upturn and the corresponding increase in the demand for labour.

Black workers will be in a better bargaining position and will not fear

threat to their employment. Industry should take advantage of this period of calm to take stock of the situation and decide whether their communication and negotiation channels are sufficient to stand up to the pressures and stresses of a strike situation," he said.

This, he says, applies to Natal, which leads the country in labour development, he says.

Thorne's

"One way of avoiding trouble in the future is to recognize that we cannot afford to differentiate on the grounds of race. A basic requirement of labour peace is that the work force is not considered by employers to be merely a set of units but rather as productive individuals irrespective of colour."

"If we didn't live in the Ivory tower atmosphere of South Africa, the world

But we aren't allowed a marketplace because our politicians have told us that four men out of five cannot yet be involved in wage negotiating procedures."

Thorne

Mr Thorne stressed that the establishment of a Black middle class, with a stake in the country's future "because it had something to lose, would be a long way to bringing about future economic and political stability."

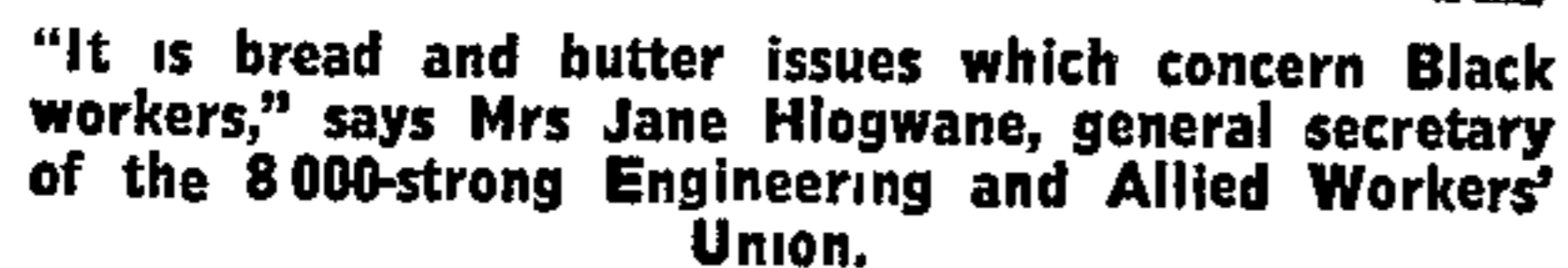
Further in of the expression they are of the employer to grant wage increases at a rate to keep up with the inroads of inflation would mean a disruption in the smooth flow of industry.

Workers had learnt in 1973 the power of unrest and had grasped some knowledge of negotiating procedures, he says.

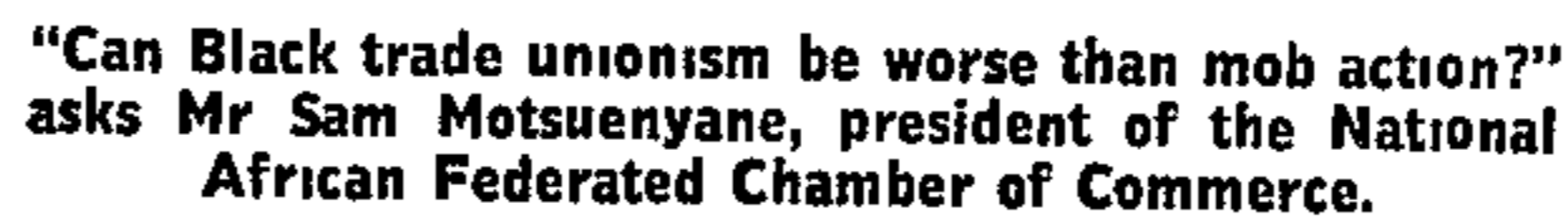
NEXT YEAR WE COULD BE IN DANGER TIME! SAYS "DATA" LABOUR EXPERT

Mr Len Thorne: Workers aren't a set of units


132



"It is bread and butter issues which concern Black workers," says Mrs Jane Hlogwane, general secretary of the 8 000-strong Engineering and Allied Workers' Union.



"Can Black trade unionism be worse than mob action?" asks Mr Sam Motsuenyane, president of the National African Federated Chamber of Commerce.



"Strikes usually last only up to the time when union official arrives," says Mrs Lucy Mvubelo, general secretary of South Africa's largest Black trade union.

The boycott of Johannesburg beerhalls — which, after 16 days, forced a reduction in the announced price increase of Bantu beer — is one of many examples of collective action by Black workers. Often such action takes more violent forms. The Star's Labour Reporter, Siegfried Hannig, asked three Black leaders whether mob action could be harnessed if Black workers were to receive trade union rights.

Black workers are wielding collective power — whether the Government likes it or not. The choice confronting South Africa is that between mass hysteria or Black trade unionism.

That is the assessment of South Africa's inadequate labour relations machinery made by a Black business leader and two prominent Black trade unionists.

"Can trade unionism be any worse than the mob action that has taken scores of lives in mine compounds during the past year?" asks Mr Sam Motsuenyane, president of the National African Federated Chamber of Commerce.

"Collective action by Black workers has been evident in South Africa for many years," he said. "I can remember a very effective bus boycott in Johannesburg during the 1940s, and who will ever forget the spate of strikes Durban experienced in 1973?"

As the most recent example of spontaneous mass action he cited the almost complete boycott of Johannesburg beerhalls for more than a fortnight.

"Black workers already are exercising collective power. Far from posing a fresh threat, Black trade unionism would harness this power and channel it into healthy, democratic and disciplined outlets," Mr Motsuenyane said.

"Industrialists do not want leaderless mobs which respond to little else than teargas. They need an organisational structure which provides

leaders who win the workers' trust by proving that they have the workers' interests at heart.

"Only trade unions can provide such leaders — people who can calm the masses and reason out problems with employers over the negotiating table," he said.

Mr Motsuenyane pointed out that Blacks were ideally equipped for collective action by virtue of their cultural heritage in which bargaining and leadership formation played important roles.

"Much of the Black man's communal attitude to life may have survived the detribalisation of urban Africans. Where this is not the case, the bonds of hardship and poverty may provide the unity creating spontaneous collective action," Mr Motsuenyane added.

"Whatever the reason, the phenomenon is with us and poses a serious threat to industrial peace and race relations.

"Full trade union rights for Blacks could convert this phenomenon into a beneficial force for all concerned. Because the characteristics which make Black people prone to collective action also render them amenable to trade unionism.

"Inflation is generating more and more discontent among Black workers. I dread to think what would happen in the event of a depression and large-scale Black unemployment.

"In such an event influential trade union

leadership might prove to be the only means of averting catastrophe," Mr Motsuenyane said.

Mrs Jane Hlogwane, general secretary of the 8 000-strong Black Engineering and Allied Workers' Union, and Mrs Lucy Mvubelo, general secretary of the 23 000-strong Black National Union of Clothing Workers, associated themselves fully with Mr Motsuenyane's assessment.

"Every year there are hundreds of wildcat strikes by Black workers which the public never gets to hear about because they are isolated and settled by makeshift means," Mrs Mvubelo said.

"But employers are aware of the time-bombs ticking away in their establishments. That is why Black labour relations are the issue of prime concern to South African employers at the moment.

"That is why employers in the Transvaal clothing industry — where 98 percent of Black workers belong to my union — are grateful that their employees are fully organised."

She said she knew of only one Black trade union which did not shy away from the mere hint of political involvement. Mrs Hlogwane said "We take great pains to steer clear of anything but bread and butter politics.

"But, while we avoid politics, I could well imagine trade union intervention in issues such as this beer boycott, if we had unions which were representative of Johannesburg's Black workers."

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Daily Dispatch 25/7/75
Give KwaZulu workers a fair deal - Buthelezi

NEWCASTLE — Chief Gatsha Buthelezi of KwaZulu said yesterday that while he was opposed in principle to border industries, KwaZulu would maintain cordial relations with them "as long as our fellow citizens are given a fair deal and are not exploited".
In an address to the Iscor management committee here Chief Buthelezi gave notice that, as industrial development in KwaZulu increased, there would inevitably be competition for labour.
"As most of us in this country subscribe to the

philosophy of free enterprise, man should be free to use or sell his energy and skills as he wishes," he said.
"Should a Zulu therefore find a proposition in KwaZulu more to his liking than employment with your company, he should be free to exercise his choice," he said.
"With the higher degree of development and sophistication in the border areas — or more generally speaking, in areas known as white areas — it is only natural that blacks will acquire skills that will enable them to fill key positions in the areas designated as black areas, should the opportunity arise," he said.

Chief Buthelezi said his government did not wish to become involved in domestic disputes between labour and management.

"However, in the absence of effective negotiation machinery for all people, we do not see how we can be uninterested in situations which amount to the exploitation of our people."
SAPA.

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2 40
3 149
4 132

Make better use of Blacks, says Viljoen

Rand Daily Mail 5/8/75

CAPE TOWN. — The Government was anxious that Black labour should be used more productively, the Minister of Labour, Mr. Marais Viljoen, said yesterday.

Opening the 1975 National convention of the Institute for Personnel Management, the Minister said there had been cases of impressive progress in this respect.

Having provided the statutory framework for negotiation between employers and employees, the

Government wished to keep itself out of the actual bargaining as far as possible.

It tried to improve the productive use of labour mainly through providing training facilities and supporting training facilities provided by the private sector.

SECURITY
This meant the Government was not prepared to force workers in White areas to make concessions for traditional work patterns if they felt this

would undermine their job security.

It also meant the Government did not stand in the way of Blacks moving into more skilled jobs in which they could earn higher wages, provided these changes came about in an orderly way and with the agreement of the trade unions.

But the Government realised it was of little use if new and more opportunities were to be created for Black workers, if they were not able to take advantage of the opportunities through lack of training, the Minister

said.

For this reason the Government had recently appointed an inter-departmental committee under the chairmanship of the Secretary for Bantu Education whose recommendations had led to facilities to train Black workers in certain work categories in White metropolitan areas.

AIDS

As an example of the more effective use of Black labour, the Minister mentioned agreements between the mining industry and trade unions involved concerning the employment of miners, aids and artisans aids.

Within the framework of its policy, the Government strongly favoured job advancement for less skilled workers that resulted in better use of labour resources.

This must reduce inflation and benefit economic growth, he said — Sapa.

In the absence of trade union rights for Black workers, one large employer is implementing a new idea. The Star's Labour Reporter, SIEGFRIED HANNIG, sketches the outline of the new concept which is bound to find favour among other employers.

One of South Africa's most diversified industrial and commercial employers—the South African Breweries group — has gone a long way towards establishing a new concept in Black labour relations.

While falling short of trade unionism, it embodies the essential principle of bargaining power for workers.

In its ultimate form, SAB's idea seeks to grant all Black South African workers full negotiating rights with recourse to higher authority.

In labour parlance the new concept might be called a company union, but SAB is hesitant to attach a label to a system which it regards as an interim solution to a major problem.

SAB shares the common belief among employers that the climate which gave rise to the 1973 strikes in Natal has yet to be eliminated and that its elimination is a matter of urgency.

Like many employers, SAB is aware of efforts by Black trade unions to organize Black workers in its employ.

Like many employers, SAB is not prepared to encourage Black trade unionism yet. But unlike most employers, SAB has set about establishing truly meaningful labour relations machinery.

The theory behind the group's efforts is, even if the Government were to give Black workers full trade union rights tomorrow — which seems inconceivable — it would take a long time before labour peace was ensured.

"The majority of White, Coloured and Indian workers who have full trade union privileges are not members of trade unions," said Mr R V "Dick" Sutton, the group's personnel manager.

"And who says that all trade unions are fully effective all the time?" he asks.

"That is why we have decided to take the initiative in instituting meaningful dialogue within the framework of cur-

rent labour legislation."

By "meaningful dialogue" Mr Sutton understands more than ordinary communication. He wants it to include problem solving and full-fledged negotiating powers.

Bluffing

"An employer who attempts to approach his workers with half-hearted communications is only bluffing himself," said Mr Sutton.

"Unless workers have the right to negotiate conditions of employment — working hours, leave, wages and fringe benefits — the major causes of labour unrest are likely to remain unresolved until it is too late."

Therefore, Mr Sutton has broadened the Government's substitute for trade unionism, the works and liaison committee system.

Workers in a specific plant elect works committees. These, in turn, elect representatives to a liaison committee on which both workers and management are represented.



MR R V "DICK" SUTTON

It is at the liaison committee level where problems are being solved and negotiations take place.

Management representatives on this body are of a seniority which permits them to take final decisions there and then. And workers' representatives are a true cross-section of the Black staff.

"In some cases we have had to bring in interpreters to ensure that our management does not always have everything its own way. If it did the committee would not serve its purpose," he said.

Training

Both sides of the liaison committee receive identical training in their task, including how to prepare and present their case and how to negotiate. It takes about two weeks.

New Labour Plan a 'problem solver'

5 STAR 6/18/75

training to prepare the average worker negotiating table, he is free to raise any subject of concern to the workers who elected him," Mr Sutton said.

An impartial chairman, usually a personnel officer, presides and records the minutes of the meeting. He also ensures that all matters raised at one meeting are cleared up by the next.

Mr Sutton emphasised that there had to be give and take on both sides.

"I can assure you that our management does not always have everything its own way. If it did the committee would not serve its purpose," he said.

Time off

An important feature of SAB's concept is that workers are given time off to allow their representatives to assess worker opinion and to report back.

"We encourage such meetings, but we do not impose them because our motives might be suspect," Mr Sutton points out.

What happens when there is a deadlock, when neither side is prepared to yield?

"In that event the committee has recourse to the regional council established under the Government's committee legislation, or to the Central Bantu Labour Board," Mr Sutton says.

Up to that stage the system can function within the framework of current legislation, but it leaves serious shortfalls.

The system remains entirely dependent on the goodwill of individual employers.

It does not provide

for outside enforcement of agreements reached by liaison committees.

Blueprint

One way of remedying this would be along the lines of a blueprint drafted by SAB and the Tongaat sugar company.

They have proposed that:

- Works and liaison committees be made mandatory for all undertakings with 200 or more Black workers.
- Regional coordinating committees of Black workers should be formed by representatives of the various liaison committees.
- These regional workers' bodies should nominate representatives to meet an equal number of

employer representatives, thus forming a regional labour council.

Regional labour councils should have the power to approve agreements reached by liaison committees and to make them binding. They should also investigate cases of alleged victimisation of workers' representatives. And they should negotiate basic service conditions for specific industries in their area.

Finally the Central Bantu Labour Board should act as overall administrator of the system and should provide mediation in disputes.

Mr Sutton sees this blueprint as an extension of existing legislation and as a close parallel to the industrial council system under which re-

entered trade unions operate.

SAB and Tongaat have jointly submitted these proposals — in much greater detail than reflected here — to the Minister of Labour, Mr Marais Viljoen.

Yet SAB does not see this system as the only answer.

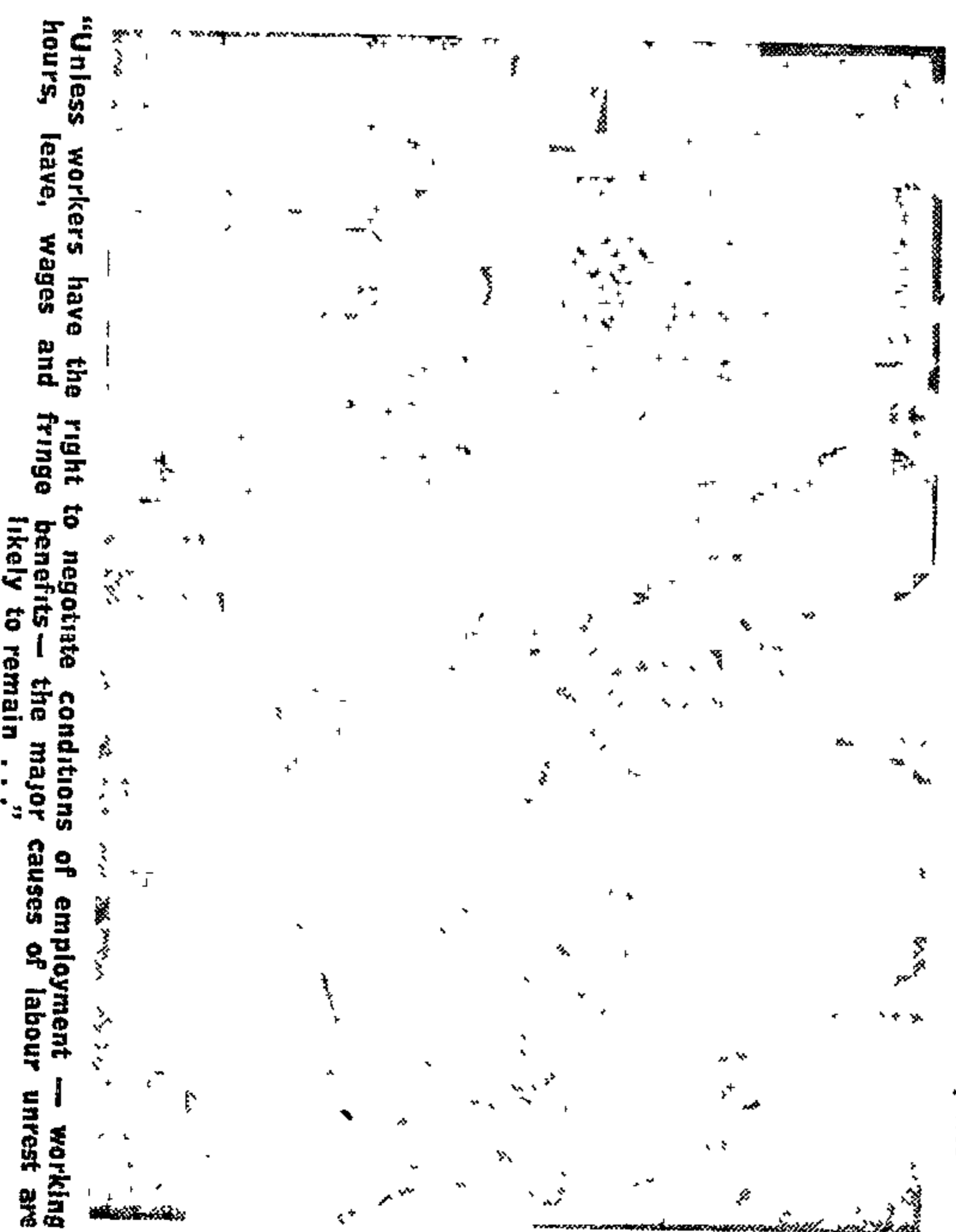
"We are satisfied with what we are doing at company level right now," Mr Sutton said.

"But we can envisage all kinds of variations and adaptations at the higher levels. Others may devise more practicable machinery than that embodied in our exercise."

"Whatever the answer may be, however, we feel that there must be some higher authority to enforce agreements and to help resolve disputes."

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"Unless workers have the right to negotiate conditions of employment — working hours, leave, wages and fringe benefits — the major causes of labour unrest are likely to remain ..."

U.S. race relations were an 'eye opener'

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ARGUS
10/10/45

MR JACK HEEGER, a Cape trade unionist, says his visit to the United States was an 'eye-opener' on industrial race relations.

He has visited America on a research tour as a guest of the United States Government.

Mr Heeger, a former member of the Cape Town City Council, has been in the South African trade union movement for 30 years. He is president of the SA Consultative Council for the Sweet Industry and research officer for the National Union of Motor Assembly and Rubber Workers.

OBJECT

He said in an interview that the tour had given him first hand experience of industrial conditions and trade union movements in the world's most advanced industrial country. My primary object was

to study employment conditions and race relations in the American sweet, food, drink and motor assembly and allied industries.

'My visit was an eye-opener because I made a broad survey of the aspects of race relations, wage structures and fringe benefits for workers in various industries.'

He said he was 'tremendously' impressed at the fact that there was no friction between White and Black workers in factories where Black workers held positions senior to White workers.

'There is no animosity whatsoever and complete co-operation exists in working for the interests of the workers,' he said.

African labour laws inconsistent—Tucsa

RDM 8/8/75

Labour Correspondent

GOVERNMENT legislation on African labour was full of inconsistencies which prevented any meaningful representation by workers, said the Trade Union Council of South Africa yesterday after a meeting of its 30-member national executive.

The executive reiterated that works and liaison committees were "totally inadequate as a form of Black worker representation, and no substitute for trade union rights for African workers."

It stated that "Tucsa could in no way be identified with the concept of works committees, as proposed by the Government, as an alternative to trade union rights for African workers".

It expressed its concern

at the anomalies in legislation governing the African worker.

The council made representations to the Minister of Labour, Mr Marais Viljoen, asking that the Bantu Labour Relations Regulation Act be amended to provide for consultation with trade unions and workers in industries in which African worker wages and conditions were affected

In his reply, the Minister said registered unions could not claim to represent African workers, and it was Government policy not to recognise African trade unions

However, in industries in which there were industrial councils, said the Minister, trade unions and employer organisations "should continue to regu-

late conditions of employment".

Mr Arthur Grobbelaar, general secretary of the Trade Union Council, said yesterday. "The Industrial Conciliation Act allows for the conditions of employment of African workers to be established by registered trade unions and employers without recourse to the African worker

"The Bantu Labour Regulation Act cuts out any trade union or worker consultation

"There is total confusion. The Minister of Labour has said a number of times that the registered trade unions and employers have a responsibility towards the African worker—and then turns around and says you will have nothing to do with them, they are not your concern"

SOUTH AFRICA'S use — and mis- use — of her man- power has always been a key factor in its political de- velopment.

Equally, job reserva-
tion, influx control, the
bantou registered Black
trade unions and migra-
tory labour are politi-
cal issues which have
long hobbled its eco-
nomic growth.

Now, one of the coun-
try's most powerful em-
ployer organisations,
the Federated Chamber
of Industries, is consid-
ering a national man-
power development pol-
icy which, if adopted by
the Government and
the private sector, could
not only speed up South
Africa's economic
growth, but provide the
wheels for profound so-
cial change.

Key elements in the
policy are:

- ① The greater geogra-
phical and occupational
mobility of workers.
- ② The improvement of
skills in the total labour
force.
- ③ The phasing-out of
the migrant labour sys-
tem as it exists.
- ④ The relaxation of
statutory and traditional
job reservation.
- ⑤ The preparation of
Black workers for more
meaningful involvement
in the collective bar-
gaining process.
- ⑥ The fixing of mini-
mum wage levels "in
accordance with the ba-
sic necessities of life".
- ⑦ The extension to the
total labour force of
a de quate unemploy-
ment, pension and sick-
ness benefit schemes.
- ⑧ The abolition of dis-
crimination against
women in the labour
market.
- ⑨ The co-ordination of
the labour policies and
practices at present ad-
ministered by four Gov-
ernment departments —
Bantu Administration,
Labour, Health and
Mines.

The necessity for
such a policy — with
its implied drastic shifts
in South Africa's tradi-
tional labour attitudes
— can be gauged from a
few statistics — based
on official forecasts.

By 1980 there will be
200 000 new entrants
into the labour market
every year. By the year
2000, that figure will
swell to nearly half a
million. More than 70
per cent will be Black,
of which a substantial
proportion will have to
find work outside the
homelands.

Blacks at present con-
stitute 55 per cent of

the industrial labour
force, but by the year
2000 that figure, too,
will rise to 70 per cent,
while the demand for
trained labour will far
outstrip the supply from
the White, Coloured and
Asian sections of the
population.

Recently, the FCI
produced a far-ranging
statement on industrial
peace in South Africa.

Now, the director, Dr
H. J. J. Reynders, has
conceded that this was
merely part of the all-
embracing national de-
velopment policy which
the chamber is consid-
ering submitting to both
Government and the
private sector.

Stable industrial re-
lations were vital to
South Africa's economic
future and prosperity,
he said. It was essen-
tial to plan for the or-
derly development of
future labour policy.

Training

Essential components
should be the planned
development of the eco-
nomy to provide work
opportunities at a rate
which would meet ris-
ing expectations and
raise living standards,
the development of
training and manage-
ment practices to in-
crease productivity, and
the optimum geographic
distribution of wealth.

A final essential was
the "meaningful partici-
pation of all workers to
underwrite the future
of industrial peace".

In the light of this,
few would doubt that
the policy package
which his chamber is
considering is — as he
says — "of central im-
portance to all sections
of the community".

One of the key ele-
ments in the recommen-
dations is the rapid im-
provement of Black
skills, including a much
larger Government con-
tribution to pre-employ-
ment training pro-
grammes, basic and
adult education. There
should be an accelera-
ted programme of train-
ing for all race groups,
while more attention
should be given to re-
training to afford work-
ers the opportunity to
change careers, acquire
new skills and return
to work after a break in
service.

The greatest need for
technicians, supervisors,
operators and artisans
will continue to arise in
the White industrial
areas, followed by the
border areas and home-
lands. All training will
have to be speeded up
to an unprecedented
pace if growth and em-
ployment targets are to
be met.

10/2/75
S.A. Times BY FLEINZ VILLIERS

On the question of
geographical mobility,
the policy does not call
for the "unqualified re-
moval of influx con-
trol", but for the
streamlining of proce-
dures to eliminate fric-
tion and delays. Sug-
gestions here include
the practical applica-
tion of the Bantu Ad-
ministration Board sys-
tem which, in theory,
permits a greater mobil-
ity of Black labour, the
improved working of
labour bureaux and
their physical separa-
tion from offices ad-
ministering influx con-
trol.

In its present form,
the migratory labour
system is not conducive
to optimum labour
practices and sound la-
bour relations and
should be modified.
Suggestions include the
improvement of com-
muter services to allow
the worker to visit his
family on a weekly or
monthly basis. Where
this is not possible, the
recommendation is that
workers — with a his-
tory of employment in
industry and certain
minimum educational
status — be allowed to
reside in White areas
on a family basis, al-
though not enjoying
Section 10 rights. Indus-
try should be allowed
more freedom to ac-
quire Black workers on
a longer-term basis, the
one-year contract sys-
tem should be amended
and the migrant worker
system as it exists at
present gradually
phased out.

Clear need

Explaining the policy
on industrial relations,
Dr Reynders says that
it is incumbent on em-
ployers to make full
use of the works and
liaison committee sys-
tem, but that to the ex-
tent that the aspirations

of Black workers c
not be met through
system there is a
need for the autho
to, in due course,
legal recognition
their aspirations.

This should be
where it is clear
the attitudes and
tives of Black wo
are not inimical t
national interest.

"In the light of
growing belief
sections of South
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not be given to
trade unions, un
sary obstacles
not be placed in
path.

Re-entry

On the quest
wages, he said
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U.R. plan for SA labour

11/21/75 The Argus Correspondent

DURBAN— South Africa, which was entering its third major industrial revolution, would have to opt for a more extensive social welfare system in future, Dr Gideon Jacobs, MP, the United Party's chief spokesman on Labour, said in Durban at the weekend.

Addressing a Young South Africans symposium on the Urban Black, he said that once a country had become fully industrialised, it had the choice of diverting its immense economic resources into one of three main avenues. He said either countries could opt for the American or the development of an extensive social welfare system, British or on prestige projects (Russians). He said that our population composition and the disparity in wealth between the haves and have-nots, we will have to opt for a more extensive

social welfare system, Dr Jacobs said.

REASONS

Rapid economic growth was essential to South Africa for a number of reasons:

- ① To sustain a growing population, which was expected to reach 50 million by 2000.
- ② To meet a growing defence expenditure, presently standing at about R1,000 million and likely to increase.
- ③ To counter the activities of political agitators. In this sense, South Africa must expand economically or we will explode politically, he said.

GROWTH

South Africa had all the basic ingredients required for rapid, non-inflationary economic growth.

The Achilles heel in our whole economic system, however, is the insufficiency of high level skills, and unless this situation can be rectified, South Africa will continue to have high rates of inflation which will in turn impede our economic growth.

Outlining his priorities for a new initiative in labour, he said the most important consideration was to implement labour and training policies dictated by the human economic needs of the country and its people, and not by ideological considerations.

He called for trade union rights for Blacks, the removal of statutory discriminatory measures, including job reservation,

See also WAGES

Jodley

Jubilee on swag

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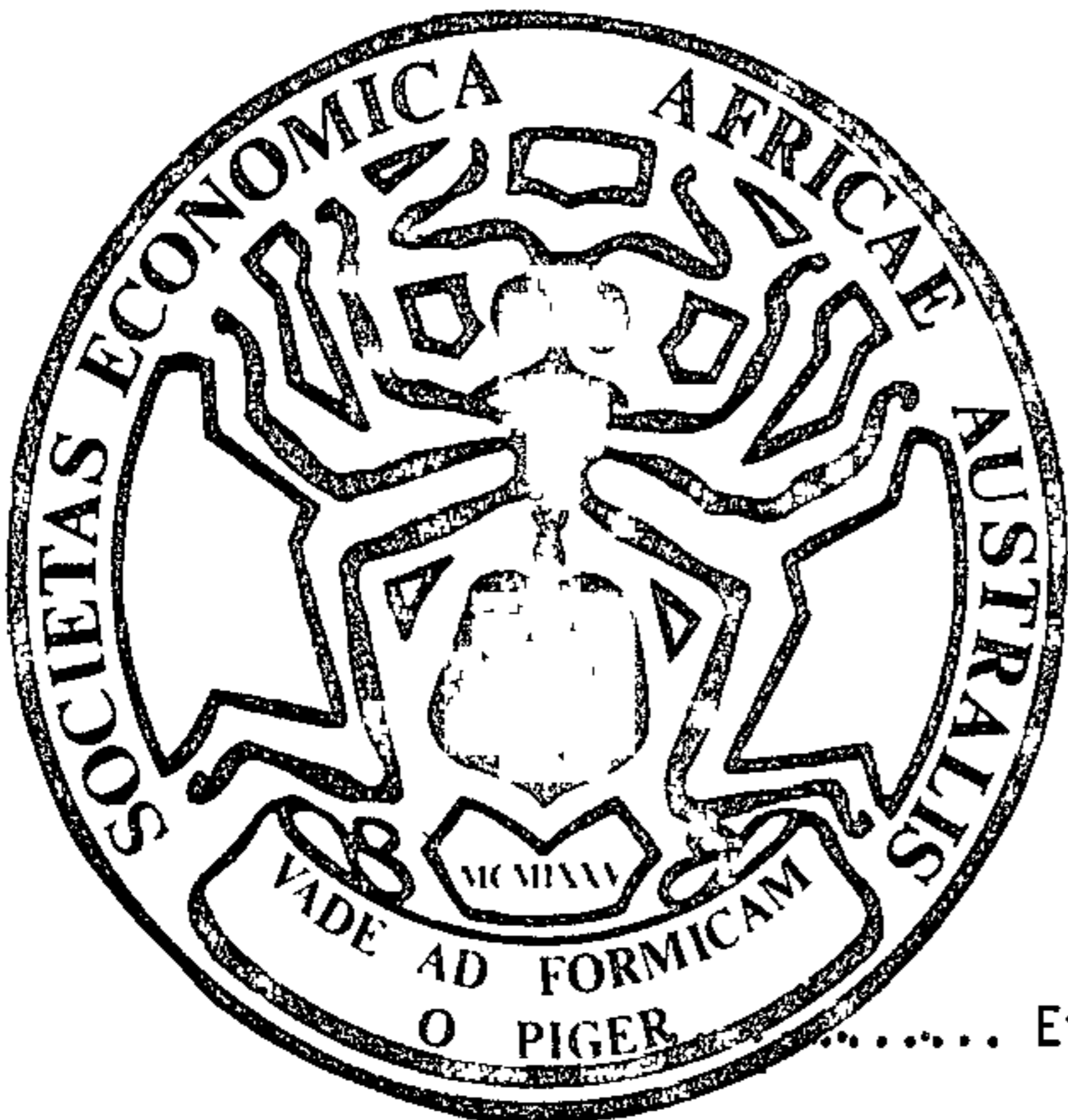
17/9/75

ECONOMIC SOCIETY
OF
SOUTH AFRICA

Jubileum 1925 - 1975

LABOUR ASPECTS OF THE MAJOR UNRESOLVED ISSUES IN THE SOUTH AFRICAN ECONOMY

by
Francis Wilson



..... Et considera vias eius et disce sapientiam

Africa.

At the risk of being obvious I would start by stressing the crucial importance of empirical research. Marais was a scientist whose passion was to understand the behaviour of the animals and insects around him. There was no way of doing this other than by careful observation over many years, and meticulous noting down of what he saw. What historians really need, wrote R.H. Tawney somewhere, are stouter boots. There are times when fact finding tends to be sneered at by people at widely different positions on the political spectrum. In our own country at present there are those in positions of power who believe that it is somehow unpatriotic to publish - or even dig up - facts which though true are considered best suppressed. And there are others who seem to believe that there is something naive about seeking to be as objective as possible in collecting data. Observation is a difficult business yet it is fundamental, being the bedrock upon which alone science can be built. But we should heed the warning of Raymond Aron that "the sociologist becomes political without wanting to, not by making a value judgement from time to time - after all one is free to do that - but by lapsing into the major sin of the politician, and also unfortunately of the scientist, which is that of seeing only what one wants to see".⁵

How then does one learn to observe; to see even the things which (unconsciously perhaps) one does not want to see? How, to put the question another way, does fact finding become more than a sweeping together of a pile of disconnected pieces of information? There is no easy answer to such questions except to consider the ways of scientists as they have wrestled with their mass of empirical data. From Eugène Marais one learns of the importance of asking the right questions. Sometimes question leads to observation, sometimes vice versa. Marais had often pondered over the source of the termites' water supply. Where, he asked himself during the most severe drought which had ever stricken the Waterberg, could the termites get the water which kept their gardens moist when the earth was baked dry for miles around? "I must confess", he wrote, "that I came eventually to the solemn conviction, that the termites in some way or other manufactured water from oxygen and hydrogen. Where they obtained the hydrogen was another inexplicable mystery. But I knew the termites were capable of many wonderful things and my solution seemed the only possible one".⁶ But he was wrong. Further observation at last revealed the secret: the termites, like good South African farmers, dug boreholes until they found water.

Labour aspects of the major unresolved issues in the South African Economy¹

When reflecting on the best way of approaching the formidable task of assessing the major unresolved issues in the field of labour by means of what the convenor of this 50th anniversary conference was moved to call "fundamental and rigorous exposition", it seemed to me that one should begin by considering the proverb which our elders chose as the motto of the Economic Society of South Africa. "Vade ad formicam o piger". Go to the ant you sluggard. "Et considera vias eius et disce sapientiam", the proverb continues; "Watch her ways and get wisdom". Some people may wonder why the society chose the ant for its emblem and that proverb for its motto. Indeed in introducing the worker ant (*Myrmica Natalensis*) to members C.S. Richards pointed out that, "In view of the destructive work of the ant in gardens and on farms in South Africa, the writer cannot help feeling that perhaps an equally energetic but more useful and appropriate insect might perhaps have been selected".²

According to H.M. Robertson the ant was chosen as South Africa's answer to the bee which the Royal Economic Society had recently adopted for its emblem. It could be, of course, that our elders were mindful of the rest of the proverb³ and wished to counter such subversive ideas as contained in Matthew 6:28 in order to drive home the work ethic of the protestant revolution.

Go to the ant you sluggard,
watch her ways and get wisdom.
She has no overseer
no governor or ruler;
but in summer she prepares her store of food
and lays in her supplies at harvest.
How long, you sluggard, will you lie abed?
When will you rouse yourself from sleep?
A little sleep, a little slumber,
a little folding of the hands in rest,
and poverty will come upon you like a robber,
want like a ruffian.

Or perhaps it is the absence of state intervention that attracted our elders! More seriously though I disagree with C.S. Richards and would argue that the ant is a singularly appropriate emblem for the Economic Society and an admirable focus for our reflection.

Perhaps it is not entirely fortuitous that in the same year in which our Society was founded a South African genius published the first results of his response to the motto's injunction. Eugène Marais was in the Waterberg making the observations which in due course were to lead to that marvellous book on The Soul of the White Ant.⁴ It is from this that I wish to draw a number of lessons for us as economists studying problems of labour in South

wriggling and turning like snakes. And see, what was that? One of the snakes seized its own tail and the image whirled scornfully before my eyes. As though from a flash of lightning I awoke; I occupied the rest of the night in working out the consequences of the hypothesis ... Let us learn to dream, gentlemen".⁹ Kekulé had discovered the Benzene ring, an idea which revolutionised organic chemistry.

There is no logical way, Einstein has taught us, of moving from a mass of factual observations to the discovery of elemental laws and the understanding of what we see. "There is only the way of intuition, which is helped by a feeling for the order lying behind the appearance".¹⁰ Whilst it may well be that there is no equivalent in the social sciences of any function with such breathtaking simplicity as $E = MC^2$ there is surely an equivalent need for us to be aware of how the way in which we look at things itself determines the extent to which we understand. By observing things in a certain way we get insights which we would not otherwise have. But, at the same time, we may miss things which other ways of seeing throw into sharp relief. The purpose of science is to search for patterns which help one to understand (not necessarily to predict) what is happening. The Benzene ring is just such a pattern; DNA's double-helix is another; the human body as a society of specialised families living on the edge of a sea is another; the termitary as a body that can do everything except move from place to place is yet another. Several different images, each with different insights, may co-exist side by side. Some images may have to be discarded in the light of new facts. Can one not argue that economists too need to consider the images they use in order to understand their subject?

Perhaps the most striking image to emerge from our biological excursion is that of wholeness. "Each organ", writes Marais of the termitary "is in constant activity and has a separate purpose - at least the purpose appears to be separate and independent; but on closer observation we find that all the organs are really working for a communal purpose".¹¹ And Jean Hamburger tells us that "Each cellular family of the human body is both so specialised and at the same time so necessary to the communal action that certain little collections of cells ... can not be removed from the organism without causing the most serious accidents whose consequences ... may be to kill one after the other all the colonies of the cellular community which make up man".¹²

Not the least important point to note is the fact that the scientist asks two sorts of questions, interrelated but quite distinct. 1) Where does the termite get water in the midst of a drought? 2) What is the main-spring of the termite's restless activity? The first question helps one to map the terrain so to speak. The second seeks to explain why things happen. But in answering this second question the scientist has to move far beyond the given facts into the realms of poetic imagination as he seeks for a visual or mathematical image which helps him better to understand how things fit together. Here too Marais has much to teach us with his images of the termitary as a single animal lacking only the power of moving from place to place, and of a mammal's body being a community with specialised individuals grouped into organs.

Compare this thinking with the writing of a modern French medical scientist. In his book La Puissance et la Fragilité Jean Hamburger writes of the importance of the new images full of original information which complement the old image of the human body as a collection of brains-hearts-lungs etc. He identifies a number of new images the first of which is that of "a community of cellular colonies, living in restricted independence on the edge of an interior sea".⁷ Hamburger develops this picture of the human organism by considering two insights provided by this way of looking at things. The one is the "incredible intensity of exchange" that takes place without respite in the midst of the interior milieu. The other is "the degree of specialisation" of all the cellular families, each of which plays its specific part "in a co-operative whole". And so the idea emerges of the physical personality forming a whole which cannot be divided except artificially.⁸

At this point one stops to rub one's eyes. Not only does the French scientist's new image of the human body sound extraordinarily like Marais' termitary but both say things not unfamiliar to the descendants of Adam Smith. "Why do they work?" asks Marais of his termites. And from Hamburger we hear of exchange, specialisation and co-operation. But I am jumping ahead. There is another story to tell first: this time from the physical sciences. Kekulé the German chemist has related how he was sitting writing a text-book: "But it did not go well; my spirit was with other things. I turned the chair to the fireside and sank into a half sleep. The atoms flitted before my eyes. Long rows, variously, more closely, united; all in movement

nothing, so he argued, to suggest that it would be immune from the regrettable consequences of such political pressures to raise wages. I do not wish to debate here all the pros and cons of Little's analysis. I wish only to draw attention to one striking omission which throws into sharp relief the problem of boundaries and the need for further thinking about their consequences.

Let us suppose, without prejudging the issue, that the effect of increasing substantially the minimum wages of black mine workers would in fact be to create unemployment in the sense that the number of jobs on the mines fell. But who precisely would become unemployed? Answering this question brings to one's attention the fact that in the South African economy there are at least half a million black workers whose homes are outside the country. Thus, at one level, the problem of minimum wages and unemployment revolves around the ethical question as to whether wages inside South Africa should be kept at a level which maximises employment of mineworkers from Lesotho, Mozambique, Malawi, and elsewhere or whether it is legitimate to push up wages even if this implies that fewer foreign workers will be employed than would otherwise be the case. The answer seems clear: all nations take it upon themselves to be responsible primarily for workers living within their own boundaries and nowhere has it ever been argued that wages in a country should not be increased for fear of creating unemployment somewhere else. Certainly it would be unusual to hear a British economist arguing against raising living standards in the U.K. on the grounds that by so doing unemployment was being created in the West Indies. Implicitly, if not explicitly, wage policies tend to be debated according to their merits in affecting the living standards and employment of people living within a particular society. In other words much analysis assumes that economic and political boundaries are in exactly the same place. But this is not always so. In Southern Africa the political boundaries of the Republic and the economic boundaries of those actively involved in its economy are not the same. In other parts of the world too, in Western Europe, Latin America, North America, and in Western Africa, patterns of migrant labour are forcing increasingly to the attention of economists the fact that their analysis needs to be cast in terms wider than the political boundaries of particular nations.

What the biological sciences (from which, as Professor Gurzynski reminds us,¹³ Marshall drew heavily) are driving home to us surely is the need to focus not only on the individuals whether they be corpuscles, ants or human beings but to consider the whole society, of which they form part, as living organisms. "No man", wrote John Donne echoing St. Paul, "is an island". We are all members one of another. It is this heightened awareness of organic wholeness combined with a realisation of the importance of images, or ways of seeing, in helping us to understand the observed facts (or even to see certain facts), that we inherit from Eugène Marais to whose work the motto of the South African Economic Society has pointed us.

With this background let us turn now to consideration of the major unresolved issues that face economists as they consider the field of labour in Southern Africa. It is not possible to cover everything in one paper and much that is important - both factual and analytical - will be left out. The issues about which I shall try to say something are:

1. The problem of boundaries.
2. Poverty and Unemployment.
3. Distribution.
4. Productivity and Earnings.
5. Human Capital.
6. Migrant Labour.
7. Industrial Relations.

Let us consider, briefly, each of these in turn.

1. The Problem of Boundaries

Perhaps the best place to start is the area of debate over minimum wages which has occupied much attention of economists involved in South Africa over the past 15 years. I.M.D. Little, in an article in the Guardian,¹⁴ recently wrote a strong critique of the campaign led by that newspaper to compel British firms operating in South Africa to pay black workers wages substantially higher than those they had previously been paying. Put in a nutshell Little's argument was that the impact of a wages campaign in any developing country is likely to be bad in that it will, via substitution of capital for labour, create unemployment and so cause more misery than it alleviates. South Africa certainly has its peculiarities but there is

In assessing these divergent views let us start at the micro level by considering individual migrants and the short term consequences of their migration. Clearly individuals would not migrate unless on balance they thought that by so doing they would improve their position. In Malawi for example Dr. Margaret Read found during anthropological investigation in 1942 that, "it is evident throughout the villages under investigation that standards of living are changing rapidly and that emigration on the whole is making them rise rather than fall".¹⁹ Twenty years later Van Velsen who had also done his field work in Malawi concluded that, "compared with other tribal areas the Tonga are relatively prosperous; this prosperity is largely due to their export of labour".²⁰ Similarly a decade later Notutshungu was in no doubt that, "in financial terms, migrant labour ... of the sort operating between Malawi and South Africa, was beneficial," to the sending country.²¹

The financial benefits both to migrants and the communities from which they come are derived, of course, primarily from the earnings paid by employers. These may be spent by the migrant on himself and his friends at his work place; they may be spent in order to purchase goods which he sends or takes home when he returns; they may be sent home in the form of remittances, deferred pay, tax, or simply as cash taken back at the end of a contract. It is difficult to measure the extent to which in the short run those who remain behind benefit from the earnings of the migrant working in another country but it is clear that for the sending community as a whole, including migrants as well as those who remain behind, the total income will rise as a result of migration. In the first instance then it would seem that the net effect of migration is to benefit the total community of the sending country. For although agricultural output may fall as a result of the migration, the earnings of the migrants more than compensate for this. If this were not so then surely the migration would not have taken place. However although the migration leads to a greater gross national product it may, and in some cases almost certainly does, have a secondary effect of redistributing this income in such a way that some of those left behind are actually worse off than they would have been if there had been no migration. For where migration exists not only may the workers spend a

Can one then agree with the assumption that a country should not take into consideration the effect of its policies on its neighbours? A notable feature of migrant patterns around the world is the way in which host countries will employ migrants when they need them and send them packing as soon as there is a fall in the demand for their labour. But should countries behave in this way? To answer this let us look at the problem in a different way. What is the effect of a national boundary between the home and the place of work of migrants moving backwards and forwards on the pattern of Turks to Germany, Uruguayans to Argentina, or Mozambiquans to the Republic of South Africa? Conventional international trade theory would suggest that the sending country must benefit from such movements for men would not seek to leave their homes to work elsewhere unless they improved their material circumstances by so doing. But is this the whole story? Could it be that, as some people are now arguing, the consequences of such oscillating migration over a long period of time actually harm the sending country?¹⁵ If this is so what is wrong with conventional theory which asserts that trade takes place only if both sides benefit although one side may benefit more than the other? There is a wealth of literature dealing with this question but, as yet, no consensus as regards the answer. Within Africa the problem has been brought most sharply into focus in the west where Elliott Berg and Samir Amin have come to radically different conclusions in their assessments of the impact of labour migration in that part of the continent.¹⁶ I shall not attempt to summarise that debate here but shall draw on it as we seek to weigh up the different assessments of the pattern of international migration in the south. On the one hand there are those, like G.M.E. Leistner, who argue that "the fact that these men (non South African migrants) are living off the resources of another country rather than augmenting the number of those trying to eke a minimum subsistence from traditional agriculture at home, is a definite advantage. Beyond that ... the various countries derive direct benefit from the cash and goods brought or sent back (remitted) by migrants in the Republic, and also from the activities of the recruiting agencies".¹⁷ On the other hand another South African, Sam Nolutshungu, warns against "the rather pat view" that a sending country like Malawi benefits all round from the migrant labour system particularly in the long run. "It is very doubtful", he writes, "... whether economic co-operation with South Africa will accelerate economic development of a kind that will be optimal for the whole of Malawi society".¹⁸

without putting back into the soil that which was necessary to prevent its destruction, through erosion, leeching of vital elements, or whatever. It is possible that, as a result of migration, the agricultural potential of a society could actually decline over time if the soil itself was allowed to run down and if the society changed in such a way that, both in terms of social structure and in terms of individual know-how, the community was less able to produce, with given resources, what once it could. We are not arguing that where actual agricultural output falls there is necessarily disaccumulation of capital, for the decline in output may be due simply to the fact that comparative advantage lies in producing less food and more of something else. What we are concerned about is the possibility of an irreversible process of soil erosion, social change, or loss of corporate knowledge and motivation which effectively diminishes the potential, or capacity, of that society to produce food and provide employment if the men chose to go back to the land.

Thus far we have been arguing on the implicit assumption that over time population remains constant. But this is not realistic; in most sending countries population is rising, usually at a very rapid rate. It is not possible to know whether a system of oscillating migration over several generations is itself a cause of rapid population growth, in the sense that it permits population to grow faster than it would otherwise do, in the sending country but one can at least explore how such a system affects, or biases, the way in which the society responds to a rural population explosion. Where urbanisation takes place, partly in response to a push from the land, the towns and cities themselves become generators of income and employment through a twin process of capital accumulation and localised expansion of markets. The capital, both physical and human, comes not only from personal savings and income tax but also from reinvested profits as well as taxes on such things as corporate profits, sale of goods and so on. When urbanisation takes place while a pattern of oscillating migration is maintained it is unlikely that capital formation will be shaped in such a way as to provide jobs for wives, schools for children, and infrastructure in townships (roads, sewerage etc.) for families of migrants in the way that it would have been had the migrants urbanized permanently and brought their families with them. The bias in the shape of capital formation is, in the absence

relatively higher proportion of their earnings on themselves than they would in the rural areas but it is possible (though there is no evidence for this) that such money as they do send home may be used to feed and clothe a tighter family circle than previously.

The argument thus far is fairly straight forward. Men go off to the mines because by so doing they can improve their material position. Seen from a macro perspective there is a transfer of labour out of the agricultural sector into mining; resources are allocated more efficiently and output increases. The sending community as a whole (including migrants) benefits although there may be redistribution of income which leaves some worse off. All this is in the short run. In the longer run, however, the argument is by no means so clear. The problem arises when one considers the impact of the national boundary between the migrant's home and his place of work and also the capacity of an economy, within national frontiers, to generate jobs and incomes. Ultimately this capacity to generate employment at a "reasonable" standard of living depends upon the capital accumulated in that society both in the form of material goods such as roads, dams and factories as well as in the form of appropriate know-how, or responsiveness, inbedded in people through education, experience, and the social structure.

What then is the long term impact of a migrant labour system on the process of capital formation, and hence/^{on the} capacity to generate development, within the sending country? Consider first physical capital. There are a number of possibilities. The migrant worker from Lesotho, for example, may use more, the same, or less of his earnings for maintaining and improving his land and livestock than he would have done if he had remained a full time farmer. His government too may get more, less, or the same amount of taxes from the migrant than it would have done from the full time farmer. But even if the migrant saves more than he would have done as a full time farmer what of his ability to convert²² these savings into productive investment? From a theoretical point of view it would seem that depending on the circumstances, oscillating migration, could have the effect either of increasing or decreasing the rate of internal capital accumulation. But there might even be situations where the impact of migration was to cause a disaccumulation (or negative rate of accumulation) of capital in the sending country. Suppose for example migrants used their land as a base on which to house their families and from which to extract what produce they could

stabilise the labour force in family housing, it was also decided that jobs would be given to local Africans only. And so although no individual migrant who wishes to continue working is being sacked he is not being allowed to settle nor bring his family to join him. The net result is that Lesotho which has for over 100 years been sending men to the diamond fields now finds that this area of employment is gradually being closed as the migrant system is phased out.

It would of course be a mistake to suggest that a migrant system is the only cause of a country's inability to generate jobs for all its citizens. An explosion of population in particular societies using certain techniques of production may well be the single most dislocating factor in national economies round the world. We need look no further than Rhodesia, which has for years received migrants and controlled its own capital accumulation, to see that the causes of growing unemployment cannot be blamed - even in Southern Africa - ^{only} on the migrant system. But in analysing the long term consequences of an oscillating labour pattern it is equally important not to ignore the way in which, over time, it can bias the formation of capital and actually reduce the capacity of a sending country to generate income and employment. If this analysis is correct then clearly steps must be taken to try and correct the bias in capital accumulation and so enable peripheral countries to develop in such a way that they too generate jobs and incomes. Elsewhere I have tried to deal with this problem and suggest some of the possible steps.²⁵ Here let us simply note that the nature of the oscillating migrant labour pattern which has existed in Southern Africa since the mineral discoveries a century ago forces upon us economists the necessity of examining more carefully than the corpus of economic theory worked out in different circumstances would suggest the implications of these national boundaries.

Indeed one might go further and argue that notwithstanding Clark Kerr's article on the balkanisation of labour markets²⁶ that there has been insufficient attention paid to the nature of boundaries within the whole field of labour. Forty years ago Sir John Hicks wrote that "direct legal impediments to mobility are so obvious a hindrance to the growth of wealth that they have generally disappeared - within national areas".²⁷

The experience of Southern Africa suggests that this begs a number of questions. If legal barriers are so obvious a hindrance to the growth of wealth why do they persist across national boundaries? Why, in 1965, did the United States seek to cut off the flow of braceros from Mexico? As we week to

of an interventionist policy, likely to be most pronounced where the migrants' rural homes are separated from the towns by a national frontier; for the effect of this boundary is to define the geographic limit beyond which those who control the economy of the receiving country feel no responsibility for the welfare of people living there. Hence there are few, if any, political pressures to use tax revenue, for example, to finance educational expenditure, say, on children living beyond the national boundary. So far we have considered the boundary between two areas to be a national one, however we should note that other boundaries caused, inter alia, by distance and by the distribution of political power, may also lead to bias in the process of capital accumulation and job creation.

To sum up the argument: a pattern of oscillating migration maintained over many years between urban and rural areas separated by some boundary can have two contradictory effects. On the one hand it leads to higher incomes for the migrants whilst on the other it may simultaneously be causing a disaccumulation of capital and hence reducing the capacity of the sending area. A pointer in this direction may be seen if one considers Lesotho where on the one hand there are 80 000 migrant miners each earning an average of nearly R600 in South Africa whilst on the other there is a country which cannot even begin to feed itself although it was once, at the turn of the century, an exporter of food.²³ Nor is it able to provide employment for all its citizens half of whose total male labour force is estimated to work on the mines and farms of the Republic. It is estimated that the present rate of increase of the labour force in Lesotho is probably in the region of 6 000 a year of whom less than one-tenth will find employment in the country.²⁴ In other words, after a hundred years of spectacular economic growth in South Africa in which Basotho have participated fully as diamond diggers, gold miners, farm labourers and the rest Lesotho now finds itself with no rights of access to most of the accumulated capital which her citizens helped to form. Less than 10% of her labour force is in paid employment inside the country and nearly half outside. There is no prospect of providing jobs either for those working outside the country or for the growing population. At the same time Lesotho is not considered as having any right to participate in decisions concerning employment outside her boundaries. Thus, for example, when at the end of 1972 it was decided that the diamond mines in Kimberley should move away from a migrant system, close the compounds, and

I do not pretend to have the answers to these questions but raise them because as economists seek answers we will, I think, find ourselves understanding more clearly than we do now the relationship between barriers and wealth. Perhaps we need to think of a geographic region (or indeed the whole world) as a comb of cells separated from each other by membranes of different thicknesses through which individuals pass like molecules of oxygen with an ease or speed related to the thickness. Each cell may be thought of as a country, a region (e.g. an urban area), a factory,³⁰ a trade union, a particular profession etc. Once inside a cell an individual's income is to a large extent determined by his relative scarcity in the cell so he will try to keep the number as small as possible. At the same time the health and total output of the living organism (the economy) which these cells constitute is dependent upon the regular movement of the individual molecules into the cells.

Coming back from the realms of biology consider, for a moment, Switzerland as a single cell and ask whether the wealth of her citizens (individuals inside the cell), is increased or decreased by the arrival of immigrants from outside. Where there are economies of scale, average per capita income must surely rise. But, if so, whence comes the Xenophobia? Another example: consider white workers in South Africa as the insiders of a particular cell. Is it always in their interests to exclude completely all those who are not white? Even the Mineworkers Union is beginning, implicitly if not explicitly, to recognise that the barrier cannot remain forever impermeable. There is more to wealth and welfare than relative scarcity, important though this is. Restricting the supply of apples will drive up the price of apples. Restricting the supply of labour does more than drive up the price of labour: it also restricts the production out of which, ultimately, the real wages are paid. In other words it is in the material immediate interests of people to create boundaries (of many different sorts) around themselves, in order to exclude outsiders - defined variously as blacks, foreigners, country bumpkins, illiterate, not properly-qualified etc. But for every boundary there comes a stage when it is counter-productive, even for insiders. Can we not say that the economy is a living organism whose very life depends upon the flow of human oxygen through the membranes? To start, as we so often tend to do,

answer that question we realise that it is not only a question of the growth of wealth but the distribution of that growth. To put it another way, the imposition of barriers such as immigration legislation have been used by insiders to ensure that their wealth is not decreased through having to share it with an influx of outsiders. Nor is it only a question of geographic frontiers: skin colour, trade unions, professional associations to name only three are all part of the same thing. At a theoretical level what is needed is clearer analysis as to whom the imposition of a boundary benefits, and when it benefits them.

In examining the legitimacy of boundaries one of the crucial factors to be taken into account is surely their function. A colour bar used to prevent men with certain skins from competing with others for particular types of jobs is now almost universally regarded as illegitimate. On the other hand a professional qualification, provided that it exists only to ensure that people will be protected from the ministrations of those, such as untrained surgeons, who could harm them, is regarded as legitimate. The real difficulty lies with those boundaries whose main effect is to protect the wealth of insiders. But it is also intriguing to note that 'there may be conditions under which, as in international trade, the erection of a wall can be counter-productive to those inside it.

Adapting Salter's analysis on technological change and the choice of techniques²⁸ and treating the imposition of a colour-bar as a tax on black labour one can show how, in theory, the scale effect could outweigh the substitution effect so that employment of whites actually fell as a result of restricting the Black:White employment ratio to some maximum.²⁹ But what of restrictions (e.g. job reservation, immigration laws) which analytically must be seen as restricting the supplies of labour? Do insiders benefit from such restrictions or not? If they do why did the United States impose the immigration act of 1924 and reinforce this by ending the Bracero programme in 1965; or Switzerland try so hard, long before the recent economic recession, to reduce the number of foreign workers in the country? But if insiders do benefit from such restrictions what is wrong with the economic theory that finds barriers to mobility to be a hindrance to the growth of wealth?

approximately 10% in the two Ciskei districts and averaged 22% in the two Transkei districts. The figures were almost exactly the same for both men and women. In Bizana underemployment of males in 1968 stood at no less than 28%. Further empirical work is needed before we can answer the host of questions which such figures raise. Did these men choose not to work or were they involuntarily unemployed? Was the survey done at a time of year when many men like to come home for a spell to share in the fruits of harvest?³² Were they perhaps all young men who, though they had no right to land and did not participate in working it, nevertheless claimed a share of the communal wealth?

However there is not much wealth to share. In the latter half of the 1960's approximately nine-tenths of all households in the four Ciskei and Transkei districts surveyed by de Vos had incomes, including remittances from migrants, below the poverty datum line which itself was well below the Minimum Effective Level. In 1968 the monthly average income per household (of slightly over 7 people) in the Transkei sample was R20. In the Ciskei sample, with a household size of approximately 6,5, the monthly average income was R19. Average income was thus less than two-fifths (38%) of the poverty datum level.³³ Certainly there is likely to be some degree of error in the statistics but the overall picture is quite clear: it is one of grinding poverty about which the medical doctors in these areas have been telling us for years. Nor is it only in the rural areas that there is poverty; urban studies have also revealed a situation from which those of us who enjoy sufficient food, clothing, shelter and the material comforts of life shrink uncomfortably.³⁴

But perhaps all this has changed? After all most surveys were done before the Durban strikes and the rise in the price of gold led to the dramatic wage increases about which we have heard so much over the last year or two. The following table shows that even after allowing for the raging inflation real earnings of a large number of black workers increased substantially over the five years 1970 - 1975.

by assuming a perfectly competitive labour market and a single wage rate is not unlike considering the human body to be a bag of water with no specialised cells nor membranes of any kind. This may be helpful for some purposes but it does prevent us from seeing other aspects of the truth. It is time that we labour economists looked a little more closely at the nature and function of boundaries or membranes in the body economic. Some may be functional; others cancerous. We need to dissect them all and we need to understand better than we do now the rates of flow (and their range of variation) through particular membranes into different cells that make for the health of the body as a whole.

2. Poverty and Unemployment

What is the level of unemployment in South Africa? It is striking to note that so fundamental a measure of the health of an economy does not exist for the majority of South Africans, to say nothing of those living beyond the political borders of the Republic. There are many reasons for this lack of statistics, one of which is the theoretical difficulty of defining unemployment for those working in subsistence agriculture; a difficulty compounded by the existence of oscillating migration whereby workers may have two economic bases. In the absence of hard figures there have been widely different estimates of the extent of black unemployment. Some have argued that it is a major problem: to which others have replied that if this is so why have the mines found it so difficult to recruit South African labour? The paradox of mine (or farm) labour shortage in the midst of overall labour-surplus is not impossible to resolve as we shall see in a moment. Nevertheless the fact of labour shortages - at the going wage rates - together with large scale indenturing of labour from outside the country has suggested that the extent of black unemployment cannot be very great. However a detailed survey of two rural districts in the Ciskei (1965) and two in the Transkei (1968) undertaken by the late Professor P.J. de Vos and colleagues at the University of Fort Hare shows in analysis done by Johann Maree at the University of Cape Town that the level of unemployment appears to have been very high.³¹ Defining underemployment as being a state in which people were doing no work at the time of the survey; had not done any work for the previous 4 months; owned no land; had no rights to use land anywhere; did not work as farm assistants; nor (in the case of women) did they fulfill any household tasks, Maree finds that the level of underemployment was

are jobs which, to some, have too low a status to merit consideration even if the alternative is unemployment. In this context mining has over the years become just such a low status occupation for many black South Africans. Although the phenomenon is confined neither to South Africa nor, as we have seen, to white workers it is not inappropriate to label it after one of its best known manifestations. "Dit is mos kaffir werk" has over the years expressed the contemptuous rejection by whites of various types of work.³⁵

The next aspect to which I would draw attention is the need to examine the full consequences of the fever of inflation which is currently eating away at the level of incomes on which so many desperately poor people seek to eke out their existence. One thinks particularly of those in the rural areas such as widows, old-age pensioners and others whom the recent wage increases have passed by but who have nevertheless been caught by the wider wave of inflation. 30% of the household heads in the Victoria-East and Middelrift districts of the Ciskei were found to be widows.³⁶ How do they survive? And the old receiving a maximum of R22,50 every second month?³⁷ It is easy to ignore those whom we do not see. One of the most important tasks of economists surely is to find ways of measuring rapidly the full consequences to all the people of such shocks to the system as the rapid increase in the rate of inflation. Like doctors in an intensive care unit we must develop far more sophisticated monitoring devices for the state of the body economic than merely taking its temperature periodically. In the United States over the past decade there has, as Alice Rivkin points out, been a "quantum leap in knowledge about the economic status of the poor that has taken place ... in large part through the tireless and often unglamorous efforts of economists and other social scientists to redefine definitions and to goad the government into collecting new information about the low-income population".³⁸ Whilst we have made some progress in South Africa during this period there has not been that "quantum leap". Is not one of the main tasks facing economists over the next decade to stimulate the collection of this new information and to ensure, once it has been gathered, that it does not get trapped in the file of some bureaucrat who decides, patronisingly, that it is too hot for public consumption?

Finally in this section we must take note of the process of labour-substitution by machines and by chemical weed killers which is taking place in agriculture. Some idea of what may be in store for us may be seen in the recent experience of the United States where, according to Fortune³⁹ the number of farm workers

Table I: Earnings and Employment of Africans in Manufacturing and Mining Sectors 1970-1974

	<u>Manufacturing</u>			<u>Mining & Quarrying</u>		
	1970 (R)	1974 (R)	% Increase	1970 (R)	1974 (R)	% Increase
Av. Monthly Wage						
in (i) Current terms	51,4	87,2	-	18,0	46,2	-
(ii) Real terms (Apr. 1970=100)	51,2	62,9	22,8	17,9	33,3	86,1
No. employed (000s)	617	725	17,5	587,2	594,0	1,1

Source: Dept. of Statistics, S.A. Quarterly Bulletin of Statistics June 1972, March & June 1975.

Acknowledgment: This Table was compiled by Delia Essery.

Note: Examination of more detailed figures (not included here) shows that in Manufacturing, Mining, Construction and Government Service real earnings increased considerably faster for blacks than for whites over the period. Employment too has increased.

These are indeed cheering figures and it may seem churlish not to spend time enjoying them more fully but we must press on. There are three further aspects of poverty and unemployment still to be considered. The first of these concerns the paradox of high levels of underemployment combined with an inability of the mines to get all the black South African labour that they would like to have. Amongst the factors which may help to explain such a paradox are that all mine-workers must be male, generally under 45, and physically fit. Given the extent of T.B., Bilharzia, etc (to which we shall come later) the last requirement alone may account for the unemployability of a large number of apparently available Africans. But there are other factors as well: fear of going underground is one; unwillingness to bind oneself to the mines whilst there is still a chance that, if one waits a little longer, one will get a less arduous, less dangerous, and better paid job in the manufacturing sector is another. It is also possible that, at the time of the de Vos surveys when mine wages were still so abysmally low, remuneration offered was below the enticement level which made it worth a man's while to go to the Witwatersrand. He was not after all going to earn sufficient to make much difference to the level at which he and his family were living. There is also the "dim k.w." syndrome. This is a somewhat irreverent way of naming an important sociological-cum-psychological phenomenon which is not always given due weight in the analysis of labour markets. For a variety of reasons different types of work come to be considered by certain groups of people as being beneath their dignity. They

Many people off the farms seem to have gone into rural ghettos as densely populated as Qwa Qwa. Places like Sada, Itsoseng, Ilinge, Dimbaza, Mondlo and many others have almost all erupted over the past decade. A great deal more empirical work still remains to be done but the evidence all points to the white farms as a major source of these new rural concentrations of population. Nor is the process yet ended. There is room, as the Minister of Agriculture put it recently, "for a substantial reduction of non-white; and thus especially of Bantu farm labourers on white farms". And then, as he points out, comes the question, "where else must these excess (oortollige) Bantu find a future?"⁴³ A few of the more fortunate men get jobs near their new rural homes, though often at appallingly low wages; the rest go as contract workers to the cities. The women, as a homeland cabinet minister put it to me recently, "remain imprisoned" in the ghetto. They may not go to the towns to seek work; in the countryside, where they live, there are no jobs.

3. Distribution

We turn now, even more briefly, to what has probably been the single most frequent topic wrestled with by economists during the past two centuries. There was a brief period during the 1950's and 1960's when it seemed as if economists, awed by the stupendous capacity of modern technological growing economies to produce more and more goods, believed that distribution could be ignored because economic growth would take care of the poor soon enough. But in more recent years problems of distribution have moved back into the centre of the stage. In a reassessment of development economics Irma Adelman, on the basis of work she has done with Cynthia Taft Morris in examining the share of income accruing to the poorest 60% of households in 43 underdeveloped countries, concludes that "for the longest part of the development process ... the primary impact of economic development on income distribution is, on the average, to decrease both the absolute and the relative incomes of the poor. Not only is there no automatic trickle-down of the benefits of development; on the contrary the development process leads typically to a trickle-up in favor of the middle classes and the rich. The absolute incomes of the poor begin to rise with development only when the nation moves well into the "intermediate" level of development. Further, even here improvement is not automatic: the poorest segments of the population typically benefit from economic growth only when the government plays an important economic role and when widespread efforts are made to improve the human resource base ..."⁴⁴

over the past 15 years has fallen from over 7 million to just over 4 million persons. Over the past decade farm production increased nearly 25% despite a 35% decline in the number of people working on farms.⁴⁰ "Two years ago", somebody from Texas is quoted as saying in April 1975, "the potato picker came in strong and now cherry farmers are mechanising with tree shakers ... each year it seems like there is a new machine". It certainly does. "Asparagus" says the personnel manager for Green Giant's grocery products division, "is the only crop we still harvest by hand. A few years ago peas were harvested by hand, but now it is done by combine. Corn and string beans are mechanised now".^{41a}

Meanwhile what is happening in South Africa? From the Transvaal a decade ago came evidence of the impact of the combine harvester is reducing the demand for labour on the maize farms.^{41b} More recently in the Western Cape the use, on the Bankiespit in the vineyards, of week-killer which is carried around in a light pack to which is attached a very fine spray enables one man to do in two or three days what previously it required half a dozen or more men to do over a period of six weeks. The implications of such changes are not only that agricultural jobs grow more slowly than the farm population but that eventually a stage is reached when the absolute level of employment in agriculture begins to decline. Either way there emerges what one might term "agriculture's human surplus", people for whom there are no jobs on the land where they grew up. In most societies such people have tended to drift with their families to the cities. In South Africa this pattern has been followed by all those (White, Coloured and Indian) allowed to do so but for Africans the barriers against entry to the cities have been of a different order of magnitude. The evidence, sketchy though it is, of the past decade is that large numbers of people have moved off the white-owned farms, on which approximately a quarter of black South Africans live, into the already overpopulated Bantustans. In Qwa Qwa (Witziesshoek) for example C.J. Grobler estimated that between 1970 and 1975 the population has risen from a census figure of 24 500 to more than 50 000. This implies a rural population density of less than 1 ha. per person. The land is not suitable for agriculture but the number of non-agricultural jobs created by State and private enterprise is estimated to be no more than one hundred.⁴²

These are thorny questions so perhaps we should end this section with some remarks on the relatively simple matter of wage gaps. The following table shows the changing pattern of earnings in the gold mining industry over the period 1970 to 1974

Table 2 Earnings and Employment in South African Gold Mines 1969 - 1974

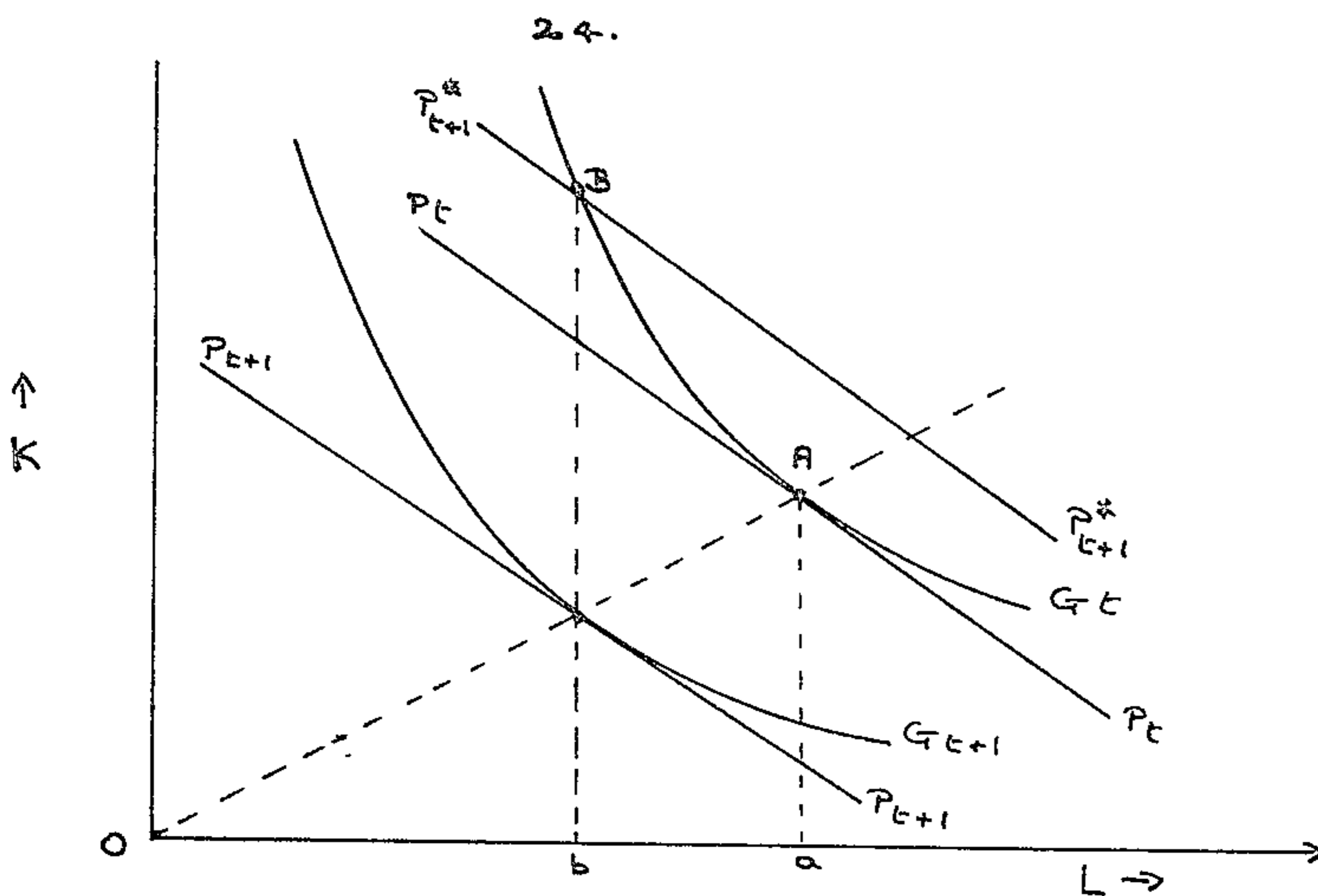
Date	White Average Earnings (π_w) (R/annum)	Black Average Earnings (π_b) (R/annum)	Wage Ratio $\pi_w:\pi_b$	Wage Difference $\pi_w-\pi_b$ (R/annum)	Employment Ratio $E_w:E_b$
1969	4006	199	20,1:1	3807	9,2:1
1970	4329	208	20,8:1	4121	9,8:1
1971	4633	221	21,0:1	4412	10,1:1
1972	4936	257	19,2:1	4679	9,9:1
1973	5881	286	20,6:1	5595	10,4:1
1974	6974	565	12,3:1	6409	9,7:1

- Notes:
1. Earnings refer to cash only and do not include wages in kind for either black or white.
 2. Average earnings derived by dividing total wage bill by number in service.
 3. All earnings figures are in current terms; i.e. no allowance has been made for inflation.

Source: Chamber of Mines of South Africa, Annual Reports.

These figures throw into sharp relief some of the ambiguities that have beset the wage-gap debate in recent years. If we consider the wage ratio we find a most encouraging trend. After widening for years (from 11,7:1 in 1911) the ratio has suddenly shifted sharply the other way. It is still far wider than the manufacturing sector and is back roughly to where it was during the second world war, but a ratio of 12,3:1 is decidedly better from a distribution point of view than one of over 20:1. However this is not the only way of measuring a wage gap, nor may it be the most relevant for our concerns. The table also shows that, whilst the wage ratio was narrowing, the difference, in terms of hard cash, was widening enormously. Between 1973 and 1974, for example, when the ratio narrowed so sharply the increase in average white earning was R1 093 which was almost double the average black wage after the increase and

Some economists question the attention paid by their bretheren to problems of inequality and economic justice on the grounds that these are political matters, beyond the realms of pure economics whose function is to analyse the causes of the existing distribution rather than to make moral pronouncements about it. But surely such a view is too narrow. For there is far more to inequality than the moral problem it poses to the rich. Inequality can itself be dysfunctional. As Aron has put it so clearly "A society is not possible unless there are human relations between those who compose it. The great obstacle to community in complex societies is obviously inequality. Beyond a certain level of inequality human communication no longer exists ..." ⁴⁵ This I believe is a profound insight which we in South Africa need to consider far more fully than we have done in the past. To revert for a moment to our biological imagery we might rephrase Aron by saying that the health, indeed the very life, of the whole organism of the economy can become endangered where inequalities become too great. This is not the place to go through the long litany of inequalities which exist in our society but we should be aware that they relate not only to wage gaps between skilled whites and unskilled blacks but also to such differences as those between urban and rural sectors; between those inside a country and those in the limitrophe nations surrounding it; differences in access to resources such as land, minerals, factories, education, and the rest of it. We need a great deal more empirical and analytic work in this whole area. What have been the long term consequences of the 1913 Land Act on the distribution of income between black and white not only in the rural areas but also in the cities? Is Preiser correct when he argues that the pattern of land distribution is fundamental in determining the supply of labour in other sectors of the economy? ⁴⁶ Nor are the problems only technical: there are philosophical questions as well. For example, does one consider the gold and other minerals within the borders of the Republic as belonging to the white citizens or to all those who live within its boundaries? In 1974 the gold mines paid an estimated R811 000 000 in direct taxes to the government in Pretoria. ⁴⁷ By what criteria does one decide who should get what? Is it right to consider this tax revenue as belonging exclusively to the whites for their use and dispensation? Or is it the property of the whole South African community? And what of Mozambique and Lesotho whose workers have participated for so long in the development of the mining industry and who helped to dig out the gold from which the tax came?



We assume that labour and capital are both homogeneous and measurable. G_t is an isoquant showing different possible ways of combining capital and labour to produce a given output G at time t . Assume that relative prices of the two factors of production are shown by the slope of the line $P_t P_t$. Profit maximising producers will then choose that technique, A, which minimises costs. The productivity of labour, output per unit of input, will be G/Oa . For labour productivity to increase in the next time period, $t+1$, to G/Ob there are, assuming no change in relative prices, two paths that could be followed. One way would be for the isoquant to move in towards the origin. This could happen either through the discovery of new inventions (technical progress) or through better organisation. For simplicity we assume that the progress is neutral and takes place without bias, saving both factors in the same proportion. The second possible way would be for the entrepreneurs to decide - in the absence of any changes in relative prices, knowledge, or method of organisation - to adopt a more capital intensive technique, B. Here too the productivity of labour has increased to G/Ob but in this case an inefficient and more costly technique has been chosen. So the first point to note is that steps to increase labour productivity are not necessarily rational. It all depends on which path is followed.

So far we have been assuming that labour is homogeneous. Let us now look at the problem in a different way. Suppose that a national campaign to wipe out Bilharzia is successful so that people become stronger and more resistant. Suppose that in a particular situation men who previously could load 20 bags of maize onto a lorry every hour can now load 30 bags. Their physical productivity has gone up, but does this necessarily imply that their earnings will increase as well? The answer, surely, is no. If the price of maize did not change, the effect of the increase in labour productivity would be to shift the demand (MRP) for that labour out to the right. Whether or

over three times what the average had been in 1973. The absolute difference widened over the year from R5 595 to R6 409. In other words a narrowing of earnings ratios can go hand in hand, as it has in the mining industry, with a process whereby the rich are becoming yet richer relative to the poor than they were before. Which measure of the gap one chooses to use may well be dictated, most unscientifically, by what one is wanting to prove. The above statistics suggest that we should always use both measures. Having done that, it seems reasonable in this case to conclude that that inequality which Aron sees as the great obstacle to community was, up to 1974, becoming worse in the very industry where increases in wages paid to the poor have been most dramatic in recent years.

4. Productivity and Earnings

Perhaps this is the best point at which to say something at a more abstract level about the determination of wages. Beyond saying that I find myself on the side of Sean Archer and Johann Maree in the current local debate on the Cobb Douglas equation⁴⁸ I do not wish to become involved here in the controversy over production functions, marginal productivity and relative shares. I want simply to reflect for a moment on the relationship between productivity and earnings. Listening to businessmen and others talk I do not think it an oversimplification to say that part of the conventional economic wisdom in South Africa at the moment is that there is a direct correlation between productivity and earnings. "Increase the productivity of labour and their wages will go up" say some, or - in brusquer terms - "The Blacks earn low wages because their productivity is so low". There are two issues to be examined: (i) the nature of the link between productivity and earnings and (ii) the question of who is responsible for productivity. To do this perhaps it is best to start with Salter's analysis and assume (heroically perhaps!) that we can construct an isoquant over the relevant range of which there is no problem of double-switching. Now consider the following simple diagram:

5. Human Capital

From issues of poverty, inequality and productivity theory we move on to a consideration of human capital. T.W. Schultz has pointed out the single most important factor accounting for differences in wages may, in the long run, be the difference in the amount of human capital invested in workers.⁵¹ This conclusion seems to be reinforced by Adelman and Taft's findings.⁵² However in a recent critique of human capital theory, Samuel Bowles and Herbert Gintis argue that it obscures more than it enlightens. One of the main functions of the school system they argue is that it legitimises economic inequality by providing a rationale for allocating different individuals to "an array of economic positions whose income structure is determined in large measure independently of the distribution of human resources". They conclude that the theory provides "a good ideology for the defence of the status quo. But it is a poor science for understanding either the workings of the capitalist economy or the way towards an economic order more conducive to human happiness".⁵³ There are some profound insights in Bowles' and Gintis' arguments but, for the purposes of this paper, I think it is not unhelpful to pursue for a short way the more conventional approach, not least as the critics concede that equalisation of education may indeed radically reduce economic inequality though not for the reasons advanced by human capital theory.

Within the field of human capital there are three aspects at which we need to look (i) Education and Training (ii) Manpower planning (iii) Health. Part of the conventional wisdom which, so it seems to me, is true in some but not all circumstances is that education and training has the effect of raising total factor productivity part of which may be appropriated as a return to the investment in such training made by the person or by his parents, government or employer. For example a period of training which enables a young woman to improve her typing speed from 10 words a minute (using 2 fingers) to 45 words a minute (using all 10 fingers) does increase her physical output and so raise the ceiling above which, ceteris paribus, her salary is unlikely to be raised. However there may be circumstances where educating a young woman to be a typist may not increase her chances of raising her income: indeed it may have the reverse effect.

Analytically education or training may be seen as doing one of two quite distinct things. On the one hand it can increase the capacity of people

not this in turn causes the wage rate to rise - and by how much - would depend entirely on the elasticity of supply (measured in man hours) of labour. Yet it is precisely here that analysis is weakest. "The pivotal task of wage theory", wrote John Dunlop twenty years ago, "is to formulate an acceptable theory on the supply side".⁴⁹ If on the other hand the price of maize fell substantially as a result of the decrease in the unit cost of producing it, then the marginal revenue product of that labour might actually fall so that - theoretically at least - both the wage rate and the level of employment might decline as a result of the increase in labour's productivity. Nor is this the end of the story: in the real world, where perfect competition does not always exist, it is possible that the increase in the productivity of the maize loaders might be siphoned off either in the form of higher profits to maize farmers and millers or as a source of higher wages to other workers (e.g. white foremen) in the maize sector. There are, I am told, some workers on the gold mines whose permanent absence from work would not cause the industry to reduce its output by a single fine ounce. In economic terms their marginal product is zero (a classic definition of underemployment) yet they earn high salaries. It is wrong to assert that an increase in the productivity of a particular group of workers will necessarily cause their real earnings to rise. A rise in productivity may enable wages to increase but this is not to say that they will in fact do so. In this connection it is worth noting Salter's empirical findings that in Britain the benefits of increased factor productivity seem to have gone more to hold down prices of consumption goods than to raise the reward to either labour or capital.⁵⁰

With regard to the question as to who is responsible for increases in productivity only a word or two need be said. Whilst it is certainly true that two of the factors influencing a man's productivity are the effort he puts into his work and his skill in so doing, nevertheless his physical productivity also depends on the capital to which he is attached (which in turn may depend upon the size of the market) and on the skill with which entrepreneurs organise the factors of production at their disposal. Most of the variables determining a man's productivity on an assembly line, for example, are outside his control. Once more is driven home to us the fact that, despite economists' emphasis on the marginal man, his earnings are by no means dependent only on what he does but rather are derived largely as a result of our interdependence on each other.

At this stage we can do no more than point to the statistics of educational stocks accumulated in the South African population and stress that until the inequalities reflected here begin to diminish it is highly unlikely that the pattern of income distribution will change for the better. The following table of formal educational qualifications by race group in 1970 provides a glimpse of the problem:

Educational Standard		White	Asian	Coloured	African
		_____	_____	_____	_____
None	No. (000s)	535	179	770	8570
	% Pop. > 4	16,0	33,4	45,3	66,5
Std. 10	No. (000s)	851	20	19	40
	% Pop. > 16	35,0	5,9	1,9	0,5

Source: Department of Statistics, South African Statistics 1974 (Pretoria, 1974) Tables 1.18 and 1.23

- Notes: 1. Standard 10 refers to those with at least Std. 10 i.e. includes graduates.
 2. % is a proportion of total population over the ages of 4 or 16 respectively.

Of the 1970 population aged 5 or more less than one-sixth of the whites had had no education whilst for Africans the proportion was more than two-thirds. At the other end of the spectrum, more than one-third of the white population over sixteen had been educated to matriculation or beyond whilst the same was true of less than 1% of the Africans.

But there is more to the question of the economics of education in South Africa than its racial bias and the subsequent impact on distribution. Deeper than the skin there is the problem of determining the overall pattern of education and training for the economy as a whole. Here we are back to our cells and the question of deciding (and of deciding who should decide) the optimum rate at which individuals should flow through the different membranes. In more conventional terms it is a matter of manpower planning.

Kenneth Boulding in one of his essays has written a magnificent passage against the whole concept of "manpower" pointing out that:

to perform a particular job thus effectively shifting out to the right the demand curve for people doing that sort of job. On the other hand training may be seen as transforming a person from one type of (potential) worker into another; i.e. as influencing labour supply. Here, perhaps, it is helpful to return to our biological imagery. Training a man to be a surgeon enables him to pass through the membrane and enter the surgeon's cell where his income will be determined by his relative scarcity within the cell. Although some training may apparently affect both demand and supply for that sort of labour it is probably necessary, for analytical purposes, to decide whether a particular training programme (investment in human capital) should be seen as effectively raising the physical output of that labour without changing the equipment, i.e. non-human capital, used or whether the training transforms the labour by enabling it to move from one cell to another.

Education may also, through its psychological effects, make it difficult if not impossible for individuals to move back into the cell whence they came. Training a worker on the land to be a school teacher (or a spade-wielder to drive a bulldozer) does not physically change him so that he can no longer hold a hand implement - but psychologically, (the dim k.w. syndrome again),⁵⁴ it may affect him so that irrespective of changing relative scarcities in the two cells he is unlikely to move back to his hoe or spade. Hence the phenomenon of education actually creating unemployment.

In the South African context we may criticise the education and training available both on the grounds that it restricts output, as people are not all properly equipped to do the jobs they are doing, and also that it effectively prevents large numbers of individuals entering cells into which they would surely flow if they could have had the necessary training. The absence of black architects, surgeons and engineers is due primarily to an educational structure which severely limits the number of blacks with the years and quality of basic training on which they could develop the particular expertise of each profession. In addition, of course, there is the fact that the racism embedded within South African society has meant that until recently it would have been difficult if not impossible for a black architect, surgeon or engineer to find employment.

Migrant Labour

With great restraint I have, apart from the question of bias in capital accumulation, said little thus far about the economics of migrant labour! Nor do I wish to add much here. The facts are well known; the causes and consequences have been widely discussed; nevertheless there are some events that have occurred over the past two years on which we need to reflect briefly.

Whether or not Malawi will once again agree to her citizens working on the South African mines is, at the time of writing, still an open question but the decline in the number of Malawian mineworkers from over 100 000 in 1973 to 14 400 by the end of August 1975 is one of the several new facts with which the mining industry has had to cope recently.⁵⁹ The decision not to go further afield for recruits but to seek them locally (including from Rhodesia) has implications which are only beginning to be felt. For the first time since before Union the mines are becoming direct competitors with agriculture which, in turn, is becoming increasingly concerned with the loss of its workers. In parenthesis we should note the need for empirical research to find out more about the apparent paradox on the farms of labour surplus due to mechanisation and labour shortage due to increasing competition from the mines. This is partly a matter of barriers to geographic mobility and partly due to the fact that many people living on farms are not economically active but are dependents of workers.

The mines want all the labour they can get from the farms, while the latter are willing to let them have all those who are unemployed. This sounds reasonable enough until one realises that wage rates in the two sectors are not always the same. Hence there may be many farm workers who would choose to go, if they could, to the mines rather than stay in farm jobs. The matter is complicated by virtue of the fact that in many cases farmers are providing living space for workers' families whilst the mines are not; and also because workers may sometimes underestimate the value (in terms of what it would cost them in town) of housing, fuel, and transport to work. Nevertheless we are entering a period of transition which may well be painful for agriculture but which should not, so I believe, be postponed by seeking ways, via pass laws and labour bureaux, of forcibly preventing people from working where they are wanted and where they would choose to be. Boundaries preventing internal movement between sectors purely to protect one group of employers must surely be rejected as illegitimate.

"There is no such thing as manpower, save as a hot abstraction to be handled with long tongs. Not Manpower, but Man - with this cry I propose to arouse the populace to the threat which menaces them. I repeat not manpower but men: men in their infinite variety and sacredness, in their complex personalities and unfolding desires. Man as Manpower is all very well for a slave society, where man is a domestic animal, to be used for ends which are alien to him. But in a free society man is not manpower; he is not a donkey chained to a great churn ..." 55

He is right and we must heed his warning. At the same time if one is to avoid overcrowding and unemployment in some cells (e.g. secondary school-leaving pupils in Nigeria) and severe shortages causing dislocation in another (e.g. telecommunications technicians in South Africa) one does need to look ahead and attempt to anticipate changes in the pattern of demand by re-shaping one's educational structure accordingly. South Africa, of course, is no exception and needs such peering ahead. A number of manpower reports have been produced but their usefulness is curtailed because, thus far, seven of the first ten reports are regarded as confidential and have not been published. Yet we need them both for the information they would provide as well as for the correction they may need as a result of public debate. As we move into a field which more and more people see as necessary we must heed too the warning of Jolly and Colclough in their evaluation of African Manpower Plans. "Although ... long-term projections at the macro-level are still of some value for purposes of analysis and development planning ... only limited insights can be expected from them and the balance of effort should be shifted to micro-studies". 56

The third area within the human capital field needing further research is that of health. We require first extensive mapping of the area, and then we have to face some hard questions regarding the allocation of national resources not only within the medical field but also between medicine and other competitors for funds. In 1973 the African and Coloured T.B. rate per 100 000 of the population was well over 300 persons. For whites the rate was under 30. 57 Kwashiorkor is no longer a notifiable disease; nor do we have figures for Bilharzia (thought in some rural areas to exceed 50%) but to take these three debilitating yet relatively easily cured (or prevented) diseases alone there is scope for reducing their extent considerably. 58 Should we be spending so much on intensive care units and heart transplants when the same money could perhaps do so much more by way of preventive medicine? By what criteria do we decide to allocate public expenditure between roads, say, and clinics? I believe that economists could make a substantial contribution in this area by asking the awkward questions, finding out the facts, and by seeking to develop criteria by which humane decisions can be made.

For this reason I would draw your attention to developments in Katatura (Windhoek) which are symbolic of a most disturbing trend. Nearly four years ago, in a highly organised but unexpected move, some 13 000 Ovambo contract workers in different urban centres of South West Africa went on strike against the migrant system. The immediate cause of the strike seems to have been a statement by the Commissioner General for Ovamboland to the effect that contract labour could not be regarded as a form of slavery because the Ovambo reported voluntarily for recruitment.⁶⁰ This followed public denunciations of the system a few months previously by respected Church leaders such as Bishop Aula who, in his interview with the Prime Minister, pointed out that, "the contract system is today a great evil which shatters many families and brings great misery ... and will eventually have a disruptive effect on the whole society".⁶¹

After the strike there was talk by white political leaders of the need to change the system; there was the Grootfontein agreement; there was even, recently, a suggestion that the pass laws were being phased out. But in reality nothing has changed: migrant workers in Windhoek, Walvis Bay and elsewhere still live in compounds and still may not bring their families. Moreover, despite the expectations of political change, nobody in authority seems to be planning for a different labour pattern. In Katatura, the very place where four years ago the workers proclaimed loudly their total opposition to the contract system, we find in 1975 that the Municipality of Windhoek is replacing the old compound with a massive new one designed to house men on a single basis. The first section of the complex is due to open in October 1975. Early in September I went round the buildings and quite frankly am appalled. All blacks - both workers and pastors - asked about it seem to be equally appalled. As one German priest put it to me: "We see here, writ in stone, a certain view of man". It is a view which sees men as labour units or perhaps as cattle; a view with a horizon that stretches no further than ensuring that they are adequately stalled and fed. But these are men: not animals; not chickens.

There has in the last year or two been a noticeable shift in the thinking of many people of various political persuasions to the effect that the migrant system must change. At the same time opposing forces are still so powerful that all over the country - not only in Windhoek - we find compounds being built rather than human communities, including children and women, being developed. Indeed in Cape Town, for example, we find the force of law being actively used to break up communities such as Crossroads where men with full-time jobs in the city, and supposed to be living in bachelor-quarters in Langa, are struggling to create

However, despite the existence of these boundaries, one of the most striking features of our labour market which the Malawi cut-off has made visible is the extent of inter-relatedness between different sectors. The fact that a decision by Dr. Banda in Zomba regarding labour on the Witwatersrand has repercussions rapidly felt by apple farmers in Grabouw and sugar farmers in Mandini, who find it increasingly difficult to get labour from the Transkei, does drive home the extent to which in the economy of Southern Africa we have, over the past 50 - 100 years, all become members one of another

Another event concerns the steps taken, since 1972, to phase out the migrant system in the Kimberley diamond fields. These are exciting developments but there is one danger which may arise from the way in which the phasing out is being done. We have seen (p.11) that for the Basotho the net result has been to create a new boundary across which they cannot move. This, I would argue, is a mistake not only on moral grounds but because it may be one of the factors contributing to the compound confrontations which have exploded around the country during the past 24 months. I have no evidence for this, and am only too conscious of how complex the causes of these confrontations are, nevertheless I would throw out for consideration the idea that men from Lesotho for example in the Free State gold fields may be feeling increasingly insecure and not as confident as they once were that the mines of the Free State will always be available for them as a source of employment. // However I think we should point not so much to the manner of phasing out of the migrant system as to the system itself as perhaps the major factor in these confrontations. Detailed empirical work is being undertaken by anthropologists and others seeking to understand more clearly their immediate causes, and it would be a mistake to try and anticipate their findings. Nevertheless I think it is legitimate to pose one question here. Rather than asking what are the causes of the confrontations should we not perhaps be asking why they did not occur before? Looking from the outside one is struck by one simple fact: the disturbances have all occurred in compounds rather than in family living quarters. Housing 8 000 men in a single compound no matter how nicely it is designed or built is surely to create a sociologically explosive situation. Compounds are the sort of place where differences which in other circumstances lead merely to friendly rivalry blow up out of all proportion. To say that the cause of such clashes is ethnic difference seems to me not much more profound than arguing the cause of the first world war to be the assassination of the Archduke Ferdinand. For a number of inter-related reasons we have moved, I think, irreversibly to a situation where people who live in the compounds find them increasingly intolerable.

There is no need to repeat these reasons here however we should examine the recent suggestion, by the Minister of Labour, that the best way through is for the works and liaison committees which have sprung up in recent years to elect representatives to a wider council which can then negotiate with employers over matters of mutual concern. At first glance this looks like a very good idea but on reflection it seems that it may contain some dangers as far as workers are concerned. Whilst the new scheme would overcome the fundamental objection to the committees, namely that they are atomised and can exist only in plants without possibility of wider representation one must ask just how, and by whom, the new councils will be organised and built up. It would seem that there is little room here for the traditional type of full-time trade union organiser. Presumably works committees will confine their membership to those actually at work in existing enterprises and these will, in turn, elect representatives to the wider council from that membership. This could mean that the trade union organiser, so essential to the building up of an adequate labour movement, would be cut out and the de facto power of the employer would still remain very much greater relative to that of the worker councils.

The essence of the problem is the need to create effective communication between workers and management. Experience elsewhere does suggest that it is not really possible to have a single channel through which communication can flow both ways. From Western Europe, the United States, and elsewhere we learn that there must be one structure or channel for communication from management to workers and another channel to enable information to flow from workers to management. Employers are unwilling to set up institutional structures for communication which could become power bases for workers in their bargaining, but I would argue that if workers do not have such power bases no structure for communication will really be effective. Finding the right balance between different economic interest groups in a large scale economy is a difficult business but we should be chary of ignoring the fact that excessive power of management over workers is just as dangerous and unhealthy in the long run as excessive worker power. For this reason I think that further debate is needed both about the current proposals of the Minister of Labour and also about the idea, currently gaining ground, of trying to develop company unions. These were tried in the United States where, amongst workers, they are regarded with antagonism and derision.

homes for their families.⁶² Is there not something very sick in our body economic when a man can be charged with "illegally harbouring his children"?

My fear is that in our selfish blindness we whites will go on and on building these monstrous hostels in the cities in which workers are drawn by the process of economic growth until such time as the divine spark in the men we persist in treating as animals flares up in destructive rage to pull down the very pillars of the temple we have laboured so long to build. We know these things and over the past few years the rise in the price of gold has given us a once-in-a-lifetime opportunity to use huge, unexpected, resources for transforming our compounds into human communities. A few changes have been made: here and there some employers are putting up hostels that may be readily converted to family flats but by and large it seems that we are frittering away much of the golden gift on other things and that soon, with inflation, there will be nothing left. Yet still, if there was the will, the transformation could be accomplished. The diamond mines, where the system began, have shown that it can be ended. Kimberley demonstrates one possibility: Katatura the other. Will we choose aright?

7. Industrial Relations

And so we come finally to the seventh and last of the topics on our list. Under the somewhat flabby title of industrial relations I wish to consider three aspects of labour organisation which we in South Africa will, I suspect, find increasingly important in the years ahead. The first concerns the machinery for industrial bargaining and conciliation; the second relates to what one might call the "revolt of the pin-makers"; and the third is the spectre or hope (depending on one's perspective) of worker participation.

The rash of strikes that has spread through the economy particularly since the outbreak in Durban almost three years ago has caused a great deal of thinking in different parts of South African society.⁶³ This epidemic accompanied, as it has been, by high temperatures in the compounds has made it plain that all is not well with the industrial structure. Elsewhere I have argued why I believe that the next most urgent step in this field is for the recognition and encouragement - both in theory and in practice - of trade union membership for black workers.⁶⁴

There is no need to repeat these reasons here however we should examine the recent suggestion, by the Minister of Labour, that the best way through is for the works and liaison committees which have sprung up in recent years to elect representatives to a wider council which can then negotiate with employers over matters of mutual concern. At first glance this looks like a very good idea but on reflection it seems that it may contain some dangers as far as workers are concerned. Whilst the new scheme would overcome the fundamental objection to the committees, namely that they are atomised and can exist only in plants without possibility of wider representation one must ask just how, and by whom, the new councils will be organised and built up. It would seem that there is little room here for the traditional type of full-time trade union organiser. Presumably works committees will confine their membership to those actually at work in existing enterprises and these will, in turn, elect representatives to the wider council from that membership. This could mean that the trade union organiser, so essential to the building up of an adequate labour movement, would be cut out and the de facto power of the employer would still remain very much greater relative to that of the worker councils.

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extending the capacity of machines. Others see the enterprise as an administrative system in which machines are used as extensions of human beings thus enabling the latter to perform tasks which they could not otherwise do because of human limitations. The third view is the contractual one which recognises conflict of interest between buyer and seller of labour at the moment of hiring but rules out conflict during contract. All three of these partial views, argues Walker, are hostile to workers' participation. The possible sharing of power is seen as frightening and repugnant. Yet, "When the enterprise is seen in its full reality, the people in it are seen in a perspective different from that of the partial conceptions described above. Instead of being seen essentially as static elements which fill gaps in a machine system, or occupy boxes on an organisation chart that spring to life when the manager exercises his motivating functions, or embody legal contracts, they are seen in their full human reality. Such reality includes their abilities to perform the tasks of the enterprise, their personalities and their economic and political interests as workers and citizens. Significantly, it also includes their needs to structure their own work situation and control their own lives".⁶⁷

From his survey of industrial relations around the world, Walker concludes that the whole movement is towards increased workers' participation. This trend, with all its implications for the reform of both private and state-owned enterprises, is likely to develop rapidly over the next 25 years. To earth this in South Africa, must we not start thinking about the strange assumption that anybody who has bought a few shares in a gold mine has a right to participate in the decisions of that industry whilst a man who has spent five years of his life risking everything as he drills out gold two miles into the bowels of the earth has no such right? I am not arguing that investors should not have some power at annual general meetings but querying the dogma which asserts that other interested parties should have none.

Conclusion

It is high time to draw to a close. There may be some who feel that this paper has focussed too much attention on some of the less pleasant aspects of our economy without giving due consideration to much that is good. I would not wish to detract, for a moment, from these signs of hope. But, in mitigation, I would plead first that the brief given me was to focus on the unresolved issues facing us and secondly that, if there is any validity in the idea that the economy should be seen as a single living organism, no doctor concerned for the health

We come now to the revolt of the pin-makers. Twenty years ago the French sociologist Georges Friedmann, after a visit to the United States, published a book with the splendid title Le Travail en Miettes.⁶⁵ In four words this captured his view of Taylorism, that method of industrial organisation which, for the sake of efficiency and increased output, fragments work in the way that Adam Smith broke down the making of pins. For a generation at least Taylorism worked extraordinarily well; production rocketed and costs fell. However within the past decade or so there has been a world wide revolt by the workers against a pattern of industrial production which uses them as little more than robots who must do one or two similar actions hundreds, if not thousands, of times a day. This repetitive work, so brilliantly portrayed by Charlie Chaplin in Modern Times, has become increasingly unacceptable to those called upon to perform it. As a result new forms of productive organisation have been developed, one of the most famous of these being the "job enrichment" programme in the Volvo car factory in Sweden. There workers, each of whom was previously responsible for some mindless activity, have now been brought together in teams whose total responsibility is to organise themselves to produce the whole motor car. So successful have these experiments been, even from the narrow perspective of decreasing labour turnover and unit cost of production, that everywhere (even, so I am told, in the production of insurance policies here in South Africa) Taylorism is dying. No longer are people satisfied with crumbs: they want to be part of the whole loaf.

But the revolt goes deeper than that. Perhaps it was best expressed by a fellow worker on an assembly line in France who said to me angrily one day as we were discussing things, "Nous ne sommes pas des guignols", but, he continued, they treat us as puppets. Or, as another French worker put it, "Je ne veux pas qu'on me prenne pour un con".⁶⁶ As one observes the situation around the world, what seems to be happening is that more and more people are expressing their desire to participate fully as human beings rather than to be deployed as pawns in the enterprise where they work.

In a recent survey article, the director of the International Institute for Labour Studies has written of the different partial views with which most people see an economic enterprise. For some it is a technical system in which human beings are seen, from an engineering perspective, as necessary but unpredictable elements



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of the whole body can ignore the infected areas. A septic thumb cannot be left untreated on the grounds that 99,9% of the body is hale and hearty. So too it is necessary for us to examine our body economic and try to diagnose any diseases we may find.

On the 1st of December this year we shall be celebrating the birth of the great Xhosa writer S.E.K. Mqhayi born one hundred years ago on the banks of the Tyhume river in the Eastern Cape. In his famous book uDon Jadu Mqhayi sketched his dream of a society in the land of Mmandi where all men would live in harmony and peace with each other.⁶⁸ Essentially it was a society that expressed that almost untranslatable concept of Ubuntu (humanness) which lies at the heart of Nguni culture. Is it not time that we who are the inheritors of that dream should try and translate it not only in word but in deed? The fundamental unresolved problem of the South African economy in the field of labour lies here. Can our economy develop in such a manner that it exists for man rather than being, as so much of it is at the moment, the idol into which man must fit as best he can. "What all of us want", writes St. Exupéry, is to be set free. The man who sinks his pickaxe into the ground wants that stroke to mean something. The convict's stroke is not the same as the prospector's, for the obvious reason that the prospector's stroke has meaning and the convict's stroke has none. It would be a mistake to think that the prison exists at the point where the convict's stroke is dealt. Prison is not a mere physical horror. It is using a pickaxe to no purpose that makes a prison; the horror resides in the failure to enlist all those who swing the pick in the community of mankind".⁶⁹

"Vade ad formicam o piger ...". We should indeed go thither. As we reflect and act upon the unresolved issues in the field of labour in Southern Africa, it is wisdom above all that we need.

School of Economics,
University of Cape Town.

September, 1975.

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22. I am indebted to Alex Petersen for his use of the concept of 'convertibility' in discussion on an earlier draft of this section of the paper.
23. M. Wilson and L. Thompson (eds.) Oxford History of South Africa vol. 2 (Clarendon Press, Oxford, 1971). Note also the figure of R600 is for 1974 (see Table I).
24. Michael Ward, "Lesotho : Hard Labour For Life?", (Mimeo, Roma, December, 1973).
25. F. Wilson op.cit.
26. Clark Kerr, "The Balkanization of Labour Markets", in E. Wight Bakke, et.al. Labor Mobility and Economic Opportunity (M.I.T. Press, Cambridge, 1954).
27. J.R. Hicks, The Theory of Wages 2nd Edn. (Macmillan, London, 1963) p.84.
28. W.E.G. Salter, Productivity and Technical Change 2nd Edn. (C.U.P., Cambridge, 1966).
29. F. Wilson, Labour in the South African Gold Mines 1911-1969 (C.U.P. Cambridge, 1972) pp.181-2.
30. The cell is not quite the same thing as Doeringer and Piore's internal labour market which is "governed by administrative rules", but the fact that movement between the internal and external labour markets "occurs at certain job classifications which constitute ports of entry and exit to and from the internal labour market" shows where the concept of the cell may have come from.
Peter B. Doeringer and Michael J. Piore, Internal Labor Markets and Manpower Analysis (D.C. Heath & Co., Lexington, 1971) p.2.
31. Johann Maree and P.J. de Vos, Underemployment, poverty and migrant labour in the Transkei and Ciskei (S.A.I.R.R., Johannesburg, May 1975).
32. Different parts of the survey were in fact done at different times.
33. Maree and de Vos op.cit. p.11.
34. For evidence of urban poverty see Unisa Income and Expenditure Surveys published by the Bureau of Market Research.
35. "That is simply kaffir work".
36. P.J. de Vos et. al. A Socio-economic and Educational Survey of the Bantu Residing in the Victoria East, Middledrift and Zwelitsha Areas of the Ciskei (Limited Publication, Fort Hare, 1971).

Footnotes

1. As usual I am grateful to many people for help. In particular I wish to acknowledge criticisms, of an earlier draft, made by Norman Bromberger, Dudley Horner, Johann Maree, Reggie Africa, Nigel Bloch, Dick Dietrich and Annette Levitt. None of them, of course, may be held responsible for any views here expressed.
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5. Raymond Aron, 18 Lectures on Industrial Society (Weidenfeld and Nicolson, London, 1967) p.30.
6. Marais, op.cit. p.133.
7. Jean Hamburger, La Puissance et la Fragilité (Flammarion, Evreux, 1972) pp.41-42.
8. Ibid. pp.15-16.
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10. Ibid. p.77.
11. Marais op.cit. p.60.
12. Hamburger op.cit. p.16
13. Z.S. Gurzynski, "Entrepreneurship - the true spring of human action", Economic Society Biennial Conference 1975.
14. I.M.D. Little, "New datum on the poverty line", The Guardian (8.6.1974).
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59. Star (4.9.1975). The proximate cause of the decline was the crash in Francistown, April 1974 of an aeroplane carrying Malawian mineworkers.
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61. South African Outlook op.cit. p.22.
62. David Russell, Crossroads (Board of Social Responsibility, Cape Town, 1975).
63. I.I.E., The Durban Strikes - 1973 (Compiled by P.G. Maré, I.I.E. and Ravan Press, Durban, 1974).
64. F. Wilson, Africans in Trade Unions? (Tucsa, Johannesburg, 1972).
65. Georges Friedmann, Le travail en mettes, (Gallimard, Paris, 1964).
66. Daniel Mothé, Les. O.S. (Cerf, Paris, 1972) p.77. Literally, "I do not want to be treated like an idiot".
67. Kenneth F. Walker, "Workers' Participation in Management : Problems, Practice and Prospect", I.I.L.S. Bulletin No. 12, 1975.
68. For an assessment of Mqhayi and his work see A.C. Jordan, "S.E.K. Mqhayi", in F. Wilson and D. Perrot (eds.) Outlook on a Century : South Africa 1870-1970, (Lovedale Press and Sprocas, Lovedale, 1973) pp.537ff.
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38. Alice M. Rivkin, "Income Distribution - Can Economists Help?" A.E.R. Vol. LXV, no. 2, May 1975, p.3.
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40. H. Bernstein, Los Angeles Times (29.5.1975).
41. U.S. News and World Report (28.4.1975).
42. C.J. Grobler, 'Tuislandontwikkeling in die O.V.S.', Tydskrif vir Rasse-Aangeleenthede, Vol. 26 No. 2, April 1975, p.53.
43. H. Schoeman, "Bantoe-arbeid in die Suid Afrikaanse Landbou", in Bantoe-Arbeid Jaarboek van die Suid-Afrikaanse Buro vir Rasse-aangeleenthede, (Pretoria, September 1974) pp.45 and 47.
44. Irma Adelman, "Development Economics - A Reassessment of Goals", A.E.R. Vol. LXV, No. 2, May 1975, p.302.
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47. Chamber of Mines of South Africa 85th Annual Report 1974 (Johannesburg, 1975) p.68.
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49. John T. Dunlop (ed.) The Theory of Wage Determination (Macmillan, London, 1957) p.15. See also Preiser op.cit.
50. Salter op.cit. p.162.
51. T.W. Schultz, The Economic Value of Education (Columbia University Press, New York, 1963) p.55.
52. Adelman, op.cit.
53. Samuel Bowles & Herbert Gintis, "The Problem with Human Capital - A Marxian Critique", A.E.R. (vol. LXV, No. 2, May 1975) pp.81-2.
54. See p.
55. Kenneth Boulding, Beyond Economics (Ann Arbor Paperbacks, Michigan, 1970) p.15.
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Major plan for Black workers

ARGUS 18/9/75

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1) 137
2) 1311
3) 115
4) 147
5) 325
6) 326
7) 327
8) 328

The Argus Correspondent
PRETORIA. — The
Minister of Labour,
Mr M. Viljoen, today
announced Govern-
ment plans for 'Black
'industrial committees'
which will have direct
bargaining powers with
employers.

The Minister's disclo-
sures today are a major
development in the
Government's policy to-
wards collective bargain-
ing rights for Black
workers. His speech to-
day spelt out the new
machinery envisaged, ex-
panding considerably on
the hint of new legislation
he gave in July.

Though Mr Viljoen was
at pains to say the
Government's refusal to
recognise Black trade un-
ions remained in force, it
is clear that the 'Industrial
committees' will give a vir-
tually equivalent industry-
wide bargaining instru-
ment to Black workers.



Mr M. Viljoen

Mr Viljoen made his an-
nouncement while opening
the congress of the co-or-
dinating Council of South
African Trade Unions in
Pretoria.

He disclosed:

● Legislation would be
introduced in the next

parliamentary session with
a view to establishing in-
dustrial committees 'which
can speak with authority
for the particular indus-
tries for which they are
set up'

● Such committees could
be established in indus-
tries and areas where
works and liaison commit-
tees represented Black
workers.

● The central Bantu
Labour Board would be
informed when the Minis-
ter had given approval to
the establishment of such
a committee

● The industrial commit-
tees would consist of Black
representatives from the
ranks of the works and
liaison committees.

● In the case of unorgan-
ised industry, the in-
dustrial committees (in
consultation with the Cen-
tral Bantu Labour Board)
could negotiate directly
with employers and con-
clude agreements with
them

● The agreements would
be laid before the Minister
via the Central Bantu
Labour Board and Minis-
terial approval of them —
followed by publication in
the Government Gazette
— would give them the
necessary force of law.

● The agreements would
be made binding on all
other employers and
workers in the particular
industry and area to en-
sure that employers party
to the agreements were
not harmed by unreason-
able competition.

● The Department of
Labour would be respon-
sible for the application of
such agreements

In the case of industries
where industrial councils
existed, industrial commit-
tees could be set up just
as in the case of unorgan-
ised industry, but no nego-
tiations outside the in-
dustrial council could take
place because the council
was the only body with
legal powers to conclude
agreements in its sphere
of jurisdiction

LABOUR

Deeper probing

F.M. 17/10/75

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If it exists, what is the extent of African unemployment? How will local recruiting for the mines affect the farmers? What is at fault in SA's educational and social services, and what should be done to remedy matters?

These are issues more often theorised about than understood, and until now few research bodies have been able to get their teeth into them. The emergence of the University of Cape Town's Southern Africa Labour and Development Research Unit (SALDRU) — which becomes fully operational this month and will be far more comprehensive in its

focus on labour matters than any comparable body in SA — must be welcomed.

Headed by labour economist Dr Francis Wilson, SALDRU is an offspring of UCT's School of Economics. It will operate on the premise that "far from being an isolated, special case, SA is a model of the whole world containing within it all the divisions and tensions that may be seen in global perspective."

While it will remain an integral part of the economics department, the unit (says Wilson) will "seek to finance its activities from outside the university — from bodies like private firms and trade unions who will then affiliate to the unit and use its services." All of which should enable SALDRU to attain its goal of being a "free resource centre for the community" in addition to carrying out paid research tasks.

Wilson also makes the following points:

- The research field will be broader than simply SA, since labour recruitment for the mines over the past century has created a "single economy" far beyond our borders;
- The establishing of facts as they are, and not as ideologues would have them, "helps to lower the temperature";
- SALDRU will employ "zip research" — assignments which can be tackled by a researcher at a greater in-depth level than by a journalist (who must face deadlines and sub-editors) but more quickly than by an academic studying for a higher degree over several years. This means, for example, that a compound confrontation could be assessed in a more meaningful fashion than is possible at present;
- Immediate plans include a conference in September 1976 on the labour problems facing SA agriculture in a period of change, an annual survey of labour matters, the first of which is due in mid-1976; regular fact sheets on such matters as industrial agreements, and a handbook of labour statistics (due next year).

After five years SALDRU will reassess its value and the need (or otherwise) for its continuance.

Working with Wilson will be a strong team of researchers including Dudley Horner, widely known for his work on PDLs at the Institute of Race Relations, and Norman Bromberger, who became chief research officer of the unit in mid-August after returning to SA after several years' teaching at the University of Essex.

Though it will concentrate on "real-world" issues, SALDRU is designed to "raise the level of awareness in our society", says Wilson. "The growth or development of a society is measured by the extent to which it is able to look at itself dispassionately, understand itself and take steps to correct itself."

Opportunities:

Call for inquiry

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Cape Times

26/9/75

PROFESSOR S P Cilliers, Professor of Sociology at the University of Stellenbosch, yesterday called for a commission of inquiry into labour relations with a view to giving all races equal opportunities.

Addressing the multi-racial Tuca conference as a guest speaker, Professor Cilliers appealed to the Government to begin such an investigation rather than to continue with stop-gap law-making on a "trial and error basis".

At the same time organized labour should examine its own ideas on the relationships between Black and White workers, as a new era of co-operation seemed to have replaced competition.

Because White workers had a privileged political position the responsibility to begin change was theirs.

Reviewing the history of labour relations in South Africa, he said that this had always been a process of integration, aided by laws which forced black peasants into the labour market.

MARKET FACTORS

This had largely prevented the operation of market factors of supply and demand in the labour system, particularly on the mines. Recent spectacular increases in minimum wages showed that the system had begun to break down.

Extreme variations of the economy had occurred but this was less likely today as factors causing these swings were now subject to more control.

Such changes had occurred that only the African population was still subject to significant unemployment. The labour movement had long struggled with two streams of thought; unionist and separatist. Workers wanted to unite for bargaining power yet remain separate to maintain racial privileges.

INTER-RACIAL CO-OPERATION

The situation now appeared to have changed to one of inter-racial co-operation and perhaps it was time that labour also changed its thinking to cope with the new circumstances, Professor Cilliers said.

At this moment, legislation existed whereby agreements and levels of pay could be extended to cover all workers regardless of race.

"However, in view of the fact that a potentially large reservoir of Black labour exists, the future security of White workers may therefore not be guaranteed," Professor Cilliers said.

It was time to create a society which took note of differences but still allowed full participation in the political system. This meant that a share in the economic system could not be divorced from the citizenship status of those involved — all had to be given full citizenship.

UNIONS WARN OF WAGE DEMANDS

Mercury
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questioned the extent of the move.

The Government's action would mean a general drop in living standards, and wage demands which were likely to follow would probably be resisted by the Government.

It was likely that some business men would take advantage of the fall in rand value to push up prices but, Mr. Kilian said, consumers should watch for price hikes on existing stocks. Every incident should be reported to the Price Control-

Mr.

Mercury Correspondent

PRETORIA—Government workers' leaders yesterday warned the Government that if devaluation led to a spurt in the price spiral a barrage of pay demands was certain.

The Government, they said, would have to police the private sector to ensure that the sacrifice workers were called on to make was being shared equally by manufacturers, wholesalers and retailers.

The secretary of the 200 000 strong South African Confederation of Labour, Mr. Wally Grobler, said devaluation would materially increase the inflation load and the Government should be warned that the wage and salary earner was not prepared to carry the load on his own.

"The Government has not yet announced its anti-inflation programme which may contain more cost of living shocks, and here we are landed with a rand which now buys nearly 20 percent less in other countries."

The threat of further increases in the prices of everyday commodities was frightening.

"And it is more than a threat. It looks as if it is certain that we will all be a great deal poorer. And we will all be living less well, in six months' time than we are now."

Mr. Grobler warned that at the slightest indication that the Government was rattling on workers by turning a blind eye to unjustified price rises, the trade union movement would ignore the Prime Minister's appeal to moderate wage claims and demand rises which would fully compensate for the erosion of buying power of the rand over the past 18 months.

The Secretary of the Posts and Telegraphs Association, Mr. L. J. van der Lande, said unless the Government could demonstrate it had a full control over prices and profits, staff associations were likely to feel absolved from their commitment to moderate wage claims.

"We want more than an assurance from the Government. We want clear proof—we want to be able to see—that prices are not being raised except in the most exceptional circumstances," Mr. van der Lande said.

The president of the Railways Artisan Staff Association, Mr. Jimmy Zurich, agreed.

"We are tired of generalisations from Government sources that everything possible is being done to reduce price increases. This is not enough."

The whole of the public sector is being compelled by Government action to forego increases. The same degree of compulsion should be imposed on manufacturers, wholesalers and retailers.

"If it is not, then the Government can brace itself for a barrage of new and realistic wage demands," Mr. Zurich said.

The president of the Public Servants' Association, Mr. S. D. de Venter, said his association would sharpen its watch on prices.

"And if prices continue to rise following devaluation we will have to consider what action to take."

Everybody — especially Blacks — faces an unprecedented era of austerity following the devaluation of the rand and the "painful sacrifices" which will be built into the Government's anti-inflation programme.

The programme is expected to be announced in detail by the Minister of Economic Affairs, Mr. Chris Heunis, in the next two weeks.

The Prime Minister and members of the Cabinet have indicated that there is no painless solution to South Africa's high rate of inflation.

Now that inflation has been further aggravated by the massive devaluation all sections of the community are waiting with growing anxiety to hear what other hardships are in store.

In Cape Town, Mr. W. P. Kilian, chief economist at the Stellenbosch Economic Re-

New approach to labour matters needed — professor

Dispatch 16/9/75

BLOEMFONTEIN — If South Africa continued to treat labour matters on a fragmentary basis, as at present, she would unconsciously be heading for a confrontation, a member of the Prime Minister's economic advisory council, said here yesterday.

Prof P. C. Fourie, who is also head of the department of public administration at the University of the Free State was addressing a meeting on the promotion of good relations between white and black employees.

More often than not "labour matters have been handled with measures which do not fit in with the general tone and spirit underlying the modern and enlightened approach to socio-economic and political developments in our country," he said.

"The way in which too many institutions and authorities approach labour matters is based on completely outdated ideas which are now only interesting to the writer of contemporary history."

Prof Fourie said there was a need for a revolutionary approach to promotion of labour peace and productivity. It should be remembered that political stability had been the guarantee for economic growth and development during the past 25 years.

There were, however, signs that political stability during the next two decades would be determined by economic growth and development. It was, therefore, important that many people should get rid of their blinkers to face realities and to act in a rational way with regard to labour matters.

He said that apart from all other considerations the changed and still changing political status of the black worker was making it more important that good relations should be maintained between white and black workers. The changed conditions made it more important that the white worker should have a national consciousness and should be made aware of this.

New conditions could lead to strained relationships between white and black workers which could affect productivity and peace in the labour market

Other matters outside

the actual field of labour, like housing, efficient transport facilities, welfare services, medical care and recreation facilities and personal safety should all be given attention, Prof Fourie said. — SAPA.

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Criticism of labour legislation

AKW 29/10/75

Pretoria Bureau

Much of the labour legislation applicable to Black workers was enacted, not with a view to labour relations as such, but to further the policy of separate development or the safety of the State.

This was stated by Professor G C Kachelhoffer, of the department of mercantile law at the University of South Africa, in his inaugural lecture in Pretoria last night.

The measures concerned had a marked influence on our labour relations and contained principles which in many instances ran counter to the basic principles of labour law adhered to in Western countries.

Professor Kachelhoffer said the importance of labour law lay in its function as a technique for the regulation of social power.

South Africa's industrial legislation contained many principles of labour law, and our workers shared the basic rights enjoyed by workers in the Western world, though Black workers shared them to a limited extent only.

New developments in the field of labour relations placed a strain on the basic concepts of our labour law, concerning the employer-employee relationship which to date had been seen as based upon managerial authority and the subordination of the employee.

Re-think on labour policy urged

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ARGUS 10/12/75

and tutors. Comment

JOHANNESBURG. — The Federated Chamber of Industries has urged the Government to carry out a complete re-think on its manpower policies, and listed a 12-point action programme involving a major change of outlook on traditional policies such as influx control, job reservation and Black trade unions.

or fewer tests? Essays and

It has called for an end to the red tape and lack of co-ordination among Government departments, and the creation of a body within the Public Service to launch a new national strategy to streamline policy on industrial affairs.

The chamber has presented to a Press conference a labour policy for the 1970s, a document outlining the formula it has produced after a 30-month study for a basic framework for a national manpower policy.

The document, which was handed to the Minister of Labour, Mr. Marais Viljoen, last week, calls for:

- A job creating programme — the provision of employment opportunities at specific times and in specific regions where these may or are likely to be required.
- An accelerated programme of full primary and secondary education for those groups which do not yet enjoy these facilities

TRAINING

- A massive training and retraining programme — the provision of pre-employment, in-plant and re-training facilities.
- A systematic and continuous review of the occu-

pational and geographical mobility of labour.

- A programme for industrial peace
- An adequate remuneration programme
- An adequate socio-economic benefits programme — health, safety and social benefits.
- A programme of harmonisation and rationalisation of labour policies and legislation, and a collaboration and co-ordination programme — collaboration and co-ordination between the various Government departments concerned with labour and economic policy in general and between the various Governments (Pretoria and Homelands) concerned.
- A labour market organisation programme — the provision of labour market facilities and services.
- A research and information programme, directed at enlightening both employers and employees — the provision of adequate, useful and timely information on all labour matters.
- A forecasting programme — the anticipation of imbalances in the labour market and corrective action.
- An adequate housing and residential area development programme for all races.

There is no co-ordination at all at the moment, newsmen were told by Mr Chris du Toit, chairman of the FCI's labour affairs committee. — Sapa.

PS 23.9.1975

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Oppenheimer plea to businesses

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Staff Reporter

THE business world had more opportunity than ever before to act effectively in race relations, Mr Harry Oppenheimer, chancellor of the University of Cape Town, told graduates of the university yesterday.

Mr Oppenheimer was speaking at a graduation ceremony in the Jameson Hall for the faculties of commerce, science and social science.

"A sense of social responsibility on the part of large business concerns is the only alternative to ever-increasing government regulation and control in education, medicine and generally in all aspects of social work.

"There are those who think that this ought to happen but with the best will in the world it seems to me that full govern-

ment control in such matters, with the uniformity, red tape and lack of sensitivity that government action entails reduces the bounds of freedom," Mr Oppenheimer said

"I would go so far as to say that the involvement of the private sector of business and industry in these social problems is part of the defence of freedom itself

"In South Africa it is always unrealistic to try to discuss the problems of social responsibility without the question of race. The ability of private industry to act effectively in the field of race relations is obviously circumscribed by the laws and customs, and by the attitude of Black and White, and the need so far as is humanly possible to maintain industrial peace," he said

Mr Oppenheimer said that the limits imposed by these considerations were "certainly less constricting than they used to be," and that it was significant that all South Africa's political parties had declared themselves opposed to discrimination on the grounds of race.

"The Government has publicly said so in the United Nations and has undertaken to bring all such discrimination gradually to an end.

"It must be the duty of business men to draw their own practical conclusions from these statements," he said.

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Cape Times 17/12/75

There be more or fewer tests? Essays and
exercises?

Own Correspondent

JOHANNESBURG — A senior US diplomat who has closely studied labour conditions here is cautiously optimistic about future stability in South Africa — provided certain changes are made fairly rapidly.

Mr Arthur Purcell, US labour attache in Johannesburg for the past three years, who left at the weekend on transfer to Australia, sees no prospects of violent unrest in the foreseeable future

comment

"I believe the ingredients exist for a surprisingly rational resolution of South Africa's very difficult problems but much depends on certain changes," he said

"South Africa is still rated as a very stable country for investment. You are placed on a par with countries like Switzerland. I think this is unreal, but at the same time I would not tell American businessmen that the place was on the verge of a bloody revolution.

"Your main problem, as I see it right now, is not on your borders but on the home front where substantial resources must be diverted as a matter of top priority to the provision of decent housing, basic education and training in skills and industrial relations for Blacks

"Training in industrial relations is a vital aspect which hasn't been touched and as the Government has said 'no' to African trade unions, it must accept responsibility to provide this training"

Mr Purcell saw the bus boycotts in East London and Newcastle and the beer boycott in Soweto as the most significant developments of the year in the labour arena.

"I think the Blacks have discovered that the boycott as a peaceful weapon is very hard to deal with," he said.

Mr Purcell said his op-

PS 23.9.1975

is the United States regional labour officer for Southern Africa,

Mr Arthur W Purcell devoted the past three years of his 25 years in the foreign service to close scrutiny of the South African labour scene. The

Star's labour reporter, SIEGFRIED HANNIG, interviewed him at the end of "one of the most interesting assignments" of his career.

the people in this country "The deal they have is the poorest. The terms they have are the worst. The resources made available to them are the meagrest. It's discrimination right across the board as far as I can see."

Mr Purcell said it was impossible to differentiate between the political situation and the labour situation in South Africa.

The racial problem dominated all other problems, but discrimination on the labour market distinguished itself as racial discrimination in one of the most important areas of the economy.

Deprived

White, Coloured and Indian workers were entitled to recognised trade unions. But Black workers, who outnumbered all others, were deprived of this means of participating in the industrial conciliation system.

"There is no doubt in my mind that the world outside views this as discrimination and therefore unacceptable," Mr Purcell said.

He described the committee system of representation for Black workers as "similar to the company union system which hasn't worked in the

"Gross racial discrimination is one of the dominating characteristics of the South African labour scene," according to Mr Arthur W Purcell, outgoing American labour consul for Southern Africa.

Coming from a soft-spoken, seasoned career diplomat that is tough talk indeed. But Mr Purcell knows what he is talking about after three years of close study of South African labour affairs.

He says he is "forced to this conclusion" in spite of South African protestations that discrimination based on colour alone cannot be condoned.

"One could talk for hours about wages, working conditions, fringe benefits and training programmes," he said. "But everywhere you look in the labour area in South Africa you find discrimination."

"This is clear in the trade union area but it's clear in these other areas as well.

"There is one system for one group of people and another for the other group, the Blacks, who happen to comprise the overwhelming majority of

Government has no objections to employers improving wages or providing better working conditions," Mr Purcell said.

"It seems to me the primary problem is in the area of industrial relations. The subject of collective bargaining rarely enters the picture, except under very controlled and discriminatory circumstances."

"I think it makes sense for employers to cooperate with the system the Government has introduced and is pushing. It would be surprising for a substantial number of employers to resist this kind of thing anywhere, not only in South Africa."

It was not up to employers or the Government to organise trade unions. He did not blame employers for going along with the Government, Mr Purcell said.

"But if a trade union organises itself, if there is an obvious movement among employees in favour of a trade union, then it would seem rational for the employer at least to discuss the matter with the workers."

"And if it appears that there is an overall consensus, it seems to deal with the trade union."

Referring to United States recommendations which he conveyed to American-based companies in South Africa during his term of office, Mr Purcell said:

ple of successful efforts by Blacks to set up trade unions which could very well represent workers in a given factory or trade in collective bargaining.

The Urban Training Project was a good example of an organisation which assisted Black workers in various industries in a responsible way on the road towards trade unionism.

Mr Purcell noted that there were more Black trade unions in existence a generation ago than today. Had they been permitted to grow, they might well have developed in a natural way into a much larger movement.

Two sides

One of Mr Purcell's major tasks as labour officer for Southern Africa was to watch American involvement in the labour field.

There were two sides to foreign investment, he said. The American employer who came to South Africa to invest was looking for a profit and deserved a profit.

But his commercial "intervention" in South Africa also implied an assumption of certain social responsibilities.

Are such investors hampered by South African policies in exercising their social responsibilities?

"I think the Prime Minister, Mr Vorster, has made it clear that the

"I have talked to a large sample of American employers and I am satisfied that many of them have made very determined efforts to improve conditions for their Black workers."

Understanding

"I also think there has been an increase in understanding among the various participants in the South African drama."

"But just because you understand something that does not mean you're going to come up with an easy solution. You can force the issue, but think it's a mistake to ignore a natural development which was not determined from on high. You must take that into consideration and deal with it."

Mr Purcell made clear, however, that employers could not assume that Black trade unions would develop responsibly without assistance.

Mr Purcell concluded that South Africa should not be singled out for discriminatory laws and practices.

"I feel very strongly about that. There are many other kinds of unacceptable discrimination which are being practised elsewhere in the world," he said.

"The double standard held in many parts of the West in this regard, as hypocritical," he said.

US labour consul hits at 'discrimination'

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STAR 17/12/75

The sharp cultural differences in South Africa's multi-racial work force make the task of forging good labour relations extremely difficult. It is not possible to overcome these difficulties in a few short years. This is a long term task. But, in the words of Reginald Hanafey, head of the Bantu Labour Unit of the Steel and Engineering Industries Federation of South Africa, "Management must take stock of the position in order to identify what can be done in the short and medium terms and start immediate training in the areas that demand special attention, such as joint consultation and communication. Supervisory management in particular must be given training in these areas."

Labour Relations

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-the responsibility of Management

Hanafey recently told the South African Institute of Supervisory Management that the supervisor plays a critical role because, "he is the interface between top management and the work force. For this reason, it is important to view the supervisor's role from two angles - as the higher levels of management perceive him and as he perceives himself."

"The supervisor has the responsibility of carrying out senior management's policies, procedures and directives. He has to get things done through the employees in his charge. At the same time, his subordinates see him as the part of the management team that really counts. Their productivity, efficiency and attitude to the organisation depends on his own competence as a manager. In order to achieve this competence, it is **not enough** for him to have basic job knowledge and qualifications, and an understanding of the tasks assigned him and the objectives of his own department."

According to Hanafey, a supervisor should **also know** how his company is structured, what its overall policies and procedures are, the functions of other departments, what communication systems are in operation, the provisions of basic industrial legislation applicable in his field of operation and the contribution which his own department makes to the organisation as a whole. He must understand his own place in the organisation structure and the position he occupies in the chain of command, what responsibilities and authority he has and to whom he is accountable. A good supervisor will have the qualities of leadership inherent in achieving company objectives - on the one hand and building a team and developing individuals on the other. Good human relations, as a means of getting things done through people, play a vital role in his job.

In the last thirty years, industry and commerce have been hard pressed to meet the demands for trained manpower in the skilled and semi-skilled categories and the Black man has begun to emerge as a candidate for higher categories of work. This has brought about a closer relationship between more and more Blacks and shopfloor management. "But," says Hanafey, "it is doubtful whether this area of management

has been able to match its growing responsibilities in the field of industrial relations, with a corresponding increase in its knowledge and understanding of the Black worker.

"Not only are there cultural differences between the races, but the Black society itself cannot be classified as one of the traditional tribal societies. Tribal affiliations still remain. Add to this the language barrier in all its complexity, and the laws controlling the movement and employment of Black workers, and the need to establish good industrial relations becomes even more critical."

Joint consultation

Communication is a key factor in industrial relations. Joint consultation between management and worker representatives aims to bring about mutual understanding and satisfaction in respect of management's policies and directives and their impact on employees. Through trade union membership, White, Coloured and Asian workers have an established platform for consultation and negotiation with employer interests on a national or regional basis in industries operating under the industrial council system. Alternative provisions have been made for consultation between Black workers and employers through the Bantu Labour Relations Regulation Amendment Act No 70 of 1973 and its proposed amendments.

The **whole** of the management team needs a greater knowledge and appreciation of this and other legislation concerning the Black worker - both within the company and outside. Particular attention should be paid to the legislation which controls the Black man's movements, residence, employment and social benefits. Employers' organisations can give considerable information on this and government departments and agencies can also be of assistance.

Once the necessary information has been passed on to supervisory and other levels of management, it is management's responsibility to keep abreast of legislative change and update the rest of its management team. This will ensure

that the supervisor is able to fulfil his role effectively

The Bantu Labour Relations Regulation Amendment Act is, of course, a key factor in the field of management and Black employee relations. But, says Hanafey, "The Act will not do the job for you. Management should, on its own initiative, gear itself to the requirements of the Act and organise and train its people accordingly."

Provision has been made in the Act for joint consultation between Black workers and employers through the operation of liaison and works committees. Liaison committees are established jointly by an employer and his Black employees, while a works committee may be established solely on the initiative of the Black employees and can meet without the participation of any employer interests.

Matters discussed by the committees generally affect the needs of the work force as a whole on the one hand and the requirements of management on the other.

Perhaps the most vital factors in ensuring that the committee system works properly are

- proper establishment of committees
- training of management, workers and, in particular, committee members in industrial relations and the part that the committee system can play in promoting good management/employee relations.

"It is top management's responsibility to ensure that these factors receive close attention on an ongoing basis," says Hanafey.

Where the committee system is not used effectively, relations between employer and employee will deteriorate. The quality of work will drop and there will be low productivity. In addition, discipline will be poor, there will be low morale, increased absenteeism, poor time keeping, high labour turnover and less loyalty. If this happens, the liaison committee's purpose and function will be discredited along with management's integrity and there will be little chance of re-establishing it along the right lines. Workers will then opt for the establishment of their own works committee and the opportunity for harmonious and democratic dialogue at plant level will be lost. (See box for case studies of problems arising from the ineffective use of the committee system.)

The liaison committee is a good platform for employee/employer dialogue provided that its establishment has common acclaim, its constitution is objective, its members are trained to play their role effectively and the spoken word is clearly understood by all who attend meetings. However, according to Hanafey, "Many committees preoccupy themselves with matters of a trivial nature, mainly because of an inappropriate constitution, the lack of training of both management and workers and the language problem. There is a great need for the Black man's language to be used at meetings and this calls for an **effective** interpreter. There have been many cases of labour unrest when, after analysis, it was found that, although management dutifully communicated certain facts to its Black worker through an interpreter, they understood something quite different from what management had intended to convey."

In order to bring about a greater understanding of matters discussed among Black committee members, they must receive instruction in company structure, business acumen, industrial legislation as it affects the Black worker, committee procedure and the different roles of line and committee communication.

Hanafey reports that, "In companies who have embarked upon such training, the results are most gratifying. It is noticeable that, in cases where requests cannot be met, the situation has been acceptable because the parties have been able to appreciate the logic of the decision. It's the old story — keep people in the dark and your motives and actions will not gain the acceptance they may deserve. The goal should be the attainment of mutual confidence and this can only be achieved through an enlightened approach."

Line communication

Line communication is intended to flow up and down the chain of command for the purpose of getting the job done in

a disciplined and predictable way on a day to day basis. It depends for its effectiveness on sound structuring of the organisation and clear cut policy and procedure statements.

No matter how good the network of communication appears to be on the surface, many weak points will be highlighted through a faulty organisational structure that results in an illogical chain of command or through lack of understanding by the work force of the procedure and purpose of line communication. Ineffective shopfloor management is responsible for many problems because of the language barrier, poor literacy, lack of understanding of cultural differences or faulty human relations.

Hanafey stresses, "There are many pitfalls to good line communication. The way to avoid these is by good management selection and training. So often the supervisor is promoted merely because he is a good operator and without any regard to his eligibility for management or his preparation for it. A 'rule of thumb' approach and the consequent inefficiencies and confrontations that will follow is to be expected from those who are placed in this position. Senior management needs to remind itself constantly of the duty it has of developing its supervisory management effectively instead of throwing it into the deep end — on a sink or swim basis."

Training

Training in industrial relations must start at the induction stage. In Hanafey's words, "Management must ensure that the content of induction training programmes includes those aspects of industrial relations which are relevant to the responsibilities of different job levels."

"In the case of supervisory management, a sound knowledge of applicable industrial legislation is a prerequisite. The supervisor must also have an understanding of the cultural differences of the various race groups in addition to the necessary job knowledge, company knowledge and leadership ability."

The supervisor usually finds little difficulty in identifying problem areas concerned with physical production. These factors are tangible and observable, and he focuses most of his attention on this area of responsibility. The intangibles which include human relations, worker motivation and development, generally receive far less attention. Hanafey says, "This condition persists to a certain degree even in the case of well-selected and trained supervisors, particularly in respect of the management of Black workers, owing to the lack of emphasis placed on industrial relations in many training programmes."

Good industrial relations must be practised on the job not only in the committee room. When a consultative committee is preoccupied with petty complaints from the shop-floor, it is a sure sign that industrial relations on the job are poor. If this pattern continues it is also a sign that management is ineffective in taking corrective action.

Induction training programmes for the new Black employee should not merely include such basic necessities as telling him what the pay arrangements are and how the canteen facilities apply. They should also include

- total in-company orientation in respect of organisation and communication systems, rules and regulations, fringe benefit schemes
- orientation of the worker in the business environment
- orientation of the worker in the social environment, particularly in respect of Black migrant workers while they are temporary residents in the urban areas
- giving workers a basic understanding of legislative procedures applicable to them
- instruction in cultural awareness in respect of all race groups

"Without proper induction and orientation, the workers will often misinterpret the motives of management and conflict will result. There is no substitute for controlled, disciplined and objective training if good employee/employer relations are to be generated," states Hanafey.

The induction training of the other race groups should be structured along similar lines. In the case of induction train-

Committee Case Studies

Employee unrest often results from deteriorating industrial relations caused by a 'blocked' committee system
According to Seifsa's Reginald Hanafey, the reasons for failure fall into two main areas - bad communication and poor human relations

Case 1

Liaison committee meetings had become routine and mundane. The level of participation of elected Black representatives was very low. A request was made for consultation - to identify in what way the function of the committee could be improved. Some of the Black members made the following statement:

"A certain manager is always in the chair at our meetings. He is not a particularly senior manager but he chairs the meetings in a bureaucratic way by stifling discussion and ruling certain suggestions and complaints as out of order. As a result, matters we are asked to raise by the work force are not even discussed and the workers are losing confidence in us. We are being accused by our colleagues of being a bunch of company stooges."

It is evident that a high degree of frustration existed among the Blacks concerned. As senior management had stood aloof from the business of the committee, the Blacks regarded the system merely as a mechanism for neutralising their representations. Senior management could have avoided the situation if a chairman with the right image, seniority and capabilities had been appointed in the first place and the committee system had been backed by the effective training of all concerned.

Some weakness in the company's line communication was also exposed because certain matters which were being blocked at committee level, on the grounds that they should be dealt with by the line supervisors concerned, were not receiving attention in this quarter either.

Correcting the problems involved restructuring the company's communication and industrial relations training programmes.

Case 2

In assessing the reasons why elected members of a certain liaison committee 'seemed to have lost interest', even though they were encouraged at meetings to raise matters for discussion and also to ask for special meetings to be called, the following statement was made by Black members:

"We are often accused by our supervisors of wasting production time by attending meetings which in their opinion serve no good purpose. We are branded as trouble makers if we persist in our efforts to represent matters on behalf of our people and victimisation often results."

Legislation provides for the protection of committee members against victimisation. But if members are victimised, this can be disguised and is sometimes not easy to prove.

Consequently, Blacks feel that it is not worth pressing for recognition. These circumstances have, on occasion, been responsible for illegal strike action.

Supervisory management must see the committee system as a necessary contribution to the preservation of good industrial relations on the shopfloor and thus as a help to the company's operations and not a hindrance. Proper training and development of the supervisor in the field of industrial relations would ensure his co-operation.

Top management has the continuing responsibility of ensuring that its managers, supervisors and employees all understand the communication function, and in particular, the purpose and function of committees.

Case 3

The following statement was made by an elected member of a liaison committee:

"Although the conditions of service for Black workers in my company are good, the chairman of our committee discourages discussion on our living conditions in the townships and the poor bus and other services. New migrant workers particularly are disillusioned as these inadequacies and difficulties are not mentioned at the time of their recruitment. Although we have tried to make the point, the chairman fails to understand that these matters vitally affect the company's work situation and result in poor time keeping, absenteeism and low productivity."

After further discussion, it was found that the complaint was mainly in respect of abnormal working hours such as overtime and shift work. The transport system was inadequate and Blacks feared for their safety in making their way to the hostel which was located more than a mile from the bus terminus. Their only recourse was to hire taxis at very high after-hour tariffs.

The supervisor is frequently more aware of these problems than senior management and he should make every effort to help to solve them by seeing that they receive attention in the right quarter. He should refer the matter to the personnel officer or manager concerned and keep track of what action is being taken. At the same time he must keep the Black supervisor in the picture. In these circumstances, the matter need not have been referred to the liaison committee but, if it were, the supervisor's interest and efforts would have been recorded.

Case 4

Another typical statement heard from an elected liaison committee member:

"As elected members on the committee we do not have an effective means of reporting back to those we represent. We are not allowed to do this during working hours. To do it effectively outside the company, or outside working hours, is impractical. Feedback to and from the work force is consequently not good and the committee's image, and the part we play, suffers."

This is a very real problem. Most companies who have recognised it, arrange for regular meetings between the elected committee members, senior Black supervisors, the White supervisor and a few nominees from the workers for each department, on specified days during working hours. Communication then flows both ways. If there is nothing to report or discuss, the meeting adjourns immediately. One advantage of this system of joint consultation is that it makes line supervisors a part of the liaison function. At the same time, it gives them the opportunity to filter out matters which fall strictly within the scope of line authority. Where this happens, care must be taken to record the matter that has been raised and give it the necessary attention. This process of consultation serves to strengthen the communication system in an organisation by directing questions, requests and complaints through the correct channel, and more important, it enhances management's image.

ing for the more senior levels of personnel, the programme should be in a great deal more depth.

Post induction training should re-emphasise appropriate aspects of industrial and human relations which were outlined at the induction stage. Changes in operating conditions should also be communicated at this stage.

Black supervisors

A great deal can be achieved by supervisors in promoting good relations among their Black work force, even without specialist training by working effectively through **Black supervisors** who have leadership and supervisory ability. According to Hanafey, many Blacks occupying these positions in the manufacturing industry lack these qualities by virtue of faulty promotion from the ranks. In many instances of labour unrest when their authority is put to the test they are found wanting," he says. "They are often viewed by their subordinates as the puppets of White management who have been put there merely as an unnecessary extension of the communication function. Whenever there is something important to say or someone has to be reprimanded or sacked, the White supervisors deal with the situation themselves.

"The answer to a great many of our problems in the field of industrial relations lies in the effective use of the Black supervisor. Consider the advantages of the effective management of Blacks by **properly selected and trained** Black supervisors. The problems of language and culture appreciation would be minimised. The Black supervisor would be identified as an essential member of the company's management team and this would present an image of integrated management/employee interests — surely a sound basis for good relations.

"I appeal to all White supervisors to make better use of Black supervisors. Delegate more responsibility to them, and, where good supervisory ability is confirmed, raise their level of authority accordingly. Encourage regular consultation with them by arranging regular meetings rather than relying on spasmodic contact only when problems arise. Brief your Black supervisors accurately when you have something important to communicate and take care that your brief is clearly understood. Monitor the resulting action to assess the effectiveness of the communication process. Don't directly countermand the instructions they have given the work force, except of course in a real emergency. Get the Black supervisors to countermand their own instructions. Steer questions, requests and complaints from the workers through their own supervisors and see to it that the replies are channelled back through them. Encourage Black supervisors to get into the habit of communicating instructions to their whole team whenever possible and not to a chosen few, thereafter relying on the efficiency of the 'grapevine'.

"These points offer a remedy that you, the manager, have the **power** to apply provided that you have the **will** and the **conviction** to do so. The time for action is **now!**"

According to Hanafey, top management has the responsibility and the power to expose pitfalls in the field of industrial relations and to provide sound company organisation, administration and control. He says, "It requires commitment to ensure that good industrial relations within the organisation is promoted and maintained. The process of good management in the training, development and motivation of the employees is, of course, costly. But how much greater is the cost of low productivity, labour turnover, absenteeism and lost time through labour unrest which could result from poor industrial relations?"

"Companies invest a great deal of money in the physical maintenance of plant and equipment. Why not invest an equal amount in the maintenance of the work force to ensure the efficiency of its labour input?"

"If management demonstrates the ability to maintain objective and meaningful dialogue with its workers, it can have confidence in the fact that a broad base has been established for maintaining good industrial relations. This, in itself, is a worthwhile investment for the future." □

TOESPRAAK DEUR SY EDELE S.P. BOTHA, MINISTER VAN ARBEID, BY
GELEENTHEID VAN DIE AMPTELIKE BEKENDSTELLING VAN DIE INSTI-
TUUT VIR ARBEIDSBETREKKINGE AAN DIE UNIVERSITEIT VAN SUID-
AFRIKA, OP 20 FEBRUARIE 1976 OM 18H00.

VIR VRYSTELLING NA LEWERING OM 18H00 OP 20 FEBRUARIE 1976

Meneer die Rektor, prof. Wiehahn, dames en here

Ek ag dit 'n besondere voorreg om aan hierdie geleentheid deel te hê en dit is vir my 'n groot genoë om vanaand in die geselskap van hierdie uitgelese gehoor te verkeer veral waar dit gaan oor 'n aangeleentheid waarmee ek in my nuwe portefeulje as Minister van Arbeid direk gemoeid is.

Baie dankie, professor Wiehahn, vir die uitnodiging om vanaand u gas te wees. Ek het met waardering kennis geneem van die stigting van die Instituut vir Arbeidsbetrekkings en ek wil die Universiteit van Suid-Afrika gelukwens met die instelling daarvan. Ek verwys in besonder na professor Wiehahn van wie entoesiasme en inspirasie uitgegaan het om hierdie mylpaal te bereik.

Synde die eerste instelling in ons land in sy soort op hierdie terrein wag daar 'n groot taak op almal wat saam sal arbeid. Sonder die finansiële steun wat gekom het van die kant van die Federasie van Staal- en Ingenieurnywerhede en die Kamer van Mynwese, as die grootste donateurs, sou hierdie mylpaal seker beswaarlik bereik kon word. Veral die ywer en daadkrag wat dr. Drummond, die Direkteur van die Federasie, aan die dag gelê het, moes 'n besondere rol gespeel het in die totstandkoming van hierdie instituut.

Daar is 'n groterwordende behoefte aan indringende wetenskaplike navorsing in die hele veld van arbeidsverhoudings. Arbeidsrus en arbeidsprestasies is van fundamentele belang vir Suid-Afrika se toekoms. As die instituut in hierdie verband 'n bydrae kan lewer sal hy 'n groot diens aan ons Vaderland bewys.

Suid-Afrika se ontwikkeling as industriestaat is baie kort. Na die Tweede Wêreldoorlog het ons eie industriële ontwikkeling sy momentum gekry wat aan die hand van sy brutovolksproduk indrukwekkend lyk. Die brutovolksproduk het van R1,751 m. in 1946 gestyg na R22,382 m. in 1974. Hierdie vinnige ontwikkeling het al die probleme van 'n moderne industriestaat vir Suid-Afrika met hom meegebring op die belangrike terrein van arbeidsverhoudings en arbeidsakkommodasie. Uit hoofde van die land se bevolkingsamestelling en uit hoofde van die feit dat hy sy ontwikkelingstyd so vinnig deurgemaak het en uit hoofde van die feit dat hy nie uit 'n lang en ou tradisie van nywerheidsontwikkeling kon put soos baie ouer lande nie, was sy aanpassing miskien moeiliker. Juis die feit dat daar ten spyte hiervan soveel arbeidsvrede was en is, spreek boekdele vir ons Suid-Afrikaanse vindingrykheid en aanpasbaarheid.

Die vinnige ontwikkeling gaan steeds voort, maar dit word gebiedend noodsaaklik dat arbeidsbetrekkings steeds indringende aandag van die Staat, die Universiteite, die Handel en Nywerheid sowel as van die georganiseerde arbeid moet geniet. Selfs minderontwikkelde lande van Afrika het institute van hierdie aard wat arbeidsbetrekkings ondersoek.

Ek verstaan dat Seifsa en die Kamer van Mynwese elk 'n bedrag

van R100,000 geskenk het vir die stigting van hierdie instituut, benewens ander skenkings sedertdien.

Die Instituut het aan die begin van Januarie 1976 met sy werksaamhede begin en dadelik die belangstelling en seën geniet van die handel en nywerheid, georganiseerde arbeid en diplomatieke verteenwoordigers van ander lande.

In ons komplekse land met sy heterogene bevolking waar werkers van verskillende volksgroepe met uiteenlopende etniese, kulturele taal, maatskaplike en historiese agtergronde saam verweef is in die arbeidsituasie, is dit onteenseglik belangrik dat daar ook 'n bydrae gegrond op wetenskaplike bevindings tot die begrip van die situasie sal kom van akademici wat hulle met hierdie probleme besig hou.

Goeie arbeidsverhoudings is een van die noodsaaklike voorver-eistes vir goeie rasseverhoudings in ons land. Daarom moet sekerheid en beskerming die grondslag vorm van arbeidersus. Om hierdie ideaal te bereik is die samewerking van alle betrokkenes noodsaaklik.

In die paar minute tot my beskikking is dit nie moontlik en ook nodig om die Regering se arbeidsbeleid te stel nie. U is almal daarmee vertrou. Dit is egter nodig om weer te beklemtoon dat 'n gesonde en sterk ekonomie 'n voorvereiste van voortbestaan is. Gesonde arbeidsverhoudings is natuurlik op sy beurt weer 'n voorvereiste vir die bereiking van hierdie mikpunt.

Hierdie gesonde arbeidsverhoudings moet geskep en gesmee word binne die raamwerk van die Regering se staatkundige beleid,

van veelvokige ontwikkeling. Binne daardie beleid is daar werkplek vir almal wat wil werk in Suid-Afrika.

Ons werkplek is dus Suid-Afrika, ons mikpunt arbeidsgeluk en arbeiderus en ons arbeidsbron die ekonomies-bedrywige bevolking van 1,6 miljoen Blankes, 0,8 miljoen Kleurlinge, 0,2 miljoen Asiërs en 5,8 miljoen Bantoes. Ons woon nou eenmaal in 'n veelvokige land en as 'n mens in aanmerking neem dat ons Blankes minder as 20 persent van die totale bevolking uitmaak den skyn dit redelik duidelik te wees dat die Blankes nie die las van verantwoordelikheid vir al die volke van Suid-Afrika alleen kan dra nie. Daarom is rasionalisasie in die aanwending en benutting van ons arbeid belangrik.

Ons aandag sal toegespits moet wees op hoër produktiwiteit om hoër lewenstandaarde vir almal te verseker en 'n groot verantwoordelikeitsgevoel teenoor die bedreiging van inflasie.

Ons behoeftes is:

- a) Meer en beter opleiding;
- b) 'n gebalanseerde beskikbaarheid van werkkragte om die hele spektrum van ontwikkeling moontlik te maak;
- c) die regte gesindheid teenoor die plig om beter te presteer en harder te werk vir groter en hoër besoldiging en 'n hoër lewenstandaard.

Die Instituut se doelstellings lê op twee vlakke. Eerstens, synde 'n akademiese inrigting, sal die Instituut intensief navorsing doen oor arbeidsbetrekkings en die deeldissiplines daarvan soos byvoorbeeld arbeidsreg, arbeidsekonomie, arbeids-

psigologie, arbeidsosiologie, arbeidslogistiek, arbeidsantropologie ens., ens.

Die resultate van hierdie navorsing sal bekend gestel word in tydskrifte, lesings, seminare, ens., maar veral in die prestige tydskrif wat die Instituut beplan om vanaf volgende jaar uit te gee, nl. Die Suid-Afrikaanse Tydskrif vir Arbeidsbetrekkings. Bydraers tot die tydskrif sal nie tot die akademie beperk wees nie, maar sal ook persone insluit wat vierkantig in die praktyk staan.

Die Instituut sal ook vanaf volgende jaar begin met 'n diploma-kursus in Arbeidsbetrekkings wat in 'n groot behoefte in ons land sal voorsien. Vanaf die jaar daarna sal voorgraadse en nagraadse opleiding in Arbeidsbetrekkings ingestel word. Dit sal B-, M- en D-grade insluit. Dit spreek vanself dat die Instituut ook van ander dissiplines gebruik sal moet maak in die aanbieding van die kursusse.

Die ander vlak waarop die Instituut hom sal begêf sal op die meer praktiese gebied van arbeidsbetrekkings wêre. Die Instituut stel in die vooruitsig om ook praktiese opleiding aan werkers, amptenare van werkgewersorganisasies, vakbonde, voor- manne en ander persone wat daaglik in hulle werk met arbeidsbetrekkings te doen het, te gee. Hierdie opleidingsprogramme wat sal bestaan uit seminare, kort kursusse, simposia ens. sal ook deur akademici en ervare manne uit die praktyk aangebied word. Klem sal gelê word op vakbondopleiding, kollektiewe bediening, rassabetrekkings in die arbeidsituasie, ens., om maar enkele te noem.

Die Instituut is ook in 'n proses om 'n goed toegeruste Dokumentasiesentrum op te bou wat hopelik oor alle beskikbare literatuur en ander vorms van inligting oor arbeid en arbeidsbetrekkinge sal beskik. Hierdie sentrum sal tot die beskikking van alle persone wees wat navorsing of naslaanwerk wil doen oor arbeidsbetrekkinge in Suid-Afrika en ander dele van die wêreld.

Ten slotte stel die Instituut dit ook in die vooruitsig om konsultasiewerk oor arbeidsbetrekkinge te doen en alle sektore van ons land asook die Staat in dié opsigte van diens te wees as die Instituut daarom gevra word.

Met prof. Wiehahn aan die spits van die Instituut is ek seker dat dié navorsingsinrigting hom nie op hierdie uiters belangrike terrein onbetuig sal laat nie. Ek wil graag die Universiteit en meer spesifiek die Instituut alle voorspoed en sukses in hul navorsingswerk toewens. Ons sien met belangstelling uit na die resultate van u arbeid tot voordeel van ons werkerkorps en tot heil van ons land as geheel.

UITGEREIK DEUR DIE DEPARTEMENT VAN INLIGTING OP VERSOEK VAN
DIE MINISTERIE VAN ARBEID.

KAAPSTAD

20 FEBRUARIE 1976

MCH 1, 1976

Collective bargaining bad for production

EAST LONDON — Mr Gordon N Fisher, president and managing director of Southam Press Limited of Canada, is a man who will not find favour with unions, but who, nevertheless, speaks a lot of common sense

Addressing the Audit Bureau of Circulation annual meeting in Toronto, Mr Fisher said he condemned the free collective bargaining process as wrong because it placed management and labour in a position of conflict, and that this process rested on several questionable assumptions

He addressed himself to these assumptions after declaring "I am prepared to condemn any system which —

"1 settles the nation's disputes on the basis of economic might,

"2 uses as the ultimate economic weapon the one thing that is diametrically opposed to society's goal of improved production, the strike,

"3 and, worst of all, places management and labour in conflict, when we should be in complete accord and in mutual pursuit of our common goals"

Collective bargaining, he said, assumed that management and labour differences could best be settled by an application of the discredited principle that "might is right" Mr Fisher called this nonsense

"Is there any other area in our lives" he asked, "where the law of the land actually encourages us to settle our differences by an application of economic power?"

He believes the only rational basis for wage or salary setting is to relate them to education, experience and skill requirements of the job But in this connection, the assumption is that what a man gets paid for his labour should be related to his employer's ability to

productivity gains is not normally made by the labour groups involved

"Why should these groups have a higher claim than any other group"

"We are also hearing, particularly in Canada, about the use of monetary and fiscal restraint as the classical economic response to the problem of inflation

"Sometimes one wonders whether economists with such views live in the same world in which one is expected to do business"

Mr Fisher said he found it extremely difficult to accept in today's environment a policy which relied upon putting some people out of work so that others' expectations would be reduced

"While it may be classical economics, in my view it is wrong, has always been wrong, has, in any case, been ineffective and, besides, is immoral.

"It is immoral because it is a policy that hinges upon inflicting personal misery on a small group, usually the weakest among us, so that the demands of the rest of us will be reduced."

He alluded to Canada's prime minister, Mr Pierre Trudeau, recently telling his country that wage bargaining was effectively dead for three years, to be replaced by federal guidelines for wage and salary increases

He said he was in sympathy with that government's new policy direction. "The most responsible posture that I can recommend for us all is an open-minded sympathy to the need for new creative ideas."

Mr Fisher speaks a lot of sense While many unions in many parts of the world will scream that striking is their absolute right, and probably argue that they do not strike, but merely withdraw their labour (what's the difference?), even they must admit that

countries where a union has fined a member for working too hard'

Many, including some union members (who are members only because they must be to enable them to work in that particular field) feel that unions have outlived their usefulness This is largely because some unions have lost control of their members, who then indulge in crippling, wildcat strikes for petty and sometimes personal reasons

What many unions do, in South Africa in particular, is negotiate minimum wage rates and leave it up to the employers to pay more to worthy workers Unfortunately that is where the trouble starts Few such workers, worthy though they may be, can keep their mouths shut, and as soon as a loafing neighbour knows they are getting more than himself

It is for this reason that many economists consider a large, floating labour pool of unemployed produces a healthy economy. This is because the worker must then produce to protect his job, or lose it to one of the many waiting for it

We have that pool in South Africa but, unfor-

tunately for the well-being of the country, they have not been trained for or are not permitted to operate in skilled fields of industry or commerce.

Full training for non-whites and conditions to enable them to work as skilled artisans would increase this country's productivity sufficiently to blow inflation to blazes, give the Minister of Finance every cause to smile, open up more and more industries, all having long production runs

In turn this would bring down unit costs make South African goods viable and competitive in international markets and thus improve our balance of payments without having to rely upon the gold price or the meagre Economic paradise indeed, but a paradise beyond our reach while there is job reservation and bans on the training to artisan status of anyone who is not white.

It would seem, therefore, that job reservation and the ban on the full training of non-whites is in force merely to protect the "won't work", and with productivity so essential this is a senseless policy

— BUSINESS EDITOR

Valuation for Rating of Immovable Property

Rates or taxes on immovable property are a source of revenue for local authorities to finance roads, drainage, and other services not otherwise financed by special levies or rates (e.g. for electricity supplies) or by grants from higher authorities.

Theoretically, such of tax should be also to the benefit of his best? There have even been instances in some

draw the same rates of pay. What encouragement is that for any man to give early, there was a closer relationship ability of the person to bear a tax and property, as in all provinces except the Cape, and items such as traffic control and a revenue available to local authorities is

Today, an increase in members of the same union and, therefore, both spent on public hea a much better worker than another Both are decreasing property and you will find one-man improvements and other services that would enhance the value of any plant in that industry, Take any industry, and rural visitors enjoy increases throughout an industry This is wrong

In South Africa, rural visitors enjoy increases throughout an industry This is wrong bution, at least in Africa, rates are far between, but unions still negotiate pay increases throughout an industry This is wrong

But I would take it further What a man is paid for his labour should be related directly to his worth, which often is not the case

Fortunately in South Africa, rates are far between, but unions still negotiate pay increases throughout an industry This is wrong

In the Transvaal are rated their value to his employer's ability to pay labour should be related to his employer's ability to pay

Also, it is assumed that the benefits resulting from improved productivity in any industry should flow to the employees in that industry as higher wages, rather than be spread to society as a whole by lower prices

"This seems particular nonsense" said Mr Fisher, since the investment of capital that results in

rate (equal levy on land and buildings) is charged. In Natal a composite rating has been adopted, the levy on site value being higher than on building value, while in the Orange Free State both flat and composite rating is used. In the three last-named provinces, buildings are taxed on their replacement cost less depreciation.

Whereas in the other provinces, rates are levied only on urban and peri-urban property, in the Cape Province all land is taxed in terms of Ordinance No 26 of 1944, which consolidated the law relating to the valuation of Immovable Property and to amend, consequently, the law relating to rates and taxes. The Ordinance provides:

1. Basis of valuation of land shall be the ordinary price which it is estimated a buyer would be willing to give and a seller would be willing to accept if the land to be valued were brought to voluntary sale at the time of valuation. The valuer is instructed to (a) examine records of property sales kept by local authorities concerned or by the magistrate and to consider prices obtained in such area during the last five years and consider whether they have been affected by special circumstances and (b) to select properties that in his opinion are suitable for use as guides to value land in the area and value such properties in detail. These are then to be used as a guide for valuing the whole area.

2. The basis of valuation of buildings shall be the estimated cost of erection at the time of valuation, less allowances as may be considered due on account of structural depreciation, obsolescence, or a change in the nature of the locality since the erection of the building. When in the opinion of the Administrator a general increase in the cost of erection is due to exceptional circumstances he may fix a percentage by which estimates of costs shall be reduced throughout the whole or a part of the province.



Tommy Vogel het dertien jaar ondervinding van onderhandeling in die misstof en suikernywerhede in Suid-Afrika

Die enigste manier waarop ons dit kan doen, is om te staak (Magstrategie)

Bandes Die wit base is bang dat die swart vakbondbeweging hulle sal omvergooi en die regering oorneem. Maar ons meen dat as ons hierdie politieke weg volg, daar nie meer 'n beweging sal wees nie.

Ons vra u om met ons te kommunikeer sodat ons 'n beter verhouding vir almal in die land kan skep (Oorredingstrategie) (Financial Mail, 19 Julie 1974)

- uitdagende gedrag wat tot negatiewe gesindhede aanleiding gee, maar min tot die magstrategie bydra, uit te skakel

Status is 'n belangrike faktor

Status is nog 'n belangrike faktor wat in ag geneem moet word, hoewel dit saamhang met die omvang van die mag wat 'n mens het. Terselfdertyd is daar 'n positiewe verband tussen kommunikasie en status. Kommunikasie word meer dikwels tot diegene met hoer of gelyke status, as tot dié met laer status gerig.

Onderhandeling in Suid-Afrika tussen blankes en swartmense geskied op dié grondslag waar 'n hoekommunikasiegroep met hoe status en groter mag te staan kom teen 'n laekommunikasiegroep met laer status en minder mag. Dit plaas die blankes skynbaar in 'n benydenswaardige posisie waar alles in hulle guns is. 'n Mens moet egter baie versigtig wees vir frustrasie wat ten gevolge van mislukking onder die swartmense kan ontstaan, waar die gevaar bestaan dat sodanige frustrasie as aggressie na vore kan kom. Die witman sou baie kortsigtig wees as hy die uitwerking van voortdurende nederlaag in onderhandeling ignoreer.

Wat is die oplossing dan in die onderhandelingsproses?

'n Nuwe benadering tot onderhandeling is om dit as 'n proses van probleemoplossing te beskou.

Die onderhandelende partye in 'n proses van probleemoplossing sal die situasie as volg benader:

- identifiseer die probleem
- soek alternatiewe oplossings en gevolg
- besluit op 'n gedragslyn

Hierdie onderhandelingsmetode — gesamentlike probleemoplossing — kan net ontwikkel wanneer daar voortdurende sinvolle kontak en kommunikasie tussen die twee partye is. 'n Voorbeeld van hierdie soort onderhandeling is te vinde in die Nywerheidsraad vir die Suikernywerheid.

Ten besluite

Mededinging bly die sterkste onderdeel van onderhandeling, selfs wanneer die situasie samewerking begunstig. Wat Huletts probeer doen is om die 'oorlogsuïtkyk' na die vlak van menslike wisselwerking te lig. In Suid-Afrika is dit noodsaaklik dat onderhandeling op alle gebiede — politieke, sosiale, nywerheids- en selfs internasionale onderhandeling — na die gesamentlike oplossing van probleme moet mik.

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Onderhandeling

In hierdie artikel bespreek Tommy Vogel, groeppersoneelbestuurder van Huletts, die onderhandelingsproses en die opleiding van onderhandelaars. Goeie nywerheidsverhoudings sal voortaan al hoe meer afhang van geslaagde onderhandeling. Vogel beskryf hoe sy maatskappy hierdie saak aanpak.

Stakings is, om Clausewitz se beroemde uitspraak oor oorlog te parafraseer, onderhandeling wat op 'n ander manier uitgevoer word. Net soos oorlog is dit egter 'n besonder verkwistende manier van onderhandeling voer, wat die meeste maatskappye in 1976 nog minder sal kan bekostig as vantevore.

Suid-Afrikaanse bestuurders ontvang nie formele opleiding in onderhandeling nie. Gewoonlik is oefening in die werklike onderhandelingsituasie die enigste voorbereiding wat hulle ontvang en gevolglik sal die foute wat enigeen van die partye maak, waarskynlik allerhande onbekende gevolge hê.

In Huletts se bestuursontwikkelingskursusse plaas ons op die oomblik al hoe meer klem op opleiding in onderhandelingsstegnieke.

Onderhandeling is deur 'n mistieke waas omhul. Niemand kan of wil skynbaar onderhandeling omskryf nie, nog bepaal wat 'n 'goeie' onderhandelaar is, en daar bestaan 'n geloof dat 'n onderhandelaar gebore, en nie gemaak word nie.

Dit is belangrik dat almal wat op die gebied van nywerheidsverhoudings beweeg, die proses in al sy verwickeldheid moet ken, aangesien daar dwarsdeur die Suid-Afrikaanse nywerheid steeds groter klem op raadpleging en onderhandeling op alle vlakke geplaas word.

Onderhandeling word omskryf as 'n geleentheid waarby verteenwoordigers van twee of meer partye "wisselwerking toepas in 'n eksplisiete poging om 'n wedersyds aanvaarbare posisie te bereik oor een of meer kwessies wat hulle verdeel."

'n Suksesvolle onderhandelaar is dus iemand wat in staat is om 'n wedersyds aanvaarbare skikking van 'n aangeleentheid te bevorder. Die uiteindelijke doel van onderhandeling is om "die voordeligste moontlikhede te vind".

Die belangrikste kenmerk van 'n onderhandeling is dat die opponerende partye op mekaar aangewese is vir die finale uitslag. Dit word duidelik geïllustreer in die tabel van moontlike uitslae. (Sien figuur.) Hierdie tabel is interessant omdat dit toon dat, as nie een van die partye bereid is om 'n vergelyk te tref nie, niemand daarby sal baat nie. Dit is wesenlik 'n kompromissituasie.

Maar hierdie situasie skep 'n dilemma. Die dilemma ontstaan omdat, as elkeen voordeel probeer verkry, nie een daarby baat nie. Maar as die een party sy mikpunt laer stel, en die ander doen dit nie, dan verloor hy terwyl sy mededinger 'n voordeel behaal. Dit is net wanneer albei partye gewillig is om 'n kompromis te tref dat albei daaruit voordeel trek, maar nie een het 'n waarborg dat die ander sal saamwerk nie.

Die vereiste bekwaamhede

Wat is die bekwaamhede waarop goeie onderhandeling berus?

- 1 Interpersoonlike vaardighede
- 2 Inligting
- 3 'Ritueel' — die onderhandelingspel

Daar is verskeie interpersoonlike vaardighede in 'n onderhandeling nodig. In ons opleiding vestig ons die aandag op die opeenvolging van gebeurtenisse tydens die rolspeelsituasie — op die vlak van liggaamlike aanraking en nabyheid, gesigsuitdrukking, liggaamshouding en gebare en die woordelike en nie-woordelike spraakinhoud.

Die deelnemers aan onderhandelinge onthou waarskynlik

krisisse wat ontstaan het ten gevolge van 'n misrekenende opmerking, 'n ongepaste stemtoon of skouerophaling maar alte goed. Die onderhandelaar wat sê "nee," en met sy vuus op die tafel slaan, bedoel wat hy sê. Die onderhandelaar wat sê, "nee," en dan vraend oor die tafel kyk, sê iets heeltemal anders.

Daar is nie 'n regte of verkeerde manier van optrede in hierdie sosiale wisselwerking nie. Elke situasie vereis egter bepaalde ritualistiese gedrag en daar is dus heelwat elemente in die gedrag van die deelnemers aan onderhandeling.

Die besondere rituele bestanddeel van onderhandeling is die taktiek om meer te vra as wat jy verwag om te kry en minder aan te bied as wat jy bereid is om te gee.

Maar as almal hierdie taktiek ken, waarom dan daarmee volhou?

Ritueel is veronderstel om die spanning te verlig en 'n situasie wat baie onseker is en derhalwe spanning veroorsaak. 'n 'Ritueel' verskaf 'n gedragspatroon wat 'n mens kan volg, ongeag die onsekerheid van die ander party. Dit beteken waarskynlik dat albei kante 'n bietjie van hulle voornemens moet laat blyk en gee hulle terselfdertyd kans om stappe te beplan.

'n Swakheid van baie van die vakbonde en werkskomitees in dié land is die geloof dat onderhandeling bloot daarop neerkom dat jy tweemaal soveel vra as wat jy wil hê. Albei kante is hiervan bewus en die werknemers kan sonder moeite die vakbonde se eise afding. Dit is te wyte aan die verontagsaming van die tweede vaardigheid wat in onderhandeling vereis word, naamlik die benutting van inligting.

Inligting

Deelnemers het iets nodig om oor te onderhandel, maar hulle het ook inligting nodig betreffende die saak waarvoor daar onderhandel word. Dit beteken dat die deelnemers moet weet waarvoor dit gaan en verstaan wat die verband is waarbinne die besluite geneem moet word. In 'n nywerheidsverband moet 'n skikking gemaak word deur nywerheidswetgewing, die algemene ekonomiese klimaat, die markwaarde van werk wat verrig moet word, die winsgewendheid van die nywerheid of die maatskappy, die lewensduurte en waarskynlik ook sekere plaaslike faktore, in ag te neem. Tot dusver was dit nog altyd net die bestuur wat hierdie inligting tot sy voordeel benut het. 'n Voorbeeld van die mark-

Moontlike uitslae van onderhandeling

Moontlikhede vir party B	DRING AAN op voordelige posisie	Wysig posisie na 'n KOMPOSISIEvlak
Moontlikhede vir party A	Uitslag Stel jou Nut 0 vir A 0 vir B	Uitslag A se posisie goed B se posisie gewysig Nut +10 vir A -5 vir B
DRING AAN op voordelige posisie	Uitslag A se posisie gewysig B se posisie goed Nut -5 vir A +10 vir B	Uitslag Albei se posisies gewysig Nut +5 vir A -5 vir B
Wysig posisie na 'n KOMPROMISvlak		

Aangehaal uit: J. Sawyer & H. Gueztkow, Bargaining and negotiating in international relations, in H. Kalman (red.) International Behaviour, New York — Holt, Rinehart & Winston, Inc. 1965.

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Labour: the need for crisis handling

RAND DAILY MAIL
9/4/76

Last night 30 top industrialists and labour leaders came together to form the Institute for Industrial Relations. Labour Correspondent CLIVE EMDON talks to Prof S. P. Cilliers, the Stellenbosch sociologist, who chaired the steering committee of labour and management representatives.



PROF S P CILLIERS . . . found suspicion on both sides

THE joint venture by Labour and management to form an Institute of Industrial Relations may well provide the necessary machinery for crisis handling

The bludgeoning of workers by the police at the Heinemann Electric factory and the way in which the whole work force was fired there, as it was in the James Brown and Hamer shipyards two weeks before, shows just how unsophisticated we are in handling industrial disputes

Prof S P Cilliers, the Stellenbosch sociologist who chaired the 6-man steering committee which planned the inauguration of the new institute, has no illusions about the difficulties of getting labour and management together. This week he described to me the reason for the new Institute

He said the steering committee had found that in a conflict situation there was suspicion on the sides of both labour and management

It found there was an urgent need to improve the skills of the negotiators through a joint effort on both sides

Prof Cilliers stressed that given South Africa's short history of industrialisation and the rapid involvement of Blacks, neither management nor labour was ideally trained or experienced in industrial relations skills. This was particularly true of Black workers sitting on in-company works or liaison committees and middle-management

"Management handles problems in the traditional way — deciding unilaterally how and what goes. There is a need for management to learn to nego-

tiate and not to just dictate conditions.

"Given the total structure of South African society it is becoming more and more imperative that there should be more opportunities for leaders in different spheres to talk to one another," he says

"At present the only institutional provision for this is the Prime Minister's Economic Advisory Council. But this is structured within Government policy and cannot accommodate emerging Black labour leadership"

He says there is an emerging Black intellectual proletariat — "with no chance to talk". The Institute would create the

opportunity for Black leaders in labour to work for the betterment of their people — "something they are denied in the present legal structure"

For such an institute to work will require sophistication from both sides. The top management participants having gone this far, clearly accept the necessity for recognising African unions and the need for developing good two-way communication.

It also shows real concern for manpower development in a totally new way — over which a lot has been said but little real action taken

For African unions the move could not come at a better time

Regional

RAND DAILY MAIL 9/4/76

Big bosses to learn how to handle labour rows

By CLIVE EMDON
Labour Correspondent

LABOUR and management representatives got together last night and established an Institute for Industrial Relations — to be jointly controlled, administered and funded by industry and trade unions, Black and White

The venture comes at a critical time in labour relations in South Africa, with the State clearly backing industry in resisting the emergence of African unions, and supplanting it with the tame in-company works and liaison committee system.

A main aim of those who formed the institute is to

work out means of handling disputes in a more sophisticated manner than before and preventing labour-management-police confrontations such as happened at the Heine-mann Electric at Elandsfontein last week

The labour representatives are in the main Tucsa leaders and Black trade union leaders in Johannesburg-based unions.

The Natal-based African unions have said they will not take part while the all-White unions in the Confederation of Labour have as yet not decided to join.

Among management representatives at the inaugu-

ration last night were Mr Harry Oppenheimer (Anglo American), Mr Charles Skeen (Roberts Construction), Mr Norman Herber (Greatermans), Mr H W Miller (Argus Group), and Mr S A G Anderson (AE & CI)

The labour representatives included Mr Arthur Grobbelaar and Mr Lief van Tonder (Tucsa), Mr Ben Nicholson (SA Electrical Workers Society), Mrs Jane Hlongwane (Engineering & Allied Workers Union), Mrs Lucy Mvubelo (National Union of Clothing Workers) and Mr Skakes Sikhakane (Sweet, Food & Allied Workers Union)

In a statement released after a two-and-a-half hour meeting of some 30 representatives, the trustees of the new institute detailed its functions

- It will provide training to improve industrial relations skills — such as in negotiations and industrial law — of management and works and liaison committee worker representatives, as well as representatives, of both the registered and non-registered trade unions

- To provide industrial relations information and advisory services.

- To organise seminars, conferences and publish booklets on industrial relation issues and to conduct studies in problem areas

- Membership will be open either to individuals or organisations

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INDUSTRY, UNIONS GET TOGETHER

MERCURY
9/4/76
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Mercury Correspondent

JOHANNESBURG — Representatives of organised labour and top management met last night to establish an institute of industrial relations to be jointly controlled, administered and funded by industry and trade unions — including some Black unions.

The new organisation aims at improving the negotiating skills of both groups to "maximise common goals" and to deal with conflict situations.

Thus a key purpose of the formation of the institute is to improve communication and co-operation between management and labour.

The labour representatives are mainly Trade Union Council leaders and Black trade union leaders in Johannesburg-based unions.

The Natal-based African unions have said they will not join in while the all-White unions in the Confederation of Labour have not yet decided.

Among those at the inauguration last night were management representatives Mr. Harry Oppenheimer (Anglo American); Mr. Charles Skeen (Roberts Construction), Mr. Norman Herber (Greatermans), Mr. H. W. Miller (Argus Group), and Mr. S. A. G. Anderson (AE and CI).

The labour representatives included Mr. Arthur Grobbelaar and Mr. Lief van Tonder (Tucsa), Mr. Ben Nicholson (S A Electrical Workers' Society), Mrs. Jane Hlongwane (Engineering and Allied Workers), Mrs. Lucy Mvubelo (National Union of Clothing Workers) and Mrs. Skakes Sikhakane (Sweet, Food and Allied Workers).

Although no leading Afrikaner industrialists are among the trustees, at least one, Dr. Jan Marais, has offered support.

A statement was released after the two and a half hour meeting of some 30 representatives of management and labour, the trustees of the new institute, and detailed its functions.

The statement said the institute will provide training to improve industrial relations, skills of management and works and liaison committee worker representatives as well as representatives of both the registered and non-registered trade unions.

It will further provide industrial relations information and advisory services, organise seminars, conferences and publish booklets on industrial relation issues and conduct studies in problem areas.

Membership shall be open to individuals and organisations.

A six-man steering committee, chaired by Prof. S. P. Cilliers, the University of Stellenbosch sociologist, has spent more than a year preparing for the establishment of the institute.

Prof

the main aims will be "to close the tremendous credibility gap between management and labour."

He said one of the most important tasks of the institute would be to provide a sophisticated handling of crisis situations.

The trustees have proposed a launching fund of R150 000 to ensure the institute's initial operations for the first two years.

It is also proposed that the institute will initially have a full-time staff of six.

Labour: red Light flashing

PROFESSOR S P CILLIERS, head of the department of sociology at the University of Stellenbosch and chairman of the committee which laid the foundations for the new Institute for Industrial Relations, sets out the background to the formation of a body which could have a vital effect on labour relations in South Africa.

In recent times, South Africa has made major strides in modernising its economy.

While it is true that the mining and agriculture sectors still provide, as it were, the foundations of our economy in terms of the monetary value of its products, their overall importance from the point of view of providing economic opportunities to the population has diminished significantly.

Particularly during the immediate past, there has been a clear trend of a rapid rate of increase of job opportunities in commerce and finance, transport and communication, construction and manufacturing, while the rate of increase in the primary industries tends to be relatively low.

The type of labour structure which is fast emerging is one which tends to approximate that of a sophisticated, advanced, modern economy

The question whether those who have the responsibility of using these industrial relation systems are equipped with the skills required to function effectively.

The increased incidence of industrial conflict in recent years has shown that this is not the case, that both a reconsideration of our systems for industrial conciliation and our ability to negotiate industrial conflict effectively needs to be overhauled and regraded.

Sound industrial relations can be attained only if proper communication between management and labour is obtained and if proper machinery for the negotiation of conflict is instituted and effectively used.

The inadequacies of our formal system of industrial conciliation are increasing being recognised. The principle of collective bargaining is today being recognised universally as the most effective basis for such a

only if both parties are equipped with the skills required for successful negotiation and have developed the attitudes required for joint-resolution of conflict.

It is this kind of reasoning which lies behind the launching in Johannesburg yesterday of an Institute for Industrial Relations jointly sponsored and controlled by labour and management.

It is based on the belief that a sound industrial relations system must acknowledge the existence of two parties (that of labour and that of management) and the belief that industrial relations issues cannot be solved by either management or labour acting in isolation.

The purpose of the institute is to maximise the common goals and to deal constructively with con-

licts which might arise. In order to do this it must therefore bring together representatives of both sides to increase their industrial relations skills and to expand opportunities for communication and co-operation between management and labour.

The unique contribution of this institute lies in its joint structure. It will therefore join with other agencies and institutes already operating in this field and strengthen their work by bringing to the fore a joint approach, rather than an approach which is oriented either to the needs of management or to those of labour only.

This it hopes to effect through its board of trustees in which men and women who can be viewed as symbolic of our labour and management leadership are brought together in a balanced representation.

Naturally, from time to time, the board will have to consider its membership and expand to involve new people on both sides.

It will through its full-time staff, seek to serve its goals by providing industrial relations courses, an industrial relations information and advisory service, by organising seminars and courses and by conducting studies into industrial relations problem areas.

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The Cape Times Business Report

SATURDAY, APRIL 17, 1976

Management and labour: New drive is underway

By GORDON KLING
Industrial Reporter

A NEW DRIVE is underway to improve relations between management and labour in South Africa, starting at grass roots level with the aim of defusing potentially explosive confrontations in the economy.

Interviewed in Stellenbosch, the first chairman of the newly-formed Institute of Industrial Relations' board of trustees, Professor S P Cilliers, said a basic objective of the body would be to improve the handling of disputes between employers and employees.

The institute is to be jointly operated by industry and Black and White trade unions. It has been founded in an attempt to get away from the tendency of both management and workers to approach issues in terms of an assumed conflict of interests

"Without detracting from what has been done in this direction," said Professor Cilliers, "existing groups such as the NEDMER, IPM, and TUOSA are either labour or management orientated when it comes to industrial relations, while we're after a common approach."

"The tremendous credibility gap between management and labour has to be closed," he said.

REPRESENTATIVES

Among the management representatives at the recent Johannesburg inauguration of the institute

were Mr Harry Oppenheimer (Anglo American), Mr Charles Skeen (Roberts Construction), Mr Norman Herber (Greatmans), and Mr S A G Anderson (A&E and CI).

Labour representatives included Mr Arthur Grobelaar and Mr Lief van Tonder (TUOSA), Mrs Jane Hlongwane (Engineering and Allied Workers' Union), Mrs Lucy Mvubelo (National Union of Clothing Workers), and Mr Skakes Sikhakane (Sweet, Food and Allied Worker's Union). Professor Cilliers said Cape labour represen-

tatives include Mr Ray Altman (National Union of Distributive Workers), while management includes Mr Remner van Rooyen (Pep Stores) and Mr Fred Harris (Model Development Corp).

LABOUR

On the labour side, participants have come from the more moderate unions in the all-white federation of Labour have yet to join. The more militant Natal-based African unions will not take part.

Professor Cilliers said the Natal Africans made it clear that they would only be prepared to join if the institute would consider the unionization of Black workers a primary role.

"Thus falls outside our scope," he said "We don't have any particular



Professor S P Cilliers

ideological goals and don't intend to be a pressure group."

Professor Cilliers maintains that the institute will be able to accommodate the emerging Black intellectual proletariat. "They have very few avenues of communication with management. We'll be providing an additional one and offering advice

and training in negotiation skills."

The institute also intended to organize seminars, conferences and publish booklets on industrial relations issues as well as conducting studies in problem areas.

There has been no direct support from Government and none is anticipated. "Theonus for smooth industrial relations is on management and labour," said Professor Cilliers. "The role of the State is confined to that of an arbiter."

"The institute has no ulterior motives and there is a great deal of scope to lessen the confrontation syndrome between management and labour," he said.

"The biggest difficulty facing us at the moment is at the technical level of developing a programme of acceptable services and a full time staff of trainers and research workers.

"We hope to announce the appointment of a full time director in the next few months."

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TOESPRAAK DEUR SY EDELE S.P. BOTHA, L.V., MINISTER VAN ARBEID,
GELEWER TYDENS DIE VERGADERING VAN DIE UITVOERENDE KOMITEE VAN
DIE S.A. GEFEDEREERDE KAMER VAN NYWERHEDE IN DIE MOUNT NELSON
HOTEL, KAAPSTAD, OP 5 MEI 1976 OM 08h30

Mnr. die President en lede van die Uitvoerende Komitee, Baie dankie vir die vriendelike uitnodiging om u vanoggend te kan toespreek. Ek kan u verseker dat dit vir my inderdaad 'n voorreg is om in u midde te wees en ek sien vooruit daarna dat 'n verhouding van hartlike samewerking en vrymoedigheid tussen u en my sal bestaan. My deur bly vir u ten alle tye oop.

Ek is bewus daarvan dat u Kamer 'n lewendige belangstelling in arbeidsake aan die dag lê en op dié terrein goeie verhoudinge en samewerking met my Departement handhaaf. Daarom verwelkom ek die geleentheid om met u nader kennis te kan maak en enkele gedagtes oor arbeidsaangeleenthede met u te kan wissel.

Daar is vandag op haas elke terrein van die samelewing woelinge en spanninge aan die orde van die dag. Afgesien van die toenemende onrus en onsekerheid wat oorkant ons landsgrense heers, is daar binnelands die probleme van steeds stygende pryse, en vraagstukke wat daaruit voortvloei.

Dit is noual vir my duidelik dat daar op die arbeidsfront knelpunte is en daarom is dit vir my as Minister van Arbeid verblydend dat die Uitvoerende Komitee, ten spyte van sy druk program, arbeidsaangeleenthede van soveel belang ag dat 'n dag vir die bespreking daarvan afgesonder is. Ongelukkig kan ek as gevolg van 'n Kabinetsitting vanoggend nie die volle bespreking bywoon nie, hoe graag ek dit ook sou wou doen. Ek kon egter my program so inruim dat ek later in die dag tydens die noenmaal weer by u sal aansluit.

Wanneer ons besin oor arbeidskwessies is dit van deurslaggewende belang dat ons in gedagte sal hou dat ons in Suid-Afrika te doen het met verskillende rasse in verskillende stadia van ontwikkeling - met uiteenlopende ideale, strewes en lewenswyse - en dat al hierdie mense in een ekonomie saamgesnoer is en geroepe is om saam 'n sukses daarvan te maak. Die Regering se

arbeidsbeleid is dan ook so geformuleer en word so uitgevoer om rekening met die feitlikheid van hierdie omstandighede te hou.

Omdat die Regering 'n besonder hoë waarde aan arbeidsvrede heg, het hy oor baie jare 'n beleid ontwikkel wat in hoofsaak op drie pilare gegrond is, naamlik:

- (a) om werkgeleenthede vir alle seksies van die groeiende Suid-Afrikaanse bevolking daar te stel;
- (b) om arbeidsreëlins so te tref en te handhaaf dat Blank en Nie-Blank elk hul onderskeie bydrae tot die landse ekonomie op 'n ordelike wyse kan lewer; en
- (c) om die Blanke se werkgeleenthede in sy gebied te alle tye te waarborg.

Dit is moreel reg en ter wille van stabiliteit en vrede noodsaaklik dat alle rassegroepe voldoende werkgeleenthede sal hê.

Die Regering glo dat daar nie nywerheidsvrede kan wees as die Blanke se tradisionele werkgeleenthede in gevaar gestel word nie en dat goeie arbeidsverhoudinge nie in sulke omstandighede kan voortbestaan nie. Om hierdie rede ag die Regering dit noodsaaklik dat werkreservering behoue bly. Net so is dit die Regering se beleid om deur die uitbouing van 'n sterk ekonomie versekering van werkgeleenthede te skep vir wit, swart en bruin werkers, wat dus almal insluit.

Ek kan u egter die versekering gee dat werkreservering, soos in die verlede, met die nodige diskresie geïmplementeer sal word. Waar die toepassing van die werkreserveringsmaatreëls moontlik ontwrigting in die handel en nywerheid tot gevolg mag hê, sal ek bereid wees om vrystelling van sulke maatreëls gunstig te oorweeg.

Ten einde werkgeleenthede vir die hele bevolking te verseker, is dit van kardinale belang dat daar voldoende groei en ontwikkeling in die Suid-Afrikaanse ekonomie geskied. Dit word

algemeen aanvaar dat die toekomstige groei en vooruitgang van ons land in 'n groot mate sal afhang van die mate waarin ons daarin slaag om ons tekort aan opgeleide mannekrag die hoof te bied en die beskikbare mannekrag ten volle te benut.

Die wyse waarop ons beskikbare mannekrag ten beste benut kan word, moet deur elke nywerheid volgens sy eie behoefte en omstandighede bepaal word. Maar wat ons ook al doen, moet ons doen op 'n wyse wat sal verseker dat daar samewerking sal wees en dat arbeidsrus en -vrede gehandhaaf word.

Nywerheidsrade is die aangewese liggame vir so 'n taak, maar in die nywerhede en gebiede waar geen sodanige rade funksioneer nie is dit eweneens 'n saak wat deur middel van onderhandelings tussen die werkgewere en hulle werknemers uitgemaak moet word.

Dit is vanselfsprekend dat ons alles in die werk moet stel om in die eerste plek te verseker dat elke werker ten volle benut sal word;

dat elke werker tot sy volle potensiaal opgelei en aangespoor word om nie net in eie belang nie maar ook in landsbelang sy beste te lewer;

en dat die geskoolde en opgeleide werker wat met veel offering en teen hoë koste sy geskooldheid verwerf het, nie sy tyd sal verspil op sleurtake wat ewe goed deur minder geskoolde werkers verrig kan word nie.

Na wat my meegedeel is, het die georganiseerde nywerheid en arbeid reeds in hierdie verband 'n navolgingswaardige voorbeeld gestel.

Deur die afgelope aantal jare het nywerheidsrade vir verskillende nywerhede, met die ingenieurs-, bou- en motornywerheid aan die spits, verskeie werkverrigtings wat voorheen as die werk van vakmanne geklassifiseer is en tradisioneel veral deur Blankes verrig is, heringedeel as gevolg waarvan die minder geskoolde aspekte deur werkers in die laer kategorie verrig kan word.

Ook die mynbedryf, die Spoorweë en die Poskantoor het in dié opsig belangrike veranderings aangebring wat beide hul Blanke en Nie-Blanke werknemers bevoordeel het.

Die beperkte geskoolde werkerskorps word nou meer produktief benut op daardie werkverrigtings wat werklik die kennis en bedrewendheid van geskoolde werkers verg en langs dié weg is 'n positiewe bydrae gelewer om die druk op ons geskoolde werkers te verlig.

Ons woon en werk in 'n veelvolkige land en as ons in gedagte hou dat die Blankes, wat minder as 'n vyfde van die totale bevolking uitmaak, grootliks in die basiese behoeftes van al die volke van Suid-Afrika moet voorsien, behoort dit vir elkeen duidelik te wees dat die huidige posisie nie onbepaald sal kan voortduur nie.

Daarom is die optimum benutting van ons arbeid, ook dié van die groot getalle Nie-Blanke werkers, so belangrik en kan daar met vrug op die voorbeeld van die pas genoemde instansies met betrekking tot die herindelings van werkverrigtings, voortgebou word.

Dit is vir die Regering van die grootste belang dat goeie arbeidsverhoudings ten alle tye gehandhaaf sal word. Daarom bestaan daar spesiale wetgewing ter bevordering hiervan, te wete die Wet op die Reëling van Bantoe-arbeidsverhoudinge.

U is ongetwyfeld bewus daarvan dat daar van tyd tot tyd uit verskeie oorde vir die erkenning van Swart vakbonde geagiteer word. Ek wil dit egter vanmôre hier beklemtoon dat die Regering se beleid in verband met hierdie saak onveranderd bly.

Ofskoon die bestaan van Swart vakbonde nie verbied word nie, sal hulle ook nie erken word nie omdat ons glo dat die belange van Swart werkers ten beste deur die bepalinge van die Wet op die Reëling van Bantoe-arbeidsverhoudinge gedien kan word.

Gentlemen, I can assure you that steps are continually being taken by the Government to augment our skilled labour resources

in an endeavour to alleviate our present labour shortfall. As you are aware, the Apprenticeship Act was specially revised and amended to improve training and to stimulate the intake of apprentices. Apprenticeship periods have since been reduced in a number of industries, while training schedules have been overhauled and modernised to improve the standard of training.

The trade testing system has also been improved to accelerate the attainment of artisan status.

Fifteen years ago the average yearly intake of apprentices was about 6½ thousand as against an average of 11 thousand odd during the last five years.

Almost 11 500 persons have qualified as artisans in terms of the Government's scheme which enables adults to attain skilled status in terms of the Training of Artisans Act.

Technical training facilities have been improved and considerably extended.

As a result, the number of full-time students at technical and vocational institutions have more than doubled since the 1960's. To encourage employers to train for their own needs instead of drawing trained workers from other establishments the Industrial Conciliation Act was amended a few years ago specifically to enable industries to introduce schemes aimed at compelling all employers to contribute financially towards the training of skilled and other personnel.

It is thus up to industry to use the machinery thus placed at its disposal to speed up the supply of trained workers.

Training has, however, not been confined to Whites.

The number of Coloureds and Asiatics indentured as apprentices every year has increased more than five-fold since 1961.

Approximately 2 300 were indentured as apprentices last year, while some 9 000 Bantu have qualified as skilled workers in a

variety of building trades under the Bantu Building Workers' Act since the promulgation of the Act in 1951.

The establishment of industries in the border areas and the development of the Bantu homelands are creating further employment opportunities for the Bantu.

Mr. President I have mentioned some of the steps that have been taken by the Government, and with which it will persevere, in an effort to meet the labour situation.

However, there are, to my mind, a few possibilities which could perhaps be considered by industry in an endeavour to alleviate the current manpower shortage.

The most effective way would of course be to make the best possible use of our existing labour resources and to train sufficient numbers of employees within the shortest possible time.

Increased productivity is essential for sustained growth accompanied by a higher level of living for all. The Government ~~cannot~~ undertake the training of workers on its own. Each industry will have to investigate its own training demands and should plan its own training facilities accordingly.

In this field lies one of the biggest tasks of the modern industrial leader: to effect an increase in the per capita productivity of the labour corps.

It is estimated that an increase of 3% in the productivity of the economically active population of the Republic, except those employed in farming operations and as domestic servants in private households, would amount to the equivalent of an additional 150 000 workers.

As I see it the initiative rests with the employer, with management. There should in the first instance be a constant programme of training and research.

Improvement in the quality of labour, its productive efficiency, is to a large extent determined by abilities and aptitudes inherent in the labour force.

Without schooling and training these aptitudes and abilities cannot develop. Such schooling and training should not be seen as the task of the Government or a few establishments - it should be the responsibility of all employers.

Secondly the importance of sound labour relations within the organisation of every employer cannot be over-emphasized.

It is naive to believe that in the practical pursuit of productivity improvement, industrial relations within the establishment can be ignored.

A matter which has come very much to the fore in recent years is a re-orientation of the importance of the role which the Black worker plays in commerce and industry.

According to figures published by the Department of Statistics 1 355 000 workers were employed in manufacturing in October 1975.

Of these, 750 000 or 55.4 per cent were Bantu. These numbers speak for themselves and without in any way wishing to suggest that the circumstances of the non-Bantu workers should not continue to enjoy high priority it is clear that, if industrial goodwill is to be maintained and sustained, special attention will have to be given to ensuring ready and effective means of dealing with problems concerning Black workers.

I cannot over-emphasize the necessity for you to take a positive attitude in regard to acquainting yourselves with the problems of your Black workers and taking appropriate action to resolve them where justified. The ability to communicate depends primarily on the use of a common language which can be correctly and readily understood by both parties. To this end employers should encourage their supervisory personnel, where necessary, to take appropriate courses in one or other Bantu language.

R/.....

But, in this connection, I have noted that some employers' organisations as well as private undertakings have taken steps to devise simplified methods of ensuring effective means of communication between Black workers and their employers.

All constructive steps in this direction are to be commended.

Most of you will be conversant with the machinery which is provided in the Bantu Labour Relations Regulation Act, 1953, as amended in 1973, to which I have already referred. You may, however, be interested to know that, although the Act had been in operation for 20 years, only 30 works committees established in terms of the Act were actively functioning in 1973.

The Black workers showed little interest in these committees and, without wishing to be unduly critical, it seems as if the employers did little to encourage their workers in that direction.

In 1973 labour unrest amongst Black workers occurred on a disturbing scale and investigation revealed that a basic cause was the lack of effective channels of communication between employers and their Black workers. In many cases the employers seemed completely unaware of the undercurrents amongst their workers. In this connection I presume I do not have to attempt to convince you of the absolute necessity for effecting two-way communication between parties with conflicting interests in certain respects if confrontation is to be avoided.

And so the 1953 Act was radically amended by Act No. 70 of 1973. Whilst retaining and even strengthening the principles underlying the appointment of works committees, provision was made additionally for the establishment of liaison committees. But further improvements are at present receiving attention.

It cannot be overemphasized however that great care has to be taken to ensure that there is consensus among all concerned in the matter.

Our present hope is that the Commission will report on the one

hand and the workers on the other has stood the test of time and in amending the Act everything possible should be done to avoid errors which might jeopardise this system. We cannot afford to disrupt an established and highly prized system merely for the sake of changes. Pressure is being brought about from various sources for amendments to the Act but care would have to be exercised to adopt amendments which would ensure lasting peace in the labour field.

You will appreciate that this task required a thorough study which cannot be done half-heartedly, but which must be embarked upon in all earnest. I therefore have no intention of taking precipitous action merely to satisfy the wishes of certain elements.

Unfortunately amending legislation is a time-consuming task which, as I have already pointed out, cannot be brought about in a slap-dash manner.

We are, however, fortunate in that we have machinery to our disposal which, to my mind, is operating most successfully and as applied administratively the Black man's voice is well heard.

Statistics indicate a steady growth in the number of committees. As at 9 April this year 2 134 liaison committees and 288 works committees had been established representing 639 956 Black workers.

Whilst my Department is absolutely impartial in propagating the Committee system, the number of liaison committees by far exceeds the works committees. The main advantage of liaison committees is that they bring the employer and his Black workers into direct personal contact with one another, and provided free and frank discussion is encouraged this must result in a better understanding between the two parties. And a better understanding can only contribute to a more contented labour force and hence to an increased level of productivity which is an all-important consideration at the present time.

Whilst much has been done to ensure a healthy relationship between employers and their Black workers we must not rest on our laurels. Many employers have still not taken positive action to establish committees and I would request you to urge your members to take timely steps in this direction. But I would stress that the workers will have no faith in any system if management tends to be autocratic or paternal and this is an attitude which, quite frankly, we still encounter.

It is indeed a pity that so many employers are still loath to initiate the establishment of the necessary machinery in a calm labour climate. Apparently they prefer to await the storms before taking positive action. But prevention is better than cure and we should have learned by now that it is wiser to take effective action before than after a crisis.

The most efficient use of all our labour resources should be high on the list of all employers and this, gentlemen, can only be achieved if you are able to communicate freely with your workers and they with you.

This is primarily the responsibility of the employer and I trust you will measure up to the challenge which is inherent in the responsibility.

Mnr. die President, met dié paar gedagtes wil ek my beste wense oordra vir 'n suksesvolle en vrugbare bespreking. Mag die besluite wat u vandag neem, tot voordeel van u lede sowel as van ons land as 'n geheel strek.

L.W. VIR VRYSTELLING NA LEWERING OM 08H30 OP WOENSDAG,
5 MEI 1976.

UITGEREIK DEUR DIE DEPARTEMENT VAN INLIGTING OP VERSOEK VAN
DIE MINISTERIE VAN ARBEID.

KAAPSTAD

5 MEI 1976

Howard 16

132/3

21/5/76

Compare your two lists of restricted negotiate with your objective.

Bantu as labour officers/inspectors/other officials in tation?

1952 Dr A L BORAINÉ asked the Minister of Labour

- (1) Whether any Bantu have been appointed to the establishment of his Department as (a) labour officers, (b) inspectors or (c) other officials, if so, how many,
- (2) whether any Bantu are at present in training in his Department for such posts, if so, how many in each category

, or ls and

and any

The MINISTER OF LABOUR:

- (1) (a) No
- (b) No
- (c) Yes--

too an achieve

Bantu Interpreter Clerk	11
Senior Bantu Clerk	1
Bantu Assistant Clerk	6
Cleaner	4
Messenger	22

2. PLANNING THE PRESENTATION (2) No.

2.1 Constructing your plan
Two methods for planning

VERTICAL PLAN and HORIZONTAL PLAN

2.1.1 The Vertical Plan

- 1) Take a sheet of paper. Think about your subject. Jot down 20 to 30 words associated with it.
- 2) Working on a 5 minute talk, ring the three words you think are the most important on your list.
- 3) What do these words say to you? What specifically do you want your audience to think and do at the end of your talk? Now, write the aim of your talk in one short sentence.
- 4) Write your aim at the top of a clean sheet of paper.

The Body

- 5) Leave about six lines for the introduction. Write your three main points down leaving a few lines in between each.
- 6) Go through your list of ideas again. Underline those points that support your three main points.
- 7) Write two sub points under each main point.
- 8) At this stage you should refer to books, interview specialists, check figures and statistics, find quotations, apt examples or demonstrations. Your talk should be an expression of your own ideas on the subject, backed by outside opinion.

CAPE TIMES 11/6/76

132

Fears of unrest in SA labour

UNLESS something radical was done, the South African labour front will not be peaceful for long, the director of the University of South Africa's newly-established Institute of Labour Relations, Professor N Wiehahn, said in Cape Town yesterday.

Addressing a luncheon organized by Umsa and attended by Western Cape business men who gave money for the institute, Professor Wiehahn said that South Africa was on the "threshold of political developments".

On the labour front, he said, it was astounding that "everything is so peaceful" in such a highly industrialized country.

"But the position as it is will not prevail," he said. "We must expect labour unrest. I am sure that unless we do something radical, South Africa will not have peace for long on the labour front."

BARGAINING

Black labourers, he said, had become more "organizationally minded" and had realized the possibilities for bargaining on the labour as well as the economic and political fronts.

"It is our duty to take all the necessary steps to channelize this newly discovered energy," he said. "The time is past midnight for all of us to have a look at the labour position in South Africa."

He said generous donations had been made by certain industries to the foundation of the institute.

The institute would seek to provide academic education in the field of labour relations as well as research work, to offer post-graduate courses in the subject, to provide a consultation service for employees and employers in both the private and public sectors of the country's economy, and to build up a documentation centre for the collection of information on the question of Labour.

By next year, he said, the institute — the first in South Africa and the

~~(1) 174~~
(2) 132
~~(3) 138~~

Govt won't alter labour policy

CAPTIVE TIMES 15/6/76
0174
(2) 132
(3) 138

HOUSE OF ASSEMBLY.—The new Minister of Labour, Mr Fanie Botha, said in the Assembly yesterday that he would not change the country's labour policy but that, instead, he would encourage the natural progress of the policy.

He was opposed to trade unions for African workers and he would not scrap job reservation

Replying to the debate on his vote in committee on the Budget, Mr Botha promised round-table discussions on labour relations between employer and employee representatives and members of his department

"Trade unions have not worked in Africa and I do not believe they will work for the Black workers of South Africa"

The next few years would be of critical importance to labour relations in South Africa, because the guidelines for the future development of the economy would be laid

The hallmark of the South African economy was peaceful labour relations and this had been

built on the responsible attitude of workers from all races.

"It will be my policy to remain within the proved framework of the Government's labour policy and to strengthen the image of stability which has for so long attracted foreign investment to South Africa"

It was true that there was a great deal of criticism

Parliament

of South Africa's labour position from abroad but the critics could not overlook the peace and prosperity which characterized South Africa

JOBS FOR ALL

The prospects for growth in the pipeline for the next 10 years would provide job opportunities for the workers of all races, while at the same time South Africa would be helping the economies

of nine other countries to become established

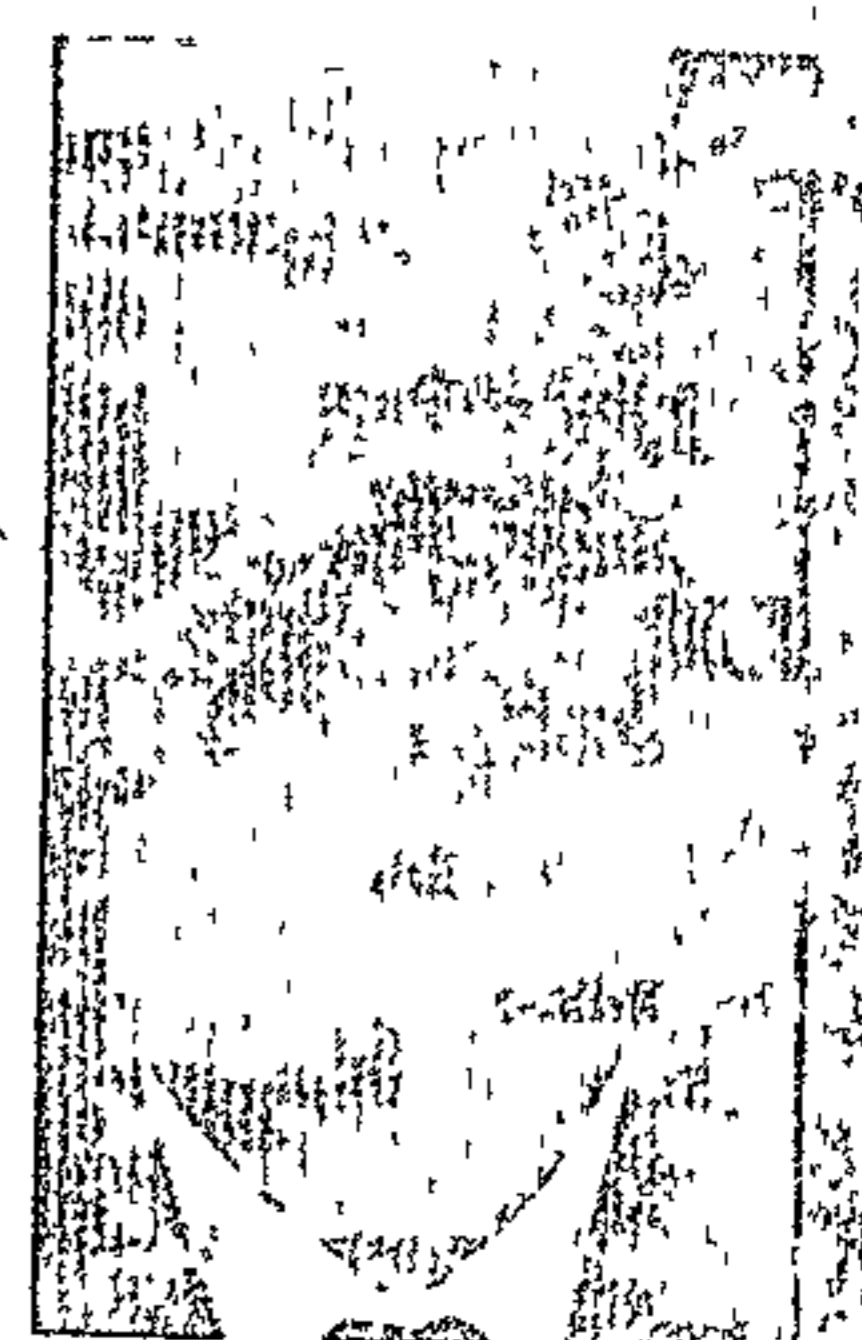
It was important to realize that the labour situation in South Africa was unique, in that there was a factor of responsibility and an absence of labour clashes

He was aware that many large employer groups had evolved workable systems for negotiating with their Black workers, and he wanted them to sit at a conference with his department, and with workers, in order to discuss the methods to be used for the future

"I do not believe trade unions will work in our situation but we have already been partially successful with our works committees and we must build on this success for the future"

It was noteworthy that the Black workers were not asking for trade unions, but that other people were asking on their behalf

Where there had been unrest, it had usually



Mr Botha

resulted from outside interference and rarely from within the ranks of Black labour, Mr Botha said.

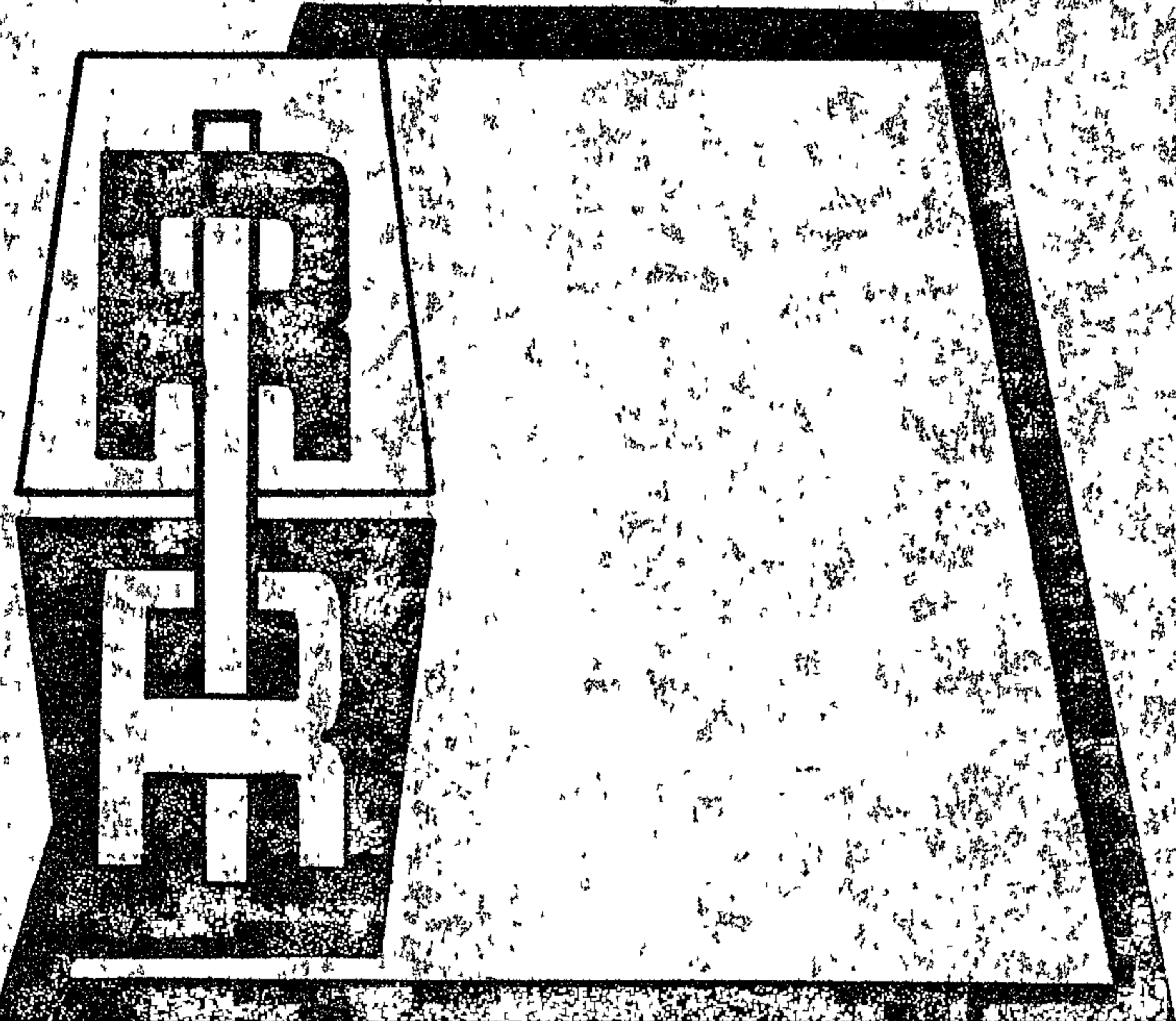
"I can quote the Heineman Electric incident as an example because it was clear that a certain White man was involved and when he was removed, the peace was restored"

Mr Botha said he would participate in the search for a method of negotiation between employers and workers during the parliamentary recess

ENTITLED

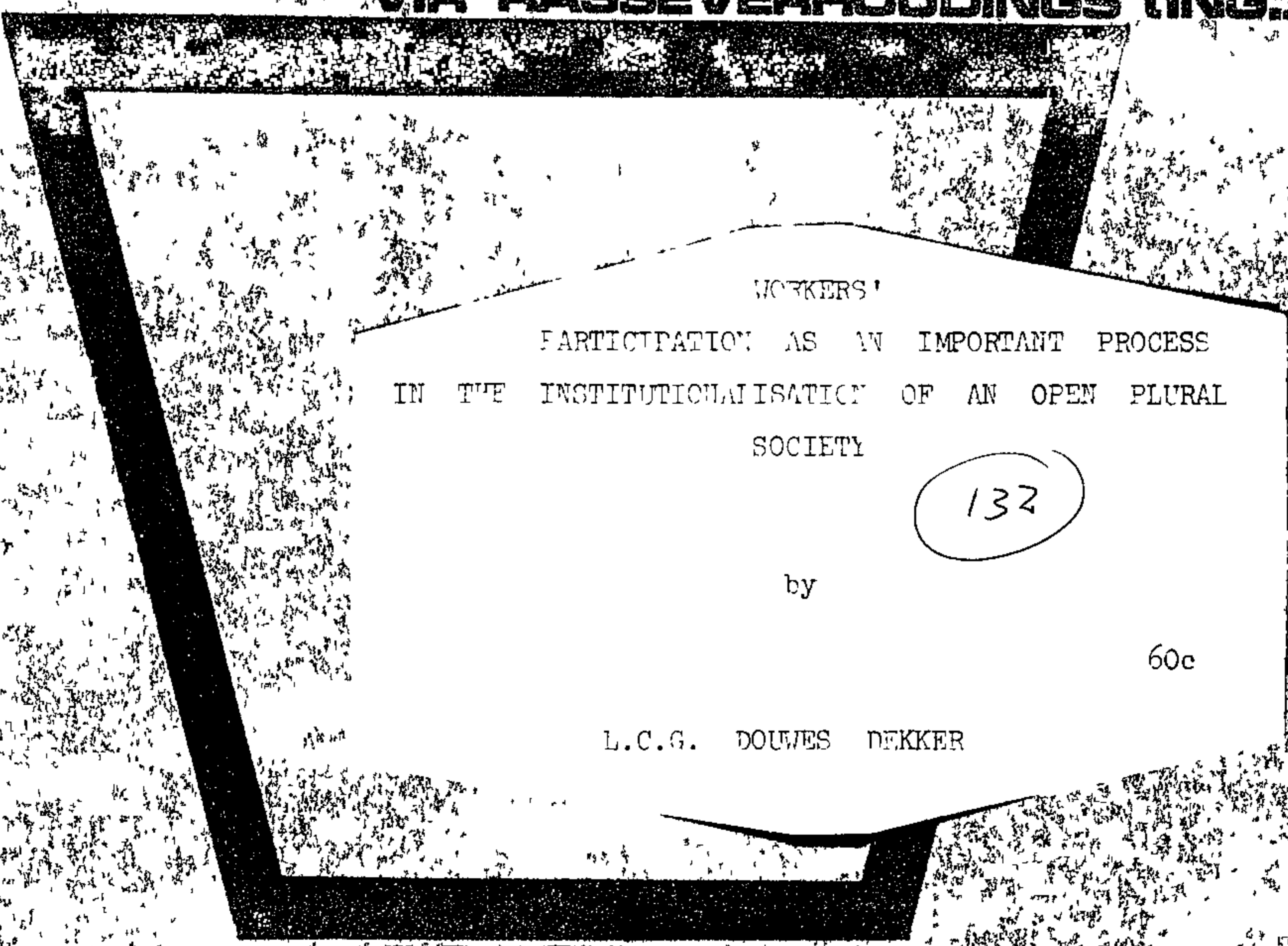
Because of the good work they produced, White workers were entitled to be protected by job reservation

It would be wrong to assert that Whites did not care about Black workers. The vote was approved — Sapa



**SOUTH AFRICAN INSTITUTE
OF RACE RELATIONS (ING.)**

**SUID-AFRIKAANSE INSTITUUT
VIR RASSEVERHOUDINGS (ING.)**



WORKERS'
PARTICIPATION AS AN IMPORTANT PROCESS
IN THE INSTITUTIONALISATION OF AN OPEN PLURAL
SOCIETY

132

by

60c

L.C.G. DOUWES DEKKER

**P.O. BOX 97 JOHANNESBURG
POSBUS**

STOP SAPPHIRE

AFRICAN WORKERS: NEGOTIATION OR CONFLICT?

PROCEEDINGS OF A SEMINAR ORGANISED BY THE
SOUTH AFRICAN INSTITUTE OF RACE RELATIONS
(CAPE WESTERN REGION)

(1) 132
~~(2) 134~~

Research unit's findings on labour relations

Staff Reporter

NEW LABOUR relations legislation being considered by the Government will — if it is enacted in its present form — seriously attempt to forestall further development of the African trade union movement, according to a paper published by the Southern Africa Labour and Development Research Unit

In a paper published by the SALDRU — a new fact-finding body established by the University of Cape Town School of Economics — the Government's alternative to Black trade unions an extensive committee system, is analysed extensively and found to be a "doubtful technique for restoring industrial peace"

The paper, headed "African Labour Representation", goes on to say that if the new legislation, The Bantu Labour Relations Amendment Bill, 1976, circulated as a draft bill in 1975, is enacted, it will reintroduce the prohibition of strikes in any trade or area where an agreement had been concluded and published in the Government Gazette.

LIAISON

The paper makes it clear that the present system of liaison and works committees had led employers to prefer a system of control through consultation by opting in the main for the liaison committee — a body of mainly employer-appointed members. The work committee system of worker-elected members numbered 239 against the 1751 liaison committees registered by May last year.

A research sample had shown that in 91 percent of the cases liaison committees had been established on the initiative of management. In only four percent of the cases had African workers themselves brought the establishment of a liaison committee to the employers' attention.

SAMPLE

has adopted certain features of workers' committees and councils devised and implemented in Europe, but have taken them out of context and removed any real content. The committees there were established to complement the trade union's right to organize, bargain and strike. The European experiments were aimed at removing delays, misunderstandings and obstructions created by the bureaucratic machinery while the South African effort was aiming in the opposite direction.

UCT UNIT WILL SET UP DATA BANK

Staff Reporter

THE University of Cape Town's School of Economics has launched a new research and data processing unit specializing in the field of labour and development, called the Southern Africa Labour and Development Research Unit.

The unit will build up an information bank on the subject which it aims to communicate through telephone consultancy and written reports to trade unionists, business men, politicians and the press.

It will also seek ways and means for training South Africans of all races as research workers able to dig up social and economic facts. One of its main objects, however, will be to stimulate research in the field of labour and development.

The SALDRU will hold its first conference in this field on September, 1976.

selves brought the establishment of a liaison committee to the employers' attention.

SAMPLE

The same research sample had shown that the most organizations with liaison committees were opposed to the recognition of trade unions, while those with works committees were mainly in favour of them.

The system, introduced after the 1973 labour unrest, had failed to eliminate strikes and in 1974 there were 374 instances of work stoppages involving 57 656 workers. Of these, 189 could be classified as strikes and in 1975 there were a further 119 strikes.

Towards the end of 1975, the Government published a draft bill setting out proposals for further amendments. The Bantu Labour Relations Amendment Bill, 1976, is expected to be tabled next year implementing fundamental changes to the present system.

COMMITTEES

The new legislation's most important change will be the introduction of industry committees — aimed at setting up negotiation machinery for entire trades or areas in place of the limited in-plant representation of the current system. The industry committee would then negotiate agreements for workers on a trade union level, participating directly in deliberations of industrial councils.

This draft legislation, the paper's author, Mr Dudley Horner, says, "constitutes a serious attempt to forestall the further development of the African trade union movement."

Mr Horner concludes that although the legislation will eliminate certain overt racial aspects in the present legislation and extend a limited form of bargaining on an industrial rather than a plant basis, the changes mooted for 1976 re-affirm the restrictions on freedom of association, so long a feature of labour policy in South Africa.

The proposed legislation

① 132
② 134

Cape Times 18/6/76

Labour plan criticized

Staff Reporter

NEW labour legislation proposals circulated in the form of a draft bill to leading employers and labour bodies for comment last year has met with "a mountain of criticism and comment", a Labour Department spokesman revealed this week.

The proposals, contained in The Bantu Labour Relations Amendment Bill, 1976, prepared under the former Minister of Labour, Mr Marais Viljoen, are expected to be presented in Parliament next year by the new Minister, Mr Fanie Botha, with a number of changes.

The legislation has been "re-processed" along with the comments for consideration by Mr Botha, a Labour Department spokesman said.

He would make no comment on when the new legislation was likely to be enacted but said that such a move would not come during the present session of Parliament for which it was originally planned.

REACTION

Reaction to the proposals has mainly been from two opposed viewpoints

Employers associations such as the Afrikaans Handelsinstituut and the Federated Chamber of Industries, refused to comment on their attitude towards the proposals, but informed sources revealed that they opposed the present form of the bill which, they believe, will go a long way towards furthering the growth of the Black trade union movement.

The Trade Union Council of South Africa and other pro-union bodies support the academic view expressed recently in a paper published by the Southern Africa Labour and Development Research Unit at the University of Cape Town, that

His organization, representing 195 000 workers, was opposed to trade unions but welcomed in principle "the development of the present committee system on an industrial level."

The proposals would create problems when Blacks were allowed to participate in meetings of industrial councils, Mr Grobler said.

These bodies were traditionally White and there would be opposition to such a measure.

The Chairman of the Trade Union Council of South Africa, TUCSA, Mr L C M Scheepers, said that the legislation had been drafted without consultation with the trade union council in spite of promises by the Minister that he would consult all concerned with the new measures he was planning in labour relations.

The TUCSA view was that in spite of any "liberalization" there may be in the proposals, such as Black labour representation on industrial councils and the extension of the committee system to trade or industry level, the legislation sought a substitute for trade unions

the proposals are aimed at curbing the growth of Black unions.

DILEMMA

The dilemma facing Mr Botha is that the proposals of his predecessor offend both sides of the Black labour union tug-of-war.

The Handelsinstituut and FCI are supported in their stance against Black trade unions by the Confederation of Labour, whose Secretary, Mr Wally Grobler, said yesterday that the draft proposals for industrial committees, representing African labour on a broad industrial front, was nothing less than a preparatory step towards trade unions for Blacks

Call for action on labour front

Labour Reporter NM 18/6/76

A CALL for drastic action on the labour relations front was made by Prof. Nic. Wiehahn, Director of the Institute of Labour Relations at the University of South Africa, at a luncheon in Durban yesterday.

"Unless we do something drastic as far as labour regulations are concerned, we will be facing something similar to what has happened in Soweto this week," he said.

The Professor added that not enough had been done in the past.

"We have sat back too long — Blacks are becoming increasingly organised and realise the potential of bargaining power.

He added that something had to be done if chaos was to be prevented.

"The time is around midnight for South Africa as far as labour relations were concerned," he said.

OBJECTIVES

Speaking on the aims of the institute which was formed at the beginning of the year, he said that the approach was not to restrict the institute to the ivory tower of the academic field.

"We will keep in close contact with the practical side and offer a service to anyone who has labour problems," he added.

Researchers were available to be sent to any area where they were needed.

He emphasised that the institute did not support labour or employers.

"Labour science is what we are interested in. We want to collect facts and help where we can," he said.

The objects of the institute were to accumulate and improve knowledge in labour relations, to educate and to establish and contribute towards harmonious labour relations in South Africa.

The institute invites employers' organisations, trade unions and their organisations, business men, industrialists, State departments, local governments and all other persons who have interest in labour relations to make use of the institute's services.

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TUESDAY



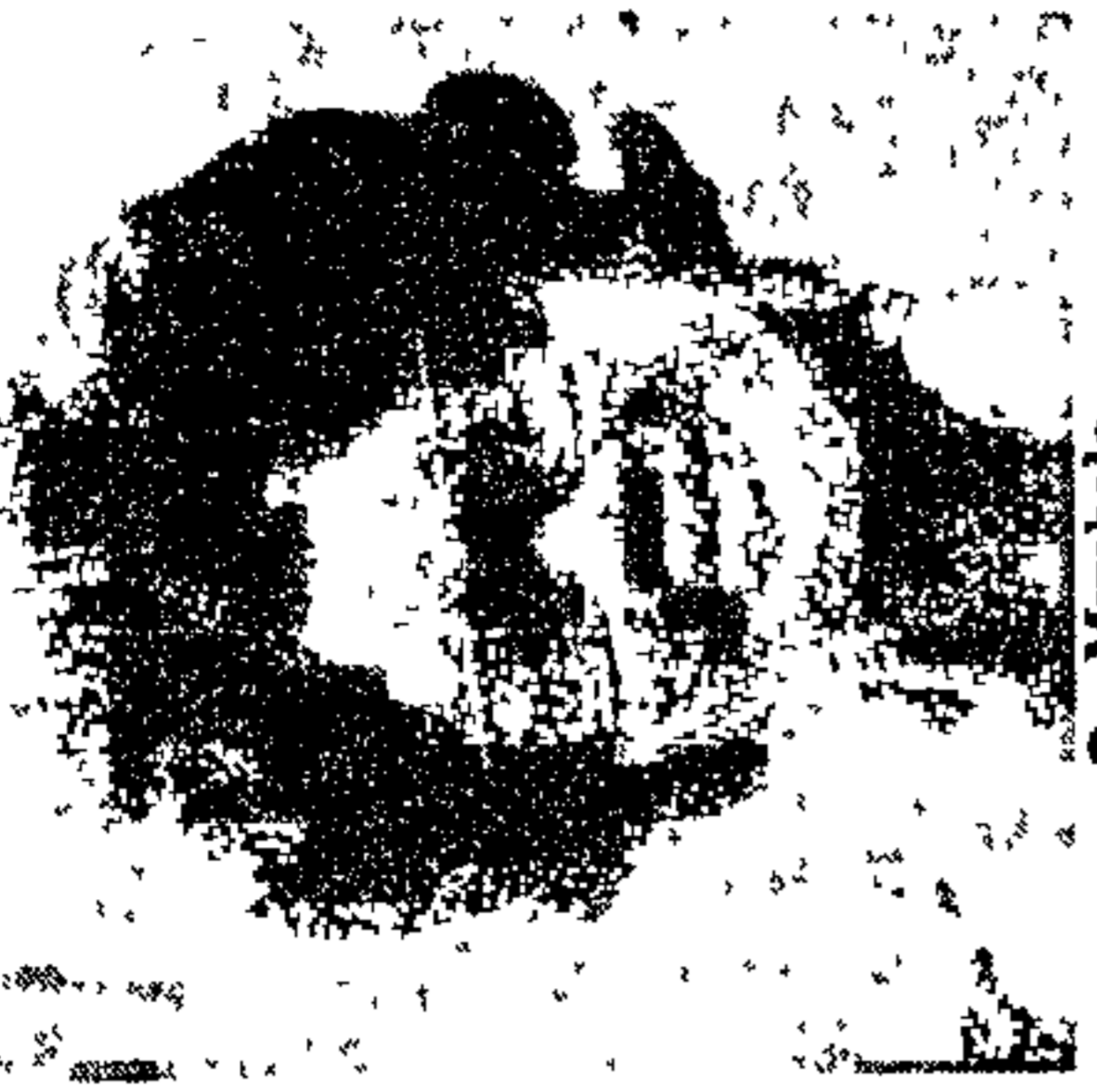
• Oppenheimer



• Skeen



• Webb



• Mvubelo

Capital and labour get together

*August 7
New Institute*

Earlier this year, a group of South Africa's leading industrialists and labour leaders met in Johannesburg to establish the Institute of Industrial Relations. They did so in the belief that industrial relations issues cannot be solved by either management or labour acting in isolation. Sound management and labour agreements are essential for the development of a country.

New Institute will seek solutions to common

Membership of the Institute is open to companies, trade unions, trade union co-ordinating bodies and employer associations, university research units and professional bodies concerned with industrial relations and finally to individuals interested or involved in industrial relations.

The Institute is jointly controlled, administered and funded by labour and management. Its supreme governing body is a Board of Trustees consisting of 15 labour leaders, 15 industrialists and a neutral chairman.

CLIPPING

management of labour acting in isolation. Sound industrial relations depends, in their view, on the regular and effective interaction of labour and management.

The purpose of the Institute is to assist both management and labour to achieve their common goals and to deal constructively with conflicts. It hopes to do this by bringing together the representatives of labour and management, to increase their industrial relations skills and to increase opportunities for communication and co-operation between them.

The Institute will.

- Provide courses for all involved in the interaction of labour and management, i.e. management, trade unions, works and liaison committee members—but more especially those at the labour/management interface;
- Provide its members with a comprehensive information service;
- On request provide its members with Industrial Relations advice;
- Wherever possible in conjunction with other organisations, organise seminars, discussions and conferences on key Industrial Relations issues;
- Carry out research into Industrial Relations, questions and legislation.

problems

The sponsors of the I.I.R. are deeply aware of the scarcity of South Africa's Industrial Relations resources. The Institute cannot afford to duplicate or compete with other bodies already helping to develop these resources.

The I.I.R. differs from all the existing bodies in that in its very composition, it brings together the perspectives of labour and management. However, the I.I.R. is committed to the fullest possible co-operation with all other industrial relations organisations.

To give practical expression to this commitment it has set up an Advisory Committee onto which it is inviting representatives of other organisations in South Africa with industrial relations functions.

Professor Nic Wiehahn, Director, Institute of Labour Studies, UNISA, has agreed to chair this committee. It has the task of avoiding duplication and promoting co-operation among South Africa's industrial relations organisations.

leaders, 15 industrialists and a neutral chairman

The powerful management side includes Mr Harry Oppenheimer, chairman of Anglo American Corporation, Mr C. Skeen chairman of Roberts Construction, Dr Zac de Beer, chairman of LTA, Mr Errol Drummond, director of SEIFSA, and Mr H.W. Miller, general manager of the Argus newspaper company.

The labour representatives on the board of the Institute include Mr Arthur Grobbelaar, Tuca's general secretary, Mr E. van Tonder, President of Tuca and general secretary of the SA Typographical Union, Mr Ronnie Webb, general secretary of the Motor Industry Combined Workers' Union, and Mrs Lucy Mvubelo, general secretary of the National Union of Clothing Workers.

The neutral chairman of the Institute is Professor S.P. Cilliers, of Stellenbosch University.

The day to day administration of the Institute is governed by our executive committee, also jointly constituted.

A direction and fulltime staff is at the process of being appointed.

Counter From Tuca's Library

Attack

If you are scratching your head to think about what to buy somebody for a birthday or Christmas present (especially somebody working in a shop or who has some connection with the trade union movement), why not buy a copy of

"COUNTER ATTACK"

by Norman Herd

This is the gripping story of the battle of the shopworkers of South Africa for living wages and humanitarian working conditions—and as such it is a first-class history of the

Tuca's library in Vynic House, Johannesburg, contains a wealth of valuable books and other material on labour matters. From time to time Labour Mirror will feature publications of interest available from Tuca's library.

Title: S.A. Trade Unions (History, Legislation, Policy)

Author: M.A. Du Toit

Publisher: McGraw-Hill, Johannesburg, 1976

Relevant Subject Headings:

- General Functions, Objectives and Organisation of Trade Unions.
- Members and Member Participation.
- Origin and Growth of Trade Unionism.
- The Nationalist Government and the Industrial Conciliation Act.
- Legislation for Black Labour and Black Trade Unionism.
- South African Trade Unionism since 1950.
- Present Structure of the Trade Union Movement in South Africa.
- Trade Unionism and the Struggle for Living Wages and Humanitarian Working Conditions.

There are many fine Insurance Companies in South Africa but there is one — and only one — which is owned and controlled by the Trade Union Movement.

Many of our shareholders are members of the Trade Union Council of South Africa.

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This is the gripping story of the battle of the shopworkers of South Africa for living wages and humanitarian working conditions — and as such it is also the story of the National Union of Distributive Workers, formed in 1936, and the National Union of Commercial & Allied Workers, which serves Coloured and Indian members and was formed in 1966.

Copies are available from any Branch office of the NUDW or NUCAW, or direct from the General Secretary, P.O. Box 2623, Cape Town.

The Paperback version costs R1,60 and the hardcover version R3,00, including postage.

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- Present Structure of the Trade Union Movement in South Africa.
- Trade Union Policy General and Specific;
- Trade Unions and the State.
- Future of the Trade Union Movement in South Africa

Summary
Dr. Du Toit's book clarifies all aspects of the trade union movement in South Africa, and describes their legal structures and restraints. He analyzes the Industrial Conciliation Act, which provides the machinery for the settlements of disputes in industry, and discusses the Factories, Machinery and Building Works Act, the Wage Act and the Shops and Office Act.

His chapter on legislation for black labour and black trade unions is particularly pertinent in today's economic climate. He is adamant that unless the Black trade unions receive official recognition they will not be able to influence South African industrial relations to any great extent.

The book deals with the pattern of history, legislation and policy already covered by other books on South African Trade Unionism, but many aspects in this book are new and interesting.

There are many fine Insurance Companies in South Africa but there is one — and only one — which is owned and controlled by the Trade Union Movement.

Many of our shareholders are members of the Trade Union Council of South Africa; many of our Directors hold — or have held — high office in the Council.

TRADUNA

THE SOUTH AFRICAN TRADE UNION ASSURANCE SOCIETY LIMITED

Labour changes 'are on the way in S.A.'

The economic, social or political survival of South Africa depended to a large extent on the state of its labour relations, Professor Nic Wiehahn, who heads the new Institute of Labour Relations at the University of South Africa, told delegates to the annual Tucsa conference in East London.

In a wide-ranging speech he noted two trends in Europe and America — moves to concentrate collective bargaining at the plant or company level rather than at the industry or national level, and a move towards co-determination or "partnership" between management and labour.

Turning to South Africa he felt it was naive for anyone to think that things would remain as they were, and new emphasis was needed to reduce if not completely eliminate confrontation between management and labour.

Efforts should be made "so that the idea of partnership as in overseas countries can be set as a new ideal."

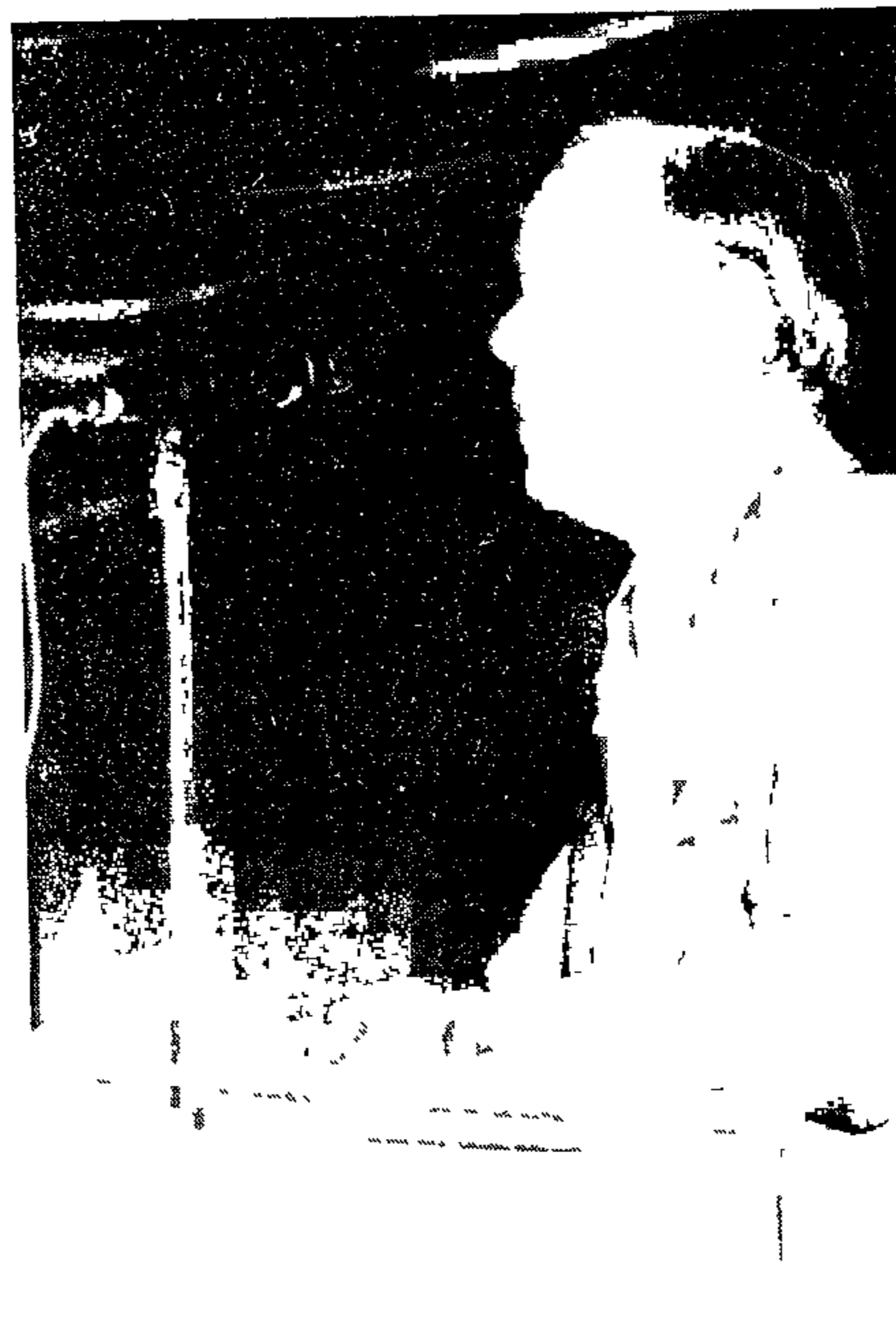
At present, while all the elements of labour democracy as known overseas countries were present in South Africa they were restricted and not so well extended here.

"I am of the opinion, however, that we can expect developments in that direction. Labour relations are dynamic and very susceptible to the social, economic and political changes in a community."

Professor Wiehahn noted that the right to be employed in this country "as we all know is restricted by job reservation, lockouts, the closed shop and by other measures."

These restrictions had been imposed by legislation, employers and unions "and have been hammered and criticised from various quarters over the years."

It was also "old hat" by now that bargaining powers should be extended to all workers "and I



● Professor Wiehahn at the Tucsa conference . on the threshold of new times



Sep 1976

~~do not think there is anyone involved in labour in~~
South Africa who still denies this. The same argument applies to the notion that workers should be paid the same wages for the same work."

Organised labour here was at present deeply divided and tending to become more so.

"New polarisations are taking place and in due course we will have no less than six groups in the camp of labour organisations.

"There will be Tucsa, the Confederation of Labour, the new Central Labour Organisation, a number of Black trade unions, the workers who fall under the committee system in the Bantu Labour Relations Regulations Act, and, finally, the unaffiliated unions.

"Naturally this state of affairs must make organised labour very brittle from a bargaining point of view and whether it is a good thing or a bad thing depends entirely on the angle one looks at it from.

"However, be that as it may, organised labour, like our country, appears to me to be on the threshold of new times — times with demands of change and reappraisal of the fundamental principles on which sound labour relations are formed."

Fortunately, said Professor Wiehahn, South Africa was still blessed with a high degree of goodwill and faith between management and labour.

"The three parties — government, management and labour — must at all costs take the necessary steps, not only to preserve the goodwill and trust that exist on the labour front, but also to promote it as far as possible.

"This implies not only the amendment to certain labour laws but, perhaps more important, the changing of certain outdated attitudes on the part of people."

ARGUS 1/11/76

Labour unrest warning by S.A. academic

PRETORIA. — A prominent Pretoria academic, Professor George Marais, has warned of labour unrest in South Africa unless the needs of urban Blacks are accommodated.

He said it should be borne in mind that the Black population would aspire to a position of more negotiated power to ensure their survival and an improvement in their standard of living.

'And if we are not prepared to help the urban Black man, he will attain his position of power in the labour field which may introduce in South Africa a period of labour unrest'

EXPERTISE

But writing in Management Perspectives, quarterly publication of the Fine Spamer group, Professor Marais, dean of the Faculty of Commerce and Administration and director of the School of Business Leadership of the University of South Africa, proposed an alternative.

He said the White man was faced with the choice of either yielding more and more tax to the deve-

lopment of the homelands or donating some of his expertise and a part of his market to the establishment of a healthy Black economy.

The solution to the urban Black problem should be sought somewhere between separatism and integration. With the policy of separate development, the urban Black man and his income could be used as a link between the White economy and the homelands.

'We cannot afford our Black townships and homelands to degenerate into areas characterised by poverty and acute social disorganisation.'

10-POINT PLAN

'We must endeavour to establish a balance between the complexity of modern society and the Black man's ability to cope with it'

Professor Marais suggested a 10-point programme as to how the Black man could be assisted without conferring all the responsibility for the development of the homelands on the Government, while at the same time keeping within the boundaries of the present Government policy'

The programme is:
1. Channelling the Black man's purchasing power

towards the Black business world, reducing market uncertainty and allowing controlled competition with the White businessman.

2. Establishing an urban development corporation in the Black towns to take over from the Bantu Administration boards.

3. Introducing high minimum wages for Blacks in cities to ensure a better standard of living and better utilisation of Black labour.

4. Assisting border and homeland factories and establishing low-cost communication between the present main markets and the place of production.

5. Developing the skills, especially technical and managerial, of the Black man while purchasing power is channelled to the homelands.

6. Overcoming the problem of business communication by establishing closer contact between the White businessman and the nation's African Federated Chamber of Commerce (Nafcoc).

7. Encouraging Black financial institutions, possibly in the form of tax allowances.

8. Subsidising Nafcoc to act as mediator for the Black entrepreneur to obtain credit and capital.

9. Encouraging ownership of houses and buildings in

the Black townships and of land and buildings in the homelands.
10. Giving Black civil servants training which would enable them to communicate effectively with the Black businessman.

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Many clothing firms miss concession

9/11/76 STAR

Labour Reporter

Only 123 of the 362 Transvaal clothing manufacturers have applied to the Government for permission to retain their excess black staff under a concession granted until next June

Those who had failed to

apply would have to suffer the consequences, said Mr P J Prins, Deputy Secretary for Planning. The deadline for applications was October 31.

He admitted that the failure of a recent test case had led to the withdrawal of pending prosecutions against firms with black workers in excess of the quota permitted un-

der the Environment Planning Act

"But we shall see to it that an amendment to eliminate the loophole in the existing legislation is ready for Parliament early next year," Mr Prins said.

It has been estimated that the industry has exceeded its black labour quota by up to 6000 workers because coloured workers left the industry. Enforcement of the Act would not only put excess blacks out of work but would also force many factories to shut down, it is claimed.

In response to appeals, the Government asked firms to submit applications for temporary exemptions and assured small firms which could not be moved to decentralised areas economically that they would be treated more leniently.

Mr J H Thomas, secretary of the Industrial Council for the Transvaal Clothing Industry, presumed that those firms which did not submit applications were in compliance with the law. Asked whether some might have been reluctant to apply because this meant submitting incriminating evidence, Mr Thomas said "This is obviously a possibility."

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Scrap job bar plea rejected

11/11/76 PP

JOHANNESBURG — The Minister of Labour, Mr Fanie Botha, yesterday rejected calls for the abolition of job reservation and the recognition of black trade unions

"Abolition of job reservation is an unacceptable labour policy, particularly for the whites, and will lead to serious labour unrest," he told trustees of the National Development and Management Foundation

"It would, in my opinion, be unwise to bring about head-over heels an about-turn in the official labour policy or the

established labour pattern.

"Such an action can only lead to large scale labour unrest which is in the interests of nobody"

Mr Botha said there had recently been calls from several directions for the recognition of black trade unions and the repeal of job reservation measures.

"The Government has always had an open ear for constructive suggestions, but where there is agitation for the recognition of black trade unions, I wish to state categorically that the existing policy

concerning the non-recognition of such trade unions will not be departed from"

Mr Botha said he stood by the recent statement of the Prime Minister, that the Government did not plan to alter its labour policy drastically or without due consideration.

"We must rather seek a satisfactory system for our own South African circumstances through which employer and employee can negotiate with understanding for each other's needs"

He pointed out that statutory job reservation affected only 2,3 per cent of the economically active labour force

"Where, however, work is reserved for whites or non-whites and those people are not available in sufficient numbers, exemption is readily given for the employment of black workers"

Mr Botha said that, as far as traditional job reservation was concerned, over which his department had no control, assurances had repeatedly been given to whites that they would not be expected to give up traditional work to those of other races if this would adversely affect their interests -- SAPA.

Unions: An open letter

ET-30/4/76

Industrial Reporter

THE general secretary of unions representing distributive, commercial and allied workers, Mr. J. R. Altman, said that the Government could no longer be expected to give the lead in dismantling discrimination and business leaders should take the initiative by recognizing Black unions.

In an open letter yesterday he said that the Government was bound hand and foot by its ideological commitments and by its reactionary supporters.

Heads of firms often cited fear of Government reprisals as a reason for not recognizing Black unions, but there was no law in South Africa which prohibited this and a number of organizations had granted African unions the necessary facilities without experiencing an official backlash.

Mr Altman said that if firms were to retain the Government-inspired committee system for their African employees and grant recognition to Black unions, the authorities would have less cause for dissatisfaction. He added that it was disquieting to note that racial discrimination was practised unnecessarily by large commercial organizations in the Republic.

Oppenheimer plea is slated

Mercury Correspondent

2/12/76 AM

PRETORIA—The Right-wing Confederation of Labour criticised mining magnate Mr. Harry Oppenheimer yesterday for suggesting that White trade unions were foolish to be worried about African job advancement.

Speaking at a meeting in Johannesburg this week, Mr. Oppenheimer had explained a conference decision to move away from job and wage discrimination and said there were complications with trade unions. He thought they were "foolish to be so worried."

The president of the Confederation, Mr. Attie Nieuwoudt, said yesterday that speaking for more than 200 000 White workers, the Confederation would never agree to a scrapping of job reservation.

"I think it was foolish of Mr. Oppenheimer to have suggested that we are unnecessarily concerned about job reservations and the protection of the White worker's security, as this is a primary function of the Confederation, and there is not the slightest possibility that we will ever relax this attitude."

He claimed that even Coloured and Asian workers were now asking for protection from a threatened intrusion of African workers into certain work areas.

He said he had spoken to Coloured labour leaders who intended asking the Government for protection from African workers

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ARGUS 9/12/76

Assurance on SA trade unions

The Argus Correspondent
JOHANNESBURG. — Employers should note the assurance of the Minister of Justice Mr J. T. Kruger that unregistered trade unions are not illegal and should no longer refuse to recognise or negotiate with these unions, spokesmen for Black unions said today.

But they described the Minister's statement, that labour leaders were not banned for trade union activity but for personal

activities, as a 'smokescreen.'
The activities of 12 of those banned were not incidental to trade unionism, as the Minister claimed, but directly related to it.
This statement was issued by the Durban-based Trade Union Advisory and Co-ordinating Council, the Johannesburg branch of the Metal and Allied Workers Union and the Industrial Aid Society of Johannesburg.
The Minister's announcement seemed to be

an attempt to split the trade union movement into those unions of which he approved and those of which he did not, the statement said.
The bodies issuing the statement said they had never made a secret of the financial support received from the International Confederation of Free Trade Unions — the largest confederation of non-communist trade unions.
'There have never been any strings attached to

this assistance, nor has any direction been given from overseas,' the statement said.
Such assistance would not be necessary if unregistered trade unions enjoyed the same facilities as registered unions.
It was the harrassment of unregistered (Black) unions by the Government and the unwillingness of many employers to negotiate which had hindered their growth to financial independence, the statement said.

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New plans STAR 11/11/76 on labour relations

Pretoria Bureau

Amended legislation was being considered in the interests of improved relations between white employers and their black workers, said the Minister of Labour Mr Fanie Botha in Johannesburg yesterday.

But these amendments would be within the framework of Government policy and would not make provision for the recognition of black trade unions, he told a meeting of the trustees of the National Development and Management Foundation.

Where there is contention for the recognition of black trade unions I want to state bluntly that there will be no deviation from the existing policy concerning the non-recognition of such trade unions."

Rather he said South Africa must seek a satisfactory system for its own particular circumstances by which employer and employee could negotiate with an understanding of each other's requirements.

The introduction of liaison committees on which both management and black workers were represented was increasingly getting to grips with more serious and meaningful matters.

Black workers were being urged to appreciate the importance of various factors common to trade and industry.

Victimisation — the numbers one fear of black workers

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Sun-Trib. 12/12/76

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VICTIMISATION

summary dismissal of an employee for taking part in labour organisations — is one of the major fears that confronts black workers in South Africa.

Trade union sources say lack of legal protection against victimisation is one of several factors which make for an unstable industrial relations situation.

Despite this, there has not been a successful prosecution since 1952 for victimisation, even though it is common knowledge that it is a common occurrence.

Because the South African labour market has such large reserves of unskilled and semi-skilled labour, workers at this level are in the

worst bargaining position for jobs and have little job security.

There are practically no limits to an employer's ability to fire an employee at will. Security is dependent more on the level of skill and its value to the employer than anything else.

Best protection against this, claim unionists, is through unions, but the main targets for victimisation are people who become prominent in workers' organisations.

Enlightened managers such as Mr Chris Saunders of the Tongaat Group are aware of the victimisation problem.

In an article on the shortcomings of the committee system of labour relations, Mr Saunders said "A par-

By DICK USHER

particularly unfortunate shortcoming has been the failure to pursue allegations of victimisation by black workers. Instances of failure to pursue and resolve allegations of victimisation have probably done more to destroy confidence and acceptance of the system than any other single consideration."

Mr Saunders was writing about the committee system of labour relations for Africans under the Bantu Labour Relations Regulating Act, a system which unionists and workers generally tend to mistrust.

People who show signs of being effective

workers' representatives on these bodies are potential victims, even though they fail to fulfill the functions of effective worker representation.

Workers are theoretically protected by law against victimisation, but unionists claim that the law provides little, if any, protection.

It is a Department of Labour function to investigate and take action on claims of victimisation, but unionists say the department often fails to do so, or does it only under pressure — especially in the case of black workers.

The problem, ac-

ording to Mr Peter Galt, an industrial legislation expert with the University of Natal, lies with the law and its interpretation.

Africans are excluded from protection against victimisation for trade union activity, either because the statute concerned excludes Africans from definition of "employee", as in the Industrial Conciliation Act, or it defines "trade union" to mean a registered trade union which Africans cannot form.

Similarly, the provisions under the Industrial Conciliation Act, when by compulsory arbitration can be made to apply to a dispute arising from victimisation, do not apply to Africans.

Nor does the procedure where the Minister of Labour can order the reinstatement of employees victimised for trade union activity apply to Africans.

Beyond this, the courts have interpreted the law in favour of the employer, holding that where reasons for an employee's dismissal are shown to be "mixed" — victimisation plus some other factor such as re-organisation — the other reason rebuts the charge of victimisation.

The time has come, according to many many trade unionists in both registered and unregistered unions, for sweeping changes in the industrial relations system to a pattern which will provide job security and stable labour relations.

CASE HISTORY OF MAN BRANDED BY THE BOSS

Sum-Trib. 12/12/76

ON APRIL 7, 1975, a 69-year-old labourer was fired by a Durban firm after 35 years service.

Claiming he had been victimised by the firm for his role in an earlier dispute with management, he turned for help to the Transport and General Workers Union one of the unregistered trade unions in Durban functioning under the Umbrella of the Trade Union Advisory Co-ordinating Council.

After hearing his story, union officials decided he had a genuine complaint and opened discussions with the Department of Labour which they hoped would lead to action against the firm for

The following day the firm's liaison committee requested a meeting with management to discuss the affair. They received a message that management wanted to address all workers at tea time and that they should gather at the administration block then.

When they gathered, the manager they claim was responsible for the assault shouted at them to leave, after which he singled out seven workers as the leaders of the meeting and gave them a week's notice. Six of the seven workers were fired. The seventh, Mr Mthimkulu, was allowed to stay on with a warning but he was fired soon afterwards.

He claims the reason given for his dismissal was that he was not doing work in a section in which he did not work. The company claims he was fired for swearing at an induna.

"I believe I was victimised," he says.

From there the matter went to the Department of Labour, whose function it is to investigate complaints such as these, and initiate prosecutions where necessary.

But in spite of extensive discussions and correspondence stretching over a year, there was no prosecution because of lack of evidence.

Open 'closed shop' - call

Own Correspondent

CAPE TOWN.—The removal of one of South Africa's most powerful colour bars — the "closed shop" system practised by trade unions — has been recommended by Dr Sheila van der Horst, former Associate Professor of Economics at the University of Cape Town. This proposal is included in her first preliminary report prepared for a major anti-discrimination project launched by the Centre for Intergroup Studies at UCT.

Dr van der Horst has also recommended:

Official recognition of African trade unions and their incorporation in the collective bargaining system.

Relaxation of influx control to allow Africans who find work in towns to stay and to establish families there.

Crash housing programmes to enable African, coloured and Indian families to build their own homes at standards they can afford.

Recognition of the permanence of urban Africans and the granting of

unequivocal security of home ownership and permanent title to them.

The repeal of the Group Areas Act.

The stepping up of the provision of black education.

Her study of discrimination in employment is to be included — in its final form — in a handbook giving detailed guidance to the public on how to break down the barriers of apartheid without breaking the law.

She is joint editor of the publication with Professor H W van der

Merve, Director of the Centre for Intergroup Studies.

The handbook, which is due for publication next year, will also contain detailed information about discriminatory laws and practices in various other fields, and how to move away from discrimination based on colour.

In her first preliminary report, made available today, Dr van der Horst said the greatest discrimination in employment affected Africans. Some of the restrictions had a long history dating back to the 1890s.

The statutory restrictions had been extended by trade union pressure and limited very much the types of work on which Africans could be employed.

This occurred not only on the gold and coal mines of the Transvaal and the Free State, but also in many other industries, notably the metal and engineering industries.

Where trade unions negotiated a "closed shop," Africans were excluded from the types of work to which it applied.

Employers skirt work law says Sash

African Affairs
Correspondent

MANY employers still treated their African workers like cogs in a profit-making machine, said Mrs. Solveig Piper, head of the Black Sash Advice Office in Durban.

"The building and engineering industries are in our experience the worst regarding labour relations and they employ a large percentage of the city's work force.

"The number of people employed should not be an excuse for contravening such laws as the Unemployment Insurance Fund Act, registration and industrial council agreements covering wages, notice and overtime."

Many Africans, she said, had alleged that one large construction company, Hofman Bense, "nearly always applies

for UIF cards only after the worker has been fired, and many of its employees, some of five years' standing, had never had a teabreak in all their years of working — a contravention of the agreement."

Mr. C. Hofman, managing director of Hofman Property Development, the holding company, listened to a Mercury reporter's recital of this complaint and replied: "So?" He then replaced his telephone receiver.

Mr. M. E. Kunene worked for Strachan Construction and was dismissed without notice-pay and was not registered.

A spokesman for the company told the Mercury: "Had that man worked overtime he would have been paid, and it's impossible for him to have been fired without notice-pay."

Mr. J. Mthimkulu worked for D. Gillo, a Durban building firm, for some years. He was dismissed and when he asked for his Unemployment Insurance Fund card, he was told there was so such thing.

Mr. Gillo later told a Sash inquirer he knew nothing of the UIF Act. Mr. Mthimkulu was not

given notice, or pay in lieu of notice.

Mr. Gillo told the Mercury he did not know the "boy" in question. "We have about 50 boys here." Later he said Mr. Mthimkulu had been dismissed because he did not come to work.

A spokesman for the Department of Labour said the Republic's labour laws were complicated.

His department's policy was to warn first offenders and prosecute those employers who repeatedly contravened the law.

He would look into some of the cases presented by the Mercury.

Blacks called work-shy

QUENSTOWN -- Blacks on the Border are not interested in working according to two wine farmers from the Western Cape, who have been trying to recruit farm contract labour.

'Good and willing labour is just about impossible to find here', said Mr F. Fouche and Mr P. de Villiers of Worcester.

'People just don't seem to be interested in work any more. All they want to do is loaf around drinking cheap liquor and watching their families starve.'

'Yet we pay our contract labourers good wages, feed them, house them and give them free transport both ways.'

'We even allow them to keep cattle and fatten them on our farms', they said.

According to a Department of Labour official, farm labour was plentiful five years ago.

Recruiting agents for the mines and engineering projects see response to the demand for contract labour is rapidly diminishing, the official said. DDR

IT'S THAT OLD BLACK MAGIC

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WITCHDOCTORS ARE WORKING WONDERS KEEPING THE WORKERS HAPPY

By Evelyn Holtzhausen

WITCHDOCTORS are being used by companies throughout the country to settle disputes among workers and keep things running smoothly, I learned this week.

Fingers of fate point to ritual murders

Tribune Reporter

THE PIETERSBURG area, once known as "the belt of sorrow" after a series of witchcraft murders in the Sixties, is fast re-earning the name.

The results of alleged sorcery have claimed the lives of at least 14 people in the past few weeks. Most of them dying in huts set on fire or being hilly thrown on to funeral pyres.

Police are investigating incidents in Pietersburg, Middelburg and Nylstroom areas.

Mr Adrian Boshier, an expert on witchcraft and witchdoctors in South Africa and director of the Museum of Man and Science in Johannesburg, says the killings are probably a result of blackmagic being imposed on the people from some outside influence.

"You cannot be specific

Often personnel officers — working against company policy — employ witchdoctors where other methods fail to keep the peace among their black workers.

Mr Adrian Boshier, director of the Museum of Man and Science in Johannesburg, said companies and department stores also used the services of witchdoctors in cases of theft and dishonesty.

A spokesman for a large Johannesburg mushroom growing factory said that, as a last resort to settle a dispute between workers, they had called in a witchdoctor.

Trouble

The company, Denny Mushrooms — a subsidiary of the Tongaat Group of companies — employs about 300 black workers.

"We were having trouble with personality clashes among the workers and instead of firing the people concerned we called in a sangoma to diagnose the problem and get rid of the evil spirits," said a spokesman.

"It is not company policy to allow our workers to indulge

in these matters," he said. "Who knows what goes on in the minds of the people who are so firm in their belief of witchcraft?"

At least 10 people have been arrested by police as a result of the murders.

Villagers have reported seeing roofs and walls of huts set alight, caving in on people trapped inside.

Witchdoctors have allegedly pointed out people responsible for the death by lightning of a newly wed woman and her child. The people thus pointed out are then set alight or killed in some other way to exorcise the evil.

"We are investigating the incidents and hope to bring it all to a stop soon," said a police spokesman. Several people have been arrested but still have to be charged.

Mr Boshier said there are two main types of witchdoctors, one who believes he is acting directly on the word of God and the other who works on the side of evil for material gain.

He said there is a parallel in western society where doctors and lawyers and other professional people indulge in malpractice for material gain.

One possible way of controlling the incidence of ritual murder and witchcraft killings and the practice of evil sorcery would be to draw up a code and get the genuine witchdoctors on a roll similar to the one used by the medical profession, he said.

He added a code of ethics could also be drawn up. People involved in the practice would then have guidelines to work on and would also be assured that when they visited a witchdoctor they were seeing someone who is qualified and not a charlatan.

witchcraft and if any evidence of someone casting evil spells we usually get rid of the workers concerned.

"However, in connection with Denny Mushrooms we felt the services of a sangoma would help the situation. It was a remarkably successful move."

Success

Miss Darby Costello of Johannesburg and formerly of the Massachusetts Institute of Technology in Boston, who has been studying witchdoctors and their influence on society for the last five years through the Museum of Man and Science, said that although it was not common practice for companies to make use of witchdoctors a large number did.

She said they were remarkably successful in solving disputes between management and staff.

"If something has been stolen the company or department store will call in a sangoma who will root out the evil and often get the thief to confess," she said.

Sensible

"It is often the sensible thing to do. Deal with the people on a level that they understand.

"You could say that even in a highly industrialised society such as ours, the witchdoctor plays an effective role."

She said she could not supply the names of business concerns who had used witchdoctors because of ethical reasons, but she did confirm that the practice is widespread in South Africa

I was given electric shocks, says man at death leap factory

By DICK USHER *Sum Tnb* 16/11/77

A DURBAN clothing worker claims he was punched and given electric shocks with a "shock stick" while company directors questioned him about thefts.

The following day a fellow worker, whom he had named in connection with alleged thefts from the firm, jumped to his death from the sixth floor of the factory after being questioned by members of the company's management.

Krishnen Devenand, 27, claimed that last Friday a security guard at Kingsgate Clothing found two shirts inside a newspaper he was carrying when he left the factory after work.

"The guard took me to Mr Farooq Bapeeke and Mr Abraham Dhai and other members of the factory's management.

"They questioned me about the shirts and I told them they had been given to me by Ramesh Inthiran,

a workmate at Kingsgate," said Mr Devenand.

He alleged he was then punched and given electric shocks with a shock stick.

"The following day I reported to the union doctor, Dr Siva B Chetty of Verulam who examined me, but could find no serious bruises or abrasions to indicate I had been assaulted."

The day after Mr Devenand had implicated his workmate, Ramesh Inthiran, in the alleged thefts, the man leapt to his death from the sixth floor of the factory.

Mr Bapeeke denied that he or any other person had assaulted either of the two men while they were being questioned.

"Mr Devenand volunteered the information that he had been given the two shirts by Mr Inthiran as a

result of which we called Inthiran in for questioning on Saturday morning.

"He (Mr Inthiran) was questioned by four or five people and admitted having stolen shirts from the factory. Then we told him we were going to tell his parents about this and called in his elder brother who also works in the factory.

"While we were talking to his brother in an office on the sixth floor, Inthiran was alone on the factory floor, and while he was alone there he jumped to his death.

"The only reason I can think of for him doing this was that he was really petrified by our threat to tell his parents," said Mr Bapeeke.

"But neither of the two men was ever assaulted by any member of manage-

ment of this company."

Dr Chetty said Mr Devenand had come to him on Saturday morning and alleged he had been assaulted and given electric shocks.

"I have treated him and his family for about 25 years and he has always seemed an honest person to me, but I couldn't find any obvious abrasions or lacerations to show that this had happened.

"And as far as I know the electric shock sticks do not leave any marks," he said.

Mr Bapeeke said that Mr Devenand had later returned four more shirts to the company and asked for his papers.

"We should have charged him but took sympathy on him because he told us he had a pregnant wife at home, children and an old father and mother," he said.

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Business acts on Blacks

2/2/77
L. Brown

Industrial Editor
ORGANISED commerce and industry in Johannesburg have combined to form a joint action committee whose job it will be to "pressure" the Government into taking action on issues affecting the city's Black community.

Representatives on the committee, which has had its first formal meeting, are from the Johannesburg Chamber of Commerce, the Johannesburg Sakekamer, the Transvaal Chamber of Industries, and the National African Federated Chambers of Commerce.

The establishment of the committee is a step to the unification of the separate business groups that should enable the private sector to be more forceful in its approaches to Government.

The Johannesburg committee could be the forerunner of an enlarged national committee composed of members of the Association

of Chambers of Commerce, the Handelsinstituut and the Federated Chambers of Industry, which could be used to confront Government on specific issues, not only those related to the Black community

According to Mr Ted Smale, president of the Johannesburg Chamber of Commerce, and a member of the action committee, its first task will be to convince the authorities of the need to take urgent action over the shortage of housing for Blacks in the Johannesburg area.

Something urgent has to be done in this regard, he says. Conditions have deteriorated to the point where, according to a recent survey, there are now 17 Blacks a housing unit

The joint committee, due to meet again at the end of the month, is to compose a list of recommendations which it intends to present to the authorities soon afterwards.

Industrials or gilts — Which to go for?

Colin Campbell

The start of a new year does nothing to make investment decisions any easier

On the contrary, with long-term interest rates at record levels, property values depressed and dividend yields on equities (especially industrial shares) extremely high, an investor may feel that making a choice between different forms of investment has become more difficult during the past year

Despite these problems, investment decisions must be made. Institutions, such as pension funds, have no alternative but to invest their continual flow of income — even in the present environment of unsettled political conditions and depressing economic news.

Others can afford to sit on their cash — but there comes a time when the itch to get back into the market grows unbearable. In its latest Quarterly Economic and Market Appraisal, merchant banker Hill Samuel (SA) argues

the case, equities versus prime semi-gilts

The bank discusses the signs to be taken into account by the fund manager — or indeed the individual investor: income, capital growth, and stresses that as the yield on ordinary shares fluctuates constant monitoring is needed

The conclusion is that even though gilts offer a yield of 13 percent to maturity, industrial counters are fundamentally cheap relative to prime semi-gilts.

Nobody will ring a bell at the bottom but industrial shares, Hill Samuel suggests, have adjusted to the adverse investment climate

In the wake of last week's sharply lower results from Gold Fields of South Africa how will JCI fare when it produces its interim results next week?

The interim dividend has already been declared at an unchanged 40c a share, suggesting that either interim earnings are not so bad and/or that the group has suffi-

cient muscle to ride through the storms

The pattern over the past three years has been for the interim dividend to be held, and then for the final dividend to be raised — even if the rise is only a modest one

Johnnie's track record is fairly good, and even though 1976 profit slipped back marginally from 387c to 369c a share the group was sufficiently confident to have raised the year's payment from 165c to 170c a share.

One of the strengths of the group is its broad spread of interests. A breakdown of last year's mining dividend income shows that diamonds (and this is largely the diamond and trading companies, not its interest in De Beers alone) contributed 20.9 percent followed by gold 20.6 percent. Platinum interests followed with 6.5 percent.

Of particular interest in Sir Albert's statement last year was that JCI didn't envisage having to take up further long-term borrowings in respect of its

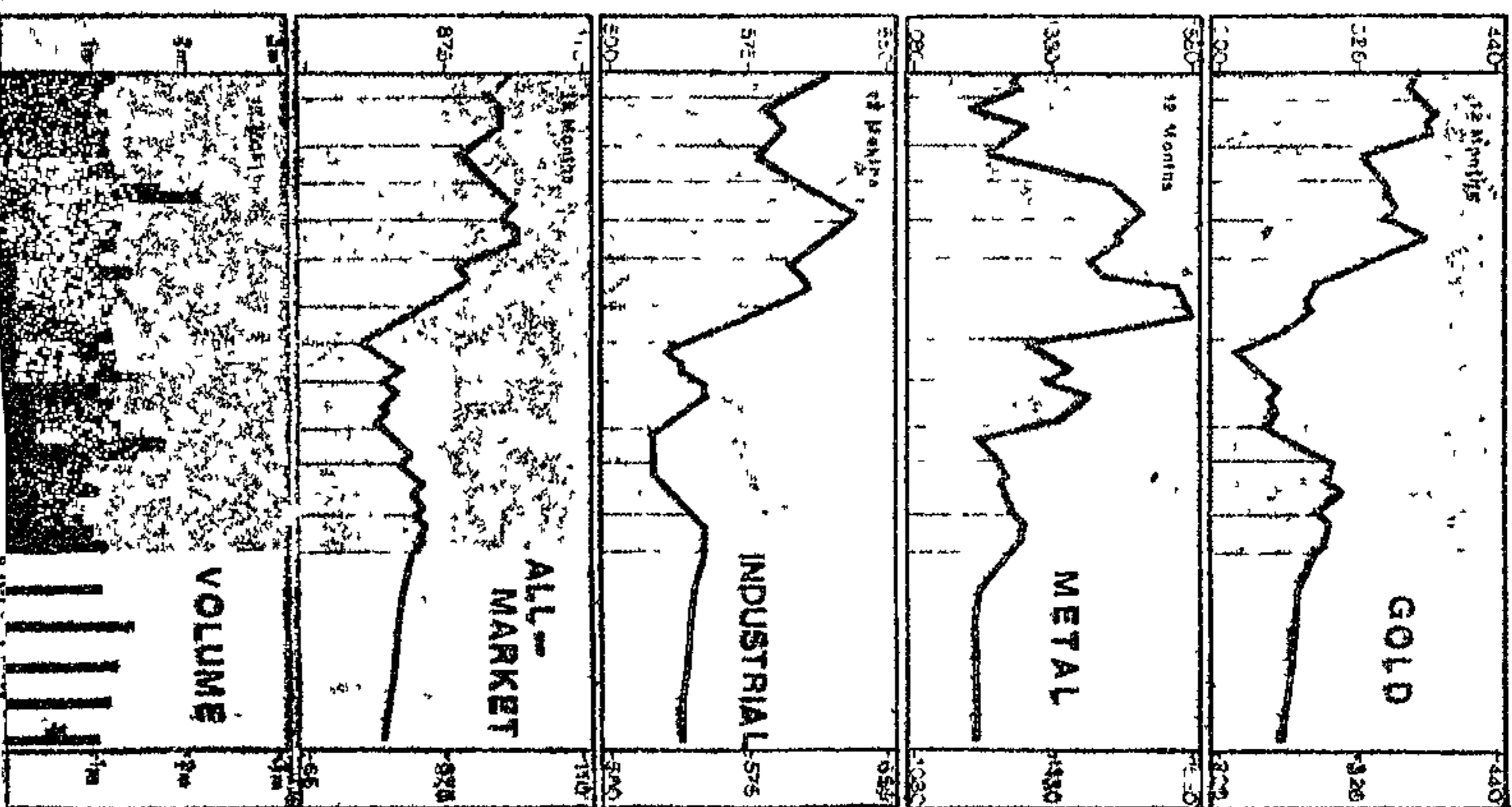
then commitments. If the group's mining projects are at last beginning to generate a positive cash flow, interim profits may not be dented that much by a fall off in gold income

The group's cash position is expected to deteriorate towards year end as the first tranche of the 37m Eurodollar loan falls due for repayment and the balance of the preference shares are redeemed

However, Sir Albert has warned that even though world economies appear to be on the mend, it will be well into 1977 before a more accurate picture will emerge of the earning potential for the year to June

JCI will, I trust, give shareholders some indication in its interim report of what shareholders may expect when results for the 12 months ended June 30 are published.

At 2300c to yield 7.4 percent the share is not giving much away. But it counts as a handsome dividend to net worth, and is certainly a hold.



These graphs chart the performance of the Star share indices for the major divisions of the Johannesburg Stock Exchange over the past week, together with volumes of trading. The shaded areas of the graph cover the average of the previous 12 months' dealings for comparison.

'CHANGE...IT'S ESSENTIAL'

THE MOST powerful industrial organisation in South Africa has joined the clamour for a drastic revision of the country's economic policies.

Business top brass joins the clamour

W 2/77 57

By JILL McILRAITH

The Federated Chamber of Industries, whose members account for more than 60 per cent of the country's manufacturing output, investment and employment, says an improvement in the position of blacks, coloured and Indians is vital to economic recovery.

slower growth, inflation, and a balance of payments deficit.

The country had become increasingly dependent on foreign sources of supply.

Taxes

Mr Cronje said the Government was limited to acting within a framework of political policy. Unfortunately, the economy could not indefinitely withstand the cumulative effects of non-economic decisions.

"Insufficient action has been taken to correct the fundamental, underlying causes of our growth prob-

lem," he said. "Instead the Government has tended to maintain economic momentum by increasing its own share of the economy which has led to higher taxes and inflationary expenditure."

South Africa must simultaneously create more jobs and more wealth.

Our declining economic competitiveness was largely due to the inadequate use of the country's human potential.

"We need to move faster in developing an educated and industrialised non-white urban middle class that has aspirations aligned to the economic and social system of the country," said Mr Cronje.

Targets

Studies showed that the homeland areas would not be able to provide employment for all their people.

Those that could not be employed there would have to be given work opportunities elsewhere. Account had to be taken of their needs.

This was the key to political stability, renewed international confidence

and continuing economic recovery.

South Africa needed a new approach to economic management. The target should be:

• The systematic removal of bottlenecks to healthy industrial relations and the improvement of the economic and social prospects of black, coloured and Indian people.

• The creation of more and wider job opportunities, a systematic improvement of productivity of both labour and capital and an increase in the rate of private sector growth.

Mr Cronje said South Africa's strength lay in the wealth of its human and physical resources.

Only a related package of social and economic measures could bring stable development and increasing confidence in the economy and the government.

"We need to move faster in developing an educated and industrialised non-white urban middle class," says a statement issued last night by Mr John Cronje, president of the FCI. He said the FCI felt impelled to express its concern at the seriousness of the economic situation. Domestic output was lagging behind demands for allocation of resources.

19 industrial stocks with negligible risk

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By HELEN MAISELS

A Johannesburg stockbroking firm gives an "almost negligible" investment risk rating to 19 of 315 industrial companies listed on the Johannesburg Stock Exchange.

The broker's survey is entitled The Survivors

These companies, which are given a "plus 90" rating, are Aberdare, Metal Rolling & Tube, Prima Industrial, Scottish Cables, Shipwrights & Engineers, Welfit Oddy, Shulton, Kiley Baker, Sterns, Woolworths, SA Wool, Golden Brick, Panafic, Marine Products, Sea Products, SWA Fishing, Willem Barendaz, and Eastern Province Newspapers

The six ratios used to calculate the survival rating are shareholders' interest which carries 25 points, return on capital employed 20 points, total borrowings as a percentage of total liabilities, cash flow to total borrowings, profit and loss gearing 15 points each Current ratio earns 10 points

Almost exactly a third of the 315 companies have a survival rating of more than 60 There are 67 companies rated under 30 and the survey claims that unless there is a "remarkable improvement" in business operations "a fair number of these companies" will get into "severe difficulties" and in many cases "their

survival must be in doubt"

The brokers say that although "good" survival ratings are given to companies which the market has rated at a premium in terms of dividend yield, some companies with low yields are also highly rated because the market is prepared to invest in them on the grounds of sheer financial strength and high earnings yields

The survey also takes into account the nature of business of individual companies and gives survival ratings on the financial risk "inherent" in the company

The brokers concede that "certain anomalies" creep into their system of ratings in companies which are not highly rated but operate on much below average yields This can be explained by these companies' excellent growth rates which make their investment rating higher than their survival rating

Survival ratings may also be criticised because they are deduced from financial statistics and take no account of management expertise, but the brokers claim that "good management gives good numbers"

Those companies which qualify for a survival rating of 80 to 90 are considered "extremely low risk" investments Among 25 companies in this category are African Products, African Gate, Gresham, Natal Canvas and Consolidated Textiles

There are 26 companies which are "very low risk" investments They are awarded between 70 to 80 points These include Anglo American Industrial Corporation, Delswa, Dubin, Garlicks, Burlington Hosiery and Mitchell Cotts Among the 42 "low risk" investments are Barlows, African Oxygen, ABC, Edgars, Foschini, OK Bazaars, Adcock Ingram and Montays which are awarded between 60 and 70 points

The survey gives 50 companies a "moderate risk" rating of 50 to 60 points and includes Abercom, Tiger Oats, Murray & Roberts, Afcol, Grinaker and Rembrandt in this category

The remaining companies are given "fairly high risk", "high risk", "very high risk", "extremely high risk" and "inordinately high risk" ratings

Industry fears over co-op tax far from allayed

By CHRIS CAIRNCROSS
Industrial Editor

INDUSTRY has made further representations to the Government to reconsider its approach to taxing agricultural co-operatives.

The private sector remains unconvinced that the proposals made by the authorities will be converted into legislation in a manner guaranteed to place the co-ops on an equal footing with companies.

The view is that the legislation, to be implemented in the 1977-78 financial year, will almost certainly — if unwittingly — contain loopholes that will allow the cooperatives to avoid their full obligations to the Receiver of Revenue.

There is also the question of cheap finance from the Land Bank where it is believed there will be insufficient controls to monitor the use of loans in areas where cooperatives could compete with private enterprise.

The industry representatives were not encouraged after their meeting with the authorities.

As a result, some concern has been expressed by industrialists that the cooperative movement will use the legislation as an invitation to spread their tentacles wider into activities generally regarded belonging to the private sector.

Such a move can be expected to meet a strong reaction from commerce and industry as long as it is believed that the cooperatives are getting a better tax deal.

The "unfair competition" provided by the co-ops — unfair because they enjoy enormous tax breaks and other financial benefits over independent companies — is causing increasing bitterness in the United States.

There the cooperative movement has blossomed into a giant, consisting of 7 500 organisations controlling a market that produces a yearly revenue of more than \$57 000-million.

At least 20 per cent of this turnover is in the hands of 10 cooperatives of which the largest is Farmland Industries which last year had sales of \$1 900-million.

Of growing concern to the private sector is the power wielded by agents resembling those of another pay-offs to foreign agents about corporate bribery and Business International study. The findings of the

rates which are only about a third of those of their industrial competitors.

They are also allowed to join in ownership of manufacturing facilities while their competitors are inhibited from doing so because of increasingly tough anti-trust standards.

Other fears are that some cooperatives, the dairy industry, for example, may have, or already have, acted to keep prices well above free-market levels.

The spread of co-ops is reaching more and more into the economy. According to Business Week the cooperatives oil refining capacity amounts to about 400 000 barrels a day, about 80 per cent of farm petrol demand.



New Federale Volksbeleggings directors: Mr J. H. Smit (Left), managing director of Federale Chemiese Beleggings.

Mr F. J. van Zyl, (above right), managing director of Marine Products.

Mr J. M. Pretorius (right) has been appointed managing director of FVB Centre Bloemfontein. He was manager of the FVB Centre.

19 blacks make grade

Business Times Reporter

THE FIRST group of black business men — 19 in all — to have completed the small business management programme of the School of Business Leadership of the University of South Africa, were presented with their certificates by Mr Harry Oppenheimer, chairman of Anglo American, at the university on Friday.

Hier: soos die Nederlandse taalwetenskap J. L. Pauwels eersoon, wat 'n oorspronklik verkynde in die...

J. A. VERHAEGE, „Defuge en leuensame vorme in die sinverband van ou Kaapse taal”, *Tydskrif vir Geseserwenskappe*, jg 5, nr. 3, 1965, pp. 307-323.

J. A. VERHAEGE, „Die herkoms van die verbinding as wat na 'n komparaatverhouding in Afrikaans”, *Tydskrif vir Geseserwenskappe*, 342

pp. 162-166.

e van verbogen verbodsvormen in het Neder- pp. 105-110

4.5. Stofopmerkinge

ig van die wording van die Afrikaanse taal aliende kenmerke van die woordeskat, klank- en sinbouw gevrys word. Talle van die fynere Afrikaanse taalstrukture kon uit die aard van kom nie; maar uit die verskynsels wat wêreldelik dat Afrikaans nie eensklaps ontstaan het; niérens 200 jaar was nodig om die Afrikaanse ontwikkelingsproses het baie verskeie stappe en die sinbouw bygedra Wanneer die sinbouw meer ons dat nie die een of ander spesifieke faktor vir die wording van Afrikaans was nie, maar dat die Afrikaanse taal die produk en interne faktore. Besonder belangrik was die van 17de-eeuse Nederlands, soos uit die oorsig kenmerke van Afrikaans - oorspronklike van die een of ander oorsprong of anderszins in die Nederland self of in die woordeboek van die Kaap en die gespeelde woord, kan ons net by uitsondering een groep sprekers soos die wending van 'n bepaalde taalvorm verantwoordelik hou. Ons kan bv. die sinbouw direk beïnvloed het nie, of in hoeverre hulle die vereenvoudiging van die vormstelsel veroorsaak het nie.

1. Teorie oor die ontstaan van Afrikaans

Vroeër is daar wel aan die een of ander beslissende taalinvloed gedink Dit was die geval voordat 'n taamlik groot hoeveelheid direkte gegee

wens van die Kaapse taal in die Argief in Kapstadt gevind is Kort na die stigting van die GRA het die belangstelling in die herkoms ontstaan van Afrikaans by taalgeleerdes begin pos:el en aanleiding gegee tot die ponering van verskillende teorieë oor die ontstaan van Afrikaans Th Hahn se *Hottentots-teorie* van 1882 was die eerste poging tot 'n verklaring van die karakter van Afrikaans Hoewel hy vasstel dat Afrikaans „phonetically teutonic” is, d.w.s. sy Germaanse struktuur behou het is dit volgens hom „psychologically an essential Hottentot idiom”. Maar hierdie vae stelling kan hy nie bewys nie Kort ná hom kry ons die belangstelling van Nederlandse geleerdes soos M de Vries en J de Winkel, wat die *Frans-teorie* voorstaan. Volgens die teorie sou Afrikaans onder die invloed van die Franse Hugonote ontstaan het, maar D C Hesselning het die teorie in 1897 al weerle In 1885 wys Hugo Schuchardt, die beroemde Duitse geleerde en kenner van Kreoolse tale, op twee belangrike faktore wat by die wording van Afrikaans 'n rol kon gespeel het, hy dink aan die een kant aan Duitse invloed, aan die ander kant was hy die eerste wat in 1891, op grond van sy kennis van Indo-Portugees en Malers-Portugees, op moontlike kreooleringsfaktore in Afrikaans die aandag gevestig het D C Hesselning het die gedagtes in 1897 en 1899 verder gevoer, veral in sy beredende werk *Het Afrikaansch* (1899) waarin hy sy *Malers-Portugees-teorie* uiteenset het In teenstelling met die vorige teorieë was Hesselning s'n die eerste wat werklik wetenskaplik verantwoord was. Volgens Hesselning moes daar binne die eerste dertig jaar van die volksplanting 'n skielike botsing van tale aan die Kaap plaasgevind het. Dit is botsing tussen die 17de-eeuse Nederlands van die vryburgers, soldate en arbeiders en die taal van die Oosterse slawe wat Malers en 'n vorm van gebroke Portugees gepraat het, of 'n vermenging van albei („Malers-Portugees”) In 1658 en daarna het 'n groot aantal slawe wat gebroke Portugees gepraat het, Kaap toe gekom, dit sou volgens Hesselning 'n skielike kommunikasieprobleem veroorsaak het wat tot 'n vinnige verandering van Nederlands gelei het Die resultaat was 'n sterk vereenvoudigde taal met 'n reduksie in sy grammatika Wanneer 'n kultuurtaal in 'n bepaalde kontaksituasie deur 'n botsing met 'n sosiaal leraarstaande taal binne 'n kort tydperk 'n drastiese reduksie, strukturele verandering en vereenvoudiging ondergaan, praat 'n mens van kreoolisering Hesselning moet egter self erken dat die tipiese kenmerke van kreoolisering in Afrikaans ontbreek, daarom kom hy tot die konklusie dat Afrikaans beskou moet word as Nederlands wat halfpad bly staan het om 'n Kreoolse taal te word.

Ongeleuk g het Hesselning destyds nie oor die nodige direkte taalgegewens beskik kon. Hy kon sy teorie feitlik net op sosio-historiese gegewens baseer wat bowendien nie volledig en korrek was nie Daarom was ook sy teorie ontoereikend en eensydig, dit het 'n hipotese gebly wat hy nie kon bewys nie.

Crisis in SA — businessman

CAPE TOWN.— "To say that businessmen are worried about the future of the country is perhaps the understatement of the century," the chairman of the giant Rennie's travel and industrial group, Mr C W. Fiddian-Green, said here last night

Addressing a meeting of the National Development and Management Foundation, he said South Africa was at the crossroads, and had a national emergency on its hands

It was in the midst of the severest recession since the 1930s. Companies were going bankrupt daily, liquidity was extremely tight, costs were rising, demand was falling, taxation was extraordinarily high, overseas lenders were reluctant to invest further sums, unemployment would probably go higher and shares on the stock exchange were at record lows

Businessmen had been far too complacent about South African politics and many had been loathe to delve into the facts — "I

wonder how many businessmen or for that matter white South Africans, really know what is going on in the African townships" he asked

It was significant that English-speaking South Africans had about as much direct say in the running of the country as the Zulu "At least the Zulu has a chief minister who has access to the Government at the highest level whereas there is no one spokesman for the English-speaking South African who has the same access"

Mr Fiddian-Green said he did not believe that splinter opposition parties were going to solve the problems in the country. A broadly based opposition party led by an Afrikaner was required to challenge the Government, not on its basic multi-national theory which the country was now committed to, but on the method of implementation and the inefficiencies which existed — DDC

World union body rejects ban reasons

Labour Reporter

The International Metalworkers' Federation, linking metal trade unions throughout the free world, has rejected reasons given by the Minister of Justice, Mr Kruger, for banning 27 trade unionists

In a circular to all affiliates, the general secretary of the IMF, Mr Herman Rebhan, has recommended:

- Protests at South Africa Embassies and consulates against the "persecution" of those engaged in expanding black trade unions.

- Appeals to multinational companies in South Africa to recognise black unions and align wages and working conditions of black and coloured workers with those of whites

- Informing the public and governments of all measures taken in this regard.

The circular contains a copy of a letter sent to Mr Kruger, giving details of the trade union activities of four of the banned people, Mr Eric Tyacke, Mrs Jean Tyacke, Mr Loet Douwes Dekker and Mr Alpheus Mthethwa

"While you interfere with and inhibit bona fide union activities of individuals or unions, you say you are not doing so," the letter said.

"While you restrict responsible, black, trade union leaders, you again deny that you are doing so.

"Therefore, the IMF cannot but reiterate its demands for the immediate lifting of the banning orders and refute your statement as totally untrue," Mr Rebhan said in his letter to Mr Kruger.

Industry in a gloomy mood

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26/4/77

CAPE TOWN—Organised industry has taken a gloomy look at the South African economic scene and has urged the Government to introduce a wide-ranging new policy initiative.

The Central Economic Affairs Committee of the Federated Chamber of Industries reveals in a special report, to be tabled at the FCI's executive council meeting here today, that it has said this new initiative must have four aims:

- The systematic phasing out of bottlenecks of healthy industrial relations and the improvement of the social and economic prospects of the non-White in South African society;
- The creation of more and wider job opportunities;
- A systematic improvement of productivity of both labour and capital;
- An increase in the rate of private sector growth relative to the growth of the public sector;

The committee said it had detailed eight main points in submitting this programme to the authorities:

- Import displacement;
- The revision of export incentives;
- The re-employment of non-White workers in a labour intensive housing and social

infrastructure building programme;

- The phasing out of statutory and other occupation restrictions on non-White workers;
- The improvement of negotiating rights for Black workers;
- The alleviation of disruptive effects of industrial decentralisation;
- The streamlining of regulations and legislation disruptive of good race relations in the country;
- The dismantling of price and profit control where this is no longer economically justified.

The committee's report, which will be debated by the executive council delegates this morning, says trends in profitability, particularly in the manufacturing sector, are a cause for concern.

"The profitability position of business is the key to economic strength and investment in the economy," it says.

"The continued low level of economic activity, squeezed profit margins and a continuation of the negative gap between the rise in

import prices and the rise in local prices (through the more effective control of inflation among South Africa's trading partners) are worrisome trends."

The picture, it says, has been complicated by political factors, both internally and externally.

"Failure to arrive speedily at a formula for resolving the Rhodesian issue has led to a polarisation of attitudes and new initiatives will be needed if South Africa's isolation is not to become intensified by pressures from the East and West alike." — (Sapa.)

Labour

laws

inquiry

welcomed

CAPE TIMES
13/5/77

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By TOM COPELAND
Political Correspondent

HOUSE OF ASSEMBLY. — The Minister of Labour, Mr S P Botha, yesterday announced the appointment of a commission of inquiry to investigate all aspects of the country's existing labour legislation.

The chairman of the commission is to be Professor Nic Wiehahn, a special adviser to the Minister, whose criticism of the present labour system and job reservation is well known

Opposition labour experts later termed the appointment of the commission a major breakthrough and one of the most significant Government announcements in recent years.

Making the announcement during the debate on his vote, Mr Botha said a thorough investigation had become necessary because of accelerating developments and the growing number of people coming on to the labour market.

Mr Botha said he had also asked the industrial tribunal to go into the whole question of job reservation

The task of the commission, he said, would be to evaluate existing legislation, with special attention to be given to the Industrial Conciliation Act of 1956, the Bantu Labour Relations Amendment Act of 1973 and the Bantu Labour (Settlement of Disputes) Act of 1952

The terms of reference of the commission, whose members would be announced later, would be to evaluate and report on.

- The adaptation of the existing system of labour relations, with a view to making it more effective in meeting the country's requirements in changing times,
- Adaptations, if necessary, to the existing machinery relating to the prevention of labour disputes,
- The elimination of points of friction and other problems at present being experienced in the labour field;
- Methods and ways of creating a basis for promoting healthy labour relations in the future

The commission would also be empowered to recommend amendments to existing legislation and the drafting of new legislation.

Mr Botha said that while he believed South Africa's labour legislation was the best in the world, the time had arrived for it to be reviewed

Getting rid of the cobwebs

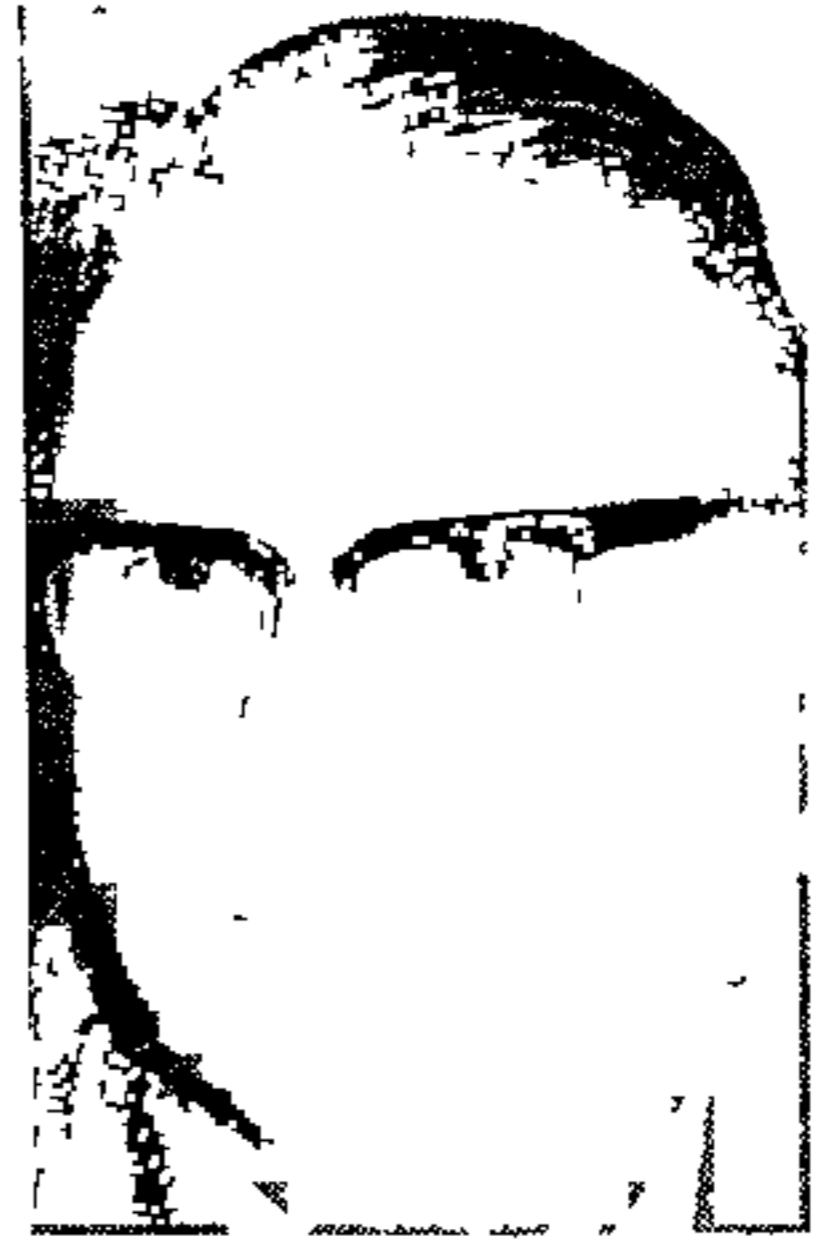
Dr Gideon Jacobs of the United Party said present legislation was quite medieval in concept and application and this would enable the Government to get rid of all the cobwebs

"It depends on the commission's terms of reference but if they are prepared to look at the whole thing in terms of the requirements and reality of the present situation, it could mean a completely new chapter in South Africa's industrial relations with far-reaching benefits for the economy"

Dr Alex Boraine of the PRP said the key question was whether the commission would be committed to bring about a system of labour legislation which would be free of discrimination

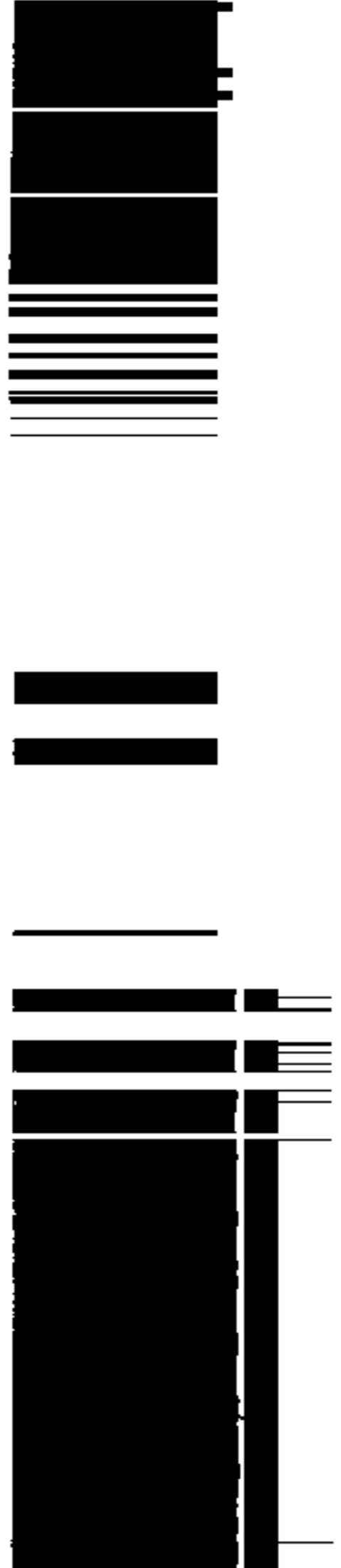
"If they are prepared to do this then their eventual recommendations must be dramatic and far-reaching because race discrimination is enshrined in the present labour legislation," he said

"The fact that Professor Nic Wiehahn is to be the chairman suggests that this commission will be radical in its findings and recommendations because his own public statements indicate an awareness that urgent and drastic changes need to be made"



Mr S P Botha

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ARGUS 13/5/77

The Argus Political Staff

SWEEPING changes in South Africa's labour relations are widely expected to flow from the appointment of a commission to investigate existing labour legislation, announced in Parliament yesterday.

Among the main changes being expected by Opposition Labour experts and trade unionists as a result of the move by the Minister of Labour, Mr S. P. Botha, are:

- A completely new and more meaningful system of collective bargaining for Black workers, probably through some form of multiracial negotiations.
- The scrapping of job reservation in favour of some new formula using 'rate-for-the-job' methods for providing job security for skilled workers against competition and undercutting by unskilled workers.
- The elimination of racially discriminatory practices in work situations which up to now have been underpinned by legislation and industrial practices.

Mechanism

Opposition parties believe the Minister finally decided on a commission of inquiry being appointed to give the Government a mechanism for introducing important changes that would get it out of an increasingly untenable position in the labour field.

Internally, the Government is being made aware of a new and aggressive mood among Black workers which has shown itself to a growing extent since the Black strikes in 1973 and the township disturbances last year.

Externally, the Government is feeling the weight of stepped-up international pressure, and is apparently willing to concede that job reservation and other discriminatory practices are seriously damaging South Africa's image while not materially aiding or protecting White workers.

Hopeful sign

In the appointment of Professor Nic Wiehahn as chairman of the commission, the Opposition parties see a hopeful sign that the Government is looking for a totally new approach. Professor Wiehahn has himself come out again the continuation of job reservation.

Although the Botha Commission in the early 1950s recommended giving Blacks recognised trade union rights, the Government is apparently still wary of making such a move — mainly it

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understood, for fear the subversive forces among the Blacks would attempt to take control of Black or mixed unions for the purpose of disrupting the economy.

Trade unions

The Government is also believed to fear that, if the Blacks succeed in taking control of mixed trade unions, there would be a violent backlash from White workers.

There have been indications in the past that the Government may be considering the adoption of Japanese-style collective bargaining methods to overcome the problem
(See Pages 3, 7 and 8.)

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Sacked as soon as they get sick

19/1/77
rom

By KEN SLADE

A VEREENIGING doctor with a large practice reported yesterday that he was tired and disgusted with Vaal Triangle residents who dismissed their Black workers the moment it was learnt that they were sick.

The doctor, who may not be named, said he had a number of cases on his files where Black workers had been fired the moment they told their employers they were sick and could only do light work.

Yesterday, the Rand Daily Mail interviewed one of the doctor's patients, Mr Paulas Chawe, who is being treated for a serious heart condition.

Mr Chawe, a farmhand, said when he gave his employer a doctor's letter saying that in future he



MR CHAWE
... heart trouble

would be capable only of very light work, he was told that he would have to leave the farm where he had worked for the past two years.

"My baas paid me R10, my monthly wage, and told me that if I did not leave the farm, he could call the police," said Mr Chawe.

The owner of the plot, Mr C Killian, where Mr

Chawe was working, yesterday denied that he had fired the man.

"I only bought the plot recently Chawe was on it at the time, but I did not register him as a worker for me because he was such a sick man.

"In fact, I employed another Black helper.

"I warned Mr Chawe that he would have to leave the plot because it was very small, and there was no room for him as well as the other worker.

"To help the man, I paid him R10," said Mr Killian.

The Vereeniging doctor said Mr Chawe was only one of many who had appealed to him for help.

"Although I am very sorry for these people it would be impossible for me to even attempt to find them work. Usually, I refer them to the Department of Labour."

KBM 12/7/78

'Treat your labourers well,' says Dr Vosloo

Barry Streek

THE Deputy Minister of Plural Relations, Dr Willie Vosloo, has issued a tough warning to white farmers to improve labour conditions in their own interest as well as that of South Africa

"We must be on our guard not to handle our workers badly because by doing so we can create an environment for future unrest and animosity," Dr Vosloo said

"We must not only fight the enemy on our borders but particularly inside the country by improving conditions and by treating black people humanely"

Addressing Eastern Cape farmers, the Deputy Minister warned that neighbouring states had the right to withhold labour if workers were not treated humanely

Progress in education was likely to lead to higher demands, he said, and low wages, poor housing and long hours would drive workers from farms

He also lashed out at "certain farmers" who had squatter-farms and who demanded fees from squatter families living on their properties

Although little is known about the actual working conditions and employment patterns of South Africa's 1.5-million farm labourers, it is known that about a quarter of the black South Africans living outside the homelands live on white-owned farms

It is also known that farm workers are among the lowest paid in the Republic, they have limited political rights and no access to collective bargaining or even registered trade unions

They are unprotected by any minimum wage legislation and through the lack of education and skills, as well

as the shortage of housing in the urban areas, they have little chance of finding alternative employment in industry

Dr Vosloo's speech, as well as the publication of the conference on farm labour organised by the University of Cape Town's Southern Africa Labour and Development Research Unit (SALDRU), are indications that the situation may be changing

Certainly it would seem that the days of abundant, cheap black labour for white farmers are drawing to a close — and that the Government is beginning to take a lead in introducing improvements Dr Vosloo's blunt and hard talk reflected this change

He pointed out that at recruitment points in the black states there had already been complaints that "the workers are loaded into an open lorry and must suffer wind and weather over very long distances to reach their destination"

"We must realise that these black states have the ability to withhold their labour, and if we do not associate with them on a human dignity basis, we bring on ourselves much unpleasantness"

"We must, with an eye for the future, make the necessary adjustments timeously because the possibility cannot be ruled out that the black states will include all kinds of conditions in labour agreements We must not forget that labour is an export product for them," he said

During 1974, there were 3.5-million black children at school and as time marched on "we will find that uneducated workers will



Dr Willie Vosloo . . . tough talk

shrink to make place for educated labourers These educated people will consequently make higher demands in regard to salaries, housing and humane treatment Like us, they are also developing a national pride and this perception of black nationalism is gaining momentum daily," Dr Vosloo said

Farmers would have to take note of these developments and white employers would have to make "many adjustments" to ensure good labour relations and to build

a stable satisfied labour force "This applies particularly to the presence of workers on a family basis who are your key labourers"

In agriculture control regulations must make place for more acceptable systems aimed at ensuring that "every individual, regardless of colour or origin, has a rightful democratic freedom so that even on the labour market there is no discrimination against certain groups"

Dr Vosloo also warned

that the protection given to farms in terms of prescribed and non-prescribed areas for the recruitment of labour would disappear so that all employers would then have to obtain labour on a competitive basis as in any other country"

The labour shortage on some farms could not and would not be corrected by legislation Organised labour had to identify why workers left the farms and then make the necessary adjustments

Dr Vosloo said the mining industry had not paid much attention to labour from South Africa for the last three to four decades because they could get workers from neighbouring states As a result their wages were not as competitive as other industries but in recent years this had changed and salaries had increased by more than 200%

Developments in Angola and Mozambique had led to an intensive recruitment of mine workers from South Africa Considerable success had been achieved with improved wages, working conditions and recreation facilities And even though the mines were not allowed to recruit in agricultural platteland areas, they would lure more and more workers who might otherwise have worked on the farms

It was therefore essential that farmers took notice of these developments, in their own interest, and made adjustments particularly in regard to salaries and housing, he said

It was tough talk, and the first time that a Minister has laid it on the line so directly to the white farmers who provide a solid base for the National Party But dissatisfied farm workers can be a major problem — as the Rhodesian Government has

Inquiry to probe all job laws

plm
13/5/7

By CLIVE EMDON and BERNARDI WESSELS

THE Minister of Labour, Mr Fanie Botha, yesterday announced the appointment of a commission of inquiry to investigate all aspects of the country's labour legislation.

The commission will also be empowered to recommend new legislation.

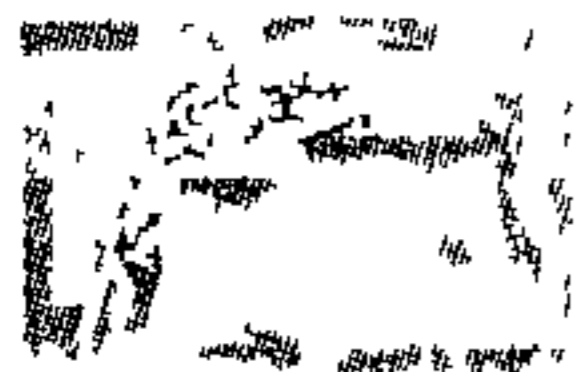
Opposition labour experts and trade union representatives last night welcomed the appointment of the commission.

The commission, which is expected to be multiracial, will be chaired by Professor Nic Wiehahn, newly-appointed adviser to the Minister of Labour.

He has been an outspoken critic of present legislation and recently expounded a set of democratic rights and principles for all workers.

Other members will include Mr Arthur Grobbelaar, general secretary of the Trade Union Council of South Africa, Tucsas; Mr Attie Niewoudt, president of the Confederation of Labour; Dr E P Drummond, director of the Steel and Engineering Industries' Federation, Seifsa, as well as representatives of the Afrikaanse Handelssinstituuat and the Federated Chamber of Industries.

Making the announcement during the debate on



PROF WIEHAHN
... chairman

his labour vote, Mr Botha said a thorough

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tion had become necessary because of accelerating developments and the growing numbers coming on to the labour market.

He said special attention will be given to the main sets of legislation — the Industrial Conciliation Act which governs labour relations for Whites, Coloureds and Asians, and the two labour Acts affecting labour relations and the settlement of disputes for African employees.

Clearly special attention will also have to be given to the Wage Act.

The United Party's Dr Gideon Jacobs said present legislation was quite medieval in concept and application. The inquiry would enable the Government to get rid of all the cobwebs.

"It depends on the commission's terms of reference but if they are prepared to look at the whole thing in terms of the requirements and reality of the present situation, it could mean a completely new chapter in South Africa's industrial relations with far-reaching benefits for the economy."

The Progressive Reform Party's Dr Alex Boraine said the key question would be whether the commission bring about a system of labour legislation which would be free of discrimination.

The move showed that the Government understood just how serious the situation was in South Africa, he said. "I think it is tremendously significant and exciting."

Mr Arthur Grobbelaar said the Minister's announcement was the most significant move in industrial relations in 30 years.

"Certainly I welcome it completely — it is long overdue."

Labour policy may change

13/5/77

fla

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The Federated Chamber of Industries executive director, Professor Hennie Reynders said today he hoped an integrated manpower policy would emerge from the newly-appointed commission of inquiry into labour matters

The Minister of Labour, Mr Botha, yesterday announced the appointment of the commission that will investigate all aspects of South Africa's labour laws and possibly recommend new legislation.

Professor Nic Wiehahn, adviser to the Minister of Labour, will be chairman of the commission. Members will probably include Mr Arthur Grobbelaar, general secretary of the Trade Union Council; Dr E P Drummond, director of the Steel and Engineering Industries Federation, representatives of the Federated Chamber of Industries and the Afrikaanse Handelsinstituut.

Professor Wiehahn is overseas at present and was not available for comment and Mr Grobbelaar is in Durban today.

Professor Reynders welcomed the appointment of a commission, adding that attention should be given not only to labour laws but all matters relating to the utilisation of labour.

NATIONAL POLICY

He said the FCI had drawn up a national manpower policy in 1975 and he hoped the commission would follow through with recommendations already made

Professor Reynders said a commission proposal for a national manpower policy should be integrated with a social, economical and political policy

Areas the commission would have to examine included.

- The provision of training
- The occupational and geographical mobilisation of labour
- The establishment of proper procedures for industrial peace
- Measures to ensure the health, housing and social benefits of workers.
- Improving labour market efficiency

● Coordinating a labour policy with the pol...

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...../See

- 30. SNA 44/847/04 Telegram Native Commissioner, Zoutpansberg to Secretary of Native Affairs, 2nd May 1904.
- 31. Ibid, Wheelright to Windham 21st April 1904; Windham to Wheelright 22nd April 1904.
- 32. SNA 43/749/1904 Notes at an interview between the Secretary of Native Affairs and ... 8th Day of April 1904
- 33. Shula Marks, Reluctant Africa, New York, Oxf Press, 1970; "The Zul ... Rotberg and Ali Mazrui ... removing them. The chamber hoped the outcome would be the removal of legislative hindrances to the employment of labour purely on merit
- 34. SNA 42/1258/04 Lagden
- 35. SNA 45/1258/04 Lagden June 1904.
- 36. SNA 56/1699/1905 Secre Transvaal Landowners A
- 37. SNA 50/3090/1904 Secret Secretary to His Excell
- 38. SNA 50/3090/1904 Lagden January 30th 1906.
- 39. See, in particular, Noel Smuts Party in the Trans Journal, IX, I (1966), p SNA 80/3953/07 Secretary 15th January 1907.
- 40. Ibid, Unless to Secretar
- 41. See Transvaal Native Affa
- 42. The Transvaal Government 23rd May 1908
- 43. The Star, May 30 1908.
- 44. Transvaal Landowners Assoc Committee for the Year end;
- 45. Transvaal Landowners Assoc
- 46. Transvaal Landowners Assoc of Letter drawn by the "Squ ... not sub-Committee" of the Transvaal Landowners Association, addressed to the Secretary Native Affairs of the Transvaal", 29 April, 1908,

Industry welcomes labour inquiry

CAPE TIMES
14/5/77.

The general secretary of the Trade Union Council of South Africa (Tuca), Mr Arthur Grobbelaar, welcomed the move as the "most significant thing that has happened in our industrial and labour legislation in the past 30 years". He added that it was long overdue.

The director of the Cape Chamber of Industries, Mr J F Roos, said features of current labour legislation had come under justifiable criticism and, the investigation should provide the opportunity for removing them. The chamber hoped the outcome would be the removal of legislative hindrances to the employment of labour purely on merit

the Members of ... p 17.

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Secretary Native Affairs of the Transvaal", 29 April, 1908,

to A.P. Unless,

Annual Report, 1908.

ary, Pretoria,

18 January 1908.

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Botha's formula for labour peace

HOUSE OF ASSEMBLY —
Peace on the labour front would remain possible only if those workers who regarded their jobs as being threatened were given a say in the process of restructuring South Africa's labour situation, the Minister of Labour, Mr S P Botha, said yesterday

Replying to the debate on his vote, Mr Botha said: "My approach to restructuring is that we should decide together who will work where, and when"

It was important that workers realised that whatever happened in future, they would be involved and would have a say. This was especially important in the light of the growth of the labour force, the entrance of more black workers into the labour market and the restructuring of posts, which was under way.

The growing number of workers, the sophisticated nature of the South African economic and

labour structure and the greater measure of upward mobility in the labour situation made this situation delicate

In addition, South Africa was becoming part of the international pattern of labour relations. In this respect, there was a deficiency in that millions of its workers were not trained properly in the process of negotiation. This could lead to a situation in which the wrong people took the lead in assisting these workers.

To solve these problems he had appointed a labour adviser to give employees a bigger say in labour affairs

Because the labour market had been a sellers' market during the past decade, there had been a drop in labour discipline, with the result that workers were in the present economic circumstances finding it difficult to adapt themselves and accept a lower standard of living — SAPA

Out of the labour maze... the first move to change the law

WE'VE

got to

throw

away

those

loaded job dice

Dr Alex Boraine — a step in the right direction towards new, more realistic labour legislation. For the sake of our economy we must bring about fundamental change

THE announcement by the Minister of Labour that a commission is to be appointed to investigate South Africa's labour legislation against the background of changing circumstances is to be welcomed.

The fact that some of us have called for such a commission since 1974 does not make it any less welcome.

It is to be hoped the commission will not only be representative of commerce, industry and trade unions and labour officials, but that there will be adequate black participation, for without this, the commission is meaningless.

The present system of labour legislation is confusing, discriminatory, inhibiting and even dangerous. We have one pattern for white, Coloured and Indian, and another for blacks. Despite the fact that more than 70 percent of our labour force is black, the dice is loaded against them.

Professor Nic Wiehahn, who is the newly appointed adviser to the Minister of Labour, and the chairman of the

By DR ALEX BORAINÉ, MP, a recognised authority on labour relations.

Labour Commission, states:

"The present labour system has proved not the most suitable for South Africa. It is dualistic with one leg basically for whites, Coloureds and Asians and another for blacks. This could only lead to incompatibility. It could only be disastrous to the very disadvantage of our economy. We must have a uniform system of regulations for labour relations. It will have to contain the basic principles of these rights of democratic labour."

However, the only way to move towards the "rights of democratic labour" is to amend the maze of detailed legal and administrative complexities which reflect this Government's obsession with racial privilege and thereby inhibit the development of our full labour potential.

If the commission's objective is to ensure industrial peace, a stable economy, then here are some of the crucial aspects which must be changed:

• Influx control and pass laws The law govern-

ing this process is the Bantu (Urban Areas) Consolidation Act (Act No 25 of 1945). Through this labour mobility is inextricably tied to residential rights.

These procedures are made manageable by means of so-called "pass laws". It has been well said that the pass system is the cornerstone of apartheid, and this commission enables the State to enforce the whole package of race laws.

• Migrant Labour: Every one of the African workers employed in the industrial centres fall under Sub-section 10(1) (D) of the Urban Areas Act, already referred to. Together with the recruits of the officially licensed employers' agencies, these workers constitute the migrant labour force.

Anyone who has worked with migrant labourers will know that this is not only morally indefensible, but is economically wasteful.

• Industrial Colour Bar: From the training of workers, to their rights to negotiate their conditions of employment, virtually every aspect of commercial and industrial life

in South Africa, whether by law or custom is racially differentiated.

Since the passage of the Mines and Works Act which imposed regulations prohibiting the issue of blasting certificates to Africans and effectively preventing them from doing much of the more skilled work in mines and works in the Transvaal and Orange Free State, job reservation has become established practice.

A wider application of the colour bar in employment was effected in 1956 by the addition of a new Section 77, defined as trial Conciliation Act. The new Section 77 defined as a "safeguard against any racial competition", empowers the Minister of Labour to direct the Industrial Tribunal to investigate "any undertakings, industry, trade or occupation or class of work" and to make recommendations to him as to whether a colour bar should be applied and if so in what form.

It is significant that Professor Wiehahn has stated "The present Government policy of job reservation is a State curtailment of the right to work and to associate and is therefore not in accordance with the basic rights of democratic labour."

• Wage discrimination: There can be no question that the various restrictions affecting black workers already referred to have combined to produce a sizeable black-white wage gap. The white-black earning ratio in mining is 9:1, in manufacturing, close to 5:1; and in construction and Government services, approximately 4:1.

Imbalance

While it is true whites and blacks seldom do the same jobs, these figures do serve as an indication of the extent of the imbalance of the income distribution.

Thus, about 75 percent of the national income is received by whites, who constitute about 18 percent of the population.

• Collective bargaining: The foundation of the South African Industrial Relations system is the

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statutory recognition, on trade unions. From this system, Africans are excluded.

It is well known that trade unions organised for and by Africans are illegal, but they are however assigned to an "institutional vacuum". Provisions have been made, to an extent, for Africans in terms of works and liaison committees.

Our failure to provide an adequate instrument for the furthering of blacks' aspirations is allowing for a much more militant form of black trade unionism to take root. This will undoubtedly grow despite any further restrictions or distractions fashioned to counter it.

We must begin to share the institutions of our economy with the blacks, or we must stand back and see these institutions destroyed by black race, born out of frustration.

We must come away from dualism which is at the heart of our labour system and the Government must play its legitimate part.

Education

If we are going to allow the existence of trade unions for white and Coloured workers, we cannot ultimately deny them to black workers.

In recent times, the Government has declared its intention to introduce compulsory education for blacks. The present frustration among black workers will be severely exacerbated in the next two decades if on the one hand we increase the number of blacks in secondary schools and refuse to significantly alter our labour legislation.

For the sake of our economy, for the sake of industrial peace, for the sake of race relations and security, we must bring about fundamental changes in our labour regulations and legislation. This is the objective all of us can and should subscribe to.

It is not something which the Government can do on its own, but they must give the lead. The appointment of a commission is the first step. It is to be hoped that they will set about their work with the urgency and wisdom that our day and times demand.

Probing the labour laws

NOBODY can be blamed for being cynical when the Government appoints a commission of inquiry into a troubled issue which has been caused in the first place by National Party policies. Worse still, only too often we have seen the Government resorting to the mere appointment of a commission as the final response to a massive problem.

This ploy has been used recently as a means of removing the spotlight from the dire results of National Party policies by creating the impression that something was being done to rectify the problem. And then when the commission has finally reported, the recommendations are brushed aside.

This happened with the Theron Commission: the Government accepted numerous relatively unimportant recommendations and ignored those which would have had real meaning to the coloured community. Again, with the Viljoen Commission into penal reform, the Government responded to its plea to decriminalise the pass laws by doubling the penalties for offenders.

Despite this gloomy background,

last week's appointment of a commission under Professor Nic Wiehahn to investigate all aspects of labour legislation must still be welcomed. For there can be few forces which go deeper in governing the lives of most South Africans than our labour laws. And there can be few areas where discrimination is so rife.

To do its job properly, the commission will need to comprise all sections of the labour movement as well as the promised all-race membership. It will need to look at such issues as equal educational and training facilities; equal job opportunities; equal pay for equal work; equal job mobility rights; and the fundamental right of a man to live with his family.

But it goes even further: discrimination is robbing South Africa of the basic labour requirements needed in a free enterprise society — never mind a society undergoing a severe depression and which daily faces increasingly harsh political challenges.

So it must be hoped that if the Wiehahn Commission comes up with solutions to some very acute problems, the Government will implement them.

16/5/77
R. W. W.

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TUCSA chief lashes

unions...

MAY / JUNE 1977

cerned, because I am convinced its policies as such cannot really be faulted. They conform to the norms that have been adopted by the Western World's trade union movement.

It is a fact, however, that TUCSA fails to enjoy support over the whole spectrum of South Africa's workers. This is mainly due to the fact that the affiliates of TUCSA do not go out of their way to convince their unaligned counterparts that it is to their advantage to become affiliated to TUCSA.

The TUCSA affiliates, in common with the rest of the trade union movement in South Africa, also hold their trade unionism too cheaply. On this point, let me emphasise the fact that, because trade unionism has always been too cheap in South Africa, the movement has failed to make the progress that it should have done.

No trade union movement anywhere in the world can function effectively unless it is adequately funded, particularly at present when it is so necessary for the unions to become better equipped in order to meet the challenges of our increasingly sophisticated world.

Most of the trade unions in South Africa are attempting to function on shoe-string finances, and this in turn results in the co-ordinating bodies being starved of the finance needed to operate effectively. Until such time as the individual trade unions, and the trade union membership in general, accepts the necessity of having to pay much more in the way of trade union subscriptions, the movement is never really going to progress to the extent that it should.

In so far as the non-aligned registered trade unions are concerned, I believe they should be criticised more than the others. Quite bluntly, they are riding on the backs of both TUCSA and the Confederation of Labour, who are having to bear the brunt of at least trying to keep the trade union movement together to some extent, fashion national policies, attempt to contend with the various national issues and do many things without having the support of these organisations outside of their folds. The attitude of these unions is extremely difficult to understand, since all they are succeeding in doing, is detracting from the strength of the movement.

Some of the unregistered trade unions must also come in for some criticism. Those that remain outside of TUCSA are doing their members a disservice. They undermine the foundations of unity, forego the opportunity for making contact, or gaining experience and knowledge, and fail to gain an appreciation of the attitudes and views of the other segments in the movement.

I also don't really believe that the Black consciousness theme is going to be of real value to the Black workers of South Africa in the long run. It is a divisive attitude, and a form of inverse racism.

It is also necessary to comment on the so-called 'independence' of some of these unions. I am unable to equate 'independence' with 'subsidisation'. No organisation that is subsidised on a continuous and continuing basis can claim that it is truly independent. In my opinion, some of these unions are making a grievous mistake to continue to exist on handouts. "A successful beggar will remain a beggar all his life." Financial viability is the true measure of independence and effectiveness.

I must also opine that there are already too apparent signs of disunity amongst the Black organisations. They are

following the pattern of many of the registered unions, failing to recognise the need for non-racial unity. I also cannot see any real hope for them in material progress, since too many factors are working against them, particularly in relation to the existing labour legislation.

The concept of the works and liaison committees for Blacks is succeeding to some extent, and those Black unions which support this form of representation, believing that they can use the system as a stepping-stone to trade unionism, are also making a grievous mistake. I don't believe that this back-door approach is going to be successful, because if the concept of the works and liaison committees is used in a subtle fashion by the employers, with the workers gaining some benefits, they will become increasingly reluctant to join a trade union which cannot achieve a great deal more. Joining an ineffective trade union and having to pay becomes a rather unattractive proposition.

I also have no illusions about the difficulties which I am personally going to experience in the formulation of the proposed new labour legislation, to be fashioned by the Commission of Inquiry into Industrial Legislation. Nobody should too readily assume that legislation is going to emerge which will assist in the strengthening and expansion of the trade union movement. I am quite sure that certain interests on the Commission have ideas which are in complete opposition to such a development.

To sum up then, I think the trade union movement in the main does not have a true sense of direction at this point in time. At the moment, I do not hold out a great deal of hope for a virile, democratic, and worthwhile labour movement to emerge in South Africa in the fairly near future.

It is likely that the relevant strength of the movement will continue to decline in the immediate future. I hope I am wrong. I do think a strong movement will ultimately emerge, but whether or not it will be a movement which functions in a similar fashion to the democratic movements of the Western World, is open to some doubt.

I would also emphasise that my gloomy prognosis for trade unionism does not hold any comfort for the employers. There may be advantages in the short-term for the employers in having only a weak trade union movement to contend with, but in the long-term, they will desperately need a strong and unified trade union movement if chaos in our industrial society is to be avoided. The twin pillars of strong management and labour are needed to make any industrial society function effectively.

If an objective study is made in any of the industrialised countries of the world, this conclusion is apparent. Those countries which have a weak and disunited trade union movement, are not the world's economic leaders, and this is particularly true of most of the Third World countries. The German and American trade union movements are strong and united. Some of the other European countries' movements are relatively strong, others are weak and disunited. The correlation of the strong trade union movement with a strong national economy is obvious. Need I say anything more?



Tucsa's general secretary, Arthur Grobbelaar, addressing the annual congress of the Artisan Staff Association in Durban on May 10. While not affiliated to Tucsa, the Artisan Staff Association, which has about 19 000 members and is one of the most powerful Railway trade unions, has traditionally had a cordial relationship with Tucsa. Seated second from the right is the ASA's president, Mr Jimmy Zurich.

GROBBELAAR HITS AT 'SHOESTRING' APPROACH:

"Because trade unionism has always been too cheap in South Africa the movement has failed to make the progress it should have done . . ."

TUCSA chief lashes labour setup

In one of the frankest most hard hitting speeches ever made by a South African labour leader, Tucsa's general secretary Arthur Grobbelaar, recently hit out at the parochialism, divisions and lack of leadership in the trade union movement in South Africa.

In particular he criticised the:

- Shoestring finances on which trade unions were expected to operate,
- The S A Confederation of Labour as an "anachronism"

to the T & L C. In the Cape Province the Cape Federation of Trades continued to function as a separate organisation, and some White, as also Black, organisations did not join it. In its heyday the T & L C had a membership of more than 200 000 people.

During recent years only TUCSA has exceeded that membership total, but it must be remembered that the size of the workforce has increased dramatically since the 1940s, and if one takes into account the potential membership strength of the unorganised workers of today, as compared with the potential of those earlier years, then it can be readily seen that there is less unity now than then.

Reverting to the question of what the future direction of trade unionism in South Africa is going to be, I must unfortunately give as my opinion that I am not overly optimistic about the future meaningful growth of strength and power of trade unionism in South Africa, mainly because all segments of the existing trade union movement continue to display a distressing lack of concern for the need for unity.

In so far as the registered trade unions are concerned, we have two major trade union co-ordinating bodies, namely, the South African Confederation of Labour, and the Trade Union Council of South Africa. The reasons for their separation from each other are political, cultural, occupational, ideological, and racial grounds.

The Confederation of Labour's membership are (in the main) employed in Government undertakings. Their membership is restricted solely to the White racial groups

trade union history of South Africa when the workers have been so poorly organised, and there has never been such disunity, as prevails at the present. But, as already indicated, the dual processes of furthering disunity, and failure on the part of the unions to come to grips with the organisation of the workers is continuing, whereas the exact reverse should rather be the case.

On the one hand we have the declining force of the White and Coloured trade unions, and on the other hand, little relevant progress is being made in the organisation of the Blacks. In all honesty, I have to be extremely critical about what is happening (or failing to happen), and this valid criticism must be levelled at the people and organisations which allow for the situation to develop. The leaders in all segments of the trade union movement cannot escape from blame in this regard.

The leadership of the Confederation of Labour deserves to be thoroughly castigated. Their policies are an anachronism in an expanding industrial society, and will automatically ensure that they will disappear from the South African scene in the fairly near future. The present process of disintegration which they are experiencing is going to continue to escalate.

In regard to TUCSA, I have also to be critical to some extent, though not in so far as TUCSA's policies are con-

(Continued on Page 6)

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which would disappear from the scene;

- The unaligned so-called middle of the road trade unions for "riding on the backs" of Tucsca and the Confederation,
- Black conscientiousness in some unregistered unions which was divisive ("a form of inverse racism") and of no value to Blacks in the long run,
- Some of Tucsca's own unions for holding their trade unionism too cheaply and failing to draw the support of unaligned unions to Tucsca

A slightly condensed version of the speech, which caused a stir in labour circles, is reprinted here

Tracing the background of the labour movement in this country, Mr Grobbelaar, who was addressing the Institute of Industrial Relations on the future of South African trade unionism, said:

In South Africa, a feature of the trade union movement has been its disunity, almost from the time of its inception. This situation was largely influenced by the fact that the vast distances in our country led to the establishment of numerous small unions, catering for relatively small numbers of members in the various centres of Mining and Industrial activity

It is also because trade unionists value their independence and autonomy above everything else, that they embarked upon policies which encouraged the growth of numerous small parochial types of organisation — something which regrettably still persists to this day

South Africa presently has something like 172 registered trade unions in existence, while somewhere in the region of 26 unregistered trade unions are also operating, and if one relates this situation to that which applies in West Germany, where only some 16 main trade unions function, one can readily see how different we are in comparison

Of these 172 registered trade unions in South Africa, the majority are registered for regional, municipal, or magisterial district interests. Most of the unregistered unions appear to also be following the same pattern of activity. There are, of course, a number of national unions in existence, but even some of these have allowed for a large degree of either branch or district autonomy, and this also does not encourage the spirit of unity in the movement

There are other valid reasons for this multiplicity of trade unions. The industrial legislation of South Africa severely restricts the scope and operation of the unions, ensuring in the main that unions are split along either racial or occupational lines, or are confined to activity in geographical areas

Dealing with the matter of racial division in the trade unions, it needs to be recognised that out of the 172 registered unions, 83 of them have a White membership only, whilst 48 cater only for Coloureds. The remaining 41 cater for both White and Coloured members. It is no wonder then that there has been little by way of unity in the broader sense, through the medium of more total and direct participation by the unions in one centralised and national co-ordinating body

The only really broadly based national co-ordinating body which functioned in South Africa, was the Trades and Labour Council, during the years 1926 to 1953. This organisation endeavoured through its policy of open membership for all trade unions (including Black organisations) to achieve the aim of national unity, and while the organisation existed South Africa probably experienced its peak in trade union activities

Even then, however, not every organisation was affiliated

and, generally speaking, that membership is Afrikaans orientated. Their policies are thus those of general support for that of the ruling National Party's policies. They do not subscribe to the concept of equal pay for equal work, job opportunities for all, the removal of artificial barriers (such as Job Reservation), as trade union right for all

TUCSA's policies on the other hand, are those of equal pay for equal work, job opportunities for all, the removal of Job Reservation, trade union rights for all and basic support for all the other policies which the Western World's trade union movement upholds

These obvious fundamental differences between these two major bodies do not hold out a great deal of hope that any worthwhile common cause will be found between the two organisations which will allow for a degree of unity to be achieved

Just as important, however, is the fact that the combined membership of both TUCSA and the Confederation of Labour amounts to less than that of the total membership of all the other completely unaligned registered unions

We thus have a large group of registered unions which do not belong to either of the major co-ordinating bodies, and in addition, quite a number of unregistered trade unions which also do not belong to the other major organisation which caters for them, namely, TUCSA

The recent moves to establish a new organisation which would cater for some of the registered trade unions, namely the Central Labour Organisation which was apparently to function as some sort of middle-of-the-road body, falling somewhere between TUCSA and the Confederation of Labour, also emphasised this continuing desire to stay disunited

The project appears to have been stillborn, however, and for this we can be thankful. The reasons advanced for the creation of this new body was that the Confederation of Labour was too far to the right, and TUCSA was too far to the left!

Even more recently, we have learned of the attempts to establish a new Black federation of trade unions, whose instigators evidently believe that TUCSA itself is too far to the right! Thus the disastrous process of sowing disunity continues. TUCSA and the Confederation will apparently continue to remain apart, and although the so-called Central Labour Organisation has evidently failed to get off the ground, it would appear that there is some support for the new Black Federation

The large number of unaligned registered trade unions also evidently intend to continue to remain outside of any of the existing organisations, and some of the unaligned unregistered organisations are also evidently not going to join the new Black federation

This situation must also be viewed against the background of the declining proportionate strength of the White and Coloured trade unions in South Africa, relative to the total number of workers in these racial groupings, coupled with the fact that the Black trade union movement is not expanding at the rate that it should, and particularly in relation to the vast influx of Black workers into all areas of employment

It is necessary to recognise that the Whites are only organised to the extent of some 29%, the Coloureds to some 34%, and when it comes to the Blacks, they are only organised to a fraction of 1% in respect of the total work force employed in all these racial groupings

Quite bluntly, there has never been a time in the relevant

Staggered working hours

950 Mr G B C McINTOSH asked the Minister of Planning and the Environment

- (1) In which towns in South Africa, other than in Pretoria, are staggered working hours being applied,
- (2) whether there is a standing committee responsible for implementing and co-ordinating a system of staggered working hours

The MINISTER OF PLANNING AND THE ENVIRONMENT.

- (1) None The Department of Transport has appointed a Committee to investigate the implementation of a system of staggered working hours in Cape Town It is anticipated that similar committees for Johannesburg, Durban and Port Elizabeth will be appointed later this year
- (2) Yes Arising from recommendations of a Subsidiary Committee of the Planning Advisory Council of the Prime Minister a Standing Committee was established during 1973 to investigate and implement a system of staggered working hours for Pretoria This Committee is still in operation, but since the beginning of this year the Department of Transport has taken over the responsibility for implementing the system in other major cities.

450 tariff Mercury cases ^{27/7/77} processed

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Finance Reporter

THE BOARD of Trade and Industries last year processed 450 applications from South African industrialists seeking tariff protection, according to the chairman, Dr. Basie Kleu.

Dr. Kleu, who had been invited to address local industrialists on the Government's tariff policy by the Natal Chamber of Industries, said that while the board's main function was tariff control, its wide terms of reference allowed it to investigate and advise the Government on almost all fields of commerce and industry.

It was currently engaged in the investigation of the book trade, pharmaceutical trade, the tyre and tube industry and the fertiliser and biscuit industries.

Before the board offers an industry or manufacturer tariff protection it has to make sure that the need is justified. Among other things it looks to see whether the domestic cost price has been correctly determined.

"There are a lot of industries looking for tariff protection and we can't afford to waste resources," said Dr. Kleu.

"The board has to balance the cost of tariff protection against the advantages to the country as a whole."

Poor handling technology adds millions to production costs

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**Roger Fairfax ...
handling costing too
much.**

ROGER FAIRFAX, national chairman of the South African Institute of Materials Handling, claims that the total cost of handling materials in a given production process is between 27 and 45 per cent of direct wages, depending on the industry.

In Britain alone, where his figures come from, it was found that total handling costs in industry are about R12 000-million a year and that at least R135-million of this enormous sum could be saved by the introduction of improved materials handling methods.

Unfortunately no figures are available for South

Africa," he said, "but our figures are hardly likely to be an improvement on a country that has a longer manufacturing history than ours.

"On average, a third of the wages paid to produce an article are spent on handling material, without adding a cent to the value of the goods produced."

He feels that South Africa could be in a worse position than Britain, simply because there aren't enough men trained in modern materials handling in this country.

His institute is tackling the problem. With the Department of Education it has established a course which, in two years of even-

ment Certificate of Materials Administration (GCMA) and after another year's study to a diploma in materials management.

The courses will be available for everyone, regardless of colour, at all colleges of advanced technical education in the country — provided commerce requests them and the demand is big enough.

He recounted how the problem was tackled in Britain.

Ten years ago, the British Government and the Institute of Materials Handling decided that British industry needed a centre to train men in the latest developments in materials handling if the country's in-

dustry was to remain competitive.

This resulted in the formation, in 1970, of the National Materials Handling Centre as a non-profit making body to provide an advisory, information and research service to industry.

The centre runs a library of books, periodicals, films and slides on materials handling and also, among other services, reviews new books on the subject and keeps statistics.

In addition, the centre carries out feasibility studies, does sponsored research projects on systems design, and conducts training courses, both in-plant and at the centre.

Industry needs educating

Sun. Times
Business
8/17/77

SOME SECTORS of the mechanical handling industry have not been affected by the economic downswing, says Phil Goldstein, managing director of Castor and Ladder Sales.

He attributes this to the fact that industrialists are being forced to become more efficient in their operations and cut costs by using mechanical handling aids.

He feels, however, that the industry as a whole could benefit from an educational programme designed to acquaint industrialists with the

full benefits of mechanical handling.

"Hydraulic lifting tables have been used in Europe and the US as dock levellers, floor-to-floor lifts, loading and offloading vehicles, for the feeding of material into machinery and for handling tools and dies," he said.

"But they became only reasonably popular in South Africa about two years ago, when we were licensed to make Southworth lift tables under licence. Southworth Lift Tables of America is the biggest manufacturer

of hydraulic lift tables in the world."

Before this, all lift tables used were imported. What displeases Mr Goldstein is that far too many lift tables are still being imported, although his factory has the capacity to meet all local requirements.

"We believe that in the past 18 months about 120 lift tables were sold in South Africa. Of those, 65 were made by Castor and Ladder sales," he said.

"At this stage, I think the total potential market for lift tables in this country is

about 120 a year, but industry must be educated with regard to their labour saving uses.

"The growth potential for lift tables in this country is enormous. Think of their benefits in sheet handling and in the timber industry."

Mr Goldstein estimates that the 65 lift tables made by his company has saved this country about R150 000 in foreign currency.

The heaviest lift table his company has made is a 5-ton unit, but it has the ability to make lift tables with capacities of up to 10 tons.

Foundation ARGUS 9/8/77 plea to SA 132 companies

JOHANNESBURG. — Every company in South Africa was being asked to give two percent of its net profits after tax to the Urban Foundation, Mr Justice J. H. Steyn, the foundation's executive director, said here.

Presenting the Afrox award for industrial reporting, Mr Justice Steyn said the Urban Foundation was looking for a cash base of R25-million to achieve its objectives.

A number of companies wished to support the foundation, but were unsure of how best to do this.

The '2 percent formula' should end that uncertainty.

'It is a very simple formula, one that is fair, effective and workable.'

PROFITS

'The Johannesburg Stock Exchange's data processing department has worked out for us that in the past year, the 569 companies whose ordinary shares are listed on the stock market make total profits after tax of R3 214-million.'

'If each of them were to use the 2 percent formula the Urban Foundation would overshoot its R25-million target, for those companies would be giving R64-million.'

'PRIVATE'

'But we do not want our support to come just from the public companies.'

'We would look to the private companies, to the partnerships, to the family business, to the small traders to apply the 2 percent formula to their own activities,' said Mr Justice Steyn. — Sapa.

The grim moment when a child's game takes on a sinister meaning

By PATRICK TAYLOR

BOB MACDONALD, a Canadian private investigator operating in Johannesburg, this week disclosed a new and lucrative business in which his organisation has become involved — industrial espionage.

The tall, heavily built detective uses the trappings of the rich such as expensive cars and tailor-made suits to impress and fool his victims. He freely admits that a large percentage of his work involves the compiling of in-depth reports on businesses in competition with his clients.

"In times of economic recession, my work becomes big business. My clients want to know how their rivals are faring and usually it is simple to find out," he said

Mr Macdonald normally approaches the company he has been paid to investigate as a legitimate businessman.

"I arrive in a Rolls Royce or Cadillac and tell them I am interested in buying their business. In no time at all, they are baring all the company secrets to me," Mr Macdonald said.

"People are very gullible in this country. If your story is plausible enough, they will believe it implicitly and tell you anything you want to know," he said.

Industrial espionage was a new concept in South African business, but was "catching on fast"

"In the United States, it is a multi-million dollar industry. These agents use the most sophisticated equipment available to get results

"In South Africa, industrial security is so lax that an industrial spy doesn't really need sophisticated bugging equipment to do his job. All he needs is the ability to tell a convincing story and he gets the information he wants.

RESEARCH

"I don't do anything illegal. I regularly turn down jobs which would mean breaking the law," said Mr Macdonald.

He said his clients usually asked for a breakdown of their rival's contracts with other organisations, details of advertising programmes and sometimes research work.

To combat the upsurge in industrial espionage the Rennies Group, which owns one of the largest security companies, has formed a special wing to counter the threat

Bugging equipment has been found in offices and boardrooms and Mr Roy MacFarlane, managing director of Fidelity Guards, says his organisation is investigating information leaks at other concerns

Some companies switch the board meeting venues to narrow the chance of spy equipment being used against them. Other companies call in anti-bugging experts before meetings.

The executive director of the anti-industrial espionage branch of Fidelity Guards, Security Service Consultants, Mr Archie Griffiths, is former chief of Kenya's counter-espionage

BUGGED

"Some clients have to wait up to three weeks before we can help them," Mr Griffiths said this week "Business is good"

Mr MacFarlane said a large Johannesburg building contractor lost contracts worth more than R1 million because a competitor had bugged his offices

"They knew how much he was going to tender for, so all they had to do was

tender just a little lower to win," Mr MacFarlane said

"We were called in and found the bug. We left it there and fed his opposition company false information and the man eventually went broke."

Mr MacFarlane said the former property giant, Glen Anil was also bugged. An employee bugged the boardroom during the boom years.

In times of economic recession, the temptation to use industrial espionage was more attractive. Losing a contract to a competitor could mean the difference between staying in business or going broke, says Mr MacFarlane.

Men available to spy were normally private detectives not registered with the Private Eyes' Association

"There are some organisations which will bug offices if the price is right. We have found bugs in Johannesburg offices," Mr MacFarlane said.

EASY

Equipment needed to spy on a company's operations was easily obtainable and needed little technical knowledge

One technique was simply the use of a stethoscope-type instrument placed against an office wall, it made conversations next door easily audible

"Industrial spies usually need the help of someone working for a company they intend keeping surveillance on," Mr MacFarlane said "If they cannot induce anyone to work with them, they usually try to plant someone on the staff"

Some big companies use Security Service Consultants to screen job applicants where the job involves expensive research or promotional campaigns. Some companies often want detailed information about their employee's private lives

"If a man has a skeleton in the cupboard, he is easy game for the industrial espionage agents. They can force him to help

I SPY WITH MY LITTLE FLY...

Mr Bob Macdonald. He admits he sometimes works as an industrial spy

'Private eye' insists: It's easy to fool businessmen

them gather their information," he said

Spies had no qualms about tapping telephones or using sophisticated bugging equipment, sometimes only as big as a five-cent piece.

"There is a bug that can be attached to a fly's stomach. The fly is poisoned with nerve gas and then released into a meeting. It dies and transmits the discussions," Mr MacFarlane said

Former Bureau of State

Security agents are working for some large corporations in Johannesburg and elsewhere

Mr MacFarlane said it was almost impossible to trap an industrial spy at work.

"The bugs transmit on unusual frequencies so operators can't be caught.

"Even if they are, they can only be charged with theft or contravening the Post Office radio licence laws. It usually means a small fine," he said

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LABOUR RELATIONS

Anglo's policy

FM 21/10/77

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Circulating somewhere within Anglo American is a document containing guidelines to be followed by the group's industrial companies in their dealings with African employees. A glimpse of the thinking behind this document is contained in an article by Anglo executive director Zach de Beer in the latest issue of *Optima*, published this week.

De Beer says that "it is unwise and self-defeating to deny workers the ultimate right to form the organisations they want." Referring to Harry Oppenheimer's statement in 1974 that black workers would not accept forms of representation which differed from those available to whites, De Beer adds that "it is not for management to tell workers what form their representative organisations should take. The choice must be theirs."

Drawing on extensive appraisals which Anglo industrial relations staff have made of worker representation systems in Britain, the US, West Germany, Japan, and Zambia, Anglo favours a "two tier" system of labour relations. This involves marrying certain aspects of the Industrial Conciliation Act (which provides for trade union rights for white, coloured and Indian workers) with the committee system for African workers established by the Bantu Labour Relations Regula-

tion Act

Says De Beer "There are people who see works and liaison committees as an alternative to trade unions, and either support or oppose them as such. In our view, both attitudes are based on fallacy. We are sure that the enterprise level committees should be seen as complimentary to, and in no sense competitive with, any unions which may develop."

De Beer sees committees as "democratising" trade unions and preventing their becoming estranged from their members. He also makes the point, however, that factory-level committees or works councils should be elected by all the workers in that factory, regardless of whether any or all of them belong to trade unions.

At the same time, however, trade unions will serve to give the factory-level committees or councils strength and expertise.

De Beer's views on this question have much in common with the code of conduct recently adopted by the EEC (*FM* September 7) and the practices followed by some of the black unions associated with the Urban Training Project.

De Beer also refers to the current debate in South Africa on in-company unions (*FM* July 15). Anglo is not "inherently hostile to the company union - we simply say that it will succeed if the employees want it and have trust in it, and will fail if they do not."

De Beer adds that Anglo prefers industrial unions to craft unions and unions based on ethnic loyalties. In the long run, "developing separate institutions for black workers may be almost as dangerous as denying them any bargaining rights at all." However, he concedes that "race conscious blacks" may now refuse to join non-racial unions even if asked to do so.

"If for this reason separate black organisations have to be accepted we believe they should be regarded as temporary

and every effort made to bring them together with those organisations in existence when this becomes possible."

Of course, as De Beer notes, sound industrial relations depend as much on government policy and on changes in legislation as on employee and worker

participation.

Enunciating principles such as these at a head office in Main Street is one thing. Getting them put into practice throughout a vast organisation like Anglo is quite another. "Preaching from the centre," De Beer says, "will by itself achieve nothing

It is at factory level and especially on the shop floor and shaft interface between black and white employees that constructive action is required."

And that, precisely, is the challenge which De Beer and all those under him now have to meet.

It's no easy matter getting SA managements and black and white trade unions together in one organisation. But the Institute for Industrial Relations (IIR) has spent the last 18 months doing just that.

When the Institute was formed there were many who predicted an early demise, arguing that the gulf between the various parties was too great for it to be able to please all.

Initially, it seemed as if the pessimists were right. Many companies shied away because of the presence in the Institute of black unions. Some black unions did likewise because of the involvement of management. And the IIR's formative days were marked by bitter feuding between black unions and Tswana men.

Now, however, things are looking up, according to IIR director Sam van Coller. "We've passed through stage one — we've established ourselves and got over some of the original tension. Membership is growing."

The Institute's ranks now include about 30 companies, 18 unions (about half of them black) and a number of coordinating bodies, including Seifsa, the Confederation of Metal and Building Unions, and Tswana. The SA Footplate Staff Association, which was earlier affiliated to the SA Confederation of Labour, is an active member.

"There are still some companies and unions who don't want anything to do with us because they think we're too trade union — or management — oriented. But we're going all out to allay those suspicions and have had a fair amount of success," says Van Coller.

He stresses that the IIR is a joint management labour effort. "What sets us apart from other bodies in the same field is the presence of both sides." He adds that the IIR has three broad aims: to increase industrial relations skills and understanding, to increase communication between management and unions — black and non-black — and perhaps our most important function, bridge building.

"Since we started, I've noticed a softening of attitudes between management and black unions and a marginal improvement in relations between black and non-black unions. I hope we can take some of the credit for that."



Van Coller — bridge-building is the obvious answer

Van Coller says

He adds "We're here to open up options, not force solutions on people." But he also stresses that "good industrial relations doesn't simply mean better communication or better human relations. It means recognising that workers must have strong organisations to represent them and that management must bargain with those organisations."

A great deal of the Institute's energies have been thrown into running courses either at the request of a specific company or union, or for its own members.

Van Coller reports that the response has been enthusiastic. What's more, together with Seifsa, the Institute will be running courses and seminars for about two dozen firms in the steel and engineering sector.

How do personnel men and unionists see the Institute? "It's serving an excellent function," says Longaat's Brian Angus. "No one else is bringing labour and management together in

this way. And I'm particularly pleased by the practical bias of the courses. Unlike many other seminars, you actually come out of them with something you can take back to your company."

Adds OK Bazaars industrial relations man Keith Hartshorne "The IIR is very professionally run and of tremendous use — particularly for smaller companies which lack resources. Government ought to subsidise institutes like these. The presence of black unions is vital — it's certainly been useful to hear their views."

Both Angus and Hartshorne participate in the Institute as individuals.

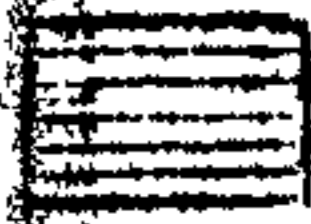


One personnel man with reservations is Barlow Rand's Reinald Hofmeyr. "We're worried about the proliferation of these sorts of institutes and feel they may be duplicating functions. We also feel that the trade unions in it are either the left wing or centrist ones. Until the Confederation joins it won't be fully representative." He adds, however, that some of these doubts have been allayed and that Barlow Rand is considering joining.

On the black union side, reactions are mixed. Some of the unions have stayed out, arguing that "we want to bargain with management not sit around and chat to them." Others are enthusiastic. "It's the best thing to happen on the labour scene for years," says Glass and Allied Workers' Union secretary Jacob Ntshibe.

Other unions concur that "the courses are excellent" but complain that management has more of an opportunity to go to them: "Our members can't get time off to attend seminars. They should be held over weekends. But it's our own fault for not pushing hard enough for this," says Commercial and Catering secretary Emma Mashinini.

And Transport and Allied secretary Clement Montsho adds: "The courses are very useful, but our unions are poor and we can't afford to send shop-floor members."

The crucial issue now is whether managements are going to be willing to translate their willingness to talk to black unions at the Institute into willingness to do the same on the factory floor.

	Douglas (Dem., No.)	12	1,383
	Breckinridge (Dem., So.)	72	848
	Bell (Con. U.)	39	593

RDM 1/11/77

Botha looks at labour

(132)

By GERALD REILLY
THE Minister of Labour, Mr Fanie Botha, said in Johannesburg yesterday that it was Government policy to look closely at discriminatory Labour measures with a view to eliminating them or phasing them out.

Opening the National Development and Management Foundation conference on 'The Changing Face of Industrial Relations', Mr Botha said the Government believed that minority groups' economic security should be acknowledged and protected.

Neither the Government nor he had prescribed to the Commission investigating labour relations in South Africa what its

finding, should be. The Commission had an "absolutely free hand."

It should be accepted that South Africa in spite of the existence of a number of independent African States round it, and the independent Homelands, would for decades remain the work place of the subcontinent.

The Minister claimed that the Government was never indifferent to labour relations between employer and black worker.

Black trade unions for example were never forbidden in SA and always had the opportunity to develop into effective bargaining units.

However, particularly

during the Pre-war period the late forties and early fifties, Black trade unions showed very little development and with few exceptions had fallen victim to political agitators.

The Minister said there were strikes, particularly in the Durban area, in 1973 among black workers. It was found that the Bantu Labour (Settlement of Disputes) Act was lacking in important respects.

The result was the development of the Bantu Labour Relations Regulations Act in 1973. This made provision for Works Committees, Liaison Committees and Coordinating committees which could take part in the bargaining process.

Plan to overhaul labour relations is being prepared

A blueprint for an industrial relations system, comparable with the best in the world, is being prepared for the We-

hahn Commission Nondiscrimination is the integral feature of the model. It is rooted in the principles of international labour standards. It calls for a complete overhaul of the existing framework. But it retains the fundamental concepts of the Industrial Conciliation Act and the "committee system."

The proposed new system is the brainchild of Professors S. M. Swart, J. Piron and W. Bendix of the Institute of Labour Relations of the University of South Africa.

The institute was launched by Professor Nic Wehahn before he became adviser to the Minister of Labour and head of the Commission of Inquiry into Labour Legislation.

spelled out the basis of the model at a labour symposium in Pretoria yesterday.

"If the proposals seem to incorporate far-reaching changes, it must be remembered that the situation is fairly grave." The model provides for:

- Explicit anti-discriminatory measures, including the abolition of job reservation.
- Explicit recognition of the basic rights of workers — rights to associate, to bargain, to withhold labour, to be protected and to be trained.

- The prohibition of "closed-shop" stipulations (restricting employment to union members) in terms of the right not to associate.
- An integrated social-security system, including medical schemes, unemployment insurance, pension fund (not necessarily a State scheme) and others.
- Co-ordinated training in industrial relations for all races.
- Anti-victimisation measures providing for, say, a full year's wages to a worker dismissed for

Sieg Hannig, Labour Correspondent

exercising his right to associate in a committee or trade union.

- Statutory minimum standards on matters such as hours of work.

The Industrial Conciliation Act and the Bantu Labour Relations Regulation Act would be pulled together in one "Labour Relations Act" for all races.

Workers would be free to have trade unions of

their choice — multiracial or otherwise.

But all trade unions in a particular industry would appoint representatives to an "industry union" to meet employer organisations on a (national) industrial council for the industry.

Inter-union negotiations and caucusing would determine how individual unions would be represented on the "industry

union", and what joint tactics they should adopt.

The industrial councils would formulate minimum wages and conditions of employment.

All trade unions in a "industry-union" would have to be registered, and minority rights would have to be protected in multiracial unions.

Unions would not be permitted political affiliations and would be subject to impartial auditing of books.

At factory level, workers would elect representatives irrespective of

race, sex, religion or type of work performed.

These representatives would form a "plant committee" with employer representatives in a factory.

"Plant committees" would have no official connection with trade unions. They would negotiate wages and working conditions to improve on those negotiated on industrial councils.

All agreements, at plant or industry level, would have force of law. Non-compliance would be a criminal offence.

The existence of an industry agreement would not preclude a lawful strike at plant level. But the right to strike would not be unbridled at either industry or plant level.

A "federation" of industry unions would join employer and Government representatives in a "National Labour Council" to advise the Government and lay down minimum wages for unorganised sectors such as agriculture and domestic service.

WE'LL FIGHT ON EVERY PLATFORM. AT EVERY CONGRESS . . .

Shot. 10/11/77.

Pretoria Bureau

A major campaign to get South Africa back into the international labour world has been announced by the Minister of Labour, Mr S P Botha

The international campaign will be directed by a special bureau attached to his department, Mr Botha told a meeting in the predominantly workers' constituency of Pretoria West last night

The bureau would be headed by Professor Nic Wiehahn who is chairman of the new commission of inquiry into labour legislation.

Professor Wiehahn's appointments follow a two-month visit he made to Europe earlier this year during which, Mr Botha said, he succeeded in taking the sting out of international labour's second attempt to cut off South Africa

Mr Botha said a third campaign was being planned to isolate South Africa. Hence he had decided to establish the bureau

He had decided that indirect contact should be made internationally

"Such a service will be established soon, with the

Major push at world labour



MR S P BOTHA



PROFESSOR WIEHAHN

labour leaders of the world, so that at least South Africa's case is put correctly," Mr Botha said

"We cannot sit here far away and think matters will come right," he said

The Department of Labour would in future have one leg for its internal affairs and one to fight the country's labour cause internationally

"We'll in future fight back and talk on those

platforms where we'll be heard

"I want to make the promise We'll fight on every platform, at every congress, and on every occasion on each and every matter which concerns our interests in those places where it counts," Mr Botha said.

On the labour legislation inquiry, Mr Botha said if he looked to the end of the century he

realised South Africa would have to take the initiative and maintain it if it wished to keep ahead

Cognisance had to be taken of the fact that millions of people were going to enter the labour market

But never before had there been a closer and more intimate relation between labour leaders and a Minister Consultations

were taking place almost weekly, he said

Mr Botha said that when he appointed the commission of inquiry into labour legislation he included four labour representatives

This being so, the changes resulting from the investigation would not be seen as "the Minister's legislation — but as our legislation," Mr Botha said

(Report by L H Marshall, 216 Vermeulen Street Pretoria)

The shape of things to come?

132
FM 18/11/77

A new plan for industrial relations has been proposed. Some say it has friends in high places

Three professors have unveiled a plan aiming at restructuring industrial relations in SA. It is not unusual for academics to draw up plans of this sort but this one is anything but an academic exercise.

The plan has been drawn up by Johan Piron, "Blackie" Swart and Wilhe Bendix of Unisa's Institute of Labour Relations. According to some sources, it has official backing at the highest level, at least in broad outline and will be high on the Wiehahn Commission's agenda.

The blueprint provides for an elaborate industrial relations system, whose key elements are

- The merging of the Industrial Conciliation and Bantu Labour Relations

Regulation Acts into one statute, the Labour Relations Act

- Multi-racial workers committees at plant level
- The recognition of African and mixed unions,
- The protection of minority rights in the form of job safeguards for skilled (white, coloured and Asian) workers,
- A labour court which will hand down judgments on labour disputes, and
- A national labour council composed of equal numbers of trade unions, government and employer representatives.

The system is an amalgam of a number of continental systems. What it

seems to do is to recognise existing African unions without necessarily encouraging the growth of new ones and to provide for a fair amount of centralised control to make sure that the system doesn't slip out of the limits set down for it by government.

It also, however, seeks to eliminate all racial elements in SA's industrial law and to place a variety of issues which used to be the prerogative of government into the hands of unions and employers.

In practice, the system (see diagram) would work something like this. If workers wanted a plant level committee, employers would have to set one up. The committees would be multi-racial. al-

though workers could form sub-committees on a racial basis if they wished

The constitution of the committee would be drawn up after discussion between management and workers. If both parties agreed, it could bargain on wages and working conditions. However, if an employer wished to limit the committee's powers, he would be able to do so. "You can't force employers to bargain," says Piron.

The committees would not have to register with the Department of Labour. Nor would their constitutions have to be registered.

No political activity

African and mixed trade unions would be recognised -- provided they agreed to eschew political activity and submit their books to impartial auditing. There would be no compulsion on white unions to open their doors to Africans, however.

Unions would have a much more limited role than they enjoy at present. They would not, for example, bargain at industrial council level, their chief role would be limited to issues like apprenticeship and training.

The closed shop system would be scrapped and there would be a clause in the Act to the effect that employers could not be forced to grant unions check off facilities for union dues or access to factory or shop premises.

Industrial council bargaining would be carried out by an "industry union." This would have to be non-racial in the sense that all unions in the industry would be entitled to become members.

The unions would decide among themselves how the industry union would operate and who would bargain on the industrial council. If they could not agree among themselves, they would call in an arbitrator or the national labour council.

Common platform

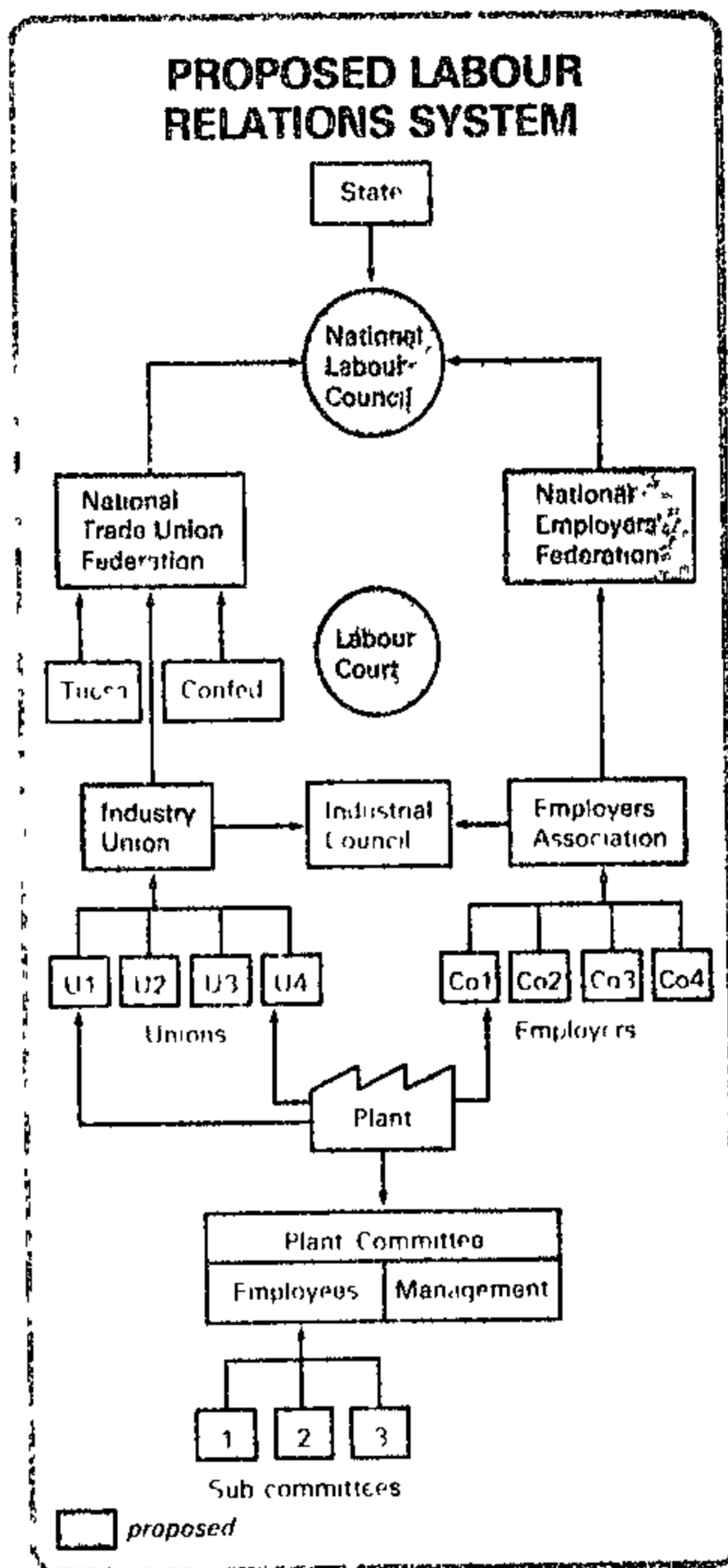
At present, individual unions who bargain at industrial council level don't have to caucus with each other to come up with a common platform. While they often do just that, there are instances where the unions have come to the council with differing demands.

The proposal would probably eliminate this, by making it virtually compulsory for unions to arrive at the council with a common platform. It might also, in time, lead to a reduction of the number of unions in each industry.

Job reservation -- both statutory and by industrial council agreement -- would go. However, the present seniority system in the job ladder would be entrenched in law, so that employers could not replace a skilled worker with an unskilled one. Disputes on black job advancement would be referred to the labour court.

Piron adds that the plan could incor-

porate other safeguards for registered union men. One possibility would be to lay down that any proposal which affected a particular racial group would need a two-thirds majority within an individual or industry union before it became



policy

The procedure for strikes would be laid down in the Act and would be much the same as at present.

While existing trade union federations like Tucsa and the Confederation of Labour could continue to exist, a national trade union federation and a national employer federation would be formed.

These bodies would formulate policy on a national level for employers and workers. They would also elect representatives to the national labour council which, besides advising government, would take over the present functions of the Wage Board, together with other quasi-government labour functions.

The scheme provides for a new demarcation of industries for bargaining purposes (this would probably be laid down in the Act). The result would be significant changes in the scope and labour activities of employer organisations, together with a significant reduction in their number.

A key element in the system is the

labour court, which would have a vital role in interpreting the Act and hence placing its stamp on the way industrial relations are organised.

Piron stresses, however, that it would only have jurisdiction over "disputes of right" (disputes affecting existing rights in terms of the law) rather than "disputes of interest" (ordinary bargaining disputes, such as how big a pay increase should be).

Interference ahead?

He also stresses that the new system would have to be phased in gradually. "You can't change industrial relations overnight."

The plan is not without its critics even at this early stage. They argue that it weights bargaining in favour of national level committees by allowing them to bargain on actual wage rates, while the industrial council would only set the wage minima.

Piron agrees that the present union "could atrophy" under the system, he adds. "There's just as much chance it could grow in influence as they have under a similar system in Belgium."

Swart adds that the plan is not finalised and could exclude wage bargaining at plant level.

Others fear that the system is highly structured and that it would provide for too much interference in bargaining from bodies like the national labour council and the labour court.

Says Piron: "We believe we're allowing people maximum freedom. If employers want a strong plant-level committee they can have one. If they want a strong union, they can have that. There's a lot of scope for difference within that."

Swart adds that industrial council bargaining could be decentralised to regional and local level.

He says he and his co-authors are going to gauge employer and union reaction to the plan in the next few weeks. They will be submitting the proposal to the Wiehahn Commission next month.

How the plan will fare remains to be seen. Conservative unions will no doubt have reservations about some aspects, arguing that they would undermine the position of the white worker.

African unions may also be unhappy -- particularly with the idea of allowing employers to opt out of granting check-off and organising facilities. And employer groups might feel that the proposal tampers with their present structure and prescribes to them how they should organise their affairs.

The key issues are whether to give wage bargaining rights at plant level, the extent to which bodies like the national labour council and labour court should or would try to influence the shape of bargaining.

WORKERS spoil ballot papers deliberately

San. Ind. 26th 1977

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WORKERS at Smith and Nephew's Natal plant have given a strong indication of their rejection of the Works Council of the company by trying to set up there to replace union representation.

The latest setback for management came during elections for the Works Council when largely unskilled African workers at the plant put through a mass of 'deliberately' spoilt papers. According to union sources about two-thirds of the ballots cast by African workers were either spoilt or left blank. The rest voted for the six candidates nominated for the council.

Company spokesmen were not available to comment on the voting

because the Managing Director, Mr Kenneth D. Lavin, is overseas for meetings with the head office. No one else is permitted to issue statements on company affairs.

But industrial relations at the plant have been troubled since earlier this year management broke off negotiations with the unregistered National Union of Textile Workers for the completion of an agreement which would have recognised the union as the negotiating body representing workers.

Negotiations between management and workers were previously conducted according to an agreement drawn up between the NUTW and the registered Textile Workers Industrial Union and management.

But, following the intervention of TWIU secretary, Norman Daniels, his union adopted a policy of distancing itself from the NUTW. A separate branch

Finance Reporter

secretary was appointed whereas the two unions had shared the services of one secretary.

All TWIU members at Smith and Nephew then resigned from that union and joined the NUTW, which at present claims to have at least 500 members in Smith and Nephew.

Workers at the plant have consistently taken a strong line against the Works Council despite, as the union claims, a strong pressure by

management to adopt the council.

Workers nominated to stand for the council have refused to accept nomination because they claim they would be regarded as "sell outs" by fellow workers.

At the same time union shop stewards, although they have no official standing in the factory, have also refused to stand for the council when approached by management because they say they would not be acting in accordance with workers wishes.

Although elections to the council were finally conducted, a further indication of workers rejection of it was shown in the high proportion of spoilt papers.

In addition to the African workers, Indian workers — who included many clerical and supervisory staff — normally inclined to a strong line on unions — also cast a high proportion of spoilt papers.

About 32 percent of their ballot papers were either blank or deliberately spoilt.

Many papers from both groups of workers had slogans demanding union rights scrawled across them.

Of the white workers who voted, only a minute percentage cast blank papers.

Speak out call to industry (132)

EAST LONDON — The president of the Border Chamber of Industries believes the time has come for industry to become more outspoken and should help to form public opinion.

In his presidential address to members at the annual meeting here, he said the Federated Chamber of Industries avoids public criticism of Government "because our organisation feels more can be achieved by discreet behind the scenes negotiations."

"Organisations such as ours in other countries can help effectively to form public opinion, but in this country this is not so. However, I personally believe the time has come for industry to become more outspoken."

Of the local scene, Mr Barman said East London industrialists had been accused of being negative in their thinking. "This in the Border Chamber of Industries strongly repudiates, except if negative thinking is thought to be criticism of Government policies as regards the Border area

"We agree fully with the Government policy of decentralisation, and our Chamber has more in common with the Government's industrial policy than other Chambers around the country"

"The Decentralisation Board has done much constructive work for this region, and there are very few complaints from individual companies. Those companies dealing with the Board or Department of Industry direct have received heartening consideration to their specific problems."

"But where a problem does arise is where overall Government economic and planning policy cuts across the needs of a decentralised area such as ours"

"This means then that the assistance is given with the one hand and is taken away, unintentionally, with the other. It is at this point that the Border Chamber of Industries becomes both critical and agitated"

"I refer here to items such as electricity charges, port facilities and



To mark his 40 years with the organisation, Mr Cyril Potgieter (right) the director, is presented with a silver tea service by Mr P. Barman, president of the Border Chamber of Industries.

transport. When policies are changed in any of these areas on a national basis, then it vitally affects East London."

Regarding the East London harbour, Mr Barman referred to the special box rate enjoyed by those shipping from Durban to the Reef. "They have a box rate of

R430 a box irrespective of contents, and a similar box from East London would cost three to four times as much, depending upon contents."

"The result of this special Durban rate is that manufacturers in Cape Town and Port Elizabeth are now finding it cheaper to send goods by sea to Durban and then take advantage of the box rate from there to the Reef."

"I need not tell you what the effect will be on East London harbour."

He said approaches had been made to the Railways for adequate facilities to handle, at best, all container ships here, but certainly all those not of the giant size "that the Conference Lines have wrongly ordered."

He said the answer to this had been "no", and "this can only mean that

slower railway service between here and the Transvaal

"At the moment goods transhipped in Cape Town for East London are subsidised by the other direct shipments to the three major container ports"

"We have been given no guarantee that this subsidy will remain in force."

Mr Barman added that the "only ray of sunshine" was that the Railways had agreed to go ahead and provide adequate facilities to handle the five Ro-Ro ships which will be calling at East London on a regular basis.

Further good news was that the change in the Road Transportation Act which comes into force in January will enable manufacturers in decentralised areas to run an eight-ton truck for

JAYCEE NEWLANDS

AGENDA FOR THE G.B.M. TO BE HELD ON
TUESDAY, 6TH DECEMBER, 1977 AT
THE PALACE HOTEL, MAIN ROAD, KENILWORTH
AT 6.30 P.M.

1. CALL TO ORDER
2. CREED
3. NOTICE OF MEETING
4. ATTENDANCE AND APOLOGIES
5. INTRODUCTION OF VISITORS
6. INDUCTIONS
7. ESTABLISHMENT OF VOTING STRENGTH
8. ACCEPTANCE OF AGENDA
9. MINUTES OF THE MEETING HELD ON 1.11.77

9.1. Verification

Matters arising

East London will decline
as a port, which in turn
will result in an even

deliveries anywhere
within the Republic.
"Finally" he said, "we
are continuing to make
representations on a
rebate on incoming raw
materials for manufac-
turers, and we do have the
Decentralisation Board's
support."

Mr Barman then made
presentations to Mr Jim
Leith, the Chamber's
recorder for the past five
years, and to Mr Cyril
Potgieter, the Chamber's
Director, who first took of-
fice, as secretary, in Oc-
tober 1937. In turn, Mr A.
(Tony) Recsei, vice-
president, presented Mr
Barman with a silver
tankard in appreciation of
what he had done for the
Chamber during his year
in office.

Mr M. L. Phillips, was
elected president for the
ensuing year, with Mr J.
A. Rich vice-president. Mr
R. Cullingworth was re-
elected hon. treasurer,
and the new executive
committee comprises
Messrs J. Bullough, D. C.
Breetzke, R. L. Cook, G.
M. C. Dewar, I. R. Fleming
and V. Lawson

BUSINESS EDITOR

18. AWARDS
19. SERGEANT-AT-ARMS
20. CORRESPONDENCE
21. NEW BUSINESS
22. GENERAL
23. AWARD OF THE GAVEL
24. CLOSURE

ESM 9/12/77

'Code (132) sounds good, but...'

Staff Reporter

WHILE employers and the Trade Union Council of South Africa (Tucsa) have welcome the Urban Foundation's Code of Conduct, some black unions are sceptical about its implementation.

The chairman of the black Engineering and Allied Workers' Union, Mr Mcebisi Mqhayi, said the code was more or less what black unions had been aiming for. "It sounds good. But we have heard often of fine sentiments which turned out to be nothing more than window dressing.

"Whether the code can now be put into practice is a different matter," Mr Mqhayi said.

The Minister of Labour, Mr Fanie Botha, said through his secretary, he would have to study the code before commenting.

The president of Tucsa, Mr Ronnie Webb, was "happy" at the move.

But he said: "It is regrettable they did not deem it necessary to get Tucsa's view on the matter, but we hope their code will bear fruit."

The president of the Garment Workers' Union, Dr Anna Scheepers, said she supported the principles embodied in the code. But she hoped restrictive legislation, particularly that limiting freedom of association, would be scrapped.

Mr Theo Poolman, secretary of the SA Consultative Committee on Labour Affairs (Saccola), which represent 90% of the employers and which helped to draw up the code, said: "Saccola intends to monitor the code to see how it is implemented.

"Each of our member organisations had the complete opportunity to discuss the code before it was finally agreed upon," he said.

The executive director of Assocom, Mr Raymond Parsons, said organised commerce supported the code. He urged all businessmen to implement it.

The president of the white SA Confederation of Labour, Mr Attie Niewoult, declined to comment until he had studied the code fully.

Die Christies aqter die kode

132

RAPPORT Hierdie nuwe kode wil, om dit kort en klaar te stel, werk vir die algehele uitwysing van diskriminasie in arbeid op grond van ras en kleur, en daarmee die ekstra beveling verwyder wat tot dusver vir die blanke werker in ons arbeidsopset ingebou was Gesien — gehoor! — die gromminge wat klaar van ver-regse vakbondkant kom teen hierdie moete „verklaring van voorneme” van die werkgewers, glo u dit sal in die praktyk veel meer kan beteken as die papier waarop dit geskryf staan? Reimnende regse vakbondleiers wil klaar weet hoekom hulle nie eers geraadpleeg is voordat so n verklaring uitgereik is nie

DU TOIT Hulle is nie geraadpleeg nie omdat ons, eerlik, nie gedink het ons sal in die stadium met hulle eensgesindheid kan bereik nie En dit is, buitelandse en binne-landse, baie belangrik dat ons nou kom met n kode wat wys wat die gesindheid van die meerderheid van SA se werkgewers is

Binnelands omdat dit die klimaat skep waarbinne selfs die werkgewers wat nog bietjie in die broek gehang het, sal kans sien om in belang van gesonde ekonomiese groei te werk.

DU TOIT U sê die kode is ook met die oog op die buiteland van groot belang

DU TOIT Kom ons kyk na die agtergrond waarteen ons kode tot stand gekom het

Agtien maande gelede het die Gefeedereerde Kamer van Nywerhede n verklaring opgestel van wat hulle wil aanbeveel as n Arbeidsbeleid vir die Jare Sewentig Daar is gevoel ons land se arbeidswetgewing is ongekoördineerd — wat die minister van een departement bepaal, word deur n besluit van die

spel word

RAPPORT Hoekom nou hierdie dringende formulering van die kode?

DU TOIT Dis iets waar-aan al o m n jaar gelede gedink is by die stigtingsvergadering van die Stedelike Stigting Omdat dié stigting vanwee sy netelinge posisie nie die indruk wou skep dat hy n drukgroep téén die Regering is nie, is geen haastige stappe gedoen nie

Maar toe ons vanjaar Junemaand in Genève so n vir die konferensie van die Internasionale Werkgeversorganisasie — gelyktydig met die Internasionale

tafel was gedek vir n situasie wat vir SA baie na aanoodlotig kon word

Teen dié agtergrond het ons dringend besef hoe nodig dit is om, in albei se belang, die hande te sterk van bevriende werkgewersorganisasies in die buiteland Ons moet hulle inlig oor wat reeds hier by ons gedoen word om diskriminasie te probeer afskaf, en hulle so n wapen gee teen eie vakbonddreigemente

Daarvoor was so n byeenkoms soos in Genève so n belangrike verhoog vir ons, met verteenwoordigers van 83 lande daar byeen Ek het net gevoel een so n ge-

en wit, wil waarborg en waarteen daar in regse vakbondkringe soveel bedenking is n Man soos mnr Gert Beetz sien dit as potensiele vrypas vir onbreidelde swart staking

DU TOIT Juis En by daardie kongres oor kollektiewe bedinging het ons n aantal belangrike strominge by Westerse lande gemaak wat vir ons belangrik kan wees in die arbeidstydvak wat ons nou ingaan

Die eerste was die besef dat kollektiewe bedinging selfs ná 150 jaar nie altyd — en veral nie in resessie tye — oral so danig goed werk nie Oor die beginsel dat daar die reg op bedinging moet wees, stem die Westersaam Maar binne eie geleedere is daar verskillende maniere om die saak te benader Japan, byvoorbeeld, het sy bedinging tot groot hoogte gesentraliseer, lande soos Rusland en Pole, maar ook in hoe mate Nederland en België, het dit gesentraliseer

Dit laat ruimte vir n besef dat ook Suid-Afrika, halfpad, soos ons is, tussen n ontwikkelde en ontwikkelende land — hoogsese omstandighede het wat n eie uitwysing van die beginsel kan nodig maak

boele wat sommige hulle wil uitmaak, nóg die heelal waarvoor ander hulle aan sien. Iyk dit

Om terug te kom na die kode wat maak hom spesifiek geskik vir SA omstandighede, eerder as die Amerikaanse Sullivankode of die EEG-kode wat vir Europese maatskappye voorgeskryf word?

DU TOIT Sy klem op optrede binne die raamwerk van die SA wet maar dan met die duidelike besef dat ons arbeidswetgewing ontwikkel, en nie stantes is nie

En nou is dit interessant dat die meeste werkgewers van die Europese lande wat die drukste met ons sake doen — Brittanje, Duursland, Nederland, Oostenryk, België en, snaaks genoeg, Denemarke — by die

laaste internasionale werkgewerskonferensie ten duidelkste vir ons laat blyk het hoe ontvrede hulle is oor die EEG-kode Hul ministerraad, se hulle, het dit opgestel sonder om hulle te raadpleeg wat dit in SA moet kom implementeer

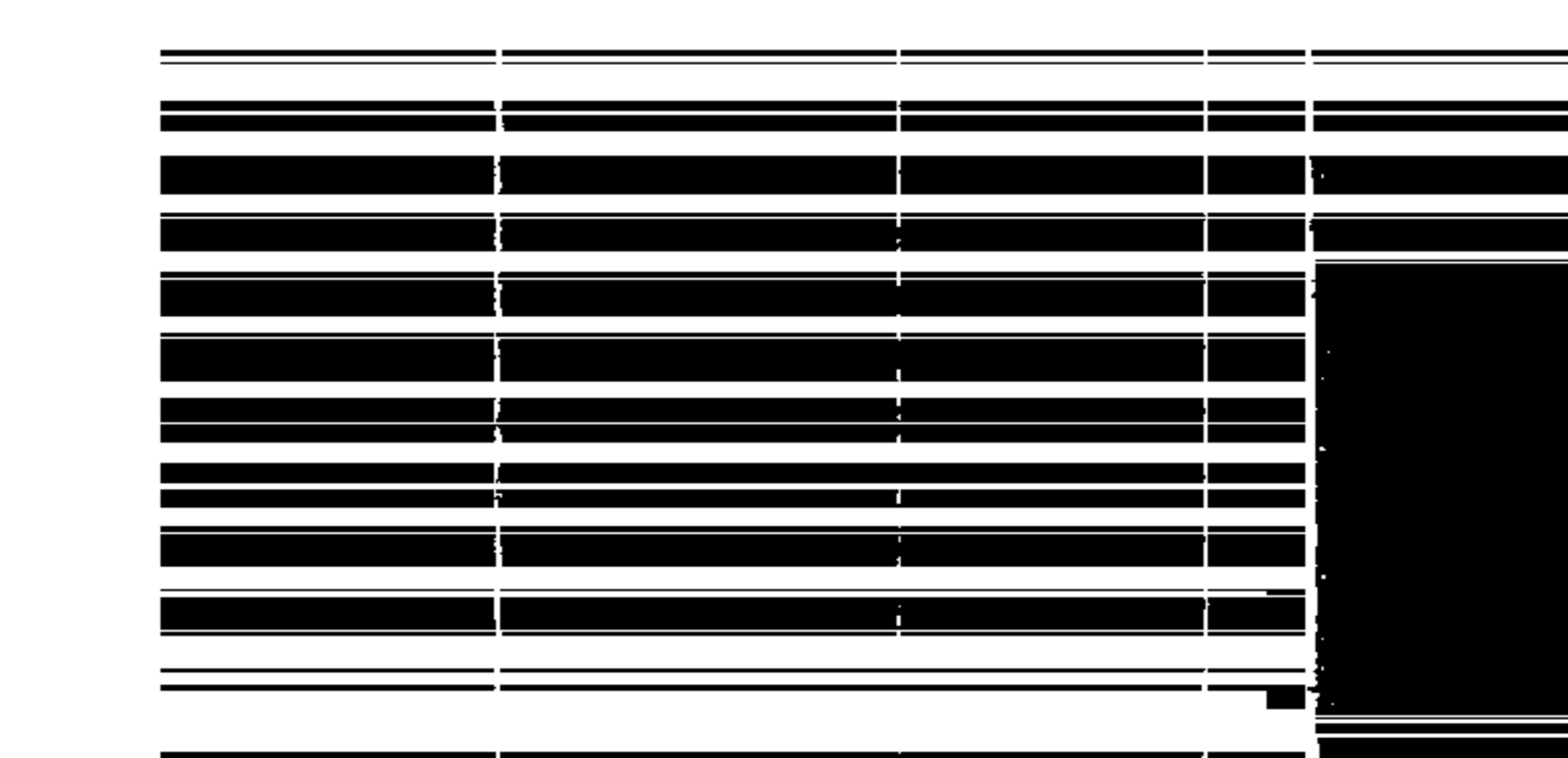
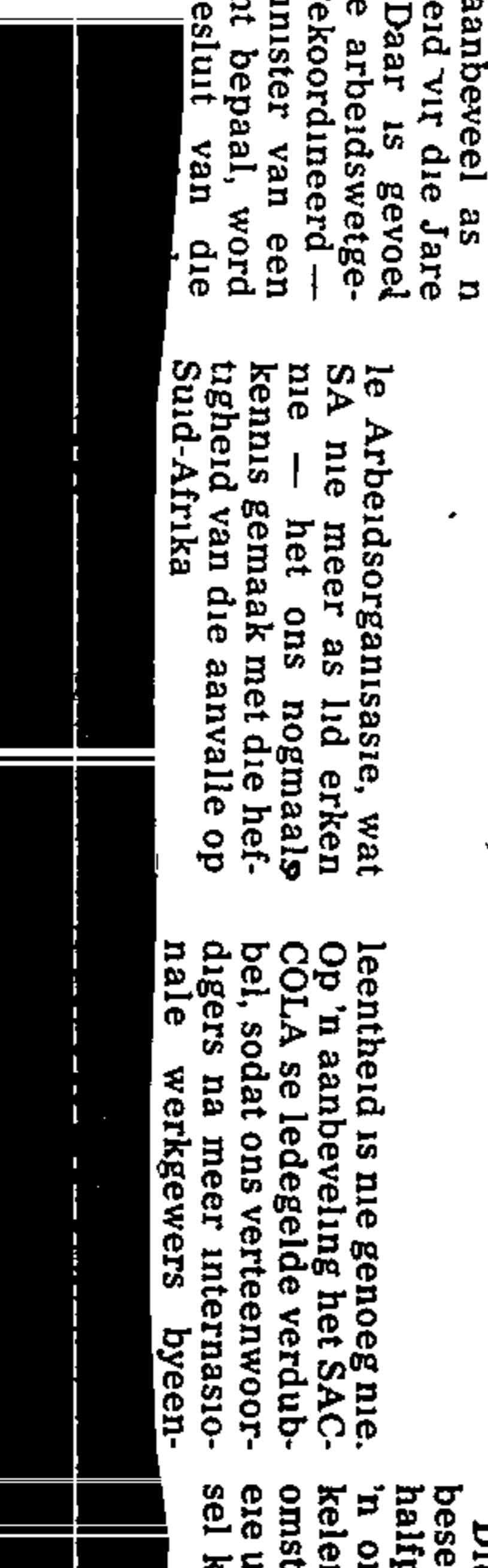
Dit sal my min verbaas as die EEG-kode n stil dood sterwe

werkgewers sal sterk kanstaan teenoor luidrugtige vakbondse in ere land as hulle n verligte SA kode kan onderskryf en so getrou bly aan die vaste beginsel van multi-nasionale maatskappye dat hulle binne die wettlike raamwerk van n gasheer-land opereer

● Ons moet hulle help om voort te gaan om ons te help

Dink Weer

Onder redaksie van Rykje van Reenen en Andries van Wyk



DIT sou te ver gaan om Chris du Toit te beskryf as die vader van die nuwe gedragskode wat pas onderskryf is deur organisasies wat 90 p s se werkgewers verteenwoordig. Maar as voorsitter van die Raadplegende SA Komitee insake Arbeidsaangeleenthede en as backroom-boy by die totstandkoming van die Stedelike Stigting wat saam die nuwe kode opgestel het, het hy meer as 'n bietjie daarmee te doen gehad.

Hy dien ook in die Wiehahn-kommissie wat moontlik binne die volgende jaar of agttien maande aanbevelinge oor nuwe arbeidswetgewing in SA aan die Regering sal maak.

Brekfistyd, onder 'n boom in sy tuin by Seymourlaan, Parktown, gesels hy so met
RAPPORT

bestaande wetgewing oorbord gegooi kan word. En na daardie wetgewing word nou juis weer, soos u weet, gekyk.

RAPPORT Sulke uitgesproke steun vir die afskaffing van diskriminasie van die kant van die groot gros werkgewersorganisasies in die land — onder meer die Afrikaanse Handelsinstituut — sal seker ook die hande van die Wiehahn-kommissie aansienlik sterk by sy aanbevelings vir nuwe arbeidswetgewing?

DU TOIT Los eers die wetgewing wat kan kom. Sam van Coller se Instituut vir Nywerheidsbetrekkings begin aanstaande maand met 'n reeks seminare in Johannesburg, Kaapstad, Durban, Port Elizabeth, waar werkgewers vir hulleself helderheid kan kry oor presies wat reeds binne die bestaande arbeidswetgewing moontlik is.

Jy kry diskriminasie in arbeid wat vasgelê is in wetgewing. Die feit dat daar een bedingstelsel is vir blankes en 'n ander vir swartes, die werkreservering wat nog bestaan. Jy kry ook diskriminasie wat onregstreeks deur wetgewing vasgelê is, soos wanneer die Groepsgebiedewet bepaal wie in welke gebiede mag werk.

Maar 'n groter mate van diskriminasie spruit in die praktyk of uit werksaamkomste tussen werkgewers en werkers, of uit geykte houdings. Dis hier waar daar 'n al groter bereidwilligheid by werkgewers posvat om te doen wat hul hand kan doen. Dis hier waar die kode klaar 'n rol kan speel.

RAPPORT Daar word as beswaar ingebring dat die kode nie tande het nie.

DU TOIT As ons die kode afdwingbaar sou probeer maak, sou werkgewers 'n lat vir hul eie rug kon pluk, hulle sou hulle blootstel aan summierse eise wat nie bepaalde omstandighede en moontlikhede in ag neem nie. Arbeidsreelings, nes politiek, is by uitnemning die kuns van die moontlike.

RAPPORT 'n Man soos Prof. Roux van der Merwe, professor in nywerheids- en organisatoriese sielkunde aan die UPE, wys ook daarop dat Amerika se Equal Employment Act — wat ook 'n kode begin het — in sommige gevalle

maak. Ons ekonomie ly daaronder dat ons ons arbeidskrag nie ten beste gebruik kry nie. 'n Bekwame swartman moet agteruit staan vir 'n minder bekwame werker, net omdat dié wit is. 'n Witman word deur 'n swartman opgelei, en dan bo hom bevorder.

RAPPORT Nooit! In water maatskappy gebeur sowat?

DU TOIT As dit in myne was, sou ek jou gesê het, nou is dit nie, nou kan ek nie! In elk geval, ek verteenwoordig die GKN in Raadplegende Komitee van SA Werkgewers insake arbeidsaangeleenthede.

RAPPORT Waarvan u voorsitter is?

DU TOIT Ons in hierdie komitee — wyer bekend onder sy Engelse voorletters SACCOLA, vir die SA Consultative Committee on Labour — het die aanbeve-

Regse vakbonde is laaste vuis van HNP

RAPPORT Binnelands bly die groot vraag nou by almal hoeveel weerklank die kode in die aanbevelings van die Wiehahn-kommissie sal kry.

CHRIS DU TOIT En in hoeverre die Regering daardie aanbevelings gaan aanvaar, onthou! Hier kan die regse vakbonde se rol meer of minder belangrik wees. Hoewel hulle wat getalle betref, kleiner is as die linkse en middelgroep vakbonde, wat die kode steun, het hulle die grootste invloed by die Regering, veral vanweë hul konneksie met die HNP en met genl. Hertzog.

Dis 'n saak wat terug te voer is na 1922 se staking aan die Rand — daardie sogenaemde Rooi Revolusie — toe genl. Smuts die werkgewers gesteun het, maar genl. Hertzog aan die bewind gekom het met 'n Pakt van Nasionaliste en (blanke) arbeiders.

In daardie tyd het die beginsel van die „geslote werkwinkel” — oftewel „closed shop” — wetlike erkenning gekry. Daar-

linge bygewerk en deurgevoer na die Eerste Minister se Ekonomiese Adviesraad, en van daar is dit na die Wiehahn-kommissie. In bree trekke beliggaam dit die gedagtegang wat nou ook in die kode uitge-

Wie hier in die land sit, kan g'n benul daarvan hê nie. En dié keer was dit ekstra hewig ook by bevriende werkgewersorganisasie, want op hulle het daar nou die heftigste druk gekom van eie vakbonde. Die het nou gedreig om hul fabriek in Europa te boi-

komste kon stuur. IWO het vir ons die deur oopgemaak na nog vyf.

Naas Steenkamp van General Mining, Glynn Taylor van die suikerbedryf en ek is juis 'n paar weke terug van tien dae by die Konferensie oor Kollektiewe Be-



Ek onderstreep graag vir hulle dat ons in één bestel moet akkommodeer die werker wat gelykstaande aan 'n Engelsman van 1830 en die Engelsman van 1977 — en kyk hoe sukkel hulle om huis te hou net met hul Engelsmanne van 1977!

Die tweede saak waarna die konferensie baie stip gekyk het, was die verband tussen inflasie en werkers-eise wat deur middel van kollektiewe bedinging verkry word. En die vraag is gestel of kollektiewe bedinging nie besig is om handuit te ruk nie.

Teen dié agtergrond is die interessante gedagte ontstaan dat werkers binne die raamwerk moet geskied van die langtermynheil van 'n land se vernaamste bedryf. Hierop, is gesê, moet regering, werkgewers, werkers saam besluit.

In Finland is die land vernaamste stut byvoorbeeld sy papierbedryf.

RAPPORT en by ons DU TOIT (lag) Ons sta diens? In elk geval, moet gekyk word na ekonomiese toekoms van jou hoofproduk. Daar bereken word hoeveel lank oor langtermyn kan stye sonder dat dié produk se meedingmoontlikheid in die wêreldmark inboet.

Word dit nie in ag geneem nie, kry jy die posisie waarin Swede vandag is. Hy moes vanjaar al met 19 p s devalueer omdat sy produkte só duur geword het dat hy net nie meer kan uitvoer nie. En dit is vir werkers net so katastrofies as vir werkgewers.

Oordadige vakbondseise stuur ook in Brittanje op rampspoed af.

Nou word die vraag gevra wanneer mag 'n vakbond staak?

RAPPORT U kode praat ook, sien 'n mens, van „die reg van weerhouding van arbeid as gevolg van industriële geskille”.

DU TOIT In Wenen was die denke dat, waar dit om die vertolking van 'n beginsel gaan, daar word 'n staking nie toegelaat nie. Die saak moet deur arbitrasie, sê in 'n arbeidshof, uitgemaak word. Gaan dit om 'n fundamentele mensereg wat misken word, is dit 'n ander saak.

Op dié manier wil die mense die verskriklike klomp stakings wat Westerse lande gereeld lamlê, probeer bekamp.

In dié verband pak die IAO 'n interessante ontleding aan. Al die stakings tot dusver sal ontleed word om te sien waaroor hulle gegaan het en om, in die lig van nuwe insigte, te kyk of daar nie beter maniere was om 'n bepaalde knelpunt te hanteer nie.

Ons sal hier ook weer baie kan leer — ek glo nie in daardie hardekoewelstandpunt dat ons niks van hulle daaroor kan te leer het nie!

RAPPORT Dis almal nuwe perspektiewe wat kan help om SA ook vry te maak van alte dogmatiese arbeidsdenke — vakbonde is byvoorbeeld nóg die paai-

kot as hulle voortgaan met sake doen met Suid-Afrika.

Hulle gaan geen produkte na SA verskeep, geen SA produkte in Europa aflaai nie, het hulle gedreig. Die

dinging in Wenen, waar 27 geïndustrialiseerde lande van die Weste verteenwoordig was.

RAPPORT Kollektiewe bedinging — dis die klousule van jul kode wat dit vir alle werkers, swart

Big labour vote:

'Unions

Star 12/12/77
132

for all'

Sieg Hannig, Labour Reporter

The South African labour movement has come out in a majority vote for "trade union rights for all" and is prepared to scrap job reservation if there is other "protection for individual groups."

Only the white Confederation of Labour dissents from these principles which are supported by representatives of all of the rest of South Africa's organised labour movement, including unregistered black trade unions.

The findings by a committee of 12 representing the confederation, the multiracial Trade Union Council of South Africa, the Confederation of Metal and Building Unions and unaffiliated registered trade unions — have been submitted to the Wiehahn Commission on Labour Legislation.

This was revealed today by the chairman of the committee, Mr Ben Nicholson, general secretary of the Electrical Workers' Association.

He said consensus was reached on all other issues, including strong opposition to works committees along German lines.

"The Confederation of Labour believes that job reservation should stay and that there should be no registered trade unions for blacks," Mr Nicholson said.

"The rest felt that job reservation could go, provided there was suitable protection to safeguard individual groups"

Registration

The unions, other than the Confederation of Labour also recommended that "everybody should have the right to belong to a registered union, but it was for the union to decide its racial composition"

"It was also recommended that no unregistered unions should be permitted once it become possible for all unions to become registered," Mr Nicholson said

The unions, other than the Confederation of Labour said no bona fide trade union should be denied registration

If registration was denied, the union concerned should have the right to appeal to an industrial court — another new concept to South African labour legislation, Mr Nicholson said.

There was full consensus on the need to improve training and to provide minimum training standards as a prerequisite for employment in occupations assumed to

require some form of training

There was also a strong recommendation for training in industrial relations. Special colleges should be established to improve the negotiating skills of management and workers and to promote the relationship between them

Such colleges should be financed by industry, with the Government assisting only by way of tax concessions, the committee recommended

The Confederation of Labour has in the past, claimed to represent up to 200 000 workers

The rest of the labour movement in the 12 member committee is estimated to represent well over 200 000 workers

January 17, 1978 3

CT. 17/1/78
**Labour
commission
in City** (132)

THE Wiehahn Commission of Inquiry into labour legislation yesterday began its four-day session in Cape Town in the Provincial Council building, Wale Street.

The chairman of the 14-man commission — appointed in July last year — is Professor N E Wiehahn, head of the Institute for Labour Relations at the University of South Africa.

A leading expert on labour law, he is also an advocate of Lesotho's High Court and president of the Association of University Lecturers in Law. He has written several books on law and labour.

There is still room for interested persons to make representations to the commission, the secretary, Mr D van der Walt, said. People or organizations wishing to give evidence should contact Mr Van der Walt at room 678 in the Provincial Council building.

Is industry performing its full social responsibilities?

By Roger Omond

Industry exists not merely to make profits. It has widespread social responsibilities as well. But as it performing them?

Laissez-faire capitalism may have been all very well in the 19th century. But the Industrial Revolution, which saw the bosses of industry and commerce revolutionise entire societies, had many hardships for those who actually worked on the factory floor and helped produce the money that made the middle class, management types richer

And few people today — not even the most hardened let-them-eat-cake anti-socialist entrepreneur — would welcome a return to those bad old days when men, women and children worked appallingly long hours in appallingly bad conditions for appallingly little money.

Because, among other things, the system is ineffectual. It may make a few people rich quickly, but its long-term benefits are negative — not least of all to a capitalist society.

More important, it is harmful to all the people constituting that society from the lowest worker to the richest factory owner. All are brutalised by a devil-take-the-hindmost economic attitude. Workers are ill-trained and unproductive; management is constantly having to replace workers who fall ill or who, despite the pressures to earn money, feel the game is not worth the candle.

Even more important: it is an immoral system. The private donations as a

phrase that man does not live by bread alone is scarcely new. But it is no less valid for being old.

The struggle towards a better society is a never-ending one. And it is a struggle in which all have to play a part. Regrettably, much of the history of the Western capitalist world shows that the struggle towards a better life is led by those who live lives of grim desperation — or by intellectuals who find it profoundly disturbing that a minor percentage of the population grabs a major proportion of a country's wealth.

Of course, there is nothing to say that a businessman cannot be an intellectual. Unfortunately there are too few examples of businessmen realising the challenge that faces them is not merely to maximise profits.

There are exceptions: the Oppenheimer empire, for example, gives away hundreds of thousands of pounds every year to what it considers, after lengthy examination, to be worthy causes.

And some socialists would argue that this charity is merely to ensure that the empire — Oppenheimer or any other large corporation — survives, that it is sometimes little more than a public relations exercise.

That is probably too harsh a criticism. There is a certain amount of self-interest about it, but there is no doubt that organisations like these regard their public and private donations as a

form of investment in the future.

But the challenge to businessmen is more than merely giving away a certain percentage of gross profit. The challenge is to help build a society where there will not be the pressing need for multi-million pound corporations to act as an unofficial arm of the State which, for reasons of its own, ignores many avenues which it should explore and remedy.

The challenge is to build a society where poverty ceases to exist, where every single citizen is assured of basic human rights, where the state is compassionate enough to care for the welfare of every individual.

That means that the businessman must put the pressure on government — whether that government is in South Africa, Britain or America. It means that the businessman, who often has greater access to the politicians than the man-in-the-street, must force government to realise its responsibilities to those who voted it into power — and its responsibilities to those without the vote.

For if the businessman does not exercise his influence, he may find that in the end he has lost everything control of his firm (through nationalisation), control of his country (through a process that has been seen in nearly every undeveloped and crude capitalist state in the world).

Laissez-faire capitalism is dead. Even in South Africa, which claims to be a stronghold and bastion

of capitalism, the economy is controlled largely by the Government. There is no such thing as an economy which can be ruled solely by market forces — although the more backward of the economists, businessmen and economic journalists would have us attempt a return to the bad old days.

There could be no more successful scenario for disaster.

And, in fact, when people talk about a return to an economy ruled solely by market forces, they generally imply that they should be in control of the market.

Patently, there can be no going back from a society that has become a mixed economy and which holds out the beginnings of a social welfare state. The challenge to business is to accelerate the progress towards a great degree of social welfareism while, at the same time, trying to ensure that the government interferes in the private sector only when necessary.

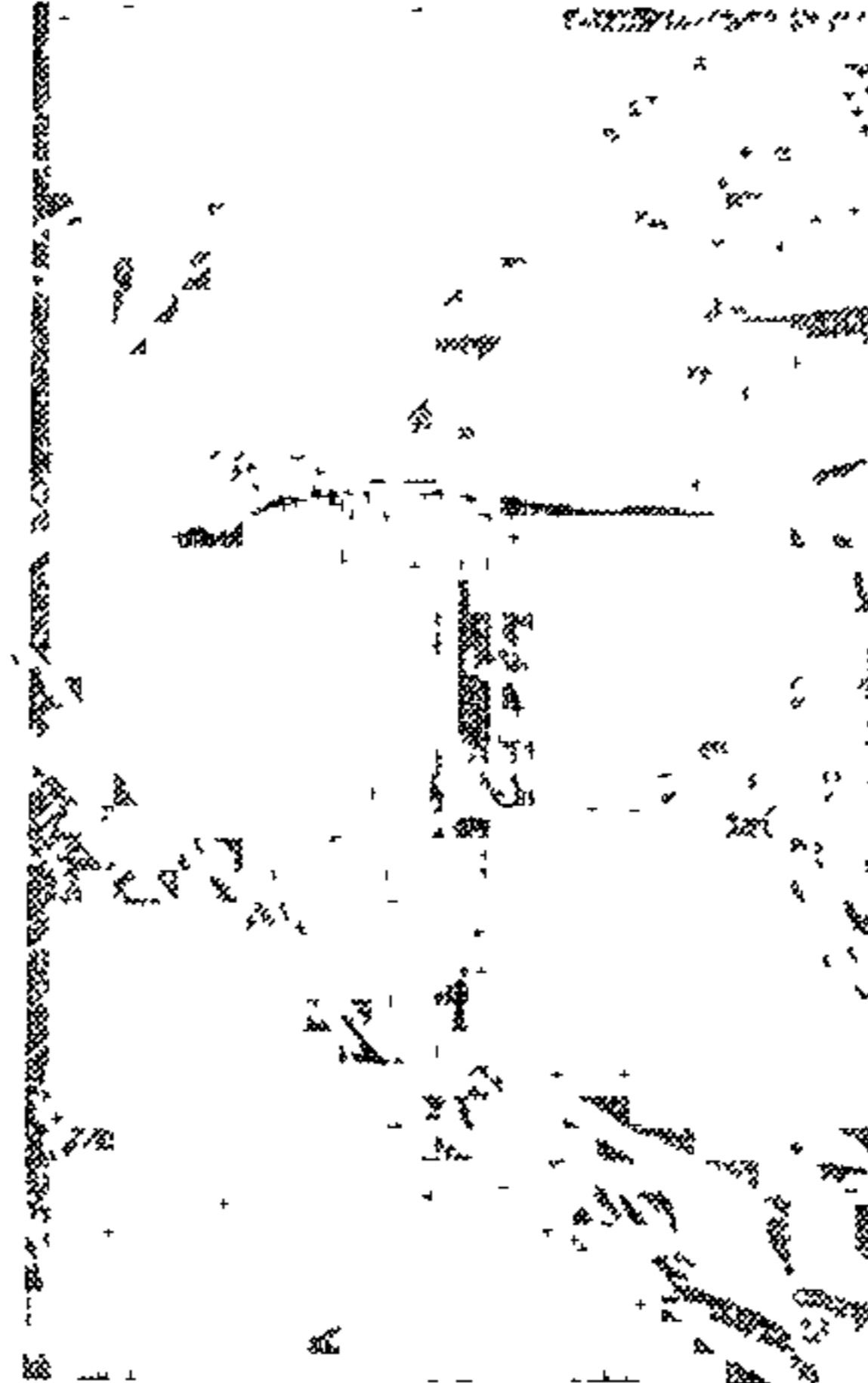
And one of the best ways to ensure that government keeps its itchy fingers out of the private sector is to make the private sector open to more people to offer shares first to the people who actually work in the factory and to have some worker representation on management and board room level.

Britain at the moment is going through a second Industrial Revolution on this score. The process is

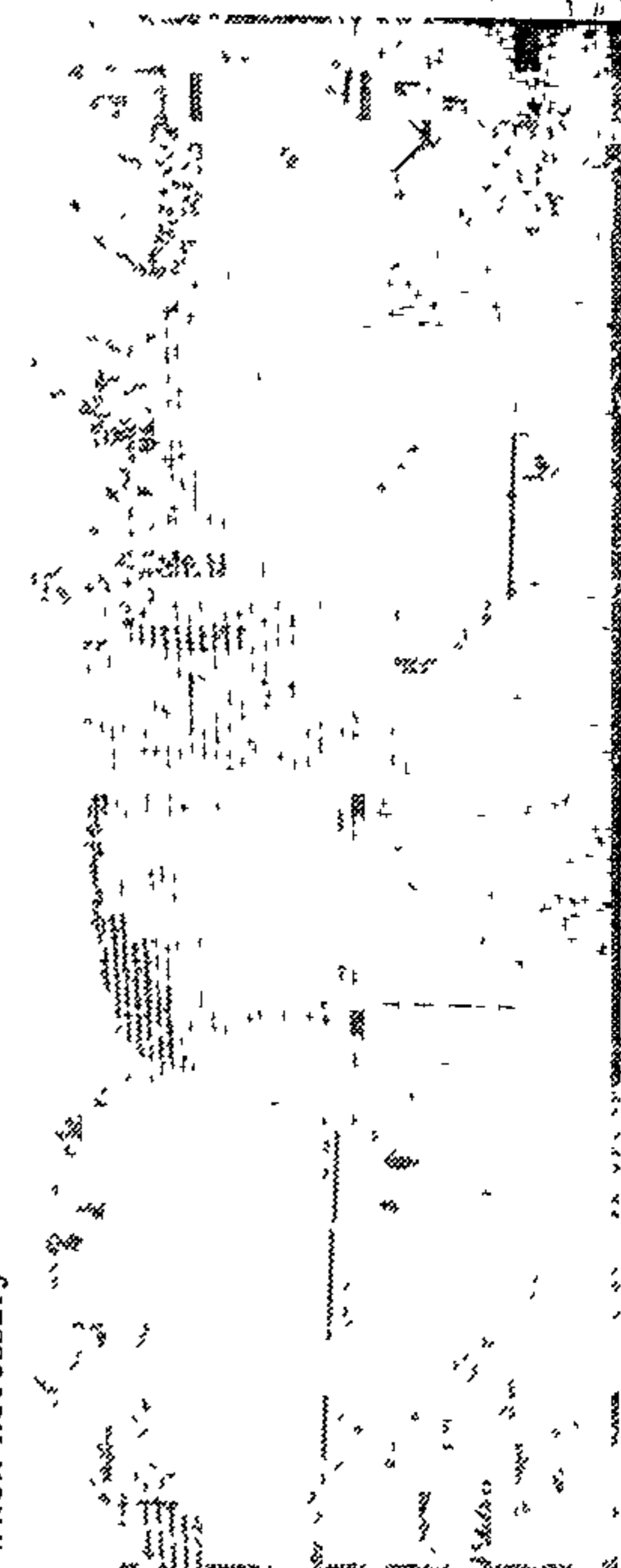
painful, but by the end of this decade there will be many more workers in the board room.

The process will not stop there. It is already widespread on the Continent, it is coming in the United States and one of these days it will be coming to South Africa.

Rather than resist it, businessmen should encourage it — and then together management and working forces can help build that better society



The gap must be narrowed between this . . .



. . . and this, to avoid a social upheaval and secure South Africa's future.

Metalworkers appeased

132

Sieg Hannig
Labour Reporter
 Negotiators in the 500 000-worker metal industry have accepted a "security of employment" formula which could wipe out racial discrimination on the labour front. Employer and union spokesmen are hesitant to speak about the breakthrough. But it is clear, that

instead of drawing racial distinctions, the industry is to protect jobs by specifying skills in cases of advancement and dismissal of workers. Joint consultative machinery is to regulate the question of job changes at plant level. This is to be backed up by the national industrial council which must be notified in the event of

promotion or retrenchment. The industrial council is to lay down the law on skill requirements. The formula — going before employer and union caucuses on Tuesday before being presented to the full industrial council on Wednesday — is a separate issue in the current wage negotiations. The actual wage nego-

tiations have led to an employer offer of across-the-board increases ranging from 14c an hour for artisans to 9c an hour for labourers. In addition, employers are reported to have offered increases of around 10 percent in the minimum rates of pay. These offers have failed to win acceptance from the unions.

Unity in ^(B2) the unions urged

Labour Reporter
Multi-racial trade unions and worker committees — and industrial courts for the settlement of disputes — are among Assocom's proposals to the Wiehahn Commission investigating labour legislation

Assocom (The Association of Chambers of Commerce) has also proposed that

● Black, coloured and Indian manpower must be trained and used to its full capabilities

● Job reservation should be removed as 'completely undesirable and unnecessary'

● Legislation for separating races at work, in rest rooms and canteens, toilets and entrances is 'completely unnecessary'

● Present efforts to improve black housing should be strengthened with title to land and homes in urban areas and transport between home and work

● As more housing becomes available in urban areas, more work seekers should be allowed in to provide a more competitive work force

"Employees should not feel bound to continue in an occupation merely because of the fear of losing a home"

● Facilities to indenture and train black apprentices in urban areas are essential, regardless of whether they return to their homelands or remain in urban areas

● Labour legislation should be cleared of discrimination on the basis of sex or colour "A trade union should be free to represent all ethnic groups, subject to registration," Assocom said

AGREEMENTS

It should represent all employees in national negotiations of wages, hours of work and conditions of employment

The committee system of in-plant negotiations with blacks should be extended to all other groups

A single statutory framework should make all agreements, national or local, binding and provide machinery for conciliation and arbitration

Strikes and lockouts should be illegal for the duration of an agreement

Face the future

Frank thoughts from Minister of Labour.

The 1978 Afrikaans Handelsinstituut Congress in Durban during May, provided Minister of Labour, Mr Fanie Botha with an opportunity to speak out on developments in labour relations. Opening the conference, the Minister gave his appraisal of the future:

We are living in a particularly interesting and challenging period with more questions and warning signs on the way than in any previous period in our history. It is not easy to keep the wheels of the enormous economic machine of our country rolling. At a congress such as this you might expect me to take part in the debate about the urgent economic and financial difficulties of our time. You, the leaders in this field, will most certainly conduct fruitful discussions on these matters.

This evening I should, however, like to talk about our labour arrangements on the road ahead. We should not have any illusions about the truth that a prosperous South Africa will be built on good labour relations. South Africa's potential for prosperity is enormous, but her potential for adversity in the absence of good understanding, timely changes and the right mechanisms in the delicate social, economic and political climate of South Africa's labour set-up, is dangerous.

In Britain the labour movement is a powerful movement with a dangerous element of conflict and confrontation built into its system. Its character reveals an element of unreasonableness and ruthless confrontation that will call a strike in the power supply and transport industries in the middle of winter with catastrophic results for the country's economy and with the loss of human lives in hospitals, old age homes and the rest of the national community. In other European countries and in Japan the movement is more responsible but has already negotiated a role for itself in decision-making in the undertaking.

"What now is your and my duty? It is to read the signs of the times aright, to take the initiative ourselves, to create the right arrangement that will ensure security and conditions worthy of a human being for all our workers..."

Everywhere it is a powerful movement that is connected internationally and interferes politically with its own country's affairs and with that of others — also with South Africa's. This powerful labour movement seeks association, and has already found it, with the 5,3 million White, Black, Brown and Yellow workers in our industries, mines and service industries.

What now is your and my duty? It is to read the signs of the times aright, to take the initiative ourselves, to create the right arrangement that will ensure security and conditions worthy of a human being for all our workers, so that we avoid circumstances that will carry a germ of conflict into the labour field, because a clash could escalate into a racial clash in our own labour world — and this should be avoided at all costs.

I am particularly pleased to be able to state that a sound spirit of mutual trust and interdependency is growing in our present labour set-up and that I am regarding the future with great confidence.

I am confident because I notice that there is success on the road of the pursuit of the first and most important object of all of us, namely to build bridges between employees, employers and the State (the Department of Labour) — bridges between White, Black, Brown and Yellow employees — bridges between various trade-unions — bridges of understanding of the country's and each other's problems — bridges of understanding across the gulf of suspicion and distrust concerning the problems we have to face together.

I should like to mention two examples

- I was able to appoint the Wiehahn Commission consisting of trade-union leaders who strongly opposed each other and to obtain excellent co-operation from all of them to work together objectively and in the best spirit. I was able to appoint a Black man, a Brown man and a Yellow man on the Commission and to obtain an excellent relationship of co-operation.
- I was able to rescind more than three-quarters of the job reservation provisions with the unanimous co-operation of the trade-unions concerned. We have indeed made progress.

"Ultimately it will not be our rich variety of raw materials, our Government policy, or our technical scientific and industrial ability that will enable us to survive. It will be our labour discipline, our labour effort and our labour competence that will prevail. Together we shall all have to work faster, for longer hours, and with more sweat and greater skill. To that end we must inspire every man, woman and child of our White, Brown, Yellow and Black people."

My plea to you is for all of us to co-operate from now on in building bridges and creating the best relations with the employee organizations. I would like to take this opportunity for expressing my appreciation of the co-operation I have already received from the Afrikaanse Handelsinstituut in this regard.

Good labour relations are now of utmost importance to us and for this reason we must, as a starting point from which to move ahead, create mutual trust and build bridges.

Our labour legislation has served us excellently and up to now it has been considered among the best legislation in the world. In addition the responsible and self-controlled labour corps is a unique asset peculiar to our South African social order.

There were 245 stoppages during 1976 and only 90 in 1977. In 1976 177 520 man-hours were lost as against 120 552 in 1977. This is a record that cannot be equalled anywhere else in the world.

Whereas this is the position we must ask ourselves whether that which has till now been regarded as good enough will bear the test of time in the future. The following factors compel us to reappraise our situation and to bring about the necessary adjustments in time:

- The fast growth of the total population with the resulting entry into the labour market of rapidly increasing numbers of work-fit people who have to be accommodated in the South African employment apparatus.
- The labour requirements of the South African production machine which has to provide a higher standard of living for all its people in the future.
- The understandable justifiable human urge to progress on the ladder of self-improvement and self-esteem.
- On the one hand the shortage of White manpower and on the other hand the available Brown, Yellow and Black manpower knocking at the door to be admitted.
- The requirements for better utilization of manpower towards increased productivity to maintain a competitive economy.

Add to these the sensitive factors — the fear of being supplanted in traditional work spheres and groups by new entrants from other groups at lower wages, and the reproaches of discrimination on grounds of race or colour.

If we therefore assume as a starting point that an economically strong and prosperous South Africa will have a growing number of employees in service, more than 80% of whom will be Black, Brown or Yellow in the foreseeable future, the question is how adjustments should take place for labour mobility.

The Afrikaanse Handelsinstituut is the leading voice of the Afrikaans business community. It has a membership of over 7 000 through the affiliation of 180 local Afrikaans chambers of commerce, and in addition, over 700 individual companies throughout South Africa are members.

and progress to proceed without unrest and fear of threat on the part of the White and Coloured labour corps.

I believe that the manner in which the restructuring of job opportunities and the allocation of new job opportunities must take place, has to be by consensus and with the co-responsibility of employers, employees and the State.

Compulsion and a statutory directive from the Government will have the following disadvantages:

- It will be an impossible task in which the Government will sometimes have to enforce its will, with all the harmful results of compulsion and the odium connected with it.
- It will invite the danger and reproach that a bureaucracy with a consequent rigid, unproductive strait-jacket is being formed, which may harm the economy and cause political tension.
- It will lose the advantage of co-operation and the collective development of the best method.

That is why I have already laid down the guidelines when I told employee organizations that they had to accept joint responsibility with employers and the State for the inclusion and advancement of all groups in the manpower pattern of South Africa. That is why I could argue the uselessness of the withdrawn job reservation provisions and obtain consensus.

I therefore believe that a worker has rights and interests and that he should promote his interests through existing or further improved conciliation machinery, but should seek his rights, not through a ministerial directive under the stipulation of an act, such as the clause on job reservation, but through a labour court whose findings will not be criticized as being politically inspired. I then also undertook to review the situation.

It stands to reason that social legislation such as that relating to labour cannot be reviewed at intervals of many years as has been the case hitherto, and then only after a build-up in pressure stretching over long periods.

The effect of such legislation, the continual adaptation of it, especially in a swiftly developing situation such as that in South Africa, should be the subject of continual study and practical observation.

That is why it seems to me that a permanent commission making a continuous study of labour legislation will be of the greatest importance for remaining at the forefront of development and not having a follow-up action.

"Good labour relations are now of the utmost importance to us and for this reason we must, as a starting point from which to move ahead, create mutual trust and build bridges."

Further it appears to me as if the dualism arising out of the organised and unorganised sectors of our labour framework is giving cause for penetrating reflection.

Last year already further recognition was given to the basic workers' rights for Black people, namely the right to negotiate, the right to have agreements enforced and the right of protection against victimization.

This extremely difficult matter is now being investigated and I do not wish to anticipate events.

The position of employees in the labour situation and the necessity for and right to employment and advancement, and their organisation for negotiation and protection of their rights and interests are being considered by the Wiehahn Commission.

The Minister looks ahead

● Continued from Page 6.

A few fundamental matters remain on which we should all reflect together

- Our legislation makes provision for "equal pay for equal work" in the private sector. This is a dangerous principle if it is unqualified. It is not the number of hours a person is employed that counts but what production is delivered during this time.

Firstly, it is dangerous for any economy to accept such a principle without setting a norm for work that must be done for a specified wage.

Secondly, it has an adverse effect in a time of shortage of skilled work with all the associated drawbacks, as has already been experienced in South Africa and of which the motor repair trade is a good example.

Thirdly, it is dangerous in a country like South Africa where we are in fact on the eve of the entry into the labour market of many workers from different population groups in which labour discipline and a tradition of high standards have not yet been established firmly enough.

- In South Africa we still proceed from the standpoint that wages should necessarily follow the inflation rate. Add to this the danger just mentioned of the principle of equal wages for equal work without qualification and we are faced with the truth of the matter that we had a real increase of 9 per cent in our total product from 1972 to 1976 but that it had cost 97 per cent more in wages to produce this. We shall be dependent for our progress on exports in murderous competition in an unfriendly world where strict discipline is applied in an attempt to keep wage increases related to the increase in productivity.

I should like to refer briefly to the disposition of all of us towards our challenge to survival. A country and its people have to be awake and think realistically about the period in which they live. In our particular circumstances we cannot be insensitive to world trends. The labour movement throughout the world has an element of solidarity, although it is subdivided into several groupings and loyalties.

This labour movement is meddling more and more in the lot, status and aspirations of labourers in several countries. We must take cognizance of the fact that alliance with the workers of South Africa is being sought and found. More and more pressure is being exerted on employers' organisations and multi-national companies to challenge the laws and labour administration of South Africa. We are being singled out for this!

No government can allow its authority to be threatened by interference from outside, and no more can we subject ourselves to the application of double standards.

That was why the reply of the South African Employers' Consultative Committee on Labour Affairs to the Sullivan and EEC codes, which were intended as directives for foreign companies in South Africa, was the correct one in that a code of labour relations was drawn up for ourselves. To me it is an example of initiative, and it is the correct course not to be merely negative in a changing world, but to take the initiative ourselves.

The Wiehahn Commission is our initiative for investigating defects in order to make adjustments ourselves to our own model for South Africa. Your code is your initiative for drawing up in your way your own norms for industrial relations. We must take and keep the initiative.

It has been clear to me for a long time that we as the department of Labour have for too long been isolated from the outside world. There is great misunderstanding and lack of comprehension about conditions and the actual situation in our complex country. We have also neglected to do the necessary to transmit knowledge about progress and development. We have not always received the benefit we could have obtained from this.

I have therefore decided to establish a foreign (affairs) section in the Department of Labour that will maintain direct contact and will co-operate with the Department of Foreign Affairs to hold direct discussions with labour leaders, industrial leaders and financiers and to supply information about the labour situation in South Africa. This plan has been discussed and tested exhaustively by Prof. Wiehahn who, at my request, made several visits abroad.

In this I should like to co-operate with our own institutions and I should like to create the necessary machinery with the Afrikaanse Handelsinstituut and other organisations to involve you most closely in this action. This initiative will be the initiative of all of us, and as an optimist I see great success for us on the road ahead.

Lastly we should seriously ask one another: How hard do we want to work for survival? Ultimately it will not be our rich variety of raw materials, our government policy, or our technical, scientific and industrial ability that will enable us to survive. It will be our labour discipline, our labour effort and our labour competence that will prevail. Together we shall all have to work faster, for longer hours, and with more sweat and greater skill.

To that end we must inspire every man, woman and child of our White, Brown, Yellow and Black people.

I see a great future, understanding and co-operation. I see a successful arrangement according to our self-designed model for labour relations. I see us winning because we shall take the initiative and, figuratively speaking, will have thicker callouses on our hands. I see you who are sitting here and all our people working in a dedicated manner and creating our great future.

UNION RIGHTS FM 2/6/78
Not for all

(132)

Who is a foreigner? Somebody born outside SA's borders, or a "citizen" of an independent Bantustan? The distinction could be vital for SA's industrial relations

Speaking in the Senate debate on his budget vote last week, Minister of Labour Fanie Botha warned that any new labour dispensation in SA would not extend trade union rights to "people who come here to work from outside the country" He said he knew of no country where foreigners were granted this right.

Botha's remarks are given added significance by the fact that some form of recognition for African unions seems more likely now than ever before, what with the impending report of the Wiehahn Commission and the publication of a number of codes of employment practice

If, as some sources suggest, African unions *are* registered, Botha's limitation could have the effect of sorely limiting the benefits

Foreign comparison

The term foreigner could, of course, simply refer to citizens of neighbouring states who work in SA on a contract basis-mainly on the mines. But it could equally well refer to citizens of former bantustans which become independent

In the latter case, any African trade union rights government granted would simply wither away as bantustans opted for independence. If, as seems likely, all bantustans except Kwa-Zulu become independent, only Zulus (ironically the most militant African group) would enjoy full union rights.

In the latest issue of its journal, "*Labour Mirror*", TucsA devotes two full pages to a comparison of restrictions on union membership in other countries. According to *Labour Mirror*, "few, if any, countries in the world allow just anyone to hold office in a trade union." In a survey of over 80 countries, however, it goes on to reveal that many of the restrictions are in fact trivial.

For example, over three-quarters of the countries surveyed do *not* stipulate that union officials must be nationals-despite Botha's objections. Only about 10% demand residence or nationality qualifications from union officials

TABLE 11.

LANGA EMPLOYER DORMITORIES - STATISTICAL DATA

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	20A	21	22	23	24	25	26 + 32	33	34	35 + 38					
<p>1) DORMITORIES</p> <p>1 Number of Beds 2 Obviously Unoccupied Beds 3 Breadth in feet 4 Floor 1) completely covered 5 Roof obviously/holed 6 Stone in the middle 7 No lockers at all 8 Kitchen 9. Gutters on dormitory Rain water drains</p> <p>ii) ABLUTION BLOCKS</p> <p>1 Corrugated iron 2 Corroded 3 No of showers 4 Sinks inside 5 Hot water 6, No of W.C.'s</p> <p>11) DORMITORIES</p> <p>1) separate room in dormitory 11) 1 partition wall dividing from hostel</p> <p>11.) Sink inside iv) Sink made of aluminum v) Hot water</p> <p>9. Gutters on dormitory Rain water drains for dormitory</p> <p>11) ABLUTION BLOCKS</p> <p>1 Corrugated iron 2 Corroded 3 no of showers 4 Sinks inside 5 Hot water 6 No of W.C.'s</p>																																			
1	48	42	38	50	34	52	36	36	44	42	36	17	54	42	36	36	14	69	48	54	20	20	34	38	51	51	48	66	48	66	48	45	36		
2	54	48	48	60	12	50	66	48	63	48	51	24	17	42	42	54	66	24	48	54	20	20	48	51	51	48	66	48	66	48	45	36			
3	24	24	24	24	12	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24		
4	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1		
5	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1		
6	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1		
7	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1		
8	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1		
9	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1		
10	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1		
11	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1		
12	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
13	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
14	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
15	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
16	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
17	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
18	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
19	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
20	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
20A	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
21	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
22	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
23	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
24	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
25	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
26 + 32	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
33	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
34	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
35 + 38	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1

While Labour Mirror stresses that its survey is not complete — in that there may be restrictions it is not aware of — eight countries have no restrictions on membership at all and another 21 have non-political criteria for holding union office, ranging from the need to prove literacy to the absence of a criminal record. Only one (SA) specifically uses race as a criterion.

2/6/72
 130

IDENTICAL

(Fluorescent lights)

IDENTICAL

IDENTICAL

GST: plea for items to be ⁽¹³²⁾ exempted

The exemption from General Sales Tax of items used by industry in processing now being sought by the FCI, would have an insignificant effect on the revenue of the sales tax, the chairman of the FCI special group on sales tax, Mr S Shlagmann, said in a statement yesterday.

There would therefore have to be no change in the rate of tax if this adjustment was made.

Mr Shlagmann said that in some cases relief had already been given where such non-exempt products made up a large cost element. This had been done in the printing, mining and fishing industries.

"Industry now seeks some widening of these exemptions, to avoid the escalation of the tax to the consumer.

"The tax on the tax could cause a tangible increase in the cost of certain products. But the amount lost to Government if these exemptions were made would be barely noticeable," said Mr Shlagmann.

Total exemption of all materials used in the process of manufacture would be likely to lose the fiscus less than R10m in a full year—Sapa

27/7/78 (132) (77) 346

Huge multinational companies may resist pressures for disinvestment in South Africa, but how are they reacting to pressures for change? Labour Reporter SIEG HANNIG cites the example of one of these industrial colossi.

Giant groups set a pattern for change

"Multinationals" is the collective term for those powerful companies which straddle continents in the pursuit of profit

The annual profits of major multinationals exceed the budgets of many countries.

And some international labour leaders regard multinationals as potential rulers of the world — a law unto themselves, subject only to the dictates of capitalism

The powers which these giants are wielding within governments and in international organisations will remain a subject for debate

As far as South Africa is concerned, it may be taken for granted that these powers are being exerted against disinvestment. But how do the multinationals react to pressures for change in South Africa?

The answer — defined in terms of the self-interest which is likely to be the prime motivator of such giants — might be of interest to South African companies

This answer is provided here by Unilever, one of the top names among multinationals

It appeared in a recent Press statement containing information requested by the British government in its White Paper on wages and working conditions for blacks employed by British firms in South Africa

Unilever South Africa employs 6 600 people, of whom more than 3 800 are black, 2 000 white and the rest coloured and Indian. They work in about a dozen subsidiaries producing mainly food products and toiletries

Wage rates

Unilever's wage policy is to keep its minimum pay plus bonus above the supplemented living level measured by the Bureau of Market Research of the University of South Africa. That amounted to R195,52 for a family of six in Johannesburg in April

Thus the current minimum wage in the lowest-paid grade plus an annual bonus equivalent to one month's pay works out to R45,50 a week or R197,15 a month

The actual average of wages for the 750 workers in this grade is R47,86 a week, or R207,38 a month

Casual employees, who number less than 100, do not receive less than the minimum for permanent employees

Fringe benefits

Every job is evaluated under a system of job evaluation and is classified within a specific grade to which pay rates apply regardless of race or sex.

Annual leave and paid sick leave applies to all races on the same basis.

Subsidised canteens are provided wherever possible, and employees are

consulted on the facilities provided

A home-loans scheme helps employees at all levels to buy or improve their homes

Medical centres are provided at all main factories and staffed by qualified nurses and medical orderlies, as well as by medical officers where appropriate. Special arrangements are made for periodic X-ray screening

Unilever has separate pension funds for salaried and wage grades with identical contribution rates and benefits

Training, education

In view of the shortage of education and training opportunities for blacks, Unilever aims to provide such facilities by way of

- On-the-job training for operators
- A trainee supervisor programme and on-going training for supervisors
- Literacy training
- Training for workers in joint consultation and informal negotiation
- A management development scheme.
- Engineering training for black employees
- A scheme whereby employees are refunded the cost of approved courses of study.
- A university scholarship scheme
- Book bursaries and scholarships for the children of lower-paid workers.
- Cash grants to educational institutions for all races.

Advancement blacks

"Considerable attention and resources are directed to the recruitment, development and training of non-white employees for management and supervisory positions," Unilever says

"Special emphasis continues to be given to the recruitment of non-white graduates, and close contact with the universities is maintained"

Consultation

Unilever has liaison committees for blacks, elected by the workers by ballot or show of hands. There has been no request from these to negotiate pay rates or service conditions as permitted under legislation

The company's policy is "to recognise a trade union which has substantial membership in the employee common interest group it seeks to represent"

"One important aspect of development in South Africa is the provision of opportunity for black Africans to develop commercial undertakings for themselves," Unilever notes

... long lives ... about ... 1916 ...

FM 28/7/78 (132)
Inkatha endorsed (50)

The SA Black Alliance endorsed Chief Gatsha Buthelezi's Inkatha movement's decision to attempt to monitor and enforce the various codes of employment practice. The decision adds the weight of coloured and Indian groups to the move which could have a significant effect on labour relations

Urgent 1 2 3 4 5 Not Urgent

5. Should an African Technical College offer courses in language and communication to its students?
- m) Other (please specify).
 - l) Africans not regarded as capable/correctly orientated.
 - k) Africans unqualified/inexperienced.
 - j) Reactions of customers or public.
 - i) Fear of friction and hostility among different African groups.
 - h) Assumed legal restrictions.
 - g) Job reservation.
 - f) Assumed illegality of placing Whites under Africans.
 - e) Red tape associated with employment of Africans.
 - d) Trade Union/Industrial Council restrictions.
 - c) Separate offices/toilets/canteens required by law.
 - b) Apprenticeship Board restrictions.
 - a) Fear of reactions of white employees.
4. What factors prevent you from employing more Africans as technicians than you indicated in the previous question? Indicate the 3 factors which you see as being the most important.
- Is it because of any of the following? Indicate the 3 factors

Electrical workers to debate all-race union

Star 12/13/78 (132)

By Sieg Hannig
Labour Reporter

The 20 000-strong South African Electrical Workers' Association will become the first major artisan union to seriously debate opening its doors to all races.

The rest of the country is waiting for the Wiehahn Commission, into Labour Legislation to spell out a new deal on the labour front.

But the Electrical Workers, who have their triennial meeting in a Magaliesberg hotel next weekend, will not be able to amend their constitution for another three years if they do not act now.

They have already dropped the colour bar in favour of non-racial job security in an agreement with the other trade unions and employers in the metal industry.

Now they must decide on what many unionists see as the next essential step towards true job security — a strong trade union movement for all workers.

Two resolutions pertai-

ning to these matters will be put before the Electrical Workers' congress:

- That the union's membership rule be amended so that all qualified electrical tradesmen may be admitted irrespective of race.

- That the opportunity to be trained as tradesmen be given to all South Africans irrespective of race — "in order to maintain and increase the standard of living of all South Africans."

The 7 000-strong Electrical and Allied Trades Union of skilled and semi-skilled coloured workers is to have its executive committee at the meeting. The union shares the general secretary, Mr Ben Nicholson, with the South African Electrical Workers' Association.

The congress is to be opened by Professor Nic Wiehahn, chairman of the Wiehahn Commission.

For the first time, representatives from both British and American electrical unions will attend the congress.

(30) 19/8/78 MS

Change or die unions warned

JOHANNESBURG — Prof Nic Wiehahn, chairman of the commission of inquiry into South Africa's labour laws, yesterday warned the country's labour movements to put its house in order

Otherwise it faced extinction in a new era of change, which would soon "sweep the South African industrial scene", he said.

Addressing a meeting of top trade unionists, Prof Wiehahn — who is an adviser to the Minister of Labour — gave a clear indication that the commission's work would result in far-reaching changes in labour and industrial relations.

He was opening the triennial congress of the South African Electrical Workers' Association, which, in anticipation of the commission's findings, will debate opening its ranks to qualified workers of all races today.

Throughout his address, Prof Wiehahn urged trade unions to face up to the demands of coming change.

"I want to emphasise that trade unions without the desire or means of change will run the serious risk of losing their existence," he said.

The State had appointed the commission to adapt South Africa's labour laws in response to inevitable pressures for change.

The time had come for trade unions, too, to gauge whether their policies were such that they could survive in the times dawning upon the country.

Referring to the conference's impending decision on black membership, he said "May you find strength in your conviction that your decisions will be in your organisation's and our country's interests." — DDC

(End race bars call, page 2).



PROF WIEHAHN . . . new
era dawning.

Sasol chief warns of labour changes

Redm (132) 9/9/78

THERE would be far less justification for artificial protection of the position of the white worker in future, the managing director of Sasol, Mr J A Stegman, said in Pretoria yesterday.

Addressing the spring graduation ceremony of the University of Pretoria, he said the traditional horizontal stratification of labour on the basis of colour would have to make way for a much more flexible approach.

"South Africa's blacks have up to now made an important contribution to industrial development, even though it was to a large extent in the form

of unskilled labour," he said.

The stage at which South Africa could undertake large industrial projects with the use of black labour limited to unskilled work, was however, something of the past as far as he was concerned.

Mr Stegman cautioned that it might be most unwise to interfere too much in the free-market mechanism in determining wages and salaries of blacks.

"Should we allow wages and salaries to rise unrealistically, irrespective of the supply of labour from a rapidly growing population and irrespective of the productivity of this labour, we would be mov-

ing inexorably towards greater unemployment. There would be the attendant political and social implications inherent in such an event and we could also be pricing ourselves out of the export market," he said.

He pleaded for the greatest measure of realism in determining wages of white and black workers and close adherence to sound business principles while taking the work content and work contribution of the individual into consideration.

It was obvious that South Africa was entering a period of greater economic interdependency between the developed and the developing population

groups, Mr Stegman said. Mr Stegman said that in this South Africa could not ask the West for any help.

"That which they ask of us they are not in any case prepared to do themselves, namely to simply hand over their wealth and prosperity, as well as their political self-determination, to the Third World or to open their doors to unlimited numbers of immigrants from those countries."

For that reason, South Africa was fully justified to continue in its own manner with the effective process of economic upliftment of the Third World in its midst, he said — Sapa.

23/01/75 (132)

SA warned of new challenges

JOHANNESBURG — Two leading industrialists warned yesterday that South Africa was facing unprecedented economic challenges and that it would have to rely mainly on its own manpower resources to meet them.

Dr Wim de Villiers, chairman of General Mining, told a convention here yesterday South Africa was entering a totally new phase in its history.

There were about 300 000 new entrants to the job market each year and the economy would have to grow at some 6 per cent to create enough jobs.

It was estimated that without capital growth the economy would grow only at some 3 per cent.

"But for me, capital growth is not the greatest problem. A much bigger problem is the ability and distribution of mobility among our people," he

said.

South Africa was facing an acute skills shortage which would have to be filled by people of all race groups. Blacks would have to be promoted to jobs seen in the past as jobs for whites.

Dr De Villiers warned against pushing wage structures up to a level where it would contribute to unemployment.

Dr C van der Pol, director of Hulett's Aluminium, told the convention South Africa would have to meet the challenge to provide enough jobs with no further support from the outside world, either in terms of capital or white skills. DDC

Unions oppose AECI

19/10/78

Mercury Correspondent
JOHANNESBURG — A move by AECI, the giant chemical and explosives concern, to scrap all job discrimination during coming wage negotiations has run into stiff opposition from registered trade unions.

The firm's proposals were totally rejected at a stormy meeting of union shop-stewards at AECI's Modderfontein plant on Tuesday night. The rejection was conveyed to the firm's management yesterday morning.

The meeting elected a five-man action committee

to assist union leaders in dealing with the issue and also decided to send a telegram to the Minister of Labour requesting a meeting with him or his department.

Union men see this as an explosive situation which could lead to a formal dispute being declared when the industry's industrial council meets next month.

The unions are not opposed to the lifting of existing colour bars and are willing to negotiate this with the management.

But they object to the fact that AECI has linked its demands for scrapping dis-

crimination to negotiations on wages and employment conditions.

They are also unhappy that the AECI proposals, set out in a document received by the unions recently, make no provisions for job protection and security.

It is believed that AECI wants to open up all jobs to workers of all races and recruit workers on merit.

The negotiations this year will be the first in terms of a new industrial relations system created by AECI in co-operation with the unions over the past two years. It provides for multi-racial

collective bargaining through a federal consultative council on which White and Black workers are represented.

The industrial council, where Blacks are banned by law from negotiating, will be used to ratify the agreement reached.

Among the registered unions involved are two mixed unions for Whites, Coloureds and Asians, the South African Boilermakers' Society and the Amalgamated Union of Building Trade Workers, as well as three strong White unions.

19/10/78

132

14/11/28 ~~SA~~ 134 132

Equal pay for all call at seminar

JOHANNESBURG — Equal pay, opportunities and rights for all workers under a single set of industrial laws were called for by labour and business leaders at a weekend seminar, one of the organisers, Dr G. F. Jacobs, announced here yesterday.

The parties to the call are about eight top industrialists, leaders of six registered trade unions, black unionists from the Transvaal and Natal and academics from three universities.

The seminar was an in-depth assessment of industrial relations under the auspices of the Graduate School of Business Administration of Witwatersrand University.

Study groups were appointed to pursue the issues raised and to analyse their conclusions at a further seminar after the publication of the interim report of the Wiehahn Commission into labour legislation.

Dr Jacobs, Director of the graduate school, said the parties at the meeting had agreed on the following points:

● Full equality of employ-

ment conditions for all workers, and advancement on merit is in the interest of all South Africans

● Trade unions are one of the proven methods of handling, negotiations, resolving grievances, maintaining acceptable standards of skills and protecting workers against exploitation;

● The state should not be involved in employer-labour relations directly, but should provide the basic industrial relations structure after consultation with the parties concerned, should facilitate registration of bodies of representatives and should set minimum conditions of service, and

● Negotiation of agreements should be on a national level where possible.

Dr Jacobs said the seminar had produced a 'no-holds-barred' exchange of views.

"More discussions of this kind could help greatly to bring about better understanding between organised labour and employer organisations and to facilitate stability in industrial relations," he said — SAPA.



Dr Jacobs: no-holds-barred exchanges.

Interpublic network has the opposition worried

IT'S highly likely that, in the event of any one of the three Interpublic advertising agencies in South Africa being unable to pitch for new business because of conflicting accounts, it would suggest to a stable companion that it go for the business.

And this is something causing concern in the ad industry. Together, the three agencies now in the Interpublic fold — SSC&B-Lintas, McCann-Erickson and now Goodgoll, Said, Campbell-Ewald — constitute the biggest force in the local ad market.

All the Interpublic controlled agencies are emphatic that the agencies will continue to run competitively, but there's no escaping the fact that the Interpublic "brothers" will tip each other off and help each other where possible.

As McCann's Michael Thomas said this week "Our clients will keep us apart in the competitive sense, but there's no escaping it. If McCann couldn't take on an account, I would warn one of the other Interpublic companies the new business was around.

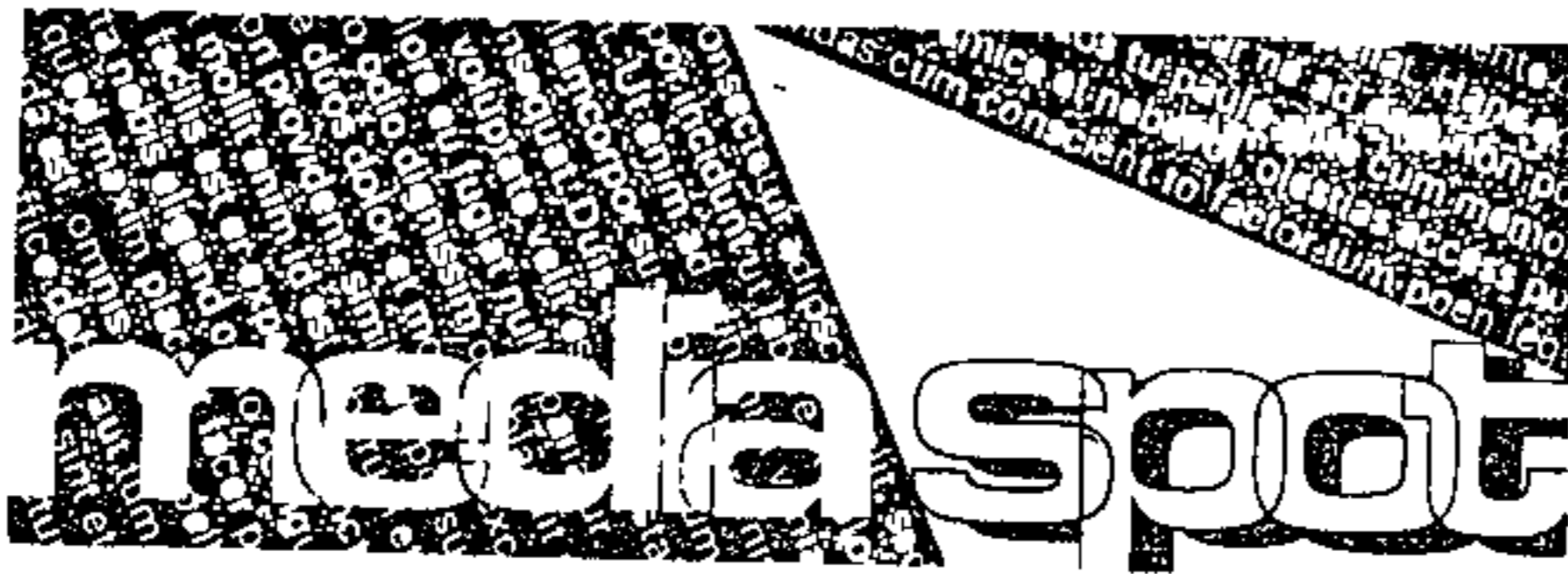
"In a race for an account, I would run just as fast if the other Interpublic agencies were in the race as if they weren't."

From the Goodgoll, Said, Campbell-Ewald corner of the camp comes this comment from director Arnold Gelber:

"In the past Interpublic has operated two very different chains. One, McCann's, was identified as rather more establishment, handling the large, corporate client.

"The other chain, Campbell-Ewald, tended to be smaller, more independent with a heavier emphasis on the creative. Now with Interpublic having three chains and Lintas having its own separate identity, I really don't foresee any confusion in the market place."

In the tie-up with Campbell-Ewald, Goodgoll, Said takes over the Cape Town office of Campbell-Ewald in



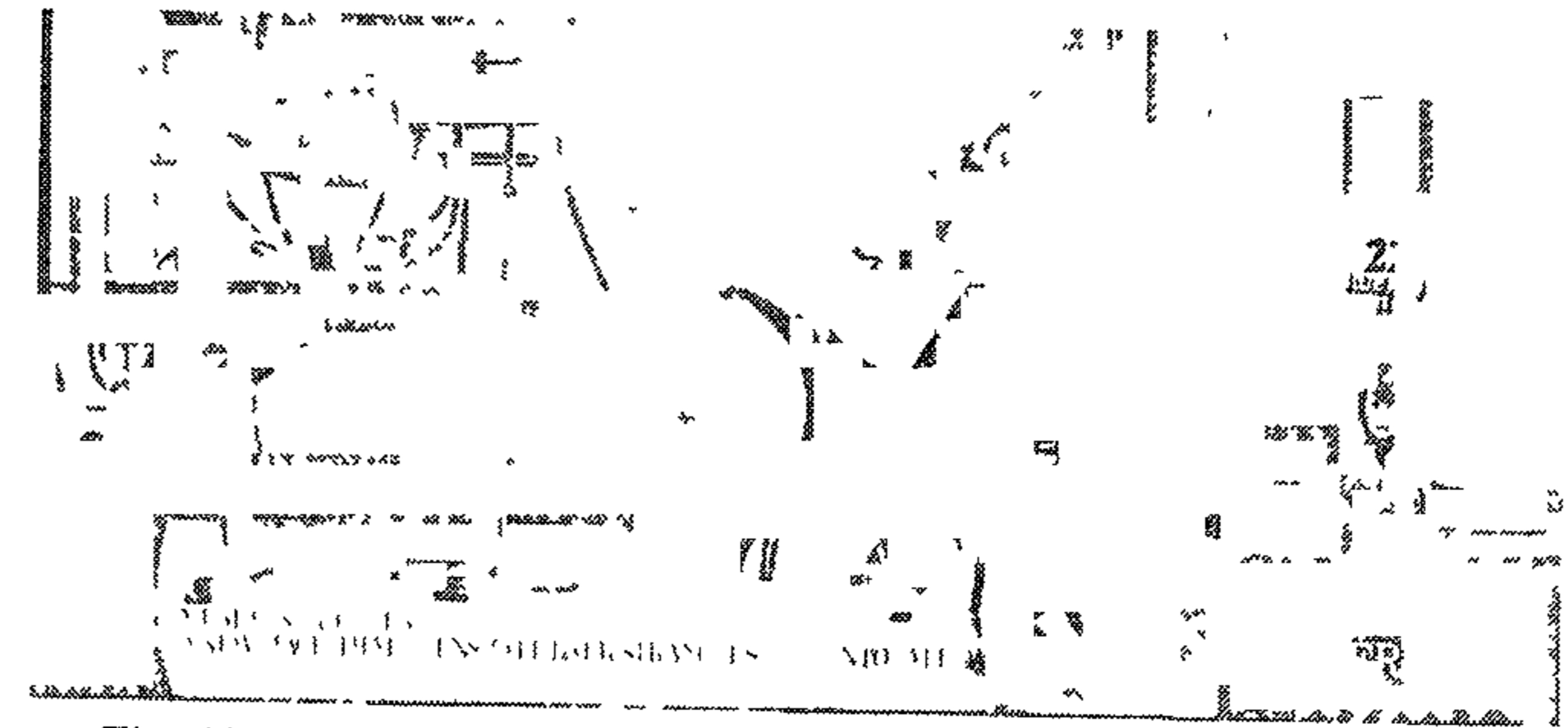
exchange and Goodgoll gets paid for giving up a significant (but not majority) share of the agency.

Campbell-Ewald has an option to take complete control of the agency in two or three years' time.

At present, Goodgoll, Said, Campbell-Ewald is billing in the region of R6.5-m.

There's no escaping it. Interpublic, which pulls in an income of R217-m a year from its investments in ad agencies, is making its presence felt here in South Africa.

It's not likely that Interpublic will have a man here



● The Mum 21 ad that won a silver award from New York for Grey-Phillips, Bunton Mundel and Blake.

phies are so similar.

"Moreover, they are different from most of the other major agencies which have approached us."

"Bates has a long track record here and abroad which amply demonstrates that they mean business when they promise autonomy."

"By joining their family, our clients gain the strength of a major international network, and our people gain the ability to call selectively on New York for special support services, yet we stay independent and maintain our own personality, style and flavour."

□ □ □

COMPASS Computer Bureau has scored a first in direct mailing into Soweto and so far results have exceeded expectations.

The mailshot, handled for Premier Milling, contained returnable coupons and was sent out to 11 000 households in October.

In a snap survey three days later, 34% of the participating shops returned 26% — that's 9% of the total mailshot.

The normal return for a mailshot in the White market is between 1 and 3%. Dave Farrant, chairman of Compass, anticipates that the next mailshot will be in December for 100 000.

They've done it again

GREY-Phillips Bunton, Mundel and Blake has done it again. The agency has won more awards — this time, two at the 21st International Film and TV Festival of New York.

They were a silver award for the Mum 21 ad (above) and a bronze award for the ad featuring Jan Hetteema running wild in his Edworks Bush Suedes.

Both commercials were handled by another company which makes a habit of collecting award certificates, the production house, James Garrett and Partners.

He said, "This has been the first concentrated mailshot directed at Black consumers and they certainly know how to use it to their advantage."

Compass has the right to use the list for other direct mailshots in the same market.

□ □ □

AN ambitious project which

hopes to succeed where others have failed, was launched this week.

Club Ebony, a subsidiary of Blackmark Promotions, saw the light of day this week when it issued special membership cards entitling cardholders to substantial discounts at hotels, furnishers, jewellers and other retail outlets who are supporting the scheme.

According to Club Ebony director Ron Jansen, the six-week launch will cost R25 000 and he confidently anticipates that the club will sign on 30 000 members in the launch period.

The card will initially cost R5, rising to R15 next year. For this members will receive a booklet of discount vouchers worth well in excess of R100 and also be in line for a free gift.

But as another director Manoj Parekh admitted, "We are faced here with a classic 'chicken and egg' situation."

"We need large retail groups to attract members and vice versa. If our ads succeed in getting sufficient consumers to join, which we are positive it will, we will be in a strong position to enlist even more support from retail groups."

"This is particularly so in the food and clothing sectors and will be of major importance to those members who represent the 'wait-and-see' sector of the market."

□ □ □

DID you know that the granddaddy of advertising, Englishman David Ogilvy, has gone back into advertising at the age of 67?

He has taken over directing the Frankfurt agency of Heumann, Ogilvy and Mathier.

He insists that he is not going to be involved in the day-to-day running of the agency, which he will leave to 35-year-old Hans Lange but is there to "give advice".



BREAK AWAY

● The new Mainstay ad... no need to change

Mainstay stick with their social spirit

"YOU can stay as you are or you can change to Mainstay" always seemed to me to be a rather negative line, writes PENELOPE GRACIE. It gave folk the opportunity to stay as they were.

However, the long-running campaign for Mainstay proved successful in getting the spirit consumer to change to Mainstay. And now Mainstay's agency, J Walter Thompson has decided that consumers shouldn't go around changing — they are exhorted to "Breakaway with Mainstay".

in South Africa representing group interests, and the offices are sure to remain fiercely competitive in the market place. But as one ad man commented wryly, "Loyalty is something even the best ad campaign can't beat."

□ □ □

DID you know that 57% of Portuguese over the age of 16 regularly tune into South Africa's only Portuguese-language radio station, Radio Paralelo 27?

Intercontinental Marketing Services Africa (IMSA) recently conducted a survey to see who listened to the radio station.

Of the respondents, equally divided between women and men, 91.4% were married and 68% were in the C socio-economic group.

Of the remainder 22.6% were in the A/B socio-economic group and 9.4% in the D group.

Most listeners (67.6%) are women of whom 77.3% do not work.

And most of the regular listeners (64.8%) are in the 35 to 49 age group while 62.4% have household incomes of between R300 and R799 a month.

On the subject of Radio Paralelo's exclusively Portuguese content, Issie Kirsh, managing director of Swazi Radio said this week:

"The Portuguese community in South Africa forms a major and increasingly affluent sector of the country's total consumer market."

"Many of its members can speak only Portuguese and most of them wish to preserve their strong ties with Portuguese culture and traditions."

□ □ □

BATES Wells Rostron's parent company, Ted Bates and Co, is acquiring two additional "relatives" on top of the agency it acquired a couple of weeks ago.

Bates has signed an agreement with Orikoni Advertising in Japan and is negotiating to acquire the Chicago-based agency, Stern Walters-Farley Ludgin.

Recently Ted Bates acquired Campbell-Mithun, a move which pushed the agency to fourth place in the world rankings.

It now has billings of over R1 000-m and these acquisitions, should they be finalized, will further boost bill-

ing. The Ted Bates-Campbell-Mithun tie-up is well explained by Stanhope Blunt, chairman of Campbell-Mithun.

He said: "We've been attracted to the Bates operation because our advertising and business philosophies are so similar."

"The new campaign is being launched against a background of intense competition, with many new products being launched into the white spirit market."

The new ads do not focus so much on different things in the product — instead, they beam in on the fact that Mainstay has two vital ingredients, sociability and mixability. The ads underline that breaking away with Mainstay is nothing new.

The ad is not a change of stance but rather a change of execution.

But there are a lot of runners close behind. For instance, housewife Mrs Daniel liked the Rebel ad which appeared for the first time last week because "the fare's so hearty, let's have a party."

Estate agent Mrs Lewinson on the other hand chose the Estee Lauder ad as her favourite because "it's flattering to identify with the exquisite model Estee Lauder's for me."

Vote this week for the ad you like best. Rate it out of 10 points for the three criteria of design, originality and effectiveness and describe briefly why you think it is the best ad in the paper. Then post it off, on a postcard please, to: Sunday Express, P O Box 1067, JOHANNESBURG, 2000.

But there are a lot of runners close behind.

Welcome for inquiry into labour laws

LEADERS of industry and labour today welcomed the commission of inquiry into the country's labour legislation announced by the Minister of Labour, Mr S. P. Botha.

One of the areas both labour and industry agreed on was their desire to see job reservation scrapped.

Another common call was for more effective Black workers' representation on organisations that provide a bridge between labour and management.

Job reservation and regulations of Black workers' organised representation are both contained in the Industrial Conciliation Act, which is to fall under the terms of reference of the commission with Professor Nic Wiehahn a special adviser as its chairman.

Heads of a number of organisations mentioned the Theron Commission on matters affecting the Coloured people, and said they hoped the Wiehahn Commission's findings would meet wider acceptance.

Mr J. R. Altman, chairman of TUCSA's Western Cape region, said he welcomed the appointment of the commission. But he feared that the commission might be used to replace the present trade union set-up in this country with the Japanese system which had no industrial unions but plant or company unions.

"Many favourable remarks have been expressed in Government circles about the Japanese system and I fear that the plant system may replace our present set-up.

"There is no co-ordination in the Japanese system because each plant negotiates its own labour agreement, which could lead to dissatisfaction among the workers because of different wage scales in the same industry.

"If the commission, however, is going to lead to the elimination of

apartheid clauses in our industrial legislation, then it most certain has to be welcomed.

Mr Reuben Back, president of the Cape Chamber of Industries, said the Industrial Conciliation Act had worked well till now and doubted that much of it could be improved on — particularly the 'relationship between employers and employees and their bargaining rights'.

He said, however, that industry was opposed to job reservation and would welcome an improvement of Black representation on industrial councils.

Senator Anna Scheepers of the United Party, president of the Garment Workers' Union of South Africa, said she hoped the commission would recommend an end to works committees for Black workers, and the inclusion of Black workers in the definition of 'employee' in the Industrial Conciliation Act.

WEAPON

She had 'good hopes' that the scrapping of job reservation would be recommended. This would remove one of the 'most powerful weapons' of South Africa's overseas detractors.

Mr David Curry, the Labour Party's deputy leader, said the appointment of another commission of inquiry so soon after the Theron Commission's main findings had been rejected by the Government, would be viewed with scepticism by the Coloured people.

"We have learnt from experience that the Government will only accept recommendations which conform to their separate development policy.

"The commission could also be used to reaffirm certain apartheid labour laws in this country.

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INDVS. REL. - General

23/3/79 - 1-6-79 - 6-7-79 -

31-12-80

WAGE DEMANDS

Battle looms

Heated wage battles between employees and unions are on the cards in two large industries

On the mines, the Council of Mini Unions, representing the artisan union as well as Arne Paulus's Mine Workers Union and other production workers, asking for a 12,5% rise, plus fringe benefit improvements, including a 9% rise employer and worker contributions to industry's pension fund

Financial Mail March 23 1979

23/3/79

X2

The Chamber of Mines, perhaps flushed by its recent victory over the Mine Workers Union, is expected to reject the claim out of hand. But the unions insist that they will not accept the puny increases they accepted in 1977 and 1978 (5% and 6%). "This time we're convinced they can afford more," says one unionist

In steel and engineering, Seifsa is faced with a demand for increases on base rates ranging from 28,5% in the lowest category to 14% in the highest. The unions point out, however, that going wages are higher than these minima and that the actual increase would not be as great.

Though Seifsa is expected to take a tough line on the demands, director Errol Drummond merely replies that "the proposals are being evaluated and will be discussed in early April." After that "steps will be taken to set up the normal collective bargaining structures."

SEA PRODUCTS SWA B2

Ballast in reserve

Activities Holding company with interests in SWA and SA inshore fishing. Owns 30% of United Fish Enterprises which cans pelagic fish and produces fish meal and oil. Seaswa has a continued pooling arrangement with Suatit for rock lobster. Seaswa's Tiger Oats has a 638 cent interest in Lamberts Bay, which, in turn, owns 37.3% of Seaswa.

Chairman A Shapiro

Capital structure 4.2m ordinaries of 55c, 2.1m non-cumulative prefs of 50c and 250 000 7% red cum prefs of R2. Market capitalisation R9.0m

Financial Year to December 31 1978
Borrowings net short term, R15 000
Debt equity ratio 1.5% Current ratio 1.0 Net cash flow R1.1m

Share market Price 215c (1978-79 high, 245c, low, 165c, trading volume last quarter, 136 000 shares) Yields 29.8% on earnings, 18.6% on dividend Cover 1.6 PE ratio 3.4

	'75	'76	'77	'78
Return on cap %	37.4	31.9	30.0	24.5
Turnover (Rm)	10.9	11.2	9.8	6.9
Pre tax profit (Rm)	3.3	4.4	4.7	4.0
Gross margin %	30.3	39.3	47.9	58.7
Earnings (c)	72.7	72.2	74.7	64.1
Dividends (c)	40	40	40	40
Net asset value (c)	258	287	333	338

The steadying effect of carrying sufficient ballast has been evident in Seaswa's performance. Despite a 29.3% turnover drop, reflecting the depressed state of SWA's fishing industry, earnings dropped only 14.2% to R2.7m (R3.1m) due to higher

Lede word na skappy uitgelop die Beheer huidige ampsverpligtinge pleer in

d) Twee I Prof Dr

o) Ander:
Mr K.
Profes
Mr N.
Mr Ac
Profes
Profes
Mr R.
Dr I.
Profes
Profes
Mr A.
Profes
Mr G.
Eerw.
Profes
Dr G.
Mr F.
Mr H.

investment income. Seaswa's R16.0m (R4.0m) investment, include a new R12m loan to ultimate parent Tiger Oats at the prime overdraft rate and R3m in high-yielding SWA Fishing Industries. At the year-end, cash and investments amounted to 49c a share.

Reserves receiving R1.3m (R1.7m) from investments, the company also improved its operating margin to 32.9% (31.7%). This was probably due to the higher fish oil content and fish meal prices and a successful rock lobster season.

But, the fishing was not all good last year. United Fishing Industries (formerly Swaprom) in which Seaswa participates as to 30%, was unable to catch more than 127 000 t of fish of which only 14 900 t consisted of pilchards. However, this was slightly better than the previous 123 000 t catch — the worst in the company's history. The low pilchard catch resulted in a decline in canned fish production to 410 000 (1.3m) cartons.

If last year's fishing was bad, this year's quotas suggest a worse 1979. SWA's total quota has been provisionally set at 338 000 t (410 000 t actual) of which pil-

chards comprise only 20 000 t, compared to the previous year's actual intake of 45 000 t. UFI's share of this quota amounts to some 103 000 t and a mere 8 800 t of pilchards.

The low pilchard quota if kept at the provisional level, will knock the canning division. Consequently local shortages and limited exports should follow.

Ironically, pilchards are in plentiful supply albeit 26 steaming hours away from the company's Walvis Bay factories. But on the low quotas the factories will not keep operating for very long and will become reliant on anchovies later in the season.

With a promising lobster season and new developments in the fishing industry (see For May 18) it is possible that operating income from fishing activities could be higher than last year's R2.3m (R3.1m). Investment income will probably again be around R1.8m so earnings of some 70c are within reach. But given the company's conservative approach dividends are not likely to be increased above 40c until earnings increase significantly above this level.

Peter Pittendrigh

(b) Konferensies
Gedurende 1978 het die Direkteur die volgende konferensies bygewoon:

- Jaarlikse Konferensie, Nasionale Uitvoerende Komitee- en Raadsvergadering van die Suid-Afrikaanse Instituut vir Rasseverhoudings, Kaapstad (Januarie).
- Suid-Afrikaanse Jaarlikse Vergadering van die Religious Society of Friends, Stutterheim (April).
- Negende Wêreldkongres van Sosiologie, Uppsala, Swede.
- Verhandeling vooraf in Werkgroep 6 en vergaderings bygewoon van die Raad van die Internasionale Sosio-logiese Vereniging as die amptelike afgevaardigde van Suid-Afrika (Augustus).

Professor J.L. Boshoff, ere-fellow van die Konstruktiewe Program, het met 'n aantal instansies, wat universiteite in Natal en Transvaal insluit, en met verskeie handels- en industriële firmas in Natal, kontak opgebou.

Gedurende Augustus en September het die Direkteur Engeland, Nederland, Switserland, Swede, Israel en Zambie besoek. Hy het vooraanstaande joernaliste, Suid-Afrikaanse diplomaate, senior amptenare van die Suid-Afrika-Stigting en verskeie regerings betrokke by Suid-Afrikaanse belange ontmoet. Hy het besprekings gevoer met stigtings, trusts en opvoedkundige verenigings. As gevolg van sy besoek aan Nederland het hy 'n toelae vir die Konstruktiewe Program ontvang van die Algemeen Diakonaal Bureau van die Gereformeerde Kerken in Holland.

Friends (Quakers) en van die American Friends Service Committee deurgebring. Hy het 'n aantal konferensies in verskillende dele van die land bygewoon, bare vergaderings toegesprek en senior beamptes van die Carnegie Corporation, van Community Relations Services van die Departement van Justisie van die Amerikaanse regering, van die American Friends Service Committee en kollegas verbonde aan verskeie universiteite besoek.

"Poems sincere to the point of pain" *Natalie Winters*

'Peter Horn is as vigorous and versatile a poet as any in

South

morab

"Pete

remin

HIS W

Diace

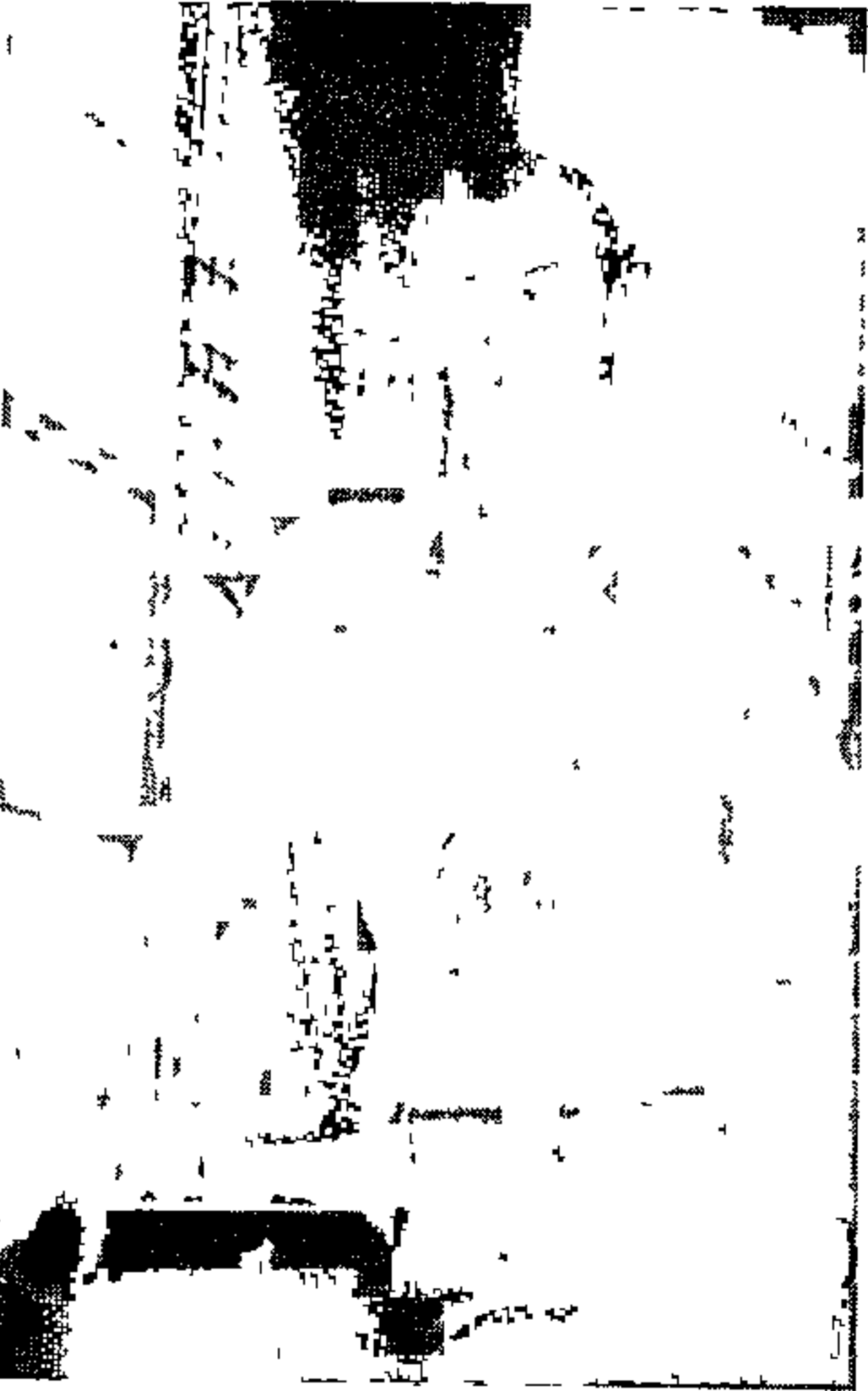
IOUSI

"Horn

labour body to which many of SA's largest companies belong, together with registered trade unionists (mainly from the ranks of Tucsa) and a section of the African union movement. It was hailed as a unique experiment when it was set up in 1976

The recent conflict began when some of the registered union and management representatives complained about some of the Institute's black staff members — a move interpreted by African unions as aimed at the staffers' activities in assisting them. Then some Tucsa unions complained that the Institute was favouring the newly formed non-racial union federation, Fosatu, by inviting its general secretary, Alec Erwin, to address a meeting.

African unionists responded by accusing some union and management men of



Alec Erwin . . . his speech raised hackles

landscapes to capture the spiritual centre of the forms
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TRADE UNIONS
Racial wrangling

Conflict in the Institute of Industrial Relations has led to the resignation of its director, Geoffrey Bethlehem. And the Institute has been finding out just how difficult it is to keep management, white unions, and black unions amicably together in one organisation.

The institute is a joint management-

Financial Mail July 20 1979

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racial prejudice, and some even talked of leaving if black staff members were fired.

Most sources blame Bethlehem for the internal troubles, arguing that he was unable to accomplish the delicate task of catering for all groups — something his predecessor, Anglo American's Sam van Coller, largely succeeded in doing.

The conflict ended in Bethlehem's resignation and the appointment of a sub-committee to examine the Institute's structure. Van Coller is acting director until a suitable successor is found — a search which is likely to prove very difficult.

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132

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Mine labour relations 'on a collision course'

LABOUR relations in the mining industry were on a "collision course", the Mine Surface Officials' Association of South Africa warned yesterday

In a statement, Mr R H "Robbie" Botha, general secretary of the association, called on Mr Dennis Etheredge, Chamber of Mines president, to "initiate discussions, however informal" that might serve as a first step to better understanding so urgently needed in the industry

Mr Botha's call for a joint labour and management effort to deal with poor labour relations follows an address by Mr Etheredge at the University of

the Witwatersrand earlier this year in which he said South Africa needed a new relationship with white trade unions based on trust and understanding and a "determination to find solutions together"

Mr Etheredge said there were "men of goodwill in both spheres" and that it was important they communicate more effectively to produce an environment in which the credibility gap could be eliminated and "sensible plans laid for the future"

The association fully supported Mr Etheredge's plea, Mr Botha said. It was essential that industry-wide consultations take place to find a "mu-

tually agreed blueprint" for the future of labour relations on the mines

A similar call had been made last year by Mr Arrie Paulus, general secretary of the Mine Workers' Union, in which he said "We have never sat around a table and consciously discussed the problems and their implications"

The bad habits that had been part of labour relations in the industry and had created distrust and even enmity could no longer be tolerated

"We are convinced that all the unions involved in the industry will do their utmost to avoid this disastrous situation," he said — Sapa

Labour heads in row on migrants

ROOM 2/9/79

Pretoria Bureau

LABOUR leaders were "amazed and perturbed" yesterday that the Government intends allowing the recruitment of 100 black Zimbabwe workers a month for domestic and agricultural work in the Transvaal

They said the move, against a background of South Africa's massive and worsening black unemployment problem, was incomprehensible

The Deputy Minister of Co-operation and Development, Dr G de V Morrison, announced in Pretoria that local black males had "withdrawn" from domestic and other types of work in preference for "more appealing" jobs

This had caused an increase in demand for black male domestic workers which could not, the Minister claimed, be met locally

The imported workers would work in the area of jurisdiction of the Witwatersrand Administration Board as domestic workers and in the Eastern Transvaal as agricultural workers.

Labour leaders found it difficult to accept that out of the hundreds of thousands of unemployed blacks in the Wrab area there were at least a few hundred a month who would not happily take on domestic work.

The vice-president of the Trade Union Council of South Africa, Mr Andre Malherbe, said

"This move has come as a complete surprise to us. We were under the impression our unemployment problem was acute and that there was certainly no need to import labour, even domestic labour"

Mr Malherbe said hundreds of South African blacks were endorsed out of the Witwatersrand area every month — "surely some of them would have welcomed domestic work"

The general secretary of the National Union of Distributive Workers, Mr Ray Altman, said "It can only be wrong to import workers when we have so many thousands of our own blacks looking for work. The Deputy Minister's reasoning is not easy to understand"

~~272~~
132
~~235~~
~~135~~

International criticism of labour laws

132
RDM
11/9/79
~~10/1/79~~

Labour Correspondent

CAPE TOWN. — International criticism of Government labour legislation in the wake of the Wiehahn Commission report surfaced at the Tucsa conference in Cape Town yesterday.

In a message read out at the conference, Mr Lionel Murray, general secretary of the British Trades Union Council, said the modifications to labour legislation represented "missed opportunities and an unrealistic response" to the commission's recommendations.

The TUC was aware that Tucsa had added its voice to widespread trade union criticism of the legislative changes as they stood.

Mr Murray said he hoped the

conference would contribute to a more open industrial relations system in which all workers in South Africa could enjoy freedom of association and benefit from membership of independent trade unions.

Mr M D Rosenberg Polak, second secretary of the Netherlands Embassy, who was among several diplomats who conveyed greetings to the conference, said the Dutch trade union movement and government followed developments in South African labour relations with "continuing interest".

Quite a few of the Wiehahn Commission recommendations had been well received because they were seen as possible stepping stones to a new labour dispensation.

But legislative implementation had met with disappointment in the Netherlands up to now, notably because of the exclusion of most of the workforce from membership of registered unions and the blocking of racially mixed unions.

Mr Frank Golino, United States regional labour officer, said one of the problems of US employers in South Africa was that legal obstacles to equal representation for most of the black workforce made it difficult to negotiate equal employment conditions.

Also, the migrant labour system created an "overwhelming problem" for employers in terms of social responsibility.

● See Page 4

- EGG : hard salad
- Cut down.
- CHICK : 1 cup 4 T f French lettuce
- Marine Serve and re
- French Blend

Union rights for migrants

DD
19/9/79

PRETORIA — Migrant labourers and contract workers would get trade union rights in South Africa, Mr Fanie Botha, Minister of Manpower, said last night.

However, he told the Transvaal National Party congress that he was still conducting negotiations with the homeland governments

Mr Botha's statement will ease the controversy which has surrounded the question for some time. He said he hoped to make an announcement soon.

One of the problems up to now had been the danger of "international" incidents about the possible arrest of outside workers by the South African Police during strike or other labour action

However, Mr Botha told the congress it would be difficult not to give workers in a place such as Kwa Mashu union rights

when they worked in a factory only a few kilometres away in the white area

Earlier Mr Botha warned that there were already 1 million unemployed people in South Africa and in the next 20 years 8 million jobs would have to be created

The economy would have to be able to cope with the situation and the workers would have to be properly trained. He warned that labour unrest could develop into racial unrest — PS

Cube the potatoes while still hot with salt
Ethne Beard, Port Elizabeth

boiled potatoes
chopped onion
cooked bacon
salt and pepper
mayonnaise

STUFFED CABBAGE SALAD
May Bennett, Ridgeworth

1 fresh green medium size cabbage
torn into
fresh pineapple
onions
redishes
carrots

Cut the centre from the cabbage, leaving the outer leaves to form a bowl. Wash well. Chop onion. Peel and cube the carrots and pineapple. Cube tomatoes. Thinly slice some of the inner leaves of the cabbage leaving the stalks. Place the carrots, pineapple, tomatoes, sliced cabbage and the finely chopped onion in a bowl adding any juice from the tomatoes, pineapple and add salt and black pepper to taste. Toss well. Then pile the salad into the cabbage "bowl". Garnish with radish roses and a small bowl of mayonnaise for those who like it. To make the radish roses, cut across the tops in a double cross, then put them in iced water until the radishes open up.

SPRING GREEN SALAD
May Bennett, Ridgeworth

1 medium size lettuce
1 cucumber
2 onions
mint (fresh)
parsley
scallions

Wash and shred the lettuce, chop onions finely and parsley. Keep a few pieces for garnishing. Wash cucumber peel and cube. Wash scallions, and cut tops off leaving a short piece of the green left on. Toss the lettuce, parsley, cucumber, onion and scallions together, salt and pepper. Pour over a little French dressing and serve in a glass bowl. Garnish with a few sprigs of mint and parsley.

CURRIED GREEN BEAN SALAD
Mrs Futter, East London

2 lbs sliced green beans
1 d salt, level
2 chopped onions
2 cups water

Boil the beans (sliced) with salt and onions till cooked, then pour off the water.

Sauce:
1 1/2 cups sugar
1 d curry powder
1 heaped T flour
1/2 bottle vinegar

Mix the curry powder, flour with a little water. Mix well, so that no lumps form, and then add the sugar and vinegar, boil up and stir all the time, then add the cooked beans and onions, bring to boil again. Bottle.

APPLE TUNA TOSS SALAD

1 medium head lettuce, torn in bite-size pieces (4 cups)
1/3 cup coarsely chopped walnuts
2 cups diced apple
1/2 cup mayonnaise or salad dressing
1 11 oz can (1 1/3 cups) mandarin orange sections, drained
2 t soya sauce
1 6 1/2 or 7 oz can tuna, drained
1 t lemon juice
and broken in large chunks
1 t lemon juice

In a large salad bowl, combine lettuce, apple, orange sections, tuna and nuts; toss together. Combine mayonnaise, soya sauce and lemon juice; mix well. To serve, add dressing to salad; toss gently. Makes 4 - 6 servings.

SA maatskappye

haal ander in

Deur ALPHONS DU TOIT

SUID-AFRIKAANSE maatskappye is vinnig besig om die multi-nasionale korporasies in te haal in die oopstelling van nuwe werkgebiede vir hul swart, bruin- en Indiër-werknemers.

Só sê mnr Martin Westcott, 'n direkteur van die PE-Konsultant-groep. "Die nuwe ondernemingsgees van die Regering met die oogmerk om die lewenswyse en werkgeleenthede van die swartes te verbeter, is hiervoor verantwoordelik. "Somnige maatskappye het reeds geweldig vooruit

beweeg, om die loongaping te vernou en daar is party wat al klaar oor 'n eenvoudige betalingstelsel beskik," sê mnr. Westcott.

Die groot multi-nasionale maatskappye is in 'n groot mate deur buitelandse druk gedwing om lone te verhoog en om werksgeleenthede te verbeter.

Teen die jaar 2 000 sal die blanke minderheid in Suid-Afrika net 14 persent van die totale bevolking wees. Dit is dus noodsaaklik dat die deure vir alle rasse-groepe oopgegooi moet word.

Volgens mnr Westcott is die meeste maatskappye ten volle bewus hiervan en is gretig om so vinnig as moontlik voorwaarts te beweeg. Maar statutêre be-

programme "Daar is," sê mnr. Westcott, "verskeie motiverende faktore. Daar is 'n ernstige tekort aan geskoolde arbeid en die Suid-Afrikaanse sakewêreld is deeglik bewus van die noodsaaklikheid van maatskaplike en ekonomiese stabiliteit."

Die volle implikasies van die verslae van die Wiehahn- en Riekert-kommissies word nog nie ten volle benut nie. Maar die verklarings van die Eerste Minister, mnr. P. W. Botha, het die sakegemeenskap aangemoedig om hul eie arbeidsbeleide so vinnig as moontlik te hersien "n Hele klomp ou idees ten opsigte van geïntegreerde indiensneming is in die proses van verandering heeltemal verpletter.

Die nuwe neiging is besig om 'n positiewe en optimistiese klimaat te skep en dit kan net tot voordeel van die land as geheel wees," sê mnr. Westcott.

ings en regulasies in situasie tot gevolg gehê wat jare sal neem om heeltemal uit te wis.

ALL CA

0-1	17,46	9,49	26,27	11,72	24,27	17,87	18,06	15,57
1-4	73,62	54,55	92,20	82,93	96,90	71,79	53,38	45,89
5-24	9,44	7,40	8,03	5,5	14,62	11,00	8,77	8,13
25-44	19600	15374	2828	1 ^c	16632	12847	18348	13062
45-64							4,78	3,70
65+								
ALL								
NO.								

XVII

ACCIDENTS, POISONINGS AND VIOLENCE (EXTERNAL CAUSE)

	W		A			C			B	
	M	F	M	F	M	M	F	M	F	
0-1	0,85	0,69	0,70	0,31	1,18	1,24	0,32	0,19		
1-4	0,49	0,21	0,31	0,27	0,63	0,61	0,21	0,20		
5-24	0,71	0,22	0,68	0,20	1,40	0,38	0,68	0,12		
25-44	1,18	0,30	1,43	0,37	3,32	0,70	1,22	0,26		
45-64	1,25	0,42	1,55	0,40	2,89	0,76	1,10	0,31		
65+	1,26	0,71	1,34	0,91	2,19	0,90	1,02	0,53		
ALL	0,95	0,33	0,95	0,29	1,91	0,56	0,89	0,20		
NO.	1973	677	333	104	2175	652	1868	324		

	M	F
	19,69	19,83
	2,58	2,48
	0,21	0,23
	0,72	0,78
	3,80	3,64
	14,69	14,84
	1,80	1,96
	3765	3145

'Sense of fairness' urged on Manpower Commission

132
Saw
17/11/79

By Sieg Hannig,
Labour Reporter

The National Manpower Commission should be guided by "a sense of justice and fairness towards all workers of this country," the Minister of Manpower Utilisation, Mr Fanie Botha, said today.

It should be capable of this by putting the common interest before group interest and self-interest, he told the commission's first session in Pretoria.

Commenting on the size of the 42-member body, he

said he was supported by the Cabinet in this.

Because of the body's collective wisdom, Government would be sorely tried in considering the advice of the body, he said.

The Minister "strongly" recommended the appointment of an 11-man executive committee.

PROOF

He put forward the names of three employers, three trade unionists and three Government representatives under the chairman, Dr Hennie Reynders,

and the deputy chairman, Professor P J van der Merwe.

A statement issued by the chairman, Dr Hennie Reynders, said today's meeting was "concrete proof of the Government's resolve to speedily implement the relevant recommendations of the Wiehahn and Riekert Commissions."

The strictly tripartite executive recommended by the Minister could allay some of the criticism levelled at the representativeness of the commission.

Hard times ahead for SA labour — prof

20/9/64
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Pretoria Bureau

SOUTH AFRICA will be faced with difficult times in the field of labour relations and all groups concerned must be prepared to help solve the problems, the new director of the National Manpower Commission, Professor P J van der Merwe, said yesterday

Addressing the Human Sciences Research Council conference in Pretoria, Prof Van der Merwe said there had to be co-operation between all three groups in the labour field — employers, employees and the Government — and common solutions would be required to solve the problems

Prof Van der Merwe said the Government had tried to create the machinery to promote co-operation between employers and employees

This had included a number of recommendations, including the creation of the National Manpower Commission

The commission would advise the Government in the field of labour relations and the

difficulties encountered, and the private sector could have representation on the commission

Prof Van der Merwe said labour relations would be affected by a number of factors, including industrial peace, unemployment, the rising expectations of blacks, a feeling of insecurity among certain groups because of the elimination of certain protective measures and the part to be played by black trade unions

In the field of labour relations, large scale unemployment could lead to strikes and riots and industrial development would suffer

He said the rising expectations of black workers, especially as a result of the Wiehahn Commission, and the danger that these could not be realised because of insufficient job opportunities and the inability of certain groups to compete on the labour market, could create problems in the future

Prof Van der Merwe said other groups felt they were

threatened as a result of the elimination of certain protective measures and methods would have to be found to help them.

Black trade unions had to be involved in a responsible way within the existing industrial councils and arbitration courts to eliminate differences.

Under the present circumstances, there were two bodies dealing with these aspects — with the black trade unions not registered

Prof Van der Merwe said the quality of the labour force, and productivity in particular, had to be improved

Productivity at the moment was not sufficient and economic growth and development could be reduced in many aspects

Trade unions would have to help, rather than hinder, industrial development and Prof Van der Merwe warned that a too rapid increase in salaries could force up inflation, increase mechanisation and make industry more capital intensive, all to the detriment of the workers

'Court will give labour code force of law'

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132
57
STAR 17/9/79

By Sieg Hannig,
Labour Reporter

South Africa's new Industrial Court will lead to the rapid development of an employment code which will have the force of law, says Professor Nic Wiehahn, head of the Wiehahn Commission and president of the new court.

In a rundown on the far-reaching developments facing him in the next few months, Professor Wiehahn indicated that he would continue to build on the principles set out in the first report of the Wiehahn Commission.

To complete the commission's final report on labour reform by November, he said "we shall have to concentrate on

principles rather than details — without leaving out essentials."

He described his appointment as president of the new Industrial Court as "a great honour," saying it had always been his ambition to bring about a court specialising in labour matters in South Africa.

"The court will play a significant role in the development of fair labour practices which will rapidly have to develop into a labour code," he said.

Asked whether such a code would be akin to that developed by the South African Employers' Consultative Committee on Labour Affairs (Saccola), he said

"It will be something more comprehensive, flexible and dynamic than the Saccola code, and this code will have the force of law."

He saw the code as developing from the decisions of the Industrial Court through enactment by Parliament, and added "Protection of workers' job security will be paramount"

Asked whether he would not be a "law unto himself" at the head of a court designed to evolve new laws, Professor Wiehahn said

"I shall adhere very much to the principles and premises set out in Part 1 of my commission's report.

"Of course, one always has to have regard to the realities of the South African labour scene. The court cannot be an ivory tower"

The court would also co-operate very closely with the Minister and the Department of Manpower Utilisation, the National Manpower Commission and organised commerce, industry and labour, while retaining its neutrality, he said.

CONGENITAL ANOMALIES

XIV

	W		A		C		B	
	M	F	M	F	M	F	M	F
0-1	1,57	0,76	0,60	1,03	1,24	0,79	0,89	0,74
1-4	0,05	0,04	0,05	0,05	0,05	0,02	0,04	0,05
5-24	0,01	0,00	0,01	0,01	0,01	0,02	0,00	0,00
25-44	0,00	0,00	0,00	0,00	0,00	0,01	0,00	0,00
45-64	0,01	0,00	0,00	0,00	0,00	0,00	0,00	0,00
65+	0,02	0,01	0,00	0,00	0,00	0,03	0,00	0,00
ALL	0,04	0,02	0,03	0,04	0,04	0,03	0,03	0,00
NO.	87	43	9	14	50	33	54	47

DISEASES OF THE DIGESTIVE SYSTEM

IX

	W		A		C		B	
	M	F	M	F	M	F	M	F
0-1	0,17	0,08	0,10	0,21	0,78	0,29	0,49	0,48
1-4	0,01	0,01	0,00	0,00	0,07	0,10	0,05	0,05
5-24	0,02	0,01	0,03	0,01	0,04	0,03	0,05	0,05
25-44	0,11	0,09	0,39	0,10	0,41	0,19	0,23	0,22
45-64	0,92	0,42	1,60	0,72	1,31	0,67	0,80	0,68
65+	1,80	1,16	1,61	2,44	1,91	0,75	1,44	0,91
ALL	0,31	0,21	0,33	0,16	0,33	0,17	0,25	0,20
NO.	653	430	116	56	370	201	533	329

XV

CERTAIN CAUSES OF PERINATAL MORBIDITY AND MORTALITY

	W		A		C		B	
	M	F	M	F	M	F	M	F
0-1	12,46	9,07	16,92	11,55	20,33	14,77	20,33	14,77
1-4								
5-24								
25-44								
45-65								
65+								
ALL								
NO.								

X

DISEASES OF THE GENITO-URINARY SYSTEM

	W		A		C		B	
	M	F	M	F	M	F	M	F
0-1	0,02	0,03	0,00	0,00	0,10	0,10	0,04	0,05
1-4					0,14	0,14	0,02	0,04
5-24					0,04	0,04	0,03	0,02
25-44					0,13	0,13	0,06	0,08
45-65					0,36	0,36	0,34	0,25
65+					1,10	1,10	0,73	0,56
ALL					0,14	0,14	0,10	0,08
NO.					165	165	203	130

Adjust to change, urges Wiehahn

Pretoria Bureau

SOUTH Africa finds itself in a climate of change in which the country's black and white people would have to adjust in order to fit into the changing situation introduced by the Prime Minister

This was said by the chairman of the Wiehahn Commission, Professor Nic Wiehahn, in his address to the students of the University of South Africa, this week

Prof Wiehahn was delivering the main speech, in the place of the Minister of Manpower Utilisation, Mr Fanie Botha. Some 33 students were awarded diplomas in labour relations during the function.

Besides being the chairman of the commission which bears his name, Prof. Wiehahn is also an advisor to the Minister and has been appointed president of the Industrial Court.

In his speech, Prof Wiehahn emphasised the need for co-operation among the country's different racial groups. The climate of change in which the country found itself was difficult for the man in the street to understand, hence the need for black and white people to adjust, he said.

The South African society had to adapt to change with the guidelines set down by the recommendations of the two commissions (Wiehahn and Riekert) and the new policies being pursued by the Prime Minister, Mr P W Botha.

"The field of human relations is of the utmost importance because that is where the potential for conflict is to be found," Prof Wiehahn said.

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...ation held ... such as the ...
Law and the Labour bureau system admin-
istered by the township administration
boards will be specifically examined. A
sub-committee to examine SA's labour
market has been established and it will be
chaired significantly, by a senior official
of the East Rand Administration Board.

Commission chairman Henne Reynders
says the NMC will not necessarily regard
aspects of the Wiehahn and Riekert re-
ports as immediate priorities. But some
thorny issues raised by the Wiehahn white
paper will be dealt with early on.

An industrial relations sub-committee
under Unisa's Professor Blackie Swart
has been established and Reynders says it
will give priority to the issue of trade
union autonomy. Issues such as the
closed shop, mixed unions and deduction
of union dues by employers should receive
priority, he adds.

The commission's chief priority at the
moment is the issue of employment cre-
ation and Reynders says work on this will
begin "immediately". The Board of
Trade's Basie Kleu will head a sub-com-
mittee to examine this and some of the
work of Kleu's industrial strategy com-
mittee, which has also been examining
this issue, will presumably be brought
over to the NMC.

Apprentice problem

Another thorny issue which could well
receive early attention is the effect of
military service on apprenticeships. White
trade unions are unhappy about agreeing
to the indenturing of African apprentices.
As long as whites are subject to military
service and blacks are not, white appren-
tices are at a disadvantage, they say. A
Defence Force man serves on the NMC's
executive and the SADF is apparently
devoting attention to this issue.

Addressing the commission at last
week's meeting, Manpower Utilisation
Minister Fanie Botha said it would work
within current government policy but
would be called upon to suggest changes.

Is the commission worried about criti-
cisms of its composition? Reynders says
he has come across little criticism, "al-
though some people have argued that we
should have had a representative of one of
the multinationals — others feel we should
have a labour lawyer. The commission
has decided to co-opt outsiders to its sub-
committees and these problems will be
rectified soon, he says.

In response to suggestions that trade
union representation is small and that
public sector representation is disproportionate,
Reynders replies that the commission
has 15 public sector and 26 private sector
representatives. This latter group is divid-
ed into eight employer association men,
eight unionists and 10 "others", he says.
Unionists complain, however, that many
of the 10 "others" have employer rather
than labour links.

23/11/79 (132)

MANPOWER COMMISSION

Jobs first F.M. 23/11/79

(132) (45) (173)
The National Manpower Commission,
which will play a key role in government's
new labour system duly got off the
ground last week. As expected, it will not
want for work.

After the commission's inaugural meet-
ing last Friday, pressmen were presented
with a list of 14 broad areas which will
occupy its attention. The list is nothing if
not ambitious, ranging from "a compre-
hensive education programme for all,"
through "an effective programme for in-
dustrial peace," to "a residential area and
housing programme for all."

It is clear that the commission's work
will go well beyond issues falling under
the ambit of the Department of Manpower.

Financial Mail November 23 1979

Labour lessons from Britain

LABOUR relations in Britain are bedevilled by the anger among workers towards their employers, whether private or public. It reveals itself in destructive, anarchistic wildcat strikes as well as in the distastefulness — if that is an adequate word — of the hospital picket-line this week where striking workers tried to prevent fuel reaching a hospital and thus depriving cancer patients of treatment.

The worker bloody-mindedness is derived in part from social and economic divisions in Britain, and from the historical hostility between employers and employees. The bitterness of the gross exploitation of the past remains burningly alive. Among workers there is thus a deep-rooted "them versus us" attitude.

The British experience has warning lessons for South Africa. Here, too, we have traditional cleavages, derived from colour and economics, which could plague labour relations in the future. A vast amount of hard work is going to have to be put into overcoming the heritage of the past.

Equally imperative, employers need to be seeking a better image for themselves and for the system of free enterprise, how else to do

it but through the way they treat their workers?

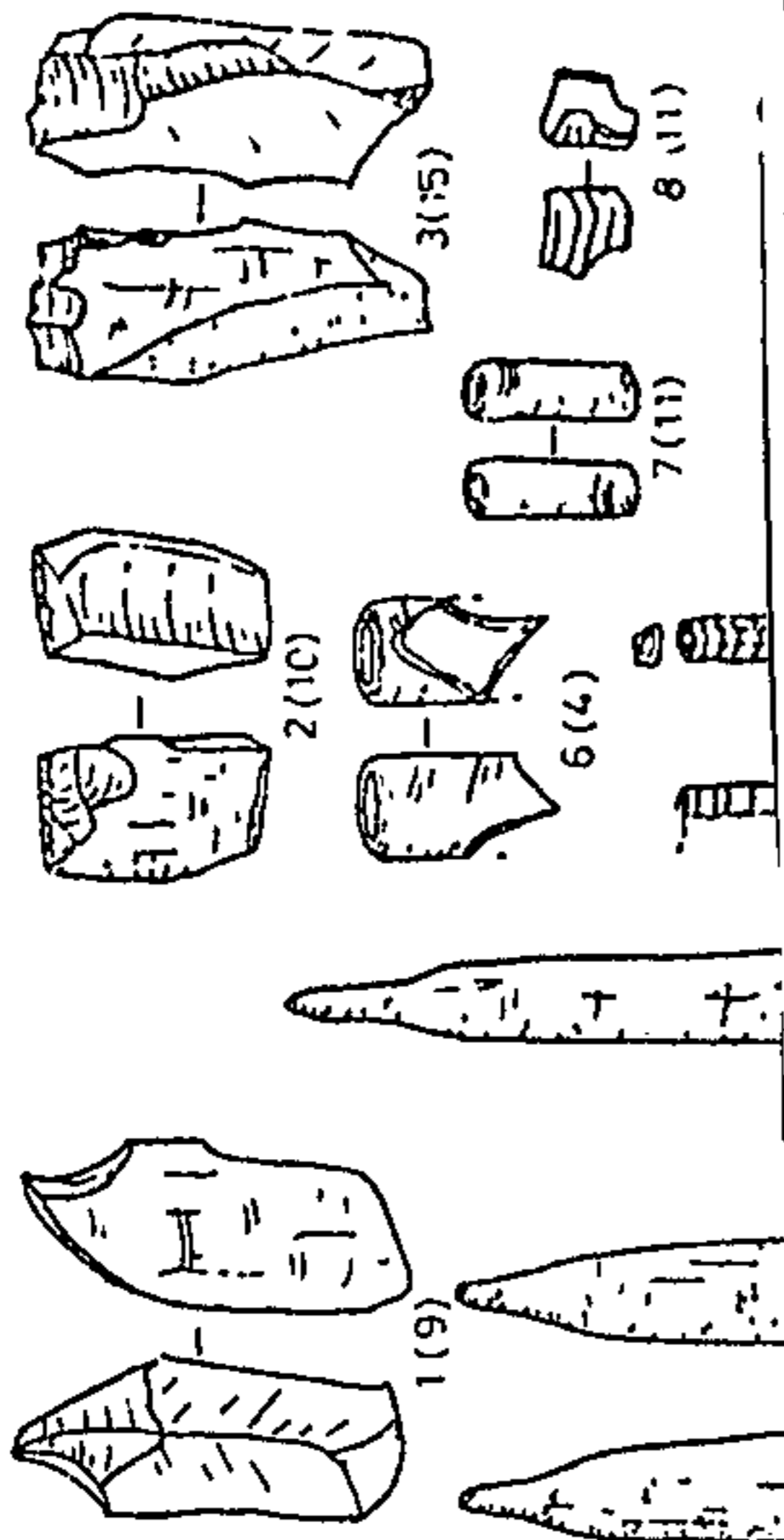
A graphic example of what we certainly don't want was provided this week by a local chemical company. 37 black employees refused to work after complaining they were badly underpaid. The company would not comment on the workers' accusations — in itself perhaps a commentary. But according to the workers concerned, one man, after 36 years of unbroken service, was earning R30 a week, another man said he was earning R19 a week after 24 years' service. And that for a 7 am to 5 pm working day.

More, the workers said they had had meetings with the management and were promised increases — which never came.

Only after the walk-out, and the attendant publicity, did the management pledge a small pay rise of 20%. Presumably that promise will now be kept.

It is this sort of worker experience which, unfortunately, is going to be remembered. It could hardly be otherwise. And, sooner or later, South Africa is going to have to pay a price for it.

Even the more enlightened employers could be caught in the backwash — as has been happening in Port Elizabeth.



Barlow support mixed unions

Financial Reporter

POWERFUL backing for racially integrated trade unions has been sounded by Mr Michael Rosholt, executive chairman of the Barlow Rand group. He also says in the annual report that the giant Barlows combine — turnover R2 284-million in the year to September 30 — is pledged to scrapping all race barriers on pay.

Mr Rosholt says black unemployment is the most pressing problem facing the country and warns that it carries "an inherent danger of social unrest".

Mr Rosholt urges the Government to accept the Wiehahn Commission recommendation in favour of "mixed unions".

He says "The best road to industrial peace and stability lies in negotiation at industry or national level between employer organisations and fully representative mixed unions".

This should be backed up by supplementary negotiation on domestic issues, at plant level between managements and works councils, employee representatives being drawn from all population groups.

Strong economic growth is an absolute prerequisite for the solution of our socio-economic problems and the elimination of racial discrimination which in turn will facilitate dealing in due course with the internal political pressures.

At the same time there must be much heavier expenditure on education and training to assist in solving the shortage of manpower in supervisory, managerial and professional positions, which is the consequence of the economic progress we seek.

● See Page 22

DOM 30/1/19
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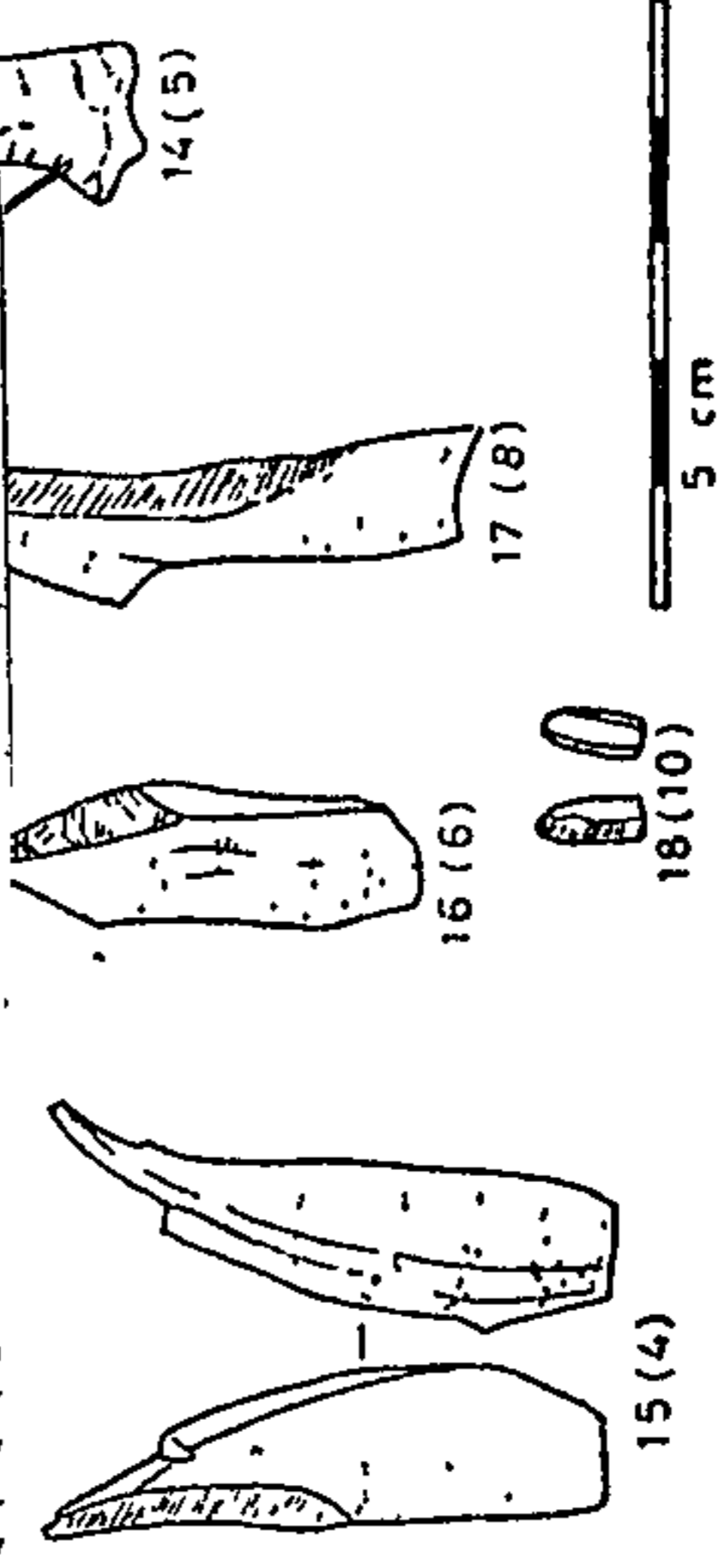


Fig 57 Beenartefakte 1 Buryl 2-3 Outils 4-5 Naalde 6-13 Ornamente 14 Bewerkte skag 15-18 Bewerkte vlakvarkland en enemel.

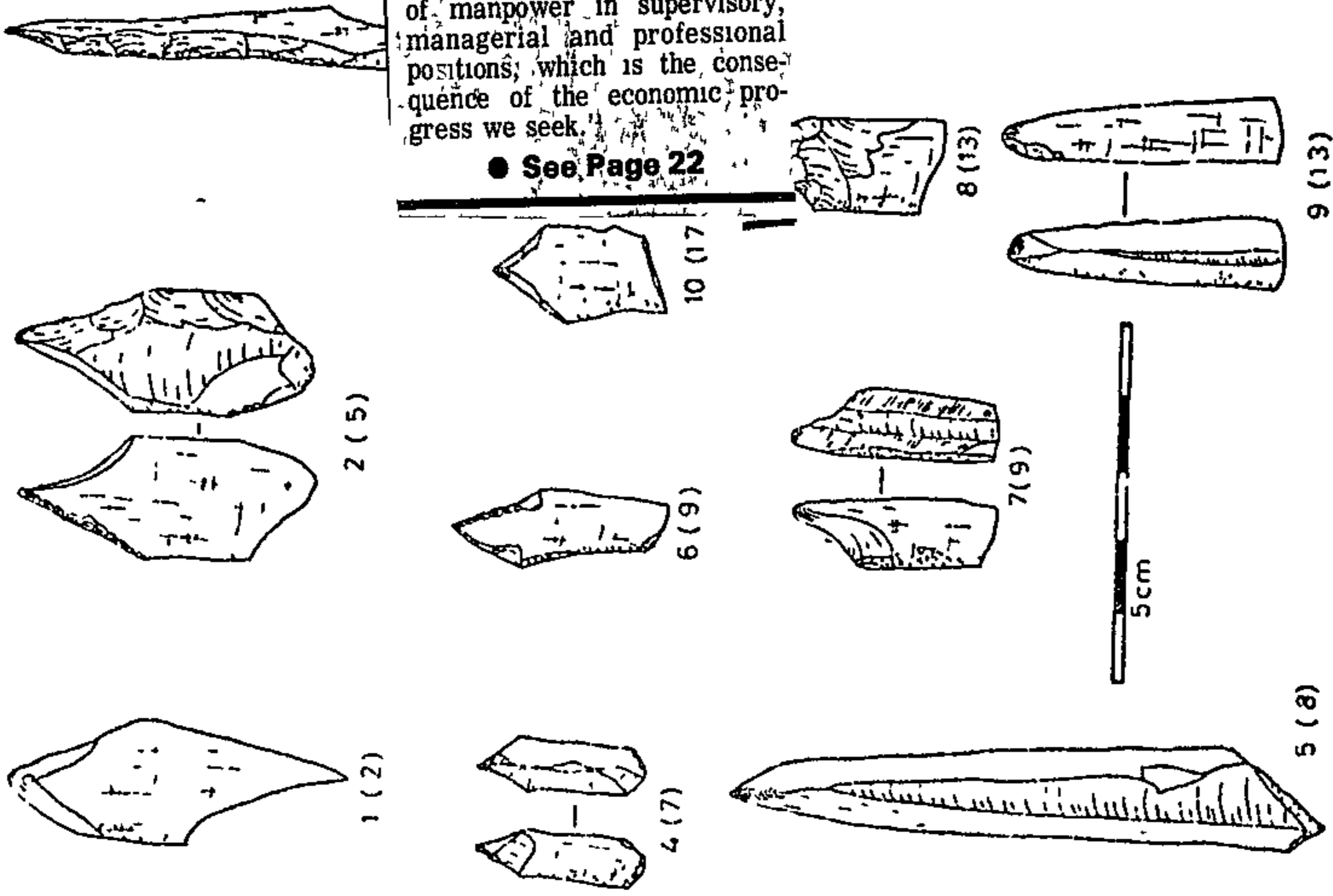


Fig 56 Beenartefakte Else / boortjies

Wipe out conflict bosses are urged

By WILLIE BOKALA

THERE WAS enough evidence for future employee-employer conflict and managements should identify and eliminate areas of this potential conflict at both company and industrial levels, Mr Zulu Wells Ntuli, group personnel consultant of Anglo-Transvaal Consolidated Investment Company, told a Johannesburg North Jaycee seminar at the Carlton Hotel last night.

Mr Ntuli was speaking on "Labour management in the 80s".

He said there were notable labour disputes in South Africa in 1979. Managements should take steps to develop procedures for the protection of employee and employer rights acceptable to both and do away with situations where rules were made by management for the worker without the workers.

The successful trend would be for management to make those regulations with the workers and legalise those agreements and make them binding for all parties concerned for stipulated periods. Managements should al-

so:

- Minimise resistance by workers and tune them to changes initiated by the employer.
- Provide for effective planning so that changes occurred in a systematic, orderly way rather than in an ad hoc manner.
- Eliminate all constraints on the optimum utilisation of all labour.
- Achieve a unitary representation system for employees at both the company and industry levels.

Unless managements made the employee feel secure enough in his job,



Mr Ntuli shares a joke with Dr van Zyl and Mr Doug Geddes.

Mr Zulu Ntuli of Anglo-Transvaal Consolidated Investment Company addresses Johannesburg North Jaycees.

there was bound to be pressure to narrow gaps in wages, particularly in areas where people did the same job although their colour was different, said Mr Ntuli.

Dr J C van Zyl, executive director of the Federated Chamber of Industries, said each individual business enterprise or entrepreneur — regardless of colour — should be free to acquire the labour, natural re-

sources and capital it wished and could afford to produce any goods and services it wished.

That should also apply to the job seekers, the consumer and the lender of capital funds.

He said a free enterprise system could only operate at maximum efficiency and effectiveness if certain political and administrative principles were also accepted by the Government.

Focus on labour

INDUSTRIAL relations in South Africa are now on the threshold of a new era which business leaders and organised labour believe has the power to make or break most industries in the country.

Fuelled by the current economic boom and the historic labour dispensation still unfolding at Minister Fanie Botha's Department of Manpower, employee aspirations have never been higher. The dust and debris of theory and philosophy has largely cleared in the post-Wiehahn/Riekerk workplace and organised labour, whether it wants it or not, will this year find itself with more power than ever before.

Management, whether it wants it or not, will have to adapt to what is essentially the coming-of-age of relations in the workplace.

It is a scenario posing the threat of dangerous confrontation, destructive miscalculations, and violent repercussions, but firmly holding out the possibility of finally bringing the nation's blacks into the marketplace as full-blown

Fuelled by the economic boom and the government's new dispensation worker aspirations have never been higher; like it or not organised labour has in its grasp more power than ever before. Con-

tributing Editor GOR-DON KLING, who is the Cape Times industrial writer, analyses a scenario posing a threat of dangerous confrontation, destructive miscalculations and violent repercussions.

consumers capable of catapulting the economy onto a whole new growth plane.

This is the stark reality behind the practical implementation of the Wiehahn and Riekerk proposals, its effects — the difficult successes, glaring mistakes, and the lessons they hold — are already becoming apparent.

Recent disputes in the Cape for example, including those at Fattis and Monis, Sea Harvest, and Rainbow Chicken have shown that management does not have the power to decide on the union membership of its black employees and that black unions will no longer hesitate to walk off the job in support

of their demands for better conditions if they feel they have to.

The prolonged Fattis dispute also illustrated another aspect of the new-look black unionism: the issues are not confined to the job. The marketplace itself is highly responsive to them and quickly passes judgement as the relatively successful boycott of the firm's goods by traders and consumers aptly showed.

The president of the 250 000 member Trade Union Council of South Africa, Andre Malherbe, accepts that worker aspirations are strong, but he places much of the blame for irresolvable confrontations with the government. The key pressure behind wage demands, he maintains, depends on how effective the authorities will be in bringing down the inflation rate from the current 14% level.

"If they can't contain it, you'll see the reaction in our demands," he says.

Mr Malherbe believes employers will find the improved economic environment will alley labour fears materialising out of the Wiehahn and Riekerk recommendations.

"In an unemployment situation people tend to look over their shoulders rather than ahead as is happening now."

He also believes there is more to come from government. "I sincerely hope I'm right in thinking that recent government concessions on labour are only the start, and we'll see more in the coming session of parliament."

He believes the unions will gain a more pronounced role from the increasing momentum of the economy, but doesn't warn to the "big labour" concept "I don't like the expression 'union power', but union effectiveness will grow because they become more representative and more of a factor, when workers do not have to clamour for jobs."

The Chamber of Mines also believes the present environment must mean more critical and faster accommodation of labour aspirations, and expects this to happen. Wage policy is of course not linked to items such as the soaring gold price, but a chamber spokesman told Industrial Week "The broad consequences of everything going on around us now are that we should be able to offer the

workers a better deal."

And the mining industry, of course, can look to the dismal failure of the Mine Workers Union to challenge the spirit of the new labour dispensation last year as a telling example of what won't work to obstruct the new scheme.

But the MWU's general secretary, Arrie Paulus, still believes black progress has been adequate and makes it clear that while the threat of a backlash has probably diminished, the white worker does not expect to come off second best when it comes to the new round of negotiations.

This is also one of the messages emanating from the widely significant disputes at Ford's Port Elizabeth plants, which in many ways represents all the issues rolled into one and the outcome of which is certain to have a lasting impact on the evolution that is now underway.

As one company executive puts it: "We know whatever happens is going to happen to everyone else, and you can be sure we're doing our best to see that we go down as a good example. A lot of others are going to be looking at it."

NO.	MTL	65+	45-64	25-44	5-24	1-4	0-1	
2336	1,12	<u>11,52</u>	1,46	0,20	0,05	0,22	2,90	M
2019	0,97	<u>7,89</u>	0,92	0,12	0,06	0,28	2,22	F
								W
430	1,22	<u>16,51</u>	3,33	0,37	0,17	0,90	7,81	M

DISEASES

9/13/80 (17) (15) (32)

Black unions: What danger?

Business Times

MANAGEMENT attitudes towards growing trade union power in the Republic within the next five to 10 years will be crucial to industrial peace, according to a leading authority on black-white industrial relations.

The assistant director of the University of Cape Town's Graduate School of Business, and a member of the National Manpower Commission, Mrs Kate Jowell, this week compared Britain's dismal record of industrial unrest with South Africa's relatively peaceful industrial climate

Conflict

"Our environment is immensely more conflict prone" she cautions. "The issue is not whether conflict can be avoided, but whether the mechanisms we have in this country for channeling that conflict with the least disruption will stand up to the immense new pressures being put on them."

It will be important for black trade unions to register and put themselves within the constraints of the legislation covering industrial relations

It will be equally important for management to discard the all too prevalent "tell-them-to-go-to-hell" attitude towards groups of workers.

Politics

On whether blacks will accept the constraints of the industrial council system, Mrs Jowell says "One cannot deny the legacy of history. It is an unfortunate fact that because we have excluded blacks from legitimate trade union membership for so long, we have emphasised their political status rather than their status as workers."

She adds that because there had been a tendency to see strikes by black workers as "political" and as threats to national security, this had "led to a more rapid politicisation of unions"

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STUD NO	SURNAME	FIRST NAMES	COURSE	DESCRIPTION	SYMBOL
102531	ROSEMARY	KATHERINE	102101	AFRIKAANS	UP (50)
* TOTAL NUMBER OF STUDENTS 1					
DEAN					
REGISTRAR (ACADEMIC)					

EXAMINATION RESULTS IN FACULTY ARTS

YEAR : 4

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por

COMMENT

It could become the decade of industrial unrest

AS BLACK political frustrations erupted on the streets of Soweto and other townships in the seventies, so they are likely to spill over on to the factory floor in the eighties. It could become the decade of industrial unrest in South Africa.

And the reason for this is the Government's decision to stall on political reform. It is being compelled by the pressures of our industrial economy to recognise the essentiality of the black labour force, to lift restrictions so that it can acquire the skills that industry increasingly needs and try to stabilise it by allowing it to become organised and unionised.

But it is doing nothing to allow blacks — particularly urban blacks — to acquire a comparable degree of political organisation. They are being given the machinery to express their employment grievances, but no equivalent machinery to express their social and political grievances. Therefore it seems to me

black trade union. Yet trouble blew up in its face.

The reasons have now been thoroughly analysed and the conclusions constitute a warning of the kind of difficulties that South African industry may be faced with in the eighties.

The first lesson to emerge is Don't raise expectations if you can't fulfil them (a lesson, incidentally, which Mr P W Botha should learn as well as the captains of industry).

Understandably, Ford had made much of its progressive employment policies. As one of the more prominent multinationals, it was under pressure from the disinvestment lobby in the United States and so was anxious to show how enlightened it was in South Africa.

The effect of this, combined with the training programmes,

paying particular attention to the emergent black unions, it can surely be only a matter of time before the same happens here.

Indeed we have already had a foretaste with the Ford strike in Port Elizabeth, which began last November and only ended this week — one of the longest, and certainly the most politicised, black strikes ever to take place in South Africa.

It was a strike which puzzled much of the business community, because Ford has been considered an exemplary employer in the South African context. It subscribes to the Sullivan principles, whose monitors have rated it in the top twenty bracket, it is committed to paying the rate for the job, it has integrated facilities and introduced training and job advancement programmes, and it was one of the first companies in the country to recognise a

highly likely that they are going to use the one channel that they do have to give expression to both sets of grievances. They will use their industrial rights to fight for political as well as purely industrial goals.

And in that way I see the black political struggle spilling over into industry to the discomfort of an ill-prepared and largely uncomprehending business community.

There are precedents to indicate the likelihood of this. It happened on the Zambian Copperbelt before independence, when blacks had union rights but only limited political rights — and as a result the union-management link had to carry many of the stresses and strains of the independence struggle.

With the two main black political groups in South Africa, Inkatha and the Black Consciousness movement, already

The second factor involved in the strike was even more important. Ford found itself, quite unwittingly, embroiled in the socio-political grievances and frustrations of the Port Elizabeth townships.

The black community of Port Elizabeth has long been highly politicised, largely because that part of the world was the cradle of black education centred upon the old institutions of Fort Hare University and Lovedale and Healdtown Colleges. The founders of the African National Congress were all educated there and the township of New Brighton itself became an early ANC stronghold.

During the Government's drive against the ANC in the sixties, there was a huge crack-down on New Brighton and its neighbouring townships. Hundreds of trials were held in small Eastern Cape towns, out of the glare of publicity, and

sentences totalling thousands of years were meted out.

Politically, New Brighton was crushed. For the next 15 years it was, in colonial terms, pacified.

But its spirit appears to have been dormant rather than dead. And nobody thought to use the full to try to improve the quality of life in the place. Conditions there have steadily deteriorated, turning it into one of the most disgraceful of all South Africa's townships — with rents substantially higher than Soweto's in conditions that are far worse.

In this tinderwood of grievances, a spark of political revival suddenly appeared last year. An organisation calling itself the Port Elizabeth Black Civic Organisation appeared on the scene under the leadership of one Thozamile Botha and grew rapidly into a popular

Ford three months to get them back and cost the company several million rands plus a pile of damaging publicity abroad.

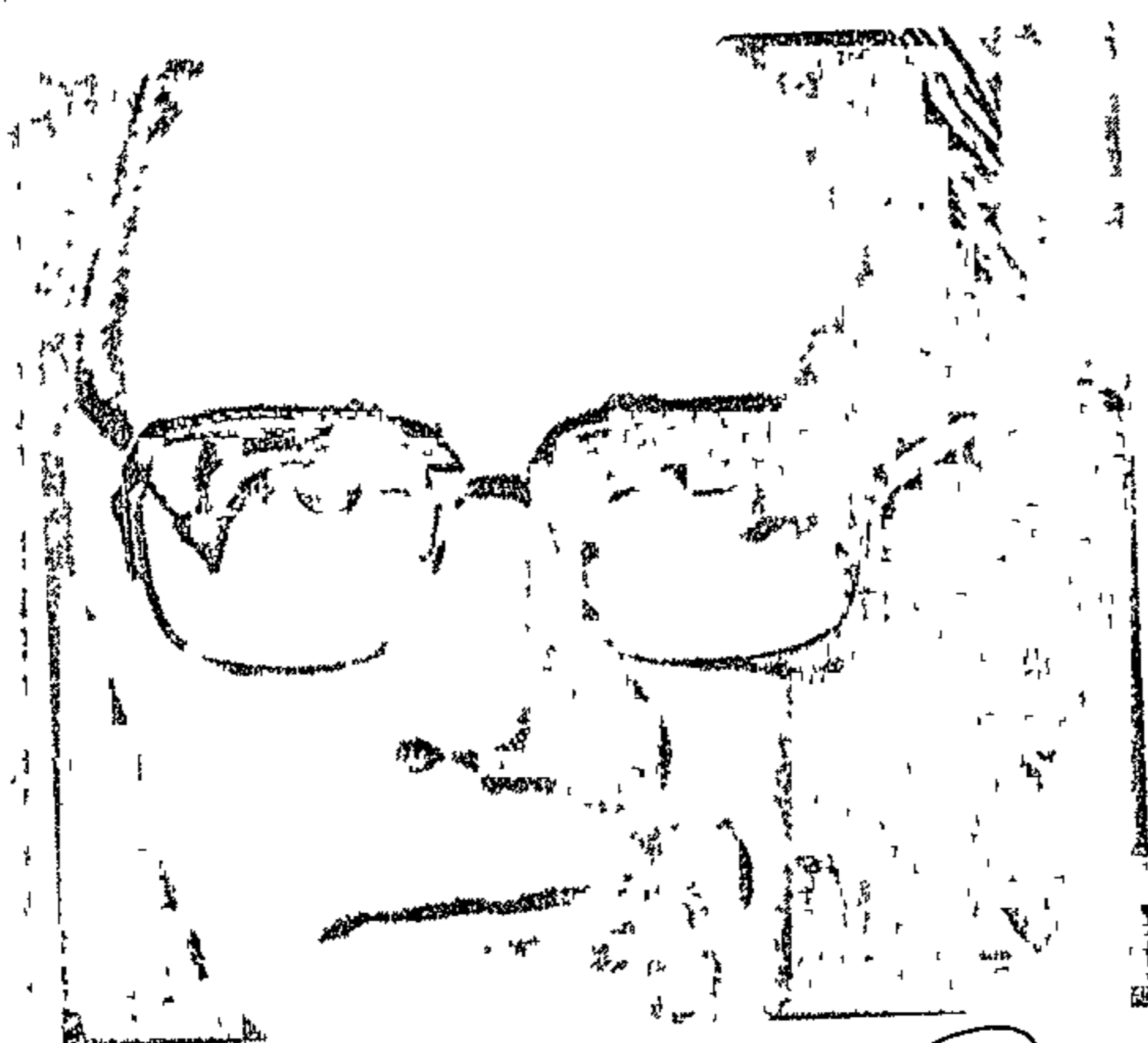
The significant thing is that those 700 workers followed a leader — a political leader who was not part of the trade union that Ford had recognised, but who had identified with their grievances in New Brighton and whom they therefore accepted as their champion.

It was in New Brighton that he had won their allegiance and established himself as their leader — and it was on the factory floor that he used that allegiance to make an impact.

There was no other place where he could do so. There was no political machinery through which he could negotiate a redress of New Brighton's grievances.

He could make no impact on the political front. But on the factory floor he could. And so the diversion took place, in a manner that I fear may well become a pattern in South Africa — until such time as adequate political machinery for blacks is provided.

PARLIAMENT



Mr. Fanie Botha

Reds pledge to help Lusaka

LUSAKA — Soviet Deputy Foreign Minister Leonid Ilchev has promised that the Soviet Union would support Zambia in repelling South African military raids into the country's Western Province

Mr Ilchev, who is leading a five-man delegation to African Front-line States, yesterday said the Soviet Union would not sit idly by while South Africa continued to attack Zambia's Western Province on the border with Namibia

He said Swapo was "the legitimate representative of the Namibian people and the Soviet Union will continue to support the movement"

The minister's comments coincided with reports here saying that South African troops had occupied parts of Western Province hunting Namibian guerrillas until Monday when they pulled out of the area through the Katima Mulilo border post with Namibia

**'All now have
union rights'**
Post 28/3/80

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FOR the first time in South African history blacks now enjoyed the same trade union rights as others.

And all South Africans irrespective of colour could now be trained as artisans, the Minister of Manpower Utilisation, Mr Fanie Botha, said in Durban yesterday

Addressing a seminar of the Natal Chamber of Industries, he said the process of orderly evolvement of South Africa's labour relations had been started with the changes made to the Industrial Conciliation Act last year

"I agree that it cannot be claimed at this stage that the process has been completed on the contrary a lot of work still has to be done," he said

One of the issues which needed attention was the concept of full recognition of freedom to association with regard to trade unions. The concept implied also the freedom not to associate and thus the whole closed shop practice was still at stake

"We can at least say (at this stage) that some obvious bottlenecks have received attention and that

BLACK UNIONS

Seifsa reconsiders

The Steel and Engineering Industries Federation (Seifsa) is considering changes to its controversial guidelines on black trade unions. This is at the request of the unions in the industry which are affiliated to the Confederation of Metal and Building Unions (CMBU).

The guidelines call on the 5 000 associated employers not to have any dealings with black unions until they have received final registration and are party to one of the industrial councils. Employers are urged not to give unions access to their premises. In addition, the guidelines suggest the continuation of works and liaison committees for effective employee representation at company level.

In a letter to Seifsa the CMBU criticised the anti-union and pro-works/liaison committee inferences in the guidelines. Part of CMBU's interest stems from the involvement of some of its unions in organising Africans.

After meeting with Seifsa three weeks ago reckons Ben Nicholson, CMBU director. "There appears to be a change in heart among employers in assisting black trade unions. But this is encumbent upon the unions applying for registration at some stage."

Seifsa is considering two proposals. One

relates to union access to employers' premises. The unions have asked Seifsa to suggest that employers meet unregistered unions. Says Nicholson: "We are not asking employers to go so far as allowing unregistered trade unions to hold meetings on company premises."

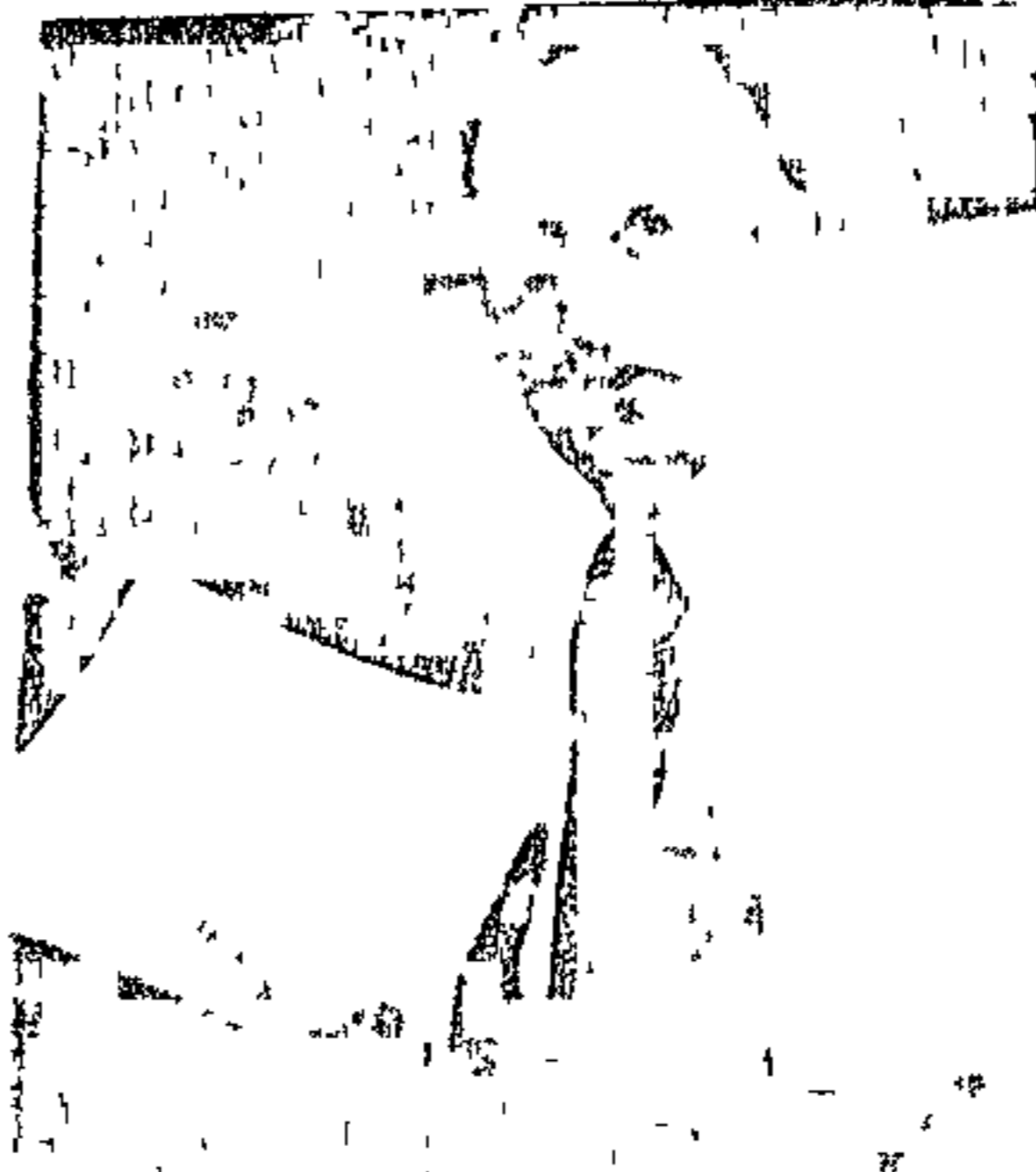
The second proposal relates to the ban on the provision of stop-order facilities to unions not party to the industrial council. The guidelines reminded affiliates of this prohibition, which is written into the industrial agreement.

On this, employers at the meeting recommended exemptions being granted for at least six months. If, within that period, the unions have not applied for registration, stop-order facilities can be withdrawn.

Comments Seifsa's director, Errol Drummond: "Our discussions are nowhere near complete. We are still evaluating their proposals."

The issue has become internationalised. In a letter to the International Organisation of Employers (IOE) the unregistered Steel, Engineering and Allied Workers' Union asserts: "These irresponsible and dangerous guidelines are a denial of freedom of association." SA Consultative Committee on Labour Affairs (Saccola), to which Seifsa is affiliated, is a member of the IOE.

The IOE subscribes to the principle of



Nicholson sees a change of heart

freedom of association as laid down by the International Labour Organisation (ILO) - which also states voluntary negotiation between employers and workers' organisations should be promoted.

The union asked IOE "to explain, after advice from the ILO Committee on Freedom of Association why Saccola's membership of IOE should be allowed to continue because of the anti-union stance of Seifsa."

In reply, the IOE asserts that the guidelines are "fully consistent with IOE statements on freedom of association and racial equality." For, it says, in the document spelling out the guidelines, Seifsa states it "supports the establishment of black and/or mixed trade unions which represent employees and the negotiation of their conditions of employment through the National Industrial Council."

In addition, the IOE says "A requirement to register and/or become a party to a national industrial council for the industry - which is the legal pattern of industrial relations in SA - would not of itself be contrary to the principles of freedom of association."

Unionist sees change in law

By RIAAN DE VILLIERS
Labour Correspondent

A LEADING South African trade unionist has told an overseas audience that an increasing number of established trade unions in the country were committed to removing race discrimination from the labour field

He also said South African unions "fully expected legislation within a very short time" allowing them to become completely non-racial

Addressing a seminar on industrial relations in South Africa, held in Frankfurt by the company I G Metall, Mr Ike van der Watt, secretary of the Boilermakers' Society, said many white unions had abandoned the idea of the intermediate stage of parallel unions for blacks

The transition was now seen as moving from exclusively white unions directly to mixed unions

Criticising parallel unionism, Mr Van der Watt said some unions still saw them as a solution, but this could at best only be an interim solution

There were black unions which insisted on separate unions — which could be understood "all too well" But this was the equivalent of the white protectionist reaction and could be equally destructive

"In the end neither of these

reactions can benefit anyone," Mr Van der Watt said

South Africa could not afford a divided trade union movement operating on different levels, divided along ethnic lines or the lines of registered and unregistered unions striving after different objectives

"What we will need is a united trade union movement with a clear view of what its objectives and aspirations are"

He said many "white" unions were committed to change and were bearing a large part of the burden of change

"We do not wish to belittle those unions which see change purely in terms of ethnic liberation, but we must point out we see change as a non-racial process," Mr Van der Watt said

He warned that at the same time, unions were not prepared to sacrifice standards relating to conditions of employment, standards of living or professional work standards

"Our commitment is to the extension of optimum standards to all without reference to race or sex

Mr Van der Watt said the policies of Mr Arrie Paulus, secretary of the Mineworkers' Union, and his supporters were similar to that of the more extreme black unions, both adhering to an ideal of a South Africa under the domination of one ethnic group

EXAMINATION RESULTS IN FACUL

YEAR

FIRST NAMES

STUD NO SURNAME

STU13-9
13010 RACHELOR OF ARTS

1620012 RUIJNE SUZANNE CLITZ
158955C CARO SALLY ANN

162195Z CHAIT CHERYL
153945D CLARKE PELOPE JILL
157789K COHEN DAVID

156503M COLLIER LINDSEY JEANNE
1538900 COLLINS BEVERLY RAYMOND

153021E COUCHEK ROBERT GEORGE REN
158572X COULIEUX COLLETT

153796V DAVIS CASSANDRA ELAINE
140457J DELAUNAY ANNA TERESA

162364E DOMAN MICHAEL EDWARD
1559310 DUFFESSIS MARGIA ELIZABETH
150919N DUNCAN ANDREW SYMON

156415K ERASMUS ARJO JACQUES ERASMUS
162310Z EVANS GAVIN JAMES READ
161480X FAFAK GIULIETTA

153866ST FALLOUX GILLIAN DEBORAH
152806J FARELL MICHAEL BRUCE
157359T FILLERY DANIELA JANE

1597444 FLOKAVANII LUIGIA

38	144457W	APR	CELEBRATION I	106102	ECUONIC HISTORY I	F	(8)	162304E
40	162304E		CELEBRATION I	107101	ECUONIC HISTORY I	F	(57)	155031H
42	155031H		CELEBRATION I	003101	SOCIOLOGY I	F	(49)	150919N
44	150919N		CELEBRATION I	004101	PSYCHOLOGY I	F	(44)	
46	156415K		CELEBRATION I	001101	CUMPRICIAL LAW A	F	(35)	
48	156415K		CELEBRATION I	010106	STATISTICS IC (HALF CRSE)	F	(48)	
50	162310Z		CELEBRATION I	101103	APR LINGU INTENSIVE (XN05A)	F	(57)	162310Z
52	161480X		CELEBRATION I	107101	ENGLISH I (PRE-1980)	F	(57)	161480X
54	153866ST		CELEBRATION I	115101	ENGLISH I	F	(57)	153866ST
56	152806J		CELEBRATION I	004101	PSYCHOLOGY I	F	(55)	152806J
58	157359T		CELEBRATION I	104100	STATISTICS I	F	(52)	157359T
60	1597444		CELEBRATION I	115102	ENGLISH INTENSIVE	F	(54)	
62	1597444		CELEBRATION I	115103	ITALIAN INTENSIVE	F	(54)	
64	1597444		CELEBRATION I	214102	STATISTICS I	F	(56)	1597444

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Angry black union quits in protest

By STEVEN FRIEDMAN
Labour Reporter

A UNIQUE organisation, which attempts to increase co-operation between bosses and trade unions, suffered a blow this week when one of its key black union affiliates resigned

The organisation is the Institute of Industrial Relations, a joint management-labour body whose affiliates include major employers, registered unions and unregistered black unions

The union is the Commercial Catering and Allied Workers Union, which has resigned in protest at the institute's role in the recent dispute between Allied Publishing and the union

The institute's acting director, Mr Sam van Coller, acted as an advisor to Allied management during the early stages of the dispute, and the institute offers courses in negotiating skills to the company

In addition, the union's general secretary, Mrs Emma Mashinini, has resigned from the institute's Board of Trustees

Although the institute is not the only joint management-labour body in the country (the one other is based at Unisa), it is the only one with a sizeable black union membership

It was set up to provide training in labour relations to both unions and employers and

to play a neutral role in labour matters. It aims to improve the negotiating skills of both sides and to foster bargaining between them

In its letter of resignation the union says it 'sees no advantage' in remaining affiliated 'to a supposedly neutral body which is in reality heavily biased towards management'

The union says it takes this view as a result 'of the part your organisation played in our dispute with Allied Publishing'. It accuses the institute of 'advising Allied behind our backs'

It refers to a statement by Allied management that it had

(132)
(131)
"strictly followed the guidelines laid down by the institute" in dealing with the union

"We can only assume that the Institute advised the firm to ensure that the commencement of negotiations be delayed for as long a time as possible," the union's letter says. Allied has since recognised the union

The union also claims that a senior institute staff member told Mrs Mashinini that it had been "irresponsible" in its handling of the dispute

Mr Van Coller yesterday declined to comment, beyond saying that the resignation 'will obviously be discussed internally at the institute'

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(W) 24/4/80.
'SA security depends on job creation'

Own Correspondent

EAST LONDON — The greatest threat to South Africa's security is unemployment — if a man has a job, and his family is housed and clothed, he will be prepared to defend his country because he will have something personal to defend

This was said by the president of the Railways Artisans' Staff Association, Mr James Zurich in his opening address at the association's 49th annual congress, in East London

He said this was a decade in which there would be major changes in the industrial, social and economic spheres

Mr Zurich said for several years there had been talk about changes that must take place and the cliché — we live in a changing world — had lost its meaning as very few meaningful changes had taken place up to now

A growth rate of at least five percent was needed this year and it had to be maintained and increased during the next few years to create work for the new job seekers that came into the labour market every year

Internal peace, social security, stability, prosperity and full employment were what everyone wanted for South Africa

"If we could have these things, we could be assured of the security which we all crave for. These things could be ours only if we had full employment. The greatest threat to our security is unemployment. A man with a job is a happy and contented citizen who would be prepared to defend his country

The trade union had a role to play if the country was to achieve this. The union must be flexible and prepared to accept

orderly change in the work place

The membership would accept many changes provided the changes were done in consultation with and with the concurrence of, the union and not forced on it

Mr Zurich said his own view was that orderly changes, using labour of a different colour, brought about by negotiation between the employer and the union, would hold no threat to the present workers or those who would follow

With their experience, expertise and qualifications they would be still a few jumps ahead of other workers for many years

More intelligent use must be made of the available trained artisan in the sense that he must be used as a trainer and a supervisor and the leader of the lesser skilled workers in the industry

The availability of artisan labour would determine the growth rate of the country

Mr Zurich said what concerned his union, was that neither the Railways administration nor the management, bothered to take the union into its confidence and to talk to the union about the future and the questions he raised. It would be in the interests of all concerned if these matters could be discussed with the union

Touching on the subject of the registration of trade unions of other races, Mr Zurich said that his union had pleaded in the past that black unions be acknowledged

They are now able to register as unions but seemed slow to do it. He said he believed that no unregistered trade union should be allowed in the country

Plan to break union power to bar blacks

By STEVEN FRIEDMAN
Labour Reporter

A MOVE which would weaken the hold of trade unions over skilled jobs has support among some Government labour advisers

If implemented, such a move would make it more difficult for white unions to block black apprenticeships. But it could also ultimately be used to erode the power of all skilled workers, by making it easier for employers to hand over parts of the skilled job to semi-skilled workers.

A move along these lines is likely to be bitterly opposed by trade unions.

It is understood that some Government labour advisers believe the authorities should reduce union representation on apprenticeship committees.

At present, unions and employers have equal representation on these committees, which means the unions have a "blocking" power.

But a plan now being floated by some Government labour advisers would reduce the

union representation to one-third, with one third going to employers and the remaining third to people involved in technical training.

This would make it possible for the committees to make decisions despite union opposition.

Although the committees do not make binding decisions — they can be overruled by higher Government authorities — they have considerable influence over skilled work.

They examine all new applications for apprenticeships and some white unions have been using their representation to vote against black applications.

The Minister of Manpower Utilisation, Mr Fanie Botha, last week threatened to move against unions which block black applications "where skilled labour shortages exist".

Mr Botha subsequently told the Rand Daily Mail he would do this by overruling the committee's decisions, but a more far-reaching move could also be in the pipeline.

Asked about possible apprenticeship changes in an inter-

view last week, Mr Botha would only say that he was planning to modernise the Apprenticeship Act. This could include changes to the committees.

Trade unionists canvassed on such a move said it would be "totally unacceptable".

Said one unionist: "The training people have very little understanding of the realities of the factory floor. They tend to be very academic and we don't believe they are competent to serve on the committees."

Such a move would not only remove the unions' power to fight new applications by black workers.

The committees also discuss the content of skilled jobs, and reducing union representation could make it easier for employers to fragment skilled jobs. Some employers are known to favour a downgrading of artisan jobs, with portions of skilled work being handed over to semi-skilled workers.

A change in representation on the apprenticeship committees could make this easier.

The Minister marks time

MR Fanie Botha, Minister of Manpower Utilisation is impatient about the latest delays in receiving the final Wehahn commission reports

At the same time, he is not worried about a possible loss of momentum in implementing labour reforms

Thus emerged during a recent interview with Mr Botha during which he responded to criticism surrounding the new dispensation

Mr Botha indicated that he had expected the reports sooner, and added "We can't legislate further before receiving the final reports"

Criticisms of the industrial court stemmed from 'technical issues'

"I have often said we would have to attend to problems as they arise. We know what they are and will rectify them."

Confirming that there would be no change on mixed unions this year, he pointed out that mixed unions existed, that new ones could be formed and that exemptions had been granted to numerous unions to include blacks

"There is therefore no embargo on mixed unions. If nec-

essary we will look at this issue again next year."

He would not comment on the Fosatu applications, which he said were still under consideration

A final decision on whether to introduce compulsory registration or not would be taken after the final commission reports had been received

Mr Botha denied that the Government was envisaging a diminished role for unions

Trade unions can play a very important role. They form an essential part of the conciliation machinery and must help maintain order.

On the issue of state control over unions, Mr Botha said "In liberal circles the view is that unions should be free to do what they want."

"But then you get the chaos of Britain and we don't want that here. They could ultimately break the country."

Trade unions must take part in politics. Also, we must protect union members against possible financial mismanagement.

"We must have order. We can't have millions of people in

legal organisations. If we don't look after them."

He rejected suggestions that the Government intended increasing control over unions. "I don't want to create some kind of dictatorship over these people. But to have no control is out of the question. I don't intend creating a second Britain here."

Also "we can't have a dual system."

Mr Botha rejected arguments in favour of stronger shop floor involvement of unions as "invalid."

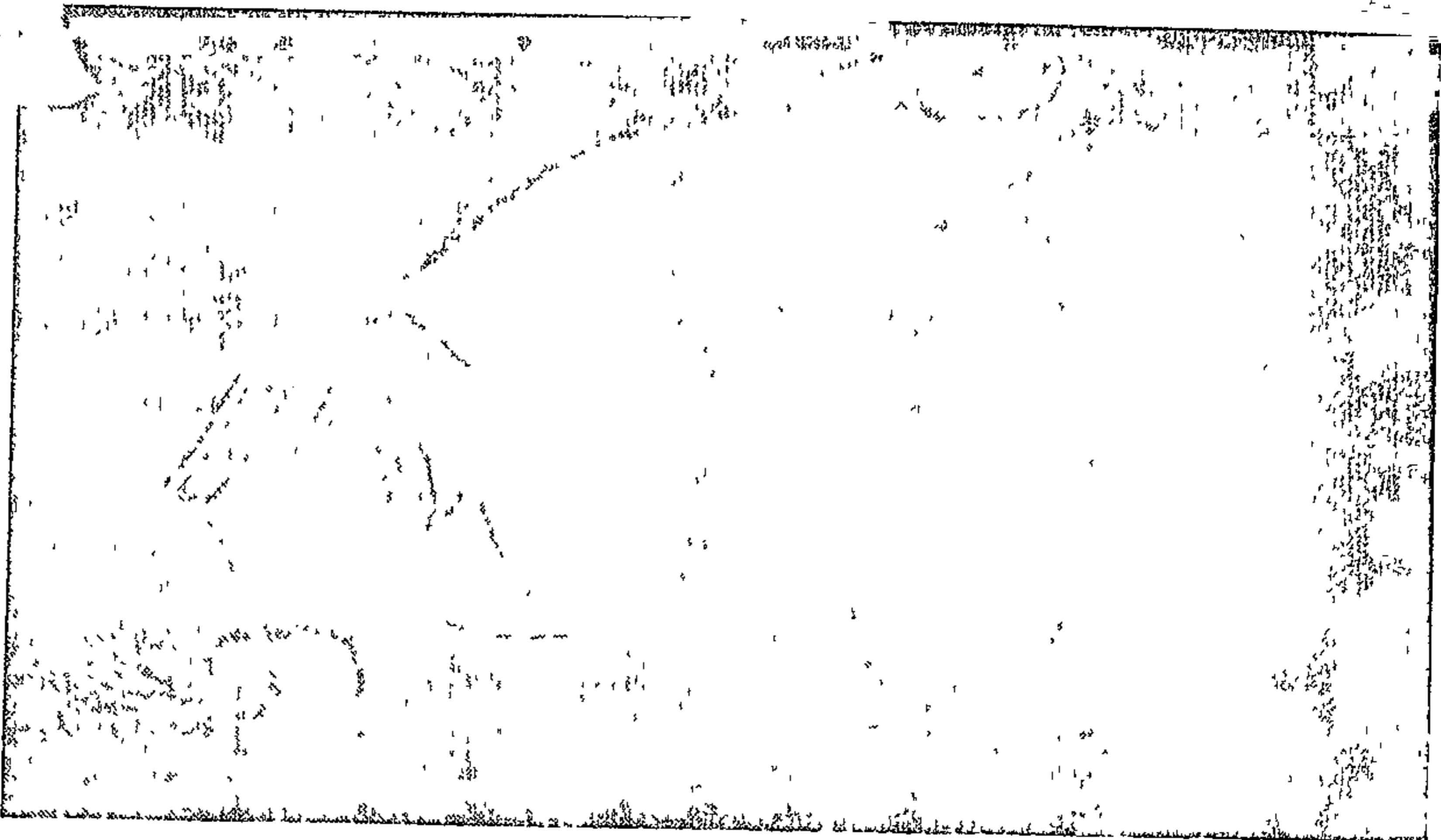
"These are hypothetical arguments by people who don't deal with these issues in practice. Committees function very well and I intend to build them out for workers of all races."

On the Ford strike, Mr Botha said "It had nothing to do with labour issues. It was instigated from outside by people with ulterior motives."

"Everything was illegal and had nothing to do with negotiations in terms of the Industrial Reconciliation Act."

He agreed, however, that it could happen elsewhere.

Mr Fanie Botha impatient with delays



Crisis Point
116 132 151 151 5/5/80

Mr Fanie Botha impatient with delays

blacks There is therefore no em-
bargo on mixed unions If nec-
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Reconciliation Act
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Crisis point for SA labour

166 132 104 151 5/5/80

THE Government's programme of labour reform has bogged down — a year after the Wiehahn Commission's widely-acclaimed first report was tabled in Parliament.

Contrary to expectations, no significant changes to labour laws will be made during the current Parliamentary session. And of five outstanding commission reports, only one will be tabled.

At this stage, the new dispensation can hardly be said to be off the ground.

Now, South Africa will have to wait another year before seeing the commission's work in its final form or further changes to labour law.

Until then, the most crucial questions surrounding the new dispensation remain unresolved. And meanwhile, fears are growing that the Government's reform programme may be overtaken by events on the factory floor.

Hopes that the Government would at least amend the law to allow unfettered mixed unionism have been proved wrong.

Also, the registered union rights belatedly granted to black migrants and commuters in September last year will continue to operate by exemption and will not be entrenched in the law.

The only amendments to be tabled this year will be to rectify shortcomings in last year's legislation setting up the industrial court, which according to legal experts have rendered it effectively inoperable.

A major reason for the holdup is yet another delay in completion of the outstanding commission reports.

In September last year, Mr Botha announced he had instructed the commission to complete its work by December and indicated that large-scale amendments to labour laws would be piloted through this session.

However, only one report, dealing with training, has been completed and handed to the Government.

Latest instructions to the commission are to complete the outstanding reports within two months "at the latest".

The four outstanding reports are to deal with social security, employment and safety standards, and most important, the mining industry and industrial relations.

Sources close to the commission have suggested it is unlikely to finish its work before the end of the year.

However, it is believed several of the outstanding reports exist in draft form and the commission may finish within a few months.

Some observers argue the slowdown can be ascribed to this delay and that change is being backpedalled to preserve party unity and avoid alienation of white labour.

However, the delay has given rise to serious concern among trade unionists and other participants in industrial relations, some of whom

With the first report of the Wiehahn commission a year old, what stage has been reached in the Government's programme of labour reform? RIAAN DE VILLIERS, Labour Correspondent, analyses the position.

argue that, having unleashed radically higher aspirations among black workers, the new dispensation is in danger of being overtaken by events before being implemented.

As an influential industrial relations man put it recently: "We have to ask ourselves if the Wiehahn reforms have become, or are becoming, irrelevant."

"The first report was tabled a year ago, and what has actually happened? Out of some thirty black unions, only one has been registered and a handful of black apprentices have been indentured."

"The industrial court has not got off the ground and it appears unlikely to do so for some time."

"Also, resistance has built up among black unions against some features of the new dispensation, including Ministerial exemptions for migrants and commuters and mixed unions."

"Now there is even talk of compulsory registration."

"The momentum generated by the first Wiehahn report is fast disappearing, and in the process tremendous expectations have been generated among blacks."

"What I'm scared of is that when we get around next year to things we should have done this year, we will have been overtaken by history."

Mr Ike van der Watt, a leading unionist and the man in the middle of the current friction between registered unions and independent black unions in the metal industry, is especially disappointed about the Government's failure to amend the law on mixed unions, which he says is creating "tremendous problems."

Spokesmen for the unregistered unions are also sharply critical.

As Mr Alec Erwin, general secretary of the predominantly black Federation of South African Trade Unions, puts it: "The lack of change is reinforcing last year's unsatisfactory legislation."

"Nothing is clear, everything is vague and no decisive steps are being taken."

Central to Fosatu's problems are whether its black affiliates are going to be granted registration or not.

Following a "summit" meeting held with other independent unions last year where objections to aspects of the new dispensation were outlined, Fosatu has submitted registration applications based on certain conditions, including a demand for completely non-racial status for all unions.

With no change to the law, it remains unclear whether the conditions will be met.

Fosatu has committed itself to rejecting registration if they aren't. Two other unregistered unions have rejected registration outright.

The Government wants all unions in the system, and compulsory registration is being considered as a measure to force all unions to register or close down.

The situation obviously contains potential for confrontation, and the registration of black unions remains an important unresolved issue which could have a major bearing on the future of the new dispensation.

According to Mr Erwin, unregistered unions have been left in a "highly unsatisfactory position."

"Our applications have been in for a long time but we've had no response. The state is either confused or is trying to make things difficult for unregistered unions."

"We've been left in limbo. Meanwhile, managements are using this as an excuse by refusing to deal with unions before they are registered."

Mr Erwin also feels that the new dispensation may be overtaken by events, and adds: "If this is reform, then the snail is going to win the race."

The concern is not only about the pace of change but also what shape the reforms will ultimately take.

Doubts on this score go back to the first report of the Wiehahn commission itself, and the Government's response in its White Paper.

The Wiehahn report was a highly ambiguous document. On the one hand, its proposals went a long way towards eliminating discrimination from labour laws.

On the other, its modified industrial relations framework contained disturbing elements of increased state intervention in industrial relations, increased control over trade unions and a diminished role for trade unions generally.

Many of these elements were further accentuated in the Government's White Paper.

They include possible new registration criteria giving the state far wider powers to register unions or not, increased control over industrial relations training and union finances, an extended committee system with negotiating powers which may supplant trade union activity in plants and further limit union power, the outlawing of

closed shop agreements, further restrictions on strike rights and continued intervention in industrial relations by the tripartite National Manpower Commission.

Searching questions have also been raised about the possible role of the Industrial Court.

This has led to critics characterising the whole Wiehahn plan as a sophisticated strategy of control over labour with a dual advantage to the Government — on the one hand gaining firm control over black unions, and on the other reducing the power of white unions to impede black advancement, essential for economic growth.

The commission is reconsidering its proposed industrial relations system and probably the most crucial question surrounding the new dispensation is whether these elements will be modified or abandoned or will ultimately be built into the law.

The issue goes further than the obvious potential for confrontation with both the white and black labour movements.

An industrial relations system can be seen as a framework for structuring industrial conflict, and it stands or falls by its ability to do so.

The present system as embodied in the Industrial Conciliation Act is already a restrictive one.

If union rights and powers are to be further circumscribed, observers suggest the new system is likely to be bypassed by workers and it will stand little hope of containing the massive latent conflict underlying South Africa's "industrial peace."

Here they continue to point to the Ford strike last year, where militant black workers at one of the most enlightened firms in the country struck over a wide range of issues, in the process pushing aside an independent black union, a Fosatu affiliate, regarded as "militant" by many employers.

After the strike, a prominent Port Elizabeth unionist, Mr Fred Sauls, said bluntly: "The past industrial relations system can be shelved, and

new procedures will have to be developed."

Like many others, he feels that restricting the role of unions mainly to industrial council negotiations with little or no role in the plants will be inadequate, and that the committee system offers no solution to the problem of containing conflict on the shop floor.

"Black workers will not accept these set procedures accepted by whites and coloureds over the years. Change will definitely be enforced. They want blacks to enter into the present restricted system but it just won't work that way."





Owen to sit in on talks

A JOHANNESBURG industrial relations adviser, Mr Owen Damoyi, will sit in on negotiations between a trade union and management in the United States while he is there on a visit. Mr Damoyi, who works for the South African company Samancor, leaves on Friday for a six-weeks' visit to the States to study the latest in industrial relations and equal employment opportunity programmes.

He is visiting the States at a time when new labour agreements are being negotiated

Mr Damoyi has been invited to sit in when the Roane Electric Furnaces, a company associated with Samancor, negotiates with the United Steel Workers of America.

He has participated in negotiations with South African trade unions.

Mr Damoyi, a graduate of the University of South Africa, is father of three

Mr Owen Damoyi

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REPUBLIEK VAN SUID-AFRIKA

**WYSIGINGSWETSONTWERP
OP
NYWERHEIDSVERSOENING**

(Soos vir die eerste maal gelees)

(Ingedien deur die MINISTER VAN MANNEKRAGBENUTTING)

[W. 92—'80]

REPUBLIC OF SOUTH AFRICA

**INDUSTRIAL CONCILIATION
AMENDMENT BILL**

(As read a First Time)

(Introduced by the MINISTER OF MANPOWER UTILIZATION)

[B. 92—'80]

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GENERAL EXPLANATORY NOTE:

- []** Words in bold type in square brackets indicate omissions proposed by Minister on introduction
- Words underlined with solid line indicate insertions proposed by Minister on introduction.

BILL

To amend the Industrial Conciliation Act, 1956, so as to delete the definition of "onbehoorlike arbeidspraktyk" in the Afrikaans text and to further define the expressions "industrial court" and "unfair labour practice"; to make further provision regarding the composition and functions of the National Manpower Commission and the industrial court, the establishment of conciliation boards, the settlement of disputes and the application of demarcation determinations between undertakings, industries, trades and occupations; to effect certain textual alterations; and to provide for matters connected therewith; and to repeal certain laws.

BE IT ENACTED by the State President, the Senate and the House of Assembly of the Republic of South Africa, as follows:—

1. Section 1 of the Industrial Conciliation Act, 1956 (hereinafter referred to as the principal Act), is hereby amended—
- (a) by the substitution in subsection (1) for the definition of "industrial court" of the following definition
- 10 "industrial court" means the industrial court **[established by]** referred to in section 17 (1) (a) **[or, in relation to any matter which has been referred to any division thereof in terms of this Act, the division of the industrial court to which the matter has been so referred],**
- (b) by the deletion in subsection (1) in the Afrikaans text of the definition of "onbehoorlike arbeidspraktyk", and
- 15 (c) by the substitution in subsection (1) for the definition of "unfair labour practice" of the following definition:
- "unfair labour practice" means—
- 20 (a) any labour practice **[which in the opinion of the industrial court is an unfair labour practice]** or any change in any labour practice, other than a strike or a lockout or any action contemplated in section 66 (1), which has or may have the effect that—
- 25 (i) any employee or class of employees is or may be unfairly affected or that his or their employment opportunities, work security or physical, economic, moral or social welfare is or may be prejudiced or jeopardized thereby,
- 30 (ii) the business of any employer or class of employers is or may be unfairly affected or disrupted thereby,
- Amendment of section 1 of Act 28 of 1956, as amended by section 1 of Act 41 of 1959, section 1 of Act 104 of 1967 and section 1 of Act 94 of 1979

- (iii) labour unrest is or may be created or promoted thereby;
- (iv) the relationship between employer and employee is or may be detrimentally affected thereby, or
5. (b) any other labour practice or any other change in any labour practice which has or may have an effect which is similar or related to any effect mentioned in paragraph (a),”.

10 2. Section 2A of the principal Act is hereby amended—

- (a) by the insertion in subsection (1) after the word “chairman” of the words “a deputy chairman”;
- (b) by the substitution for subsections (2) and (3) of the following subsections, respectively

Amendment of section 2A of Act 28 of 1956, as inserted by section 2 of Act 94 of 1979

15 “(2) The chairman and the deputy chairman of the commission shall be [a] full-time [member appointed by the Minister on such conditions and for such period as the Minister may determine] members of the commission

20 (3) The chairman, deputy chairman and other members shall be appointed by the Minister [on such conditions and] for such periods as he may determine and on such conditions as he may with the concurrence of the Minister of Finance determine, and in [making any such appointment] appointing such other members the Minister may consult such organizations representing employers or employees, or other bodies, as he deems qualified to represent the interests concerned.”; and

- 30 (c) by the deletion of subsection (8)

3. Section 2B of the principal Act is hereby amended—

- (a) by the substitution for subsections (1) and (2) of the following subsections, respectively

Amendment of section 2B of Act 28 of 1956, as inserted by section 2 of Act 94 of 1979

35 “(1) The commission may establish committees, including an executive committee, to assist it in the performance of its functions

(2) Any such committee shall consist wholly of such [a] number of members of the commission as the commission may determine: Provided that any such committee, but excluding the executive committee, may with the consent of the chairman of the commission co-opt one or more other persons as a member or members of the committee for a specific period or a particular purpose.”;

- 45 (b) by the addition to subsection (4) of the following proviso:

“Provided that the commission may at any time vary or set aside any decision made by such a committee in the exercise of any power or the carrying out of any duty so assigned”, and

- 50 (c) by the substitution for subsection (5) of the following subsection

55 “(5) No member of any such committee who is not a member of the commission shall have a vote, and no such member shall have access to the records of the commission except with the consent of the chairman of the commission”

4. Section 2D of the principal Act is hereby amended by the addition of the following subsections

- 60 “(5) (a) Subject to the provisions of this subsection, the commission shall, in the performance of its functions, have all the powers conferred upon the registrar by subsections (4), (5) and (7) of section 12, and the provisions of subsections (6), (7), (9) and (15) of that

Amendment of section 2D of Act 28 of 1956, as inserted by section 2 of Act 94 of 1979

section shall *mutatis mutandis* apply to the exercise of those powers by the commission

- 5 (b) A subpoena issued in the exercise of the said powers shall be signed by the chairman or the deputy chairman or by an officer authorized thereto by the chairman
- (c) Whenever the commission in the exercise of the said powers calls any person present at its proceedings who was or might have been subpoenaed—
- 10 (i) the oath may be administered to that person or an affirmation may be accepted from him by the chairman or the deputy chairman or by an officer authorized thereto by the chairman, and
- 15 (ii) the chairman, deputy chairman and any member who is present at the proceedings at which that person has been called, may thereafter put any question to the said person. Provided that the chairman, or, in his absence, the deputy chairman, may in his discretion disallow any question which in his opinion is not relevant to the investigation which is being made by the commission
- 20 (6) (a) The commission may in writing, under the hand of the chairman or the deputy chairman or of an officer authorized thereto by the chairman, require any person who in its opinion may be able to give any material information which the commission desires to obtain for the purposes of or in connection with any investigation made by it under this Act, and which such person could have been compelled to give if he had appeared before the commission on a subpoena issued by virtue of subsection (5), to furnish it with such information within such period and in such form as it may specify
- 25 (b) Any person who fails to comply with any such requirement or who wilfully furnishes the commission with any false information shall be guilty of an offence.”
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5. Section 17 of the principal Act is hereby amended—

- (a) by the substitution for paragraphs (a), (b) and (c) of subsection (1) of the following paragraphs, respectively.
- 40 “(a) There is hereby established a court to be known as the industrial court, which The court established by this paragraph prior to the substitution thereof by section 5 (a) of the Industrial Conciliation Amendment Act, 1980, and known as the industrial court, shall continue to exist and shall
- 45 consist of a president, a deputy president and such number of other members, if any, as the Minister may appoint under the provisions of this section from time to time determine
- 50 (b) The president, deputy president and other members of the industrial court shall be appointed by the Minister by reason of their knowledge of the law relating to labour
- 55 (c) The said president, deputy president and other members shall be appointed by the Minister on such conditions and for such period periods as the Minister he may determine and on such conditions as he may with the concurrence of the Minister of Finance determine”
- 60 (b) by the insertion in subsection (1) of the following paragraph after paragraph (c)
- “(cA) The deputy president of the industrial court shall act as president of the industrial court whenever the president is for any reason unable so to act”;

Amendment of section 17 of Act 28 of 1956, as substituted by section 8 of Act 94 of 1979

(c) by the deletion of subsections (3), (4), (5) and (7);

(d) by the substitution for subsection (8) of the following subsection.

5 “(8) Every appointment ~~for establishment of a division of the industrial court~~ under subsection (1) ~~[(3), (4)]~~ or (6) [or (7)] shall be notified in the *Gazette*.”

(e) by the deletion of subsection (9),

10 (f) by the substitution for subsection (10) of the following subsection:

 “(10) The functions of the industrial court may be performed

15 [(a)] by the industrial court or by any member or members of the industrial court to whom any matter is referred by the president

[(b) by a local division established under subsection (3) (a); or

(c) by a special division established under subsection (4) (a)]”;

20 (g) by the substitution for subsection (11) of the following subsection.

 “(11) The functions of the industrial court shall be—

25 (a) to perform all the functions, excluding the adjudication of alleged offences, which a court of law may perform in regard to a dispute or matter arising out of the application of the provisions of the laws administered by the Department of ~~Labour~~ Manpower Utilization, and

30 (b) [to perform the functions assigned in terms of subsection (12) to a special division of the industrial court] to decide any appeal lodged with it in terms of section 16 or 21A;

 (c) to conduct arbitrations referred to it in terms of section 45, 46 or 49;

35 (d) to advise the Minister on any matter contemplated in section 46 (7) (c),

 (e) to determine any question referred to it in terms of section 76,

 (f) to make determinations in terms of section 46;

40 (g) to deal with any other matter which it is required or permitted to deal with under this Act, and

 (h) generally to deal with all matters necessary or incidental to the performance of its functions under this Act”;

45 (h) by the deletion of subsection (12),

(i) by the substitution for subsection (13) of the following subsection:

50 “(13) No proceedings of the industrial court shall be invalid by reason only of the fact that a vacancy existed in its membership, or that the appointment of [the deputy president or any deputy chairman] any member or assessor or the designation by the president in terms of subsection (14) (b) of a member to act as chairman was defective for any reason, or that

55 [the deputy president or any deputy chairman] any member or assessor was not present during the whole or any part of the proceedings”

(j) by the substitution for subsection (14) of the following subsection:

60 “(14) (a) The industrial court may decide that any [investigation] matter which falls to be dealt with by it [is required or permitted] under this Act [to make] or any investigation which it

deems necessary in connection with any matter which is being considered by the industrial court, shall be dealt with or carried out on its behalf by any member or members thereof designated by the president

- 5
 (b) Whenever the president designates more than one member of the industrial court to perform any function of the industrial court, he shall designate one of those members to act as chairman.
- 10
 (c) The decision of a majority of the members of the industrial court shall for the purposes of this Act be deemed to be the decision of the industrial court. Provided that where a function of the industrial court is performed by a single member, the decision of that member shall be the decision of the industrial court. Provided further that the president or the member designated by him in terms of paragraph (b) to act as chairman, shall, in the event of an equality of votes, have a casting vote in addition to his deliberative vote.”;
- 15
 20

(k) by the deletion of subsections (15) and (16);

(l) by the substitution for subsection (17) of the following subsection:

25
 “(17) (a) Subject to the provisions of this subsection, the industrial court or any member or members dealing with any matter or carrying out any investigation in terms of subsection (14) (a) shall, in the performance of its or his or their functions, have all the powers conferred upon the registrar by subsections (4), (5) and (7) of section 12, and the provisions of subsections (6), (7), (9) and (15) of that section shall mutatis mutandis apply to the exercise of those powers by the industrial court or member or members, as the case may be

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 (b) A subpoena issued in the exercise of the said powers shall be signed by the president **【or chairman concerned】** or any other member of the industrial court or by an officer authorized thereto by the president **【or chairman to do so, or by a member of the industrial court】**

40

(c) Whenever **【a witness appears before】** the industrial court or **【before】** any member or members dealing with any matter or carrying out any investigation in terms of subsection (14) (a), in the exercise of the said powers calls or call any person present at the proceedings who was or might have been subpoenaed—

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(i) the oath may be administered to **【him】** that person or an affirmation may be accepted from him by the president **【or chairman concerned】** or by that member or, where the matter is dealt with or the investigation is carried out by more than one member, by the member designated by the president in terms of subsection (14) (b) to act as chairman, as the case may be, and

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【(d)】 (ii) the president or **【chairman concerned and】** any member who is present at **【a meeting at which any witness appears】** the proceedings at which that person has been called, may thereafter put any question to **【the witness】**

60

that person, and any assessor who is present at such meeting proceedings may through such the president or chairman member who deals with the matter or carries out the investigation or through the member who has been designated by the president in terms of subsection (14) (b) to act as chairman, put any question to the witness said person: Provided that the president or that member or chairman so designated may in his discretion disallow any question which in his opinion is not relevant to the enquiry matter or investigation which is being dealt with or made by the industrial court ”;

(m) by the substitution for paragraph (a) of subsection (18) of the following paragraph:

“(a) The industrial court may in writing, under the hand of the president or chairman concerned or of an officer authorized thereto by the president or chairman, require any person who in its opinion may be able to give any material information which it desires to obtain for the purposes of or in connection with any investigation which it is required or permitted matter which falls to be dealt with by it under this Act to make, and which such person could have been compelled to give if he had appeared before the industrial court on a subpoena issued under by virtue of subsection (17), to furnish it with such information within such period and in such form as it may specify ”; and

(n) by the substitution for subparagraph (i) of paragraph (a) of subsection (19) of the following subparagraph:

“(i) Subject to the provisions of section 45 (5) and that section as applied by section 46 (5), the president of the industrial court may, if he deems it expedient to do so, and after consultation with the parties who in his opinion are principally concerned in any matter which is being considered by the industrial court, appoint such number of assessors to represent the interests of employers and employees, respectively, as he considers desirable to assist the industrial court in an advisory capacity in respect of the matter for which they are appointed ”.

6. Section 35 of the principal Act is hereby amended—

(a) by the substitution for paragraph (a) of subsection (4) of the following paragraph.

“(a) that, except in the case of an alleged unfair labour practice, a dispute exists in regard to any matter concerning the relationship between employer and employee; and”;

(b) by the deletion at the end of subparagraph (ii) of paragraph (c) of subsection (4) of the word “and”, and the addition to the said paragraph (c) of the following proviso:

“Provided that the provisions of this paragraph shall not apply in respect of a dispute concerning an alleged unfair labour practice, and”; and

(c) by the deletion at the end of subparagraph (iii) of paragraph (a) of subsection (5) of the word “and”, and the addition to the said paragraph (a) of the following proviso:

Amendment of section 35 of Act 28 of 1956, as amended by section 4 of Act 18 of 1961

“Provided that the provisions of this paragraph shall not apply in respect of a dispute concerning an alleged unfair labour practice, and”.

7. Section 43 of the principal Act is hereby amended—

5 (a) by the addition to subsection (3) of the following paragraph

10 “(c) The Minister may, in his discretion, from time to time by writing under his hand delegate his powers in regard to the fixing of such further period or periods to any officer and may at any time withdraw any such delegation.”,

(b) by the substitution in paragraph (b) of subsection (4) for the words preceding subparagraph (i) of the following words.

15 “After considering the application and any representations submitted to him within the period referred to in paragraph (b) of subsection (3), and any other matters which he considers relevant, the Minister may, if he deems it expedient to do so, and if, in the case of a dispute which has formed the subject of an application for the establishment of a conciliation board, he has decided to approve of the establishment of such board, make an order requiring the employer or employers or employers’ organization or employee or employees or trade union, as the case may be, concerned—”; and

(c) by the substitution for paragraph (a) of subsection (6) of the following paragraph

20 “(a) until the matter in dispute has been settled by the industrial council or the conciliation board, or, if it is referred to arbitration or to the industrial court for determination, by an award or determination, as the case may be; or”.

8. Section 46 of the principal Act is hereby amended—

35 (a) by the substitution for paragraph (c) of subsection (9) of the following paragraph

40 “(c) The industrial court shall determine the dispute as soon as possible and the provisions of [section] sections 49 to 59, 62, 69 and 71 shall *mutatis mutandis* apply in respect of any determination made in terms of this subsection in so far as such provisions can be so applied.”; and

(b) by the addition to subsection (9) of the following paragraph:

45 “(d) Notwithstanding the provisions of paragraph (a), an industrial council or, whenever there is no industrial council having jurisdiction in respect of the dispute, the parties to the dispute may agree to report to the Minister that it is or they are satisfied that it or they will not be able to settle the dispute, and upon receipt of such a report, the dispute shall forthwith be referred to the industrial court for determination”

9. Section 76 of the principal Act is hereby amended by the substitution for subsection (11) of the following subsection

55 “(11) For the purposes of this section the term ‘employee’ [includes a Black] shall be interpreted disregarding the words in paragraph (a) following upon subparagraph (ii) of the said paragraph (a) of the definition of ‘employee’ in section 1 (1)”

Amendment of section 43 of Act 28 of 1956, as amended by section 7 of Act 41 of 1959 and section 13 of Act 94 of 1979

Amendment of section 46 of Act 28 of 1956, as amended by section 9 of Act 41 of 1959, section 3 of Act 104 of 1967 and section 14 of Act 94 of 1979

Amendment of section 76 of Act 28 of 1956, as amended by section 13 of Act 41 of 1959 and section 8 of Act 18 of 1961

10. The principal Act is hereby amended by the substitution in the Afrikaans text for the expression "onbehoorlike arbeidspraktyk" wherever it occurs of the expression "onbillike arbeidspraktyk" Substitution of certain expression in Afrikaans text of Act 28 of 1956

5 11. (1) Subject to the provisions of subsection (2), the Black Building Workers Act, 1951 (Act No 27 of 1951), the Black Building Workers Amendment Act, 1953 (Act No 38 of 1953), the Black Building Workers Amendment Act, 1955 (Act No 60 of 1955), and the Black Building Workers Amendment Act, 1959 (Act No 56 of 1959), are hereby repealed Repeal of laws, and savings

(2) The provisions of the said Acts shall remain in force in respect of—

15 (a) any learner who was registered as a learner in terms of section 11 of the Black Building Workers Act, 1951, and who immediately prior to the repeal of that Act underwent training in terms of section 10 of that Act, until such time as the prescribed period of training of such learner in terms of that Act has expired or until he has passed a trade test as contemplated in section 11 (2) of that Act; and

20 (b) the determination published under Government Notice R.1743 of 10 August 1979, until 19 August 1982, as if the said Acts had not been repealed by subsection (1)

12. This Act shall be called the Industrial Conciliation Short title
25 Amendment Act, 1980.

Rough ride for Tucsas chief at ILO conference

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RD 25/6/80

By GERALD REILLY
Pretoria Bureau

THE "organised international labour campaign against South Africa" had intensified to an unprecedented extent, the general secretary of the Trade Union Council of South Africa (Tucsas), Mr Arthur Grobbelaar, said yesterday.

Mr Grobbelaar has just returned from the International Labour Organisation's annual conference in Geneva.

He said the "barrage of

abuse" levelled at South Africa's political and labour systems had sharpened in the past year, in spite of the Wiehahn and Riekert Commission reports.

Some delegates at the conference saw the Government's reluctance to implement fully the recommendations as further proof of the inflexible racism of the National Party.

"The campaign against South Africa will continue to intensify," he said.

"They are on to us Pro-

gress, or the lack of it, in removing discriminatory practices in the labour market is being closely monitored.

"Pressures on South Africa to change can, therefore be expected to escalate in the next 12 months."

The representatives of the Communist and non-aligned countries — particularly the African countries — claimed there was only one answer — full-scale military action.

This was the only way, delegates said from the floor, of eliminating the "last bastion of

colonialism and white feudalism."

Mr Grobbelaar said the changes which the Government — "and many South Africans, too, for that matter" — believed to be significant were rejected as peripheral and cosmetic.

"What they are looking for are improvements in the economic and political status of blacks, coloureds and Indians. And improvement in the quality of their lives. They don't see mixed sport, or open, five-star hotels falling into this cate-

gory."

Mr Grobbelaar said Western countries were calling for economic change, and the Eastern and Third World blocs for political change.

He said ill-considered remarks by South African Cabinet Ministers had caused enormous international damage.

This was Mr Grobbelaar's 15th ILO conference — "and hostility to this country's race and labour policies has increased progressively over the years," he said.

Employers urged to accept unions

RDM 27/6/80

Labour Reporter

TWO industrial relations consultants yesterday urged employers to accept the existence of representative trade unions and to deal with them.

Mr Dennis Keenan-Smith, group personnel consultant for the Plate Glass Group, and Mr Andrew Levy, managing director of Andrew Levy Associates, were addressing yesterday's NDMF seminar in Johannesburg.

Mr Levy has been advising Cape Town meat employers in their dispute with meat workers which has now entered its sixth week.

Mr Keenan-Smith said it was a union's responsibility to organise labour. He advised employers not to introduce practices which hinder the natural development of responsible employee representative bodies.

Certain managements preferred "non-existent or weak unions — regarding unions in general as troublesome and at best of nuisance value".

However, "enlightened management will voice a preference for well-organised

(strong) unions with reasonable, rational and responsible leadership".

The principle of freedom to associate in unions should be recognised as well as the freedom not to associate, which was contradicted by the existence of closed shops.

A major bone of contention between unions and employers was the question of union structures and shopfloor committees.

Unions, for example, had shown considerable opposition to "the very existence" of plant-level bargaining committees and "few unions accept the notion that these committees must be seen to be complementary and not competing with the external union structure".

The optimum system for employers was one in which "all supervised employees are adequately represented within a single industry" — the "industrial union".

It was necessary, however for employer organisations and unions to jointly develop an appropriate union structure for their industries.

Mr Levy argued that trade unionism in its broadest form — a "collectivity of workers" bargaining with employers — was necessary and inevitable in South Africa, although it might be possible to "minimise" the traditional concept of unionism.

Managements who believed they could do without unionism were looking for "a collective worker boot in management's backside".

Some managers drew comfort from the decline of unionism in America, but ignored the fact that where unions had declined, management was "as constrained as it has ever been, if not more so".

Some managers expressed a preference for responsible unionism, but this invariably meant "unions which behave in the way management feel they should". However, "a union which loses touch with its membership is doomed to extinction".

Employers should thus accept the inevitability of collective bargaining by worker representatives and decide "how we can deal with this constructively".

White workers' fears outlined

GRAHAMSTOWN — White workers at Ford were becoming aware that the state was no longer prepared to intervene on their behalf, a Rhodes University sociologist, Dr Marianne Roux, said here this week.

Dr Roux, who last year

researched Ford's labour practices in terms of the Sullivan Code principles, said white workers' feeling of insecurity may have also been aggravated by the government's acceptance of the Wiehahn recommendations

Delivering a paper on

industrial unrest at Ford, she told a meeting of the Black Sash that whites felt there was a growing distance between their interests and those of the state. A widely publicised and anticipated white backlash to black workers' action had not lasted long, she said

However, this did not mean that white workers were accepting black advancement. Rather, they were aware of changing state attitudes towards the white working class.

Dr Roux said priority given by Ford to the training of black foremen was likely to lead to rapid advancement into supervisory positions.

"The threat this presents to white supervisors is real and immediate", she added.

However, black hourly-paid workers complained that they were confined to the lowest grades and that promotion depended

on the attitude of their foremen.

Dr Roux said the main reason for the strike at Ford's Cortina plant was the decline in real wages since 1971, coupled with a short working week.

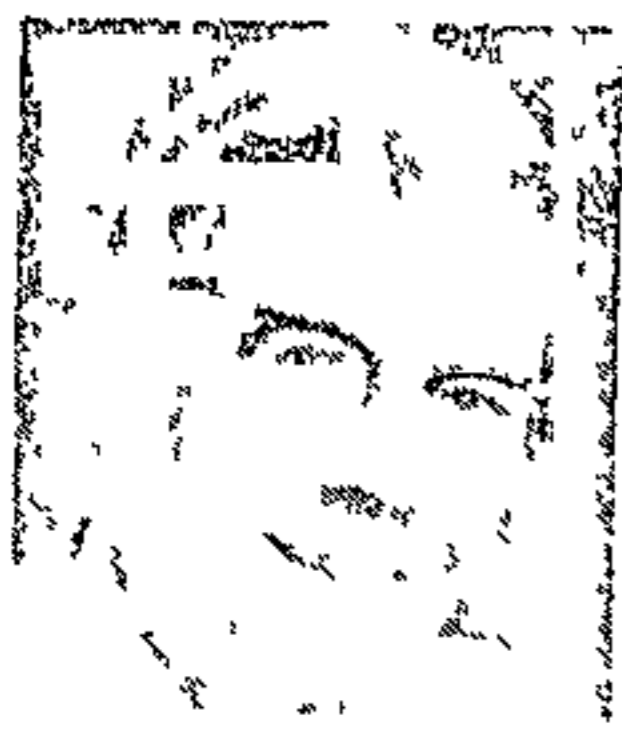
This resulted in a cut-back of almost 32 per cent in the weekly take-home pay of hourly paid workers, she said.

"Given the decline in their real wages, it is not surprising that changes such as the integration of eating, toilet and working facilities are regarded as being merely cosmetic.

Dr Roux said workers believed these measures had been implemented for the benefit of visitors and to please directors of Ford in America, but otherwise did "little more than distract attention from the more fundamental problems of economic and social justice in the company and the community" — DDC.

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Management initiative needed



By Denis Keenan-Smith, group personnel consultant, Plate Glass Group

Until very recently, SA management-labour relations have followed a chain reaction pattern

Responses have usually been set in motion by a serious situation of labour unrest — such as the miners strike of 1922, or the strikes of 1973 in Natal and elsewhere. Conventionally, government reacted, legislation would be promulgated, and management would finally be obliged to follow the lead.

It was not until the late Seventies that steps were taken to *anticipate* the need to adopt new industrial relations systems and structures and to accommodate the changes.

Credit for this shift must be given to the foresight in establishing the Wiehahn and Riekert commissions of inquiry into labour legislation and into legislation affecting the utilisation of manpower. (Unfortunately, so far meaningful change flowing from these commendable reports has been disappointing.)

But an essential ingredient in the formula for ensuring satisfactory employer-employee relationships and industrial peace is, in my opinion, the question of management initiative.

Fears, lethargy, or hesitation may be attributed to several causes, one being not knowing how to proceed in this problematical field, another being a

fear of transgressing some piece of legislation. But at most times these fears have been more imaginary than real.

No party in the system — government, management and labour — is blameless. But of the three management is the only party which could perhaps most easily implement visible and meaningful change without necessarily transgressing the law. After all, labour legislation should be seen to be 'enabling laws' facilitating the process.

Fortunately, there *are* several examples of enlightened management having taken the lead. And no apology is needed for what some may call 'enlightened self-interest'.

The official reaction to the 1973 strikes was the appearance at that time of legislation designed to regulate labour relations. But this otherwise well-intended law was unfortunately designed specifically for black employees and their management.

This was the law which referred to the Black Labour Relations Regulation Act which has been modified since 1973 but which still applies only to black employees. As a consequence, non-black employees were technically excluded from what should have been — and what is indeed — a practical and eminently sensible mechanism for in-house joint-consultation.

To compound the problem, the system introduced in 1973 was offered as a substitute for black trade unions — and there were some 24 officially unrecognised and hence unregistered, unions at that time. Furthermore, employers were given the ambiguous and unwise choice of a works or liaison commit-

tee the former comprising only black employees and the latter being composed of black employees and members of their management. Needless to say, management opted for liaison committees.

Both committees, on a two-tier arrangement, were essential in order to provide a caucus level and a forum for employer-employee interaction. Moreover, the committee system being in-house — and hence domestic to a given organisation — should never have been seen to be a substitute for the external-based trade union body.

Expressed differently, the committee system should be seen as an in-house vehicle with a function complementary to that of trade unions. It is regrettable that this opinion is not shared by many unions which have become accustomed to viewing the committee system as a threat.

In the past couple of years there have been encouraging signs of a change in this attitude and a greater willingness to take more seriously the establishment of formalised and better structured internal systems of communication for the purpose of joint-consultation.

Nevertheless, a paternalistic approach to this kind of employer-employee relationship may well have worked in the past, but in this day and age it simply cannot be expected to work effectively.

One would make an earnest appeal for the creation of formal structures permitting frequent management-employee contact, purposive dialogue and joint-consultation.

The Afrikaans expression *toenadering* is appropriate.

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Call for delicate approach on labour

Pretoria Bureau

LEADING trade unionists and political commentators have warned against a worsening of labour relations after the recent flexing of the black labour muscle, in the Eastern Cape unless the situation is given expert and sympathetic handling

And the Opposition spokesman on labour, Dr Alex Boraine, said that excessive demands by labour and a too-tough stand by management could create economic havoc.

He said labour relations had reached a delicate stage and called for "delicate and sensitive responses".

An over-aggressive attitude from management could lead to large scale dismissals, the closing of factories — and against a politically disturbed background this could dump the country into a dangerous situation, Dr Boraine warned.

The president of the Trade Union Council of South Africa, Mr Andre Malherbe, said black and coloured workers had begun to appreciate the extent of their bargaining powers.

But he warned they should "guard against excessive and unrealistic demands". He said some of the demands being made in the Eastern Cape were pitched at a level which management just had to reject.

"However, as the black negotiators grow in experience, more rational demands can be expected."

He called for moderate approaches and responses from

both workers and management.

The secretary for the National Union of Clothing Workers, Mrs Lucy Mvubela, said the Eastern Cape strikes could be a significant marker in the black workers' progress towards acceptable earnings and working conditions. However, "excesses" on both sides could be dangerous

In a statement issued in Cape Town yesterday, Dr Boraine urged the Government to release immediately the detained officials of the Western Province General Workers Union (WPGWU) so that they could play their rightful role in ending the deadlock which was hurting all parties concerned.

He said the meat workers' strike and the meat boycott was no closer to resolution and that locking up labour leaders served only to inflame opinion and harden attitudes.

"Whilst it is true neither State nor management can encourage illegal strike action, I nevertheless appeal to management to give workers an opportunity to return to their jobs."

"In separate discussion with management and workers, it is clear there is considerable difference of opinion as to the basic causes of the dispute."

He said both parties should be "big enough" to start again but added that the initiative lay with management.

The secretary for the WPGWU said yesterday that management had not yet come forward with suggestions or alternatives to settle the dispute

132 RDM 19/7/80.

Positive side of labour conflict

CERES — The Administrator of the Cape, Mr Gene Louw said yesterday that confrontation and conflict in labour relations, would continue to pose problems for management

But it was not an altogether undesirable situation, as labour conflict often helped stimulate productive ideas, he told delegates to the regional congress of the Association of SA Chambers of Commerce in Ceres

"By suppressing any form of confrontation and not creating an environment where employees can air their views and express their opinions, management is only smothering any chance of creative ideas being generated"

Mr Louw said all possible steps should be taken to avoid economic confrontation, but if a conflict situation did arise "it

will be to the benefit of all parties concerned to approach such confrontation with skill, fairness and righteousness"

He urged businessmen to make maximum use of the Government's industrial training centres, which he said were not functioning at full capacity

He said there was a special need for management training of blacks if the economy was to be developed

"The white population cannot supply all the management potential required"

The Government's training centres were not being fully used and Assocom should give its urgent attention to this matter

Mr Louw was officiating at the opening of the Assocom regional congress

132 134 DM 27/6/80.

Workers need better deal than industrial councils

By STEVEN FRIEDMAN

Labour Reporter

THE industrial council system, at present supported by most businessmen and registered trade unionists, will not be able to prevent conflict in labour relations and will have to be drastically revised.

This view was expressed yesterday by Mr Loet Douwes-Dekker, a former trade unionist who now lectures at Wits University's Graduate Business School. He was addressing a National Development and Management Foundation seminar in Johannesburg.

He said industrial councils were not appropriate to the needs of black workers and would have to be altered to prevent shopfloor unrest.

He argued that the present

system of resolving grievances through the councils and their agents was too lengthy and cumbersome and "contains the danger that the relationship between management and labour will slip back into mutual antagonism".

Black unions were demanding a voice in decision-making in the plant and this was not provided for by the industrial council system.

The system did not provide a way of institutionalising report backs by trade-union leaders to their members on the content of industrial agreements.

Trade-union leaders would, in the future, have to consult their membership on draft industrial agreements before signing

them to avoid rejection of these agreements by union members. Mr Douwes-Dekker asked what the implications would be once 2-million black workers demanded "to express the rights which are now being legally entrenched as a result of Government acceptance of the major recommendations of the Wiehahn report".

Established employer associations and trade unions were seeking to incorporate black unions into the pattern "which had served them well during the past decade".

However, black workers formed the majority of the labour force and had different problems and needs to those of members of registered unions.

"Drastic changes in established practices as well as revolutionary reforms are necessary to bring established unions, employer associations as well as unionism among black workers into an entirely new system."

To prevent confrontation between employers and workers, South Africa needed independent trade unions which were not interfered with by the Government or employers.

Employers would have to recognise the role of the union in the work place and spell out the role of in-plant consultative committees so that these were not seen as interfering with the trade union's right of collective bargaining.

US may alter tin stance

LONDON — The US is willing to review its attitude towards the International Tin Agreement because of the breakdown in discussions on a new pact in Geneva in May, according to officials from the US Trade Representative Office in Washington.

The Geneva negotiations on a new Tin Agreement to replace the pact that expires in June next year broke down mainly because of US insistence that export quotas should be scrapped and a bigger buffer stock be set up.

Mr Peter Lai, executive chairman of the International Tin Council, who has been holding talks with the US State department on the negotiations, was told about the planned review by the US which could take at least a month.

It was stressed that the review did not necessarily mean a change in the US position, but it was hoped that a new negotiating session on the Tin Agreement would be convened later this year.

The start of the US tin stockpiling sales programme is to go ahead, as scheduled, on July 1 when the first offering of 500 tons will be made. Similar amounts will then be offered for sale each fortnight, with a target of selling 10 000 tons a year over the next three years.

— Financial Times

PETER SEARLE

From another angle

4/7/80 FM
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Volkswagen's managing director, Peter Searle, takes a closer look at the situation created by the present demands by motor vehicle workers in the Eastern Cape and the consequent strike by Volkswagen's workers.

It is well-known that the industrial structure of the Port Elizabeth/Uitenhage area is largely dependent on the motor industry and its allied component suppliers Ford, GM, and then Samad, later to become VW of South Africa, commenced operations in this area for economically sound reasons in the days when cars were assembled almost entirely from imported components and a coastal location

Today's situation is very different. Markets, costs, cash flow and the competitive situation determine a motor company's destiny. Local content requirements have necessitated vast investments, while additional new manu-

facturers and static markets during the Seventies have resulted in an oversupply of capacity. In essence the industry on which the Eastern Cape depends is one highly sensitive to consumer trends and attitudes with manufacturers at all times vulnerable to adverse cost developments.

Labour unrest and wage demands are now threatening to kill the goose that lays the golden egg.

Reef manufacturers, situated nearer to the source of raw materials and the main market, enjoy considerably lower costs for both freight and distribution. Another important advantage, which is not so well known, is the fact that they also enjoy substantially lower unskilled labour costs, especially when compared with the most recent offer of a R1.40 per hour starting rate and further improvements to annual bonuses and fringe benefits made by the Eastern Cape employers.

It is important to note that even before the present wage negotiations, the local motor industry was already paying considerably higher starting rates and average wages for unskilled motor assembly workers than anywhere else in the country. The Transvaal manufacturers operate outside the

industrial council system and therefore they are not under similar pressures.

A recent survey of minimum starting wage rates paid by motor plants outside of the Eastern Cape revealed an industry "norm" of around 85c per hour at the start of the year. In recent months this rate has been moved up to R1 per hour by most plants.

The Eastern Cape manufacturers are under considerable market pressure. This can best be illustrated by the following downward trend in the combined share of the market secured by Ford, GM and Volkswagen:

1960 — 59,0%

1970 — 45,8%

1979 — 39,6%

This decline in the combined share has occurred for a number of reasons. During the Sixties, for example, the establishment of new manufacturers elsewhere in the country played a role in eroding the share of the former "big three". Then, in the Seventies, increases in the local content programme, combined with rapid escalations in transport costs, severely affected by oil price hikes, resulted in additional pressure on the region.

On the labour front, the Port Elizabeth/Uitenhage manufacturers have long been in the forefront of

developments. Ford, General Motors, and Volkswagen were among the first to recognise black unions, and Volkswagen is still one of only a few motor companies to have a multiracial factory committee consisting of freely elected worker representatives.

The Eastern Cape industrial council was formed in 1968 and has played an important and responsible role in employer/employee wage negotiations. However, the latest demand for a 75% increase in the minimum starting rates, and the subsequent illegal strike at Volkswagen, immediately this demand was rejected, has brought a new dimension to employer/employee relationships.

A study undertaken by Volkswagen of SA into the estimated net cost disadvantages of Volkswagen in relation to a manufacturer situated in Pretoria, revealed the following:

- Net higher cost of local raw material freight costs, partially offset by lower freight costs on imported materials R10 per vehicle.
- Net higher cost of distributing the finished product, R71 per vehicle.
- Net plus or minus 20% higher average wage costs for production workers, R70.

On a conservative estimate of 50 000

vehicle sales per annum, these three factors alone amount to an incremental net cost disadvantage to VW of

- Freight on raw materials and components R500 000, distribution costs R3.5m, wages R3m, total net cost disadvantage R7m.

Companies in the north have potentially better cash flows to support investment in local content and new model development.

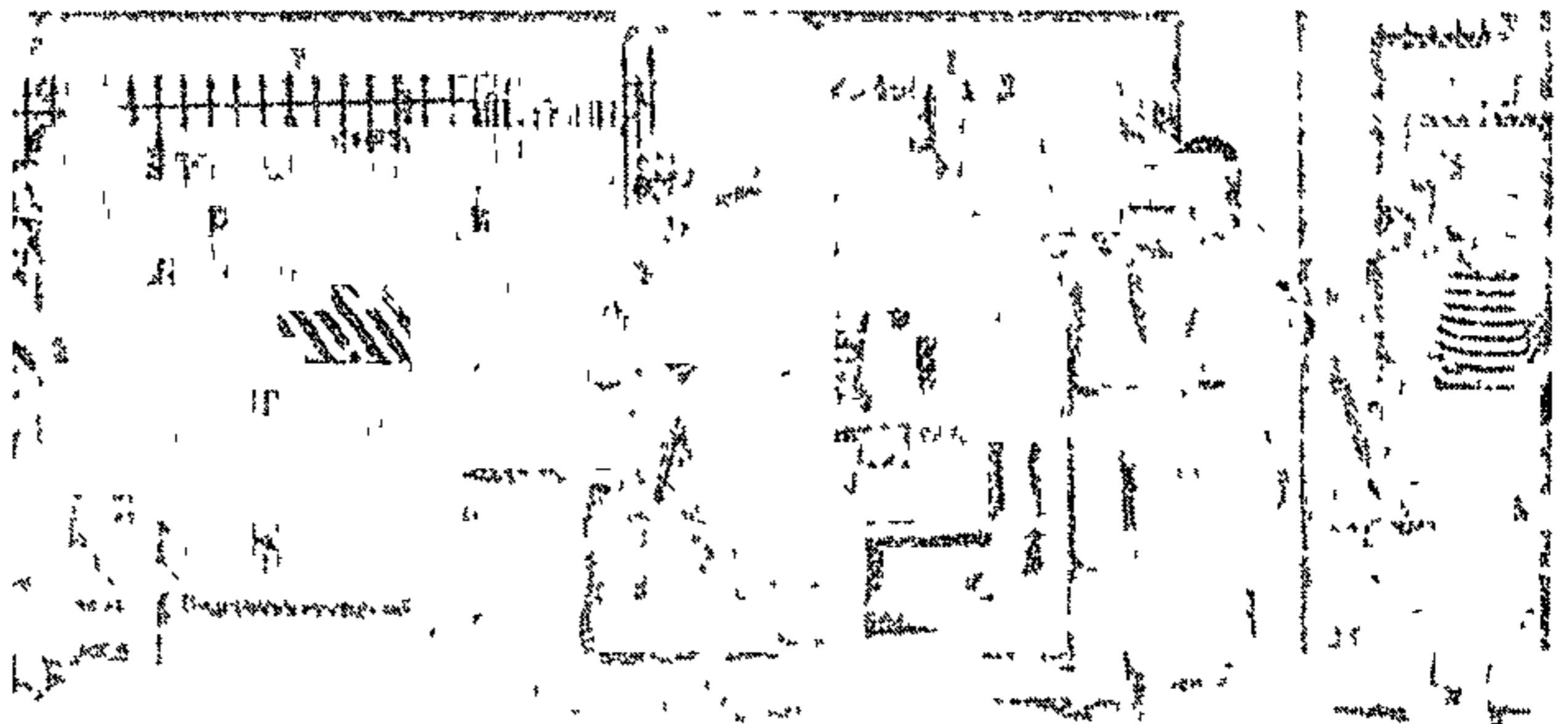
If to these disadvantages is now to be added the substantial cost of strike action the long-term outlook for Eastern Cape manufacturers of vehicles and allied components is bleak indeed. Union leaders should take heed of the

possible long-term consequences of current actions.

Options remaining to any far-thinking Eastern Cape industrial concern relying on national market coverage are:

- The siting of expansion plans or new projects away from the Eastern Cape, and,
- The partial or total relocation of existing activities nearer the main market to the north.

All three options hold out little hope to the long-term need for additional job opportunities, and the last two options hold little optimism for the future of the Eastern Cape as a whole.



THERE is a strong possibility that South Africa is heading for worse labour unrest than that of 1973, says Mr Andrew Levy, one of South Africa's leading labour consultants.

Seemingly irrational demands for the doubling of minimum wages were not politically inspired, although politics were in background, Mr Levy said in an interview.

"South Africa is moving into the classic tradition of collective bargaining — a situation where power clashes with power," he explained.

"Strikes are necessary. We cannot live without them. Both employers and employees need to learn by experience that compromise is the norm."

Mr Levy saw the recent spate of strikes as the result of a new genera-

'Worse labour unrest ahead' warns expert

tion of workers flexing their muscles.

"It's a generation grown from the 1973 labour troubles and the 1976 township disturbances, with raised expectations and an awareness of collective power," he said.

REASONABLE

Effective bargaining channels were essential but they could only minimise risks of exorbitant demands, not eliminate them, Mr Levy said.

Another labour expert, who did not want to be

named, saw lagging wages in the middle of an economic upsurge as a prime reason for the unrest.

He noted that the Wiehahn reforms had not yet brought about meaningful negotiating relationships.

And he expressed concern at the extremes of pressure showing themselves on the labour front and at the unconventional ways in which workers were pursuing their demands, for example by means of consumer boycotts against employers.

These were serious problems which called for a reassessment of South Africa's industrial relation system.

Mr Alec Erwin, general secretary of the predominantly black Federation of South African Trade Unions, largely agreed with the other experts.

But he said he did not consider demands of a doubling in minimum wages were unduly high.

"Workers are asking for reasonable wages rather than wages based on minimum living levels," he said.

BARGAINING

"We believe R2 an hour is a reasonable demand and something that should be negotiated".

Asked to comment on the argument that minimum wages above the headline are unacceptable in South Africa because of the country's big unemployment problem, he said:

"The unemployment problem cannot be solved by unacceptably low wages. It calls for a re-direction of government expenditure into fields such as housing."

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Workers have hit TP's 'Achilles heel'

IN many ways the current wave of strikes in South Africa is of greater long-term significance for the country's future than last month's sudden outbreak of violence in the coloured townships of Cape Town.

The strikes and boycotts that are taking place in Cape Town and the Eastern Cape point to a growing degree of labour militancy, supported by community action, which looks like becoming a feature of South African life during the 1980s.

As Dr Marianne Roux, a senior lecturer in sociology and co-author of a study into labour unrest at the Ford motor plant last year, commented on the latest stoppages at the

Volkswagen factory in Uitenhage: "Workers are now not only aware of their collective bargaining power, but also aware of wider political and social issues. There is no doubt they have become more politicized."

There have been two sorts of work stoppages so far in South Africa this year — the worst, year for strikes since the labour unrest in Durban in 1973

The first was a classic type of stoppage in support of a pay demand by workers in a textile plant (Frametex) in Durban, many of whom were earning only about half the local household subsistence level. It was met with a classic response by management who had 6 000 workers fired en

Nicholas Ashford of the Times of London continues his series of articles on South Africa's mounting crisis. This article deals with strikes by dissatisfied workers. Read his final article in POST tomorrow.

action has been backed by community support such as the present boycott of meat in Cape Town. Many of these stoppages have resulted in important worker



Mr Thozamile Botha's dismissal by Ford in PE caused an uproar by fellow workers.

over union recognition. A highly effective boycott of the company's products ensued which ultimately induced the company to settle with the strikers and reinstate its staff.

Similarly, a dispute at the Ford Motor Company in Port Elizabeth last year was the result of coordinated civic and industrial action. It began after Ford, among the most progressive employers in the country, sacked one of their black workers, Mr Thomazile Botha, for spending too much time on local community affairs. (Mr Botha was eventually reinstated by the company, but banned by the Government and fled to Lesotho in May)

PEBCO

The significant fact about this stoppage was that the driving force behind it was the Port Elizabeth Black Civic Organisation (Pebco) of which Mr Botha was leader. It is no coincidence that Pebco is also involved in the present Volkswagen stoppage in the nearby industrial town of Uitenhage.

What is perhaps surprising about the present wave of disputes is the degree of solidarity shown by the strikers and other workers. Unemployment is estimated at around 20 percent of the black workforce and is likely to keep rising even though the Government is planning for a 5 percent increase in the economy this year. Yet there have been few people who have been prepared to move into jobs at strike-hit plants.

This readiness to take industrial action despite the high level of unemployment is partly explained by the fact that the workers have recognised the "Achilles heel" of the Government's present policy of rapid economic growth, led by the private sector.



Some of the 700 women who struck in protest over wages wave pamphlets distributed by Sea Harvest at Saldanha.

masse and called on the police to arrest strike leaders.

The company appeared not to have heard of the Government-inspired changes that are taking place in labour legislation, and although this tough approach succeeded in breaking the strike, it has caused concern in other plants in Natal that this could provoke a more intransigent line from workers in the future.

SECOND

The second type of industrial action has taken place mainly in the Cape, and although in some instances it involved pay disputes there has also been a series of stoppages over matters such as unfair dismissals and companies refusing to recognise union-backed workers' committees.

In many cases industrial

gains

The meat boycott, which began in Cape Town about two months ago, was called when meat workers there were sacked for staging a one-day strike after the Table Bay Cold Storage Company refused to recognise an unregistered worker-elected committee

The boycott, which may spread to other parts of the country, has been remarkably successful and meat sales in Cape Town have been 60 percent below normal level. The arrest of union leaders does not seem to have affected the resolve either of the strikers or those applying the boycott.

The action is similar to that taken last year against Fattis and Monis, a company that produces flour and pasta. The firm sacked 78 workers who had gone on strike

GEN
BAI

Striking workers at General Tire in Port Elizabeth.

Apartheid smothers whole labour field

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This is the acute shortage of skilled labour — a shortage largely created by the country's apartheid policies which allowed only whites (and to a limited extent Coloureds) to climb up the employment ladder while restricting Africans to perform unskilled or semi-skilled tasks.

Only recently Dr Gerhard De Kock, the Deputy Governor of the Reserve Bank, warned that the shortage of skilled labour was a 'bottleneck to growth. He said this shortage would get worse if the economy managed to grow at the level of 5 percent planned in the current budget.

It has been forecast that there will be a shortfall of 750 000 white skilled workers by the end of this decade which is why the

This is the last in a series of articles by Nicholas Ashford of The Times of London.

Government is starting to pour money into black education and training programmes.

Recognition of South Africa's need for a stable, skilled African work force lies at the base of the recommendations made by commissions headed by Professor Nick Wiehahn and Dr Piet Riekert on labour legislation and influx control.

Dr Riekert recommended that the urban African population should be given more permanence, stability and prosperity than it enjoys at present, although his proposals amount to a strengthening rather than a relaxation of influx control.

For his part Professor Wiehahn, conscious of the increasing number of illegal strikes together with the growing mood of militancy among African workers, recognised the need to make African labour a permanent part of the overall economy.

RECOMMENDED

Therefore he recommended that Africans should be allowed to form trade unions with the right to strike (although only after cumbersome conciliation procedures have been exhausted) and that job reservation should be abolished.

But Professor Wiehahn's recommendations, like those of Dr Riekert, were designed to establish greater control over trade unions and to prevent just the sort of stoppages that are taking place at the moment. The Wiehahn and Riekert

Commission recommendations are at the core of the cautious programme of reform which Mr Pieter Botha, the Prime Minister, embarked on last year and which is aimed at adapting apartheid to present day conditions (although many of the reforms seem to have been delayed in the face of strong, white, right-wing pressure within the National Party).

REFORMIST

This reformist programme, which also includes a strong commitment by Mr Botha to free enterprise and a reduction of

state control, has been welcomed by the white business community which has increasingly felt itself hampered by the myriad apartheid laws that smother the whole labour field. Many white

businessmen believe that the needs of economic growth could lead to the eventual erosion of apartheid.

Many Africans, while perhaps having less faith in the curative powers of free enterprise, nevertheless recognise the immense scope that exists in the field of labour to put pressure on the Government.

At the moment only about one percent of the African workforce is unionised, but it is indicative of the growing importance being attached to African unions that political organisations as disparate as Chief Gatsha Buthelezi's Inkatha Party and the Black Consciousness Azania People's Organisation (Azapo) are beginning to cultivate links with organised labour.

It is a sobering thought for the Government that if Chief Buthelezi called his Zulu supporters out on strike the country's biggest port, Durban, would be paralysed. — Times News Service.



A worker at Table Bay Cold Storage in Paarden Eiland is stopped by a fellow worker from returning to work.

FOUND

By Elizabeth Wilson, Labour Reporter

Cape Town labour expert Mr Dudley Horner has sharply criticised this week's dismissal of 600 black workers at Finsch Diamond Mine. He says there are no provisions for blacks on South African mines to take part in conciliation or proper collective bargaining.

As a result, he says an old pattern is being played out again — "management takes a unilateral decision and the public is kept in the dark as to worker grievances".

Mr Horner, acting director of the Southern African Labour and Development Research Unit at the University of Cape Town, expressed surprise at a report by a De Beers spokesman that workers were striking for unknown reasons.

He said that, in the past, mine riots and strikes often had a very rational base. If, as newspaper reports suggested, workers felt a 14 percent increase was insufficient or if they

preferred a union to a committee system then these grievances seemed understandable and justified.

In any labour dispute it was important for both sides of the story to be told. He condemned management which denied the Press access to workers to hear their grievances.

Mr Horner said that in researching conflict on the mines, it was difficult to obtain adequate information about events.

Although mining houses carried out detailed investigations their reports were not ordinarily available to researchers and it was sometimes necessary to rely almost entirely on press reports.

These were brief and often attributed the incidents to faction fighting or irrational violence. This said Mr Horner, distorted the reality. Mr Horner's research showed that, between 1972

and 1979, there were 81 incidents of resistance on South African mines. Many of these were violent — 205 workers were killed and 1 168 injured in the incidents.

In February last year, he said the mines employed 667 000 workers — 69 000 whites and 598 000 blacks.

Black mineworkers employed on contracts of nine to 18 months. Mr Horner said the

black mineworkers lived in compounds of between 1 000 and 8 000 men. Horner said that the men were wakened in the early morning by loudspeakers in the dormitories. They went to communal change rooms to dress, then to dining halls for a meal.

The mineworkers were lowered in cages to their work underground.

Majority stayed for nine hours without a break for food — many stayed for up to 12 hours.

"It appears," says the report, "that there is less urgency about getting the men up at the end of the day. Delays at the hoist are a constant source of complaint. They mean not only extra time underground but also cold food and less choice of food and cold showers in the hos-

work underground. The majority stayed for nine hours without a break for food — many stayed for up to 12 hours.

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The mine was controlled through an elaborate system of compound manager, assistant manager, section manager, shift boss, mine captain, white miner and African team leader (boss boy) during working hours.

Other incidents were clearly associated with the payment of bonuses to certain categories of workers and with wage differentials.

Conditions in the compounds and such issues as meat rations or dissatisfaction with indunas, have provoked major riots.

Such worker complaints as reach top management are generally of a less serious nature and management has little warning of explosive issues. A paper on the subject was presented to the 5th World Congress of the Industrial Labour Relations Association in Paris last year.

Expert criticises mine labour policy

dealing of their part in the production process or that they were content with their situation.

"They understand not only the job hierarchy, wage differentials and the limits of their advancement up the wage scale but also the functions of these work processes," says Mr Horner.

"They are also fully aware of the hazards of mining in terms of safety and health. If they do not articulate these grievances in terms of formalised protest it is because of the labour repressive situation in which they are caught."

Mr Horner maintained that the mines were now confronted with a situation in which any system of full trade union rights, which would clearly articulate workers' grievances, might also provide a base for worker solidarity and

protection. He said that all evidence contradicted the myths that African miners did not have a clear un-

organizational in this "of feelings, a performed the organisational in public and they publicly they feel and forced of organiza-

drop in labour collapse of Who can evolve a damage moment, feelings that the thing is a product to the open formal structure which happens between the organisation of member studies or indirect is to be do considerable national in that it is considered them will people say this happens situation that it is considered national in drop in labour collapse of Who can evolve a damage moment, feelings that the thing is a product to the open formal structure which happens between the organisation of member studies or indirect is to be do considerable national in that it is considered them will people say this happens situation that it is considered national in

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better organised resistance. He claimed that several stratagems had been devised and were being — devised to prevent dissatisfaction from developing into riots. Equally clearly other stratagems were being developed to suppress riots ruthlessly when they did occur.

Among these was a central record system in which details of every worker's employment and his fingerprints were held.

This if used in association with police information, is an effective way of "cleaning" possible trouble-makers," he said.

Other proposals he said included:

• A security unit for each mine — equipped with teargas dogs, and, where possible, an armoured vehicle.

• Regular training for these units where possible with those from surrounding mines and with the South African Police.

• Lighting should be controlled from outside the compound for better protection.

Factory workers wait for pay

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NDM 28/7/80
Staff Reporter

WORKERS at a potato chip factory in Troyville, who were laid off because the factory was sold, were not given their pay in lieu of notice.

The factory was apparently sold about two weeks ago and workers were told to collect their pay last Friday. But when the 25 workers went to the factory, King Midas in Verwey Street, it was closed

Workers claimed they had been working for the company for more than a year, but they had not been registered. Only one worker has found another job.

The factory owner, Mr Mike Clingman, who also owns another factory, Big Top in Von Brandis Street, referred the "Mail" to his lawyer

His lawyer was not available for comment last night

30/7/80 ARGUS 132

Talk to black unions — Boraine

Political Correspondent
AN Opposition spokesman on labour matters today warned managements not to refuse to negotiate with black unions simply on technical grounds.

Referring to black workers striking in various parts of the country, Dr Alex Boraine, the Progressive Federal Party's chief spokesman on labour matters, said it would be foolhardy for managements to refuse to negotiate in an interim period before black unions were registered.

He was referring to events in Johannesburg

where the city council's management committee has refused to meet representatives of striking black workers because their union has not been properly registered

Dr Boraine said the rash of strikes that were occurring on a daily basis were symptomatic of general black disaffection with their lot in South Africa

'Sooner or later we will be told of agitators and we will attempt to shelter behind this excuse. However, to do this would be dangerous in the extreme

'The reality is that the economic boom and the so called gold bonanza, which have brought fairly immediate benefits to a limited group of people, have hardly touched the black working class

'It is against the background of double-figure inflation and general unsettlement that these strikes are taking place

'The dilemma facing the Government is that, while it has introduced some of the reforms in labour legislation recommended by the Wiehahn and Riekert commissions, there is still a very long way to go'

Black workers had begun to realise their economic clout and were impatient to get a more equitable share of the economic cake

'I urge both Government and management to exercise the utmost patience and, in particular, to resist the temptation to use the police to resolve what is essentially a management and labour dispute,' Dr Boraine said

'In beginning its reform the Government has opened Pandora's box and now is the time for cool heads and careful negotiation'

The Cape Times

Party of reform?

C. Times

31/7/80

(132)

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THE SPREAD of the Johannesburg municipal workers' strike provides an object lesson to employers in how NOT to conduct labour relations. The management committee of the Johannesburg municipality, an out-of-touch and verkrampte body, has allowed a relatively small dispute to mushroom into one of the biggest stoppages affecting a single employer in South African labour history.

Once again the fault is to be found in the employers' refusal to negotiate with the appointed representatives of the workers in question, a body which has the confidence of the workers, the black municipal workers' union — on the technical grounds that it is not registered. The committee insists that the workers use channels of communication which the committee approves. A similar impasse, brought about by similarly inflexible attitudes, lies behind the meat industry strike at the Cape and the consumer boycott of red meat.

What is particularly regrettable is the fact that the supposedly reformist Botha administration, and the minister of manpower utilization, Mr Fanie Botha, are manifestly unable or unwilling to educate employers in the realities of labour

relations in the 1980s. So much so that Mr Oberholzer, chairman of Johannesburg's management committee, was able to go on television this week and claim that he had Mr Botha's support for the manner in which he is handling the strike. Meanwhile, Johannesburg's municipal services are suffering acutely. Worse, a work stay-away on such a scale is a potential inter-racial flash-point, if not quickly defused. To refuse to talk to the workers' chosen representatives and allow a dispute to spread, as in this case, is reckless and foolhardy.

The Botha administration, with its hollow reformist pretensions, is as inept in labour relations as it has already shown itself to be in constitutional policy and inter-group relations. This penchant for imposing pre-determined structures and procedures on others, irrespective of their considered views or feelings, is seriously jeopardizing the chances of negotiated constitutional advance. In labour relations, this kind of authoritarian arrogance is likewise mortally dangerous — and subversive of the industrial peace. It is up to the Botha administration to make some effort to live up to its reformist pretensions and to step in boldly to bring the parties together.

By STEVEN FRIEDMAN
Labour Reporter

EMPLOYER organisations are having an important rethink on labour policies — which could lead to a markedly more flexible approach to trade unions

Assocom, which represents organised commerce in South Africa, indicated yesterday that it might change its 1975 labour policy, which backs the official liaison committee system and opposes the recognition of unregistered unions.

An Assocom policy statement sharply criticised present thinking on labour issues in Government and employer circles.

The statement comes shortly after the issue of new labour policy guidelines by the Federated Chamber of Industries — which represents organised industry. The guidelines backed the official industrial council system, but conceded that employers could find it necessary to deal "conditionally" with unregistered unions.

It is understood, too, that some business representatives have been privately urging the Government to relax its attitude to emerging black unions.

One change suggested, it is understood, is a relaxation of Government registration procedures for unions.

Labour observers are not yet clear how far-reaching the new reassessments will be, or whether they will filter through to individual employers.

They also emphasise that employer bodies remain committed to important aspects of the present labour dispensation, but see a definite shift in official employer statements.

Assocom's comments are in the latest issue of its quarterly review. A leading article gives the association's view of the labour unrest which has swept South Africa this year.

The article says that "more than a change of thinking is necessary in Government and business circles if South Africa is to avoid economic and social disruption by labour unrest during the next few years".

It says the country faces increasing disorder unless management allows "real trade union representation" on the shop floor.

Grassroots representation at shop floor level is the major demand of black unions.

The unrest has revealed dissatisfaction with the Government's liaison committee system, the non-recognition of unions, inadequate wages, and "promised reforms which have not been implemented".

Bosses have rethink over unions

The article says responsible unionism has been hindered by "restricted and tardy Government recognition of black unions, and heel-dragging over mixed unions".

Government works committees are regarded by workers as "weak and ineffective".

It has been found in the Eastern Cape that channelling union representation through liaison committees weakens union credibility.

Assocom hailed the decision of Eastern Cape motor employers to recognise union shop stewards, and said this was helping "responsible trade unionism to advance to a standard of normality".

Black workers' bargaining power had been increased by their elevation into more skilled work, which made it difficult for employers to fire strikers.

"Employers and the Government must now accept that black workers are part of an industrialised society. They are more members of a trained work force with skills, and not merely physical labour to sell."

Assocom says it may soon issue a "fresh statement" on labour policy.

Its present policy backs the registration and controlling of unions representing all races. It supports mixed unions in preference to separate unions, opposes recognition of unregistered unions, and supports works and liaison committees — even when trade unions are recognised.



RDM 8/16/80

Progress Wiehahn has made

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Mr Arthur Grobbelaar is an optimist. Seated behind his broad, glossy desk in his Anderson Street office, he wears the smile of a man who at last has within reach what he has long fought for. A free and open labour system with just rewards based on merit, not colour.

The Wiehahn proposals, those accepted by Government, do not go nearly that far.

But they are a vigorous start in that direction, more radical than anything the National Party has done in the labour sphere in its 32 years of power.

In summary, the main ones are:
The beginning of the end of job reservation, one of the restrictions most reviled by blacks and most responsible for South Africa's ugly image abroad.

But it won't be an overnight change. Instead it will be a phased one, because the Government is sensitive to the fears of whites in some trades of being ousted by cheaper black labour.

Already, however, a very wide range of jobs is open to all earners.
The granting of legal

Just over a year ago Professor Nic Wiehahn began dropping a series of tomes into the lap of Government which sent ripples of excitement through South Africa and even abroad. The series is the Wiehahn Commission's critical look at this country's jungle of race-oriented labour laws, and its proposals for cutting a liberal swathe through them. The Government accepted many, though some with reservations — generating high expectations of long-needed reform. But in that year, how far has this reform progressed? For one point of view Wilf Nussey interviewed Mr ARTHUR GROBBELAAR, general secretary of the powerful Trade Union Council of SA, a pioneer fighter for labour rights, himself a member of the Wiehahn Commission and now an executive member of the National Manpower Commission.

Recognition to black trade unions by allowing them to register like any others, provided they meet the constitutional, financial and other standards.

More important, allowing unions to go multiracial if they wish — which for the first time clears the way for an ultimately fully integrated South African work force.

Giving the green light to greatly expanded training for blacks, from school level up.

Setting up a National Manpower Commission (NMC) comprising State, employer and labour (representatives) to plan policy and its administration.

It all looks good on paper, but what has the Government done to match the words with action?

Quite a lot, says Mr Grobbelaar, but most of it is still in the pipeline and little is publicly visible. He points out that the wheels of bureaucracy grind exceedingly slow.

(Some other labour administrators put it much more bluntly: bureaucrats opposed to change and reform are deliberately sabotaging NMC action, they say.)

Many of Tucsai's unions, according to Mr Grobbelaar, are frustrated and angered by apparent delay in implementing the Wiehahn proposals.

Now it takes about three months. The delay is partly the unions' fault.

New unions are often unfamiliar with registration procedure. Some old, unregistered unions have to update before they can be registered, such as getting their account books in order, straightening out their records and financial systems, bringing their constitutions into line with current legislation, all of which takes time.

Few new unions have emerged as a result of the Wiehahn proposals, Mr Grobbelaar says. Most seeking registration are old unions which now want to open their doors to include workers of other races.

So far about 25 unions have applied. One of the more visible

changes is in apprenticeship. Before Wiehahn there were virtually no black apprentices in South Africa, says Mr Grobbelaar.

Now about 55 applications have been received for indenturing and some have been authorised, chiefly in the engineering, electrical and vehicle maintenance fields.

Fifty-five is not a lot, but even an oak starts as a sprig. Black apprenticeship is taking off slowly, he says, for three main reasons. Firstly, South African employers are slow in appreciating the scope offered by the new dispensation.

Secondly, black youth is still largely ignorant of the opportunities for apprenticeship and a career in labour.

Thirdly, the quality of a Standard 7 education, the minimum requirement for apprenticeship, is much lower for blacks than for whites.

This last, says Mr Grobbelaar, needs urgent correction. The whole system of black education has to be upgraded and brought into line with white schooling.

Simultaneously, unions, employers and the State should join forces to encourage more people of all races to enter the worker professions because what South Africa desperately needs for the next two decades is not lawyers and academics, but the practical skills.

There should be no great problem in training people, he believes. Technicians have already shown their willingness to take in all races.

The ball has started rolling in the new labour game and is slowly accelerating but it could be some years before it reaches full speed, according to Mr Grobbelaar.

New laws have to be passed to fully enable the Wiehahn proposals to be implemented.

A technical drafting committee has been appointed to devise legislation (and another to do so in terms of the equally important Rieker Commission recommendations) and this will take time.

The NMC itself has a variety of specialist committees carefully exploring the new ground opened up by Wiehahn, for which top-level personnel have had to be found.

Their task is monumental and to cut time and meet deadlines, they are co-opting the help of various outside agencies, like universities.

And even then there will be delays. Some of the changes which will sprout from all this cerebral activity is so radical, predicts Mr Grobbelaar, that employers and unions are just not equipped to handle them straight away.

But, he says, the NMC is well aware of the dangers of delay and of losing momentum.

"There will be a lot of problems in the next few years because change is inherently unstable, to an extent. But it is necessary and good. If there were no change now, however, there would be total instability."

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job bill ^{21/12/60}

Industrial Reporter

THE Federated Chamber of Industries has come out strongly against proposed legislation which it maintains will lead to legislative control of a large number of occupations throughout the entire economy

The FCI said the proposed Professional Scientists and Related Professions Bill could create legislative powers to implement a form of job reservation or closed shop. The FCI standpoint is set out in the latest bulletin of the Cape Chamber of Industries.

One clause for example, would empower the proposed South African Council for Professional Scientists "to recommend to the minister the kinds of work in connection with projects, undertakings or services of a scientific nature which shall be reserved for professional scientists," said the chamber.

This would obstruct the freedom of the scientist to do work either on his own initiative or under the control of an employer.

An "intolerable situation might develop if the bill is proceeded with, as it would invite every other profession or occupational group to claim similar legal protection which would not benefit labour relations or be in the interests of the economy as a whole."

12/12/86
Aug 132

Labour on the move

— Wiehahn

Education Reporter

THE success or failure of sound human and race relations in the industrial society would largely be the barometer of their success in our broader society, Professor Nic Wiehahn said yesterday.

Delivering the main address at a University of Cape Town graduation ceremony, Professor Wiehahn said changes in the South African labour system were inevitable.

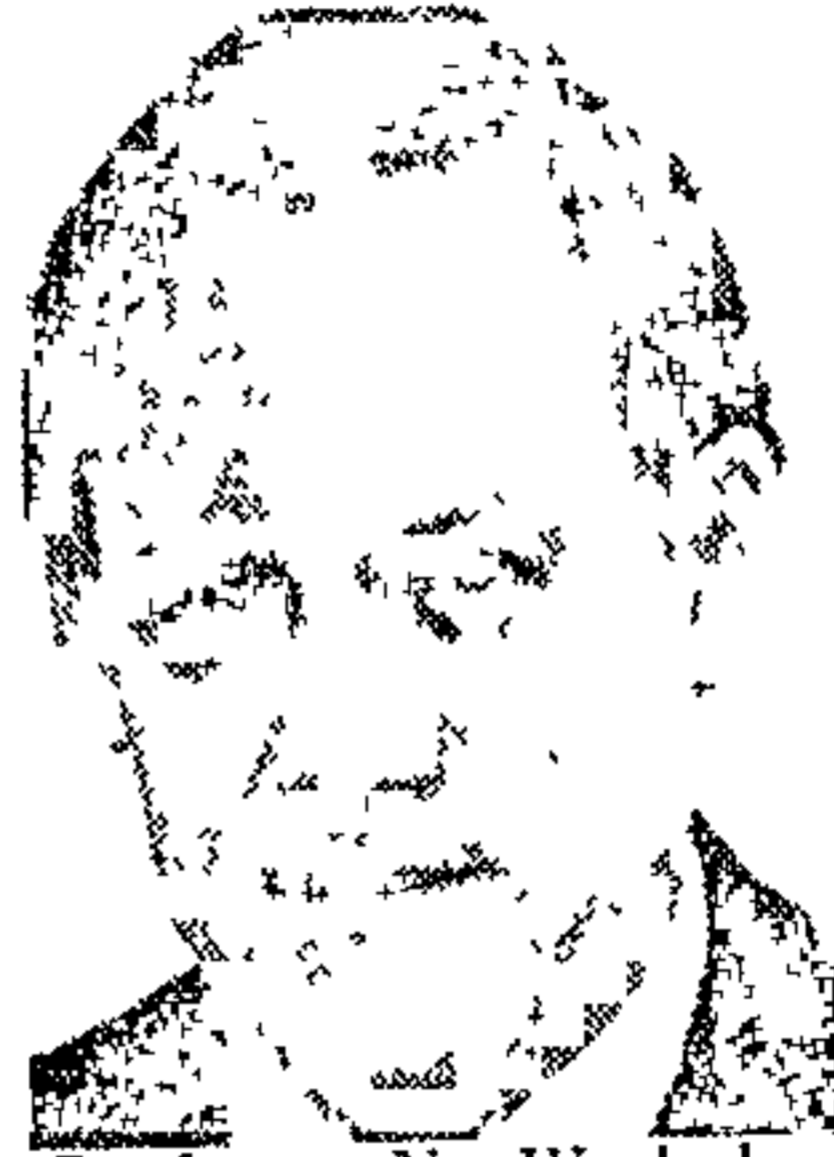
Factors such as the increasing involvement of trans-national corporations in South Africa increasing international trade union involvement in the black labour force, anti-South African sentiments on the international scene and the developing influence of the Third World had all served as agencies for change in this country.

OUTDEVELOPED

'As a result of these developments, practices in the field of labour have outdeveloped the official policy and law of the land,' he said.

A good example was the different employment practices applicable to multi-nationals in South Africa, which had been largely responsible for changes in labour practices in those companies.

The reaction to this development could only follow one of two courses. That policy and law should be lined up with the practical and factual situation in the country or, conversely, that development in the field of labour be stopped and



Professor Nic Wiehahn

practices be brought into line with existing policy, which would have been a retrogressive step,' Professor Wiehahn said.

The principles that would guide progress in industrial relations in the next two decades would be the concept of humanisation of the worker and his work place, the basic principles of labour democracy and the concept of the new industrial society.

Professor Wiehahn said education and training and the reorientation of attitudes were of utmost importance in facing the challenges of the new dispensation.

GREY AREA

The Government may change law, policy and institutions to meet the demands of the times, but there was a vast grey area inaccessible to governmental control and regulation.

He added that the solution to the problem of unchanging or rigid attitude lay in the education of people and 'cruel to sav', the dying off of older generations.

Economic

reality

has racial ideology in retreat

By Tony Davis, Labour Reporter

Racial ideology has had to make way for economic reality, according to a research survey conducted by the South Africa Foundation

This and other labour trends are found in "Job Advancement in South Africa" which is a compilation of recent newspaper and magazine articles

Government policy towards black labour has had to change from the separate development policies of Verwoerd because of economic growth and the lack of skilled white manpower

There has been a significant shift from agricultural growth to industrial development, and more and more skilled blacks are required to fill jobs in this sector.

However the major problem with bringing in black skilled labour has been the separate education policy for blacks, and the Government's change in attitude in developing the black education system is reflected in the growth in the number of people attending schools.

PRESSURES

Recent Government labour reforms and pressures on trade unions to admit blacks to their membership are seen as changeovers from the earlier Government policies of separate, racial development

Mr Willie Breytenbach, the compiler of "Job Advancement in South Africa," lists six major reasons for shifts in Government labour policy these are:

- Afrikaners now make full use of the free enterprise system
- the Government's desire to create a black middle class which could be controlled.
- the failure of the homelands as independent economic propositions.
- public questioning of ideological restrictions on industrial development.
- an increasing number of unemployed blacks.
- and the economy became part of Prime Minister Botha's total

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(see pages 5-9)

Statistics and pages 169 and 176 for Hampton's proposal is attached.

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THROUGH ANOTHER

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Circular for the dations in Section A of the Board has been O will then be acted

27 November 1980

This concession is unusual in usually granted. Mr Levenst Science IV, which is the record

as to which Unisa courses would respectively of the current pr Operational strategy.

The two (Figures show an increasing number of black apprentices and artisans and more and more training being provided.

Blacks as a percentage of the total number of artisans and apprentices increased from 14 percent in 1969 to 23 percent in 1979 and is expected to rise to 43 percent in 1987, the survey says.

WAGE GAP

The wage gap between black and white has also narrowed as a result of the breakdown in a separate labour policy.

The gap narrowed from 10:1 in 1950 to 6:1 in 1980. But continued wage gaps are seen as the result of labour market discrimination and different productivity levels between black and white.

While black unemployment continues to rise, continued economic growth is seen as a counter to this potentially dangerous situation.

Also mentioned is the previous Government policy to restrict and discourage the development of black businessmen. Changes to this policy are now evidenced by organisations such as the National African Federated Chamber of Commerce (Nafcoc), the Afribank and the growing numbers of licensed traders in black townships.

Confidential to Me

DEAN'S

FACULTY OF

FORCE

Union delegates will probe SA's labour policies

By Drew Forrest

A 12-man team representing the world's largest trade union federation arrives in South Africa this week on a mission with far-reaching implications for the local labour movement and the country as a whole.

German, Swedish, British and American delegates of the International Metal Federation — whose affiliates represent about 13 million workers worldwide — will spend eight days probing labour policies and practices in South Africa.

From the beginning of next week they will test worker, management and trade union opinion in Johannesburg and Port Elizabeth on a wide range of issues, among them the State's new labour deal, according to union sources.

An interview with the Minister of Manpower Utilisation, Mr. Fanie Botha, has also been arranged, sources say.

The delegation's report, which will be submitted to the IMF central committee at its next triannual meeting in May next year, could have a crucial impact on South Africa's economic and labour future.

According to sources an unfavourable report could mean the exclusion of cer-

tain local trade unions from the IMF, thus intensifying South Africa's estrangement from the international labour movement.

It could also lead the IMF to throw its considerable weight behind international calls for economic sanctions against South Africa.

So far the federation's central committee has resisted powerful pressures for support of sanctions and disinvestment, saying it wishes to foster the development of a strong South African labour movement.

Also under scrutiny will be the friction between registered and unregistered unions in the metal

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STAR
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From the groves of academe come aid

ATTENTION was recently drawn in this space (Down to business, September 3) to the urgent need for a new generation of industrial troubleshooters in the ranks of South Africa's management, capable of handling increased militancy by this country's organised labour.

As if in response to the case made out here it now turns out that four of our top companies have been co-operating with an American academic on a labour relations project designed to improve employer-employee relations on all strata of the nation's shopfloors.

The companies are about to report back to the academic on the way the project fared on their respective shopfloors. The results of the companies' pilot studies are still confidential, but they are all understood to be enthusiastic about the labour relations improvements triggered by the project.

In fact, neither these columns nor those of any other newspaper can claim any credit for getting South African companies interested in systematic and theoretical methods of improving industrial relations at such a critical time.

The methods specified by the American academic in the project were first implemented at corporate level in South Africa in 1972, well before our own corporations, academics and

laboratory ward of

vacuum disorder in organised labour in South Africa.

A large and well-respected school of thought now holds that South Africa's semi-skilled labour force is about to follow its West European and American

laboratory, although for different reasons into the realisation — and use — of its political and industrial power.

In the West, the theory goes,

the increased use of industrial muscle is the result of advanced industrial evolution in the West, where labour forces are being contracted because technology is so advanced.

Here in South Africa it is the result of the racially exclusive political system in which labour forces are dominated numerically by workers who have no means of political expression.

As the South African economy has grown rapidly over the last 18 months, business activity has increased and the barriers to racially integrated workforces have begun to be eroded.

More and more blacks are being employed because there are not enough whites to meet the national demand for labour. Militancy, unrest and work stoppages have increased in close proportion to the increased number of blacks in the national workforce.

This is no coincidence. The prevailing political system effectively disenfranchises the blacks in any given workforce, so the blacks use the trade unions and the industrial relations mechanisms to express their socio-political aspirations.

This is a comparatively recent development, but has been escalating ever since the wave of strikes in 1972-73. It was in 1972 that some far-sighted

The unofficial word is that all four are delighted and will recommend the procedure to all parts of South African industry.

So what is this behaviour modelling? It sounds like a polite term for what is done to dissidents in Siberian salt mines, and none of the companies involved is saying anything about what they have been up to in their staff relations until after they have briefed Dr Sorcher.

But the good doctor has revealed part of what his theories propound in a circular letter.

"The development of behaviour modelling as a training technique in industry grew out of a need in the late 60s to equip line management with a wider range of skills to cope with an increasingly changeable environment.

"South Africa is on the brink of important changes in its industrial environment and its industrial relations policies. The success of these changes will depend on and demand new patterns of behaviour as well as marked changes in attitudes. It is in this area that industry has a clear responsibility as a social change agent.

"Applied learning or behaviour modelling has been used in South Africa by many of the large corporations. It has been employed as a training technique to change behaviour at the interface between blacks and whites and to improve boss-subordinate as well as su-

borporate/boss interactions. "The skills taught are interpersonal skills and are based on maintaining the self-esteem of the other individual. The process is entirely open, participants in a training workshop are given a full explanation of the training method and principles just as in any other training programme."

The only trouble with behaviour modelling is that it is an academic discipline which has not received large-scale application to date. So there is no quantitative record yet of what effect it has had on the shopfloor.

This could all change after the South African companies have reported back to Dr Sorcher next week.

The other snag about undiluted academic theorising is that it is invariably expressed in indigestible and grammatically nightmarish gobbledegook which has to be deciphered before it can be relayed in any remotely comprehensible form.

But the whole scheme must have some credibility and be aimed in the right direction if companies of the eminence of those mentioned above have gone in for it.

Any amount of environmental attitudinalising, project interface co-ordination and situationalised relativity conceptualisation is worth enduring if it helps to avoid the labour problems which are foreseen here if political change does not occur.

South African industrialists decided to act.

The National Development Management Foundation flew this American academic, Dr Mel Sorcher, out to South Africa from his post as personnel research boss at General Electric.

Sorcher had a series of theories about labour relations which he thought would be well suited to the peculiarities of the developing South African labour problem.

He called it behaviour modelling, and over the next two years he convinced personnel chiefs at the Anglo-American Corporation, South African Breweries, Greatermans and R M Pharmaceuticals to adopt the principles of his theory.

These four companies have been running pilot studies of this project during the intervening years, and Dr Sorcher is due back here next week to hear a report back from the companies on how his theory has worked with them.

Political issues set to increase

21/11/80
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Labour Reporter

POLITICAL issues would increasingly be raised by black workers at labour negotiations, the executive director of the Federated Chamber of Industries, Dr Johan van Zyl warned yesterday.

He also warned that international "surveillance" by governments, unions and employer groups would play an increasingly important role in shaping the country's internal labour dispensation.

He was speaking at yesterday's Manpower 2 000 convention in Pretoria.

Dr van Zyl said that "the industrial relations table will increasingly become cluttered with issues which are not traditionally part of negotiating agencies and the rhetoric of debate will increasingly have political overtones."

Several million workers had now been "enfranchised" in the labour relations system and in many instances "these workers do not feel that they have parallel representation in the arena of national politics."

It was thus inevitable, Dr van Zyl said, that "worker power should be seen by some to be a road to political power."

If the industrial relations system became "too heavily politicised" it would break down. However, there was a danger that some employers would over-react to these demands.

In a situation where there were genuine grievances, this over-reaction could force leaders of emergent unions into "demonstrating their standing through militant action."

While it seemed inevitable that labour relations would become politicised to some extent, employers should realise that their interests would be better served by seeing that bargaining was concentrated on pure labour relations issues.

This, employers could only do by demonstrating the advantages of a pure labour relations approach "to those sceptical of the whole structure." A large educational task lay ahead "but it is one that management and unions cannot shirk if labour peace is to prevail," Dr van Zyl said.

On the issue of international pressures, Dr Van Zyl argued that the codes of conduct introduced for foreign companies were inconsistent with "a situation covered adequately by free collective bargaining."

The "bona fide" international movement had a limit.

employers would have to convince these unions that they were not against unions.

If international unions could accept the bona fides of employers and could be induced to support the "natural development of local unions" a 'major breakthrough' would have been achieved.

Dr van Zyl said that the FCI, which had been largely taken up with talking to the Government on labour issues, was now increasingly concentrating on communicating with its members on these problems.

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INDUSTRIAL RELATIONS

Teaching them how

Next year the University of Port Elizabeth is to introduce a new chair specifically for industrial relations, to be headed by Professor Roux van der Merwe, currently a professor in the university's industrial psychology department.

The chair will be sponsored by Volkswagen and will run courses independently of the university. Says Professor Van der Merwe. "With developments taking place as rapidly as they are, there is a real need to make information and training available to management and unions."

Graduate and post-graduate courses will be offered, but more importantly, says Van der Merwe, courses will be run for employers and employees — irrespective of academic qualifications.

Response to the course has been enthusiastic. "Management is aware of the need for guidelines. A pilot course run this year was booked out and we were unable to deal with the high attendance demand," he says.

To criticisms that the course could take a management line, Van der Merwe says: "We will attempt to cater for everybody's needs and hopefully will not alienate either side. It is not the intention of the course to push any one line. Providing a

general background of labour developments, an understanding of the law and the present industrial relations structure will be useful information for both employer and employees."

Van der Merwe's current research unit will be incorporated in the new section and will provide documentation on situations in the Eastern Cape as a back-up. Students will also have the opportunity to become involved in field studies in the area.

Finding solutions

WHATEVER the Government's intentions in the labour field, there is something seriously amiss when trade unions refuse to take part in the system created for them.

Some will argue that it does not matter; that unregistered unions, provided they are recognised by employers, can for practical purposes operate as effectively as registered unions, and that the overriding factor is that employers and workers should establish a harmonious relationship within which disputes can be resolved.

It can also be said that an official system, including registration, is desirable if its purpose is to protect union members, say from anyone fiddling their funds. But that it is wrong if the intention is to ensure State control

It is the latter aspect which seems to underlie the refusal of some unions and union groups to become involved in registration. We, and others, have expressed the view that the system created by the Government is inadequate and that it contains restrictions which cause some unions to view the Government's new labour dispensation with suspicion.

Stereotyped Government action would be to shun such unions, and

indeed to apply all manner of pressure against them. Instead, however, there is the welcome news that the National Manpower Commission is to hold talks with unregistered black and nonracial unions, including those union groups which have thus far rejected registration.

The hope must be that exact information about union anxieties will surface in the talks, and that a process of negotiation will be possible to meet the differing views on how employer-worker relationships should be managed.

This is a time of change in traditional patterns. New ways of going forward are being sought, resulting on occasion in turbulence. No one can be assured of immunity. As readers know, we are at present experiencing disruption in our own industry.

Because everyone, whatever factories or offices are concerned, must go on working together, the task of reaching for intelligent solutions cannot stop. Employers and workers must be in contact for, ultimately, they are working for the benefit of each other.

The National Manpower Commission can do much to facilitate the finding of solutions by offering sensible guide-lines.

OR 11.9
ROOM 6.11.70

Has a degree in Operations Research from Tilburg, Holland. He has been with Shell International for 10 years and worked for that company as an international consultant in several countries around the world. His experience includes the design and development of systems for financial management, manufacturing control and production optimisation. He has taught courses in Management Information Systems and Operations Research at the Business Schools of the Universities of Cape Town and Stellenbosch. He is recognised as a member of the consultants group of the Computer Society of South Africa and specialises in requirement definition and design of industrial systems.

Klaas van der Poel

CURRICULUM VITAE

Labour turnover is now ¹⁷⁵ alarming, says Minister ¹³²

STAR 17/10/80

By David Breier,
Pretoria Bureau

Labour turnover in South Africa has reached alarming proportions causing unheard of manpower losses, the Minister of Manpower Utilisation, Mr SP Botha, said in Pretoria today.

Mr Botha was addressing a ceremony for black students who qualified for the Personnel Management Diploma of the University of South Africa's School of Business Leadership.

Mr Botha said that

turnover, specially in the lower technical operations specifically among operators, was often about 70 percent.

"What is more, these workers usually change jobs after being partially or fully trained and must then be retrained at tremendous cost when employed by other firms," he said.

Mr Botha added that workers were sometimes "bought" by another firm but he said other factors were working conditions and a lack of genuine

interest in the welfare of employees with poor prospects for job advancement.

Mr Botha asked the new personnel officers to pay special attention to the field of labour relations.

"It is inevitable that members of different population groups will in future increasingly have to do the same work and it is essential that this should occur in an atmosphere of harmony," he said.

He told the new personnel officers they had a duty to help ensure that channels of communication between white and black workers, employers' organisations, trade unions and the State remained open.

"Suspicion and distrust must make room for security, happiness and human dignity for all workers," he said.

Mr Botha also said that special emphasis must be placed on increased productivity and training.

But he said the legislative recognition of black unions indicated a fundamental policy shift on the part of government which was accepting that blacks are a permanent and integral part of SA and not merely temporary labour units in white areas. This he said would have to be taken into account in whatever political action government took.

Looking to solutions Bendix said participation and strong independent unions were of primary importance. Workers can no longer be fooled. It is senseless for employers to make decisions for them or to try and provide the leadership. Instead employers ought to encourage independent unions with which they could make disciplined agreements which would be adhered to.

LABOUR RELATIONS (132) Shop-floor politics

FM 17/10/80

As academics from leading SA universities aired some important labour issues at last week's Manpower 2000 industrial relations seminar in Stellenbosch, one point was hammered home — politics cannot be kept out of labour. So dangerous times lie



Bendix . . . "labour is politics"

ahead for workers and employers alike. Professor Willy Bendix, deputy director of SA's Institute of Labour Relations, warned that "labour is politics." He said "Any changes in the socio-economic field have to be aligned with the socio-political system if they are to have a reasonable chance of success in bringing about indus-

trial peace, economic progress and political stability."

He emphasised that labour was assuming a central position in the power structure changes taking place, and that an "industrial relations system lies at the core of any changes to come in the wider SA society."

He said it was natural that black workers would "flex their political muscle through their labour votes," since unions were the one channel through which they could voice their grievances.

Jeff Lever, a sociology lecturer at the University of Stellenbosch supported this contention. He pointed out that black and non-racial trade unions enjoyed the same rights and obligations as the established labour movement, placing them in a unique position in the urban black community. "Here are organisations which are not only permitted to organise workers, but are also legally encouraged to do so. Of what other organisations in the black community can we say the same?"

Bendix also suggested that it was impossible to "fix" SA's industrial relations system without "fixing" the political system. He said some people still believed that politics could be kept out of labour, and quoted the Prime Minister saying, at the Transvaal National Party congress, "that a common economy can exist side by side with political segregation."

Industrial Council system 'too cumbersome'

JOHANNESBURG—Employers could help to make 1981 a year of progress rather than one of bitterness and conflict, said Mr Alec Erwin, general secretary of the Federation of South African Trade Unions, at the Business Outlook Conference of the National Development and Management Foundation in Johannesburg yesterday.

Mr Erwin warned that the present industrial council system was too cumbersome to deal with the problems of unskilled and semi-skilled workers.

This system had been designed for skilled and organised workers, he pointed out.

He provided five guidelines for employers' relationships with emerging unions:

- Employers must commit themselves to bargaining in good faith with any representative union, registered or unregistered;

- Management must accept plant-based union structures. Trying to squeeze the new problems of emerging unions into the existing industrial council system will only destroy its credibility;

- Don't use the law as a device to block negotiation. There is no law against talking to unregistered unions, and employers who use registration as a prerequisite to negotiation are shortsighted.

Trade unions

- Management must accept that trade unions must be independent of management. If more than one union appears in a factory, the long association with the State in the fields of industrial relations and organisation of black workers.

Black workers

Measured against these points, the changes of the past 18 months could not be said to have fared too well from the perspective of black workers, Mr Erwin said.

Employers should be prepared for problems and spontaneous worker unrest.

'Unemployment and inflation and the lack of adequate channels for negotiation and bargaining will in all probability make for a fairly volatile year in 1981.'

On trade union divisions, Mr Erwin warned of the 'serious mistake' of forcing unions workers must decide who will represent them.

- The State and its security laws must be kept out of industrial relations. Employers must deal with labour problems and not hide behind the State, and particularly the police.

Black workers were not really persuaded yet that South Africa had entered an era of reform, Mr Erwin said.

Racial legislation had politicised the past struggle for trade union rights. Black workers had seen the State, employers and white workers as an unholy alliance determined to block their right to organise. And their struggle had been associated with the wider political struggle against racial oppression.

Before present changes could be seen as reform, three issues had to be accepted:

Labour changes could not be divorced from other changes, and the credibility of the former relied partly on the credibility of the latter; changes had to be undertaken in manifest good faith and the more rapid the progress, the more acceptable the changes would be; employers would have to be seen to break their

together or legally excluding some.

Time and experience would begin to resolve the differences which inevitably weakened the labour movement.

But it was essential that workers be allowed to choose for themselves which group was more acceptable and effective, Mr Erwin said. — (Sapa)

Boycotts warning

STAR
9/10/80
(132) (130)
(280)

STELLENBOSCH — United Nations sanctions coupled with concerted action by international labour organisations, could have a devastating effect on the South African economy, Prof S M Swart, director of the Institute of Labour Relations at the University of South Africa said yesterday.

Speaking at an industrial relations seminar at the University of Stellenbosch, he said for this reason, South Africa could no longer ignore the foreign policy implications of her industrial relations system

The system, he said, had to encompass all

workers equally in its decision-making process. The black worker had to be given the opportunity to recognise a real and promising stake in the future of the South African economy.

"If international labour organisations individually or jointly, were to decide to boycott the purchase, or loading and discharging or transport of South African exported goods on any large scale, the economic repercussions for the Republic would probably be much more severe than direct economic sanctions imposed by the United Nations.

"Such actions on a concerted basis, coupled with United Nations sanctions, would have a devastating effect on the South African economy

"With a view to this potential danger, South Africa can no longer ignore the foreign policy implication of her industrial relations system

New training package aims to improve industrial relations

(137) S. Coorn 24/8/80

AN industrial relations training programme to boost in-company industrial relations structures has been launched by Controlled Training in Johannesburg.

The programme, Controlled Industrial Relations Training is sold as a complete package. It consists of an operating manual that can be used as a handbook on industrial relations and four training manuals for the training of management and staff.

CIRT covers a broad spectrum of subjects ranging from the decision to introduce an IR structure and training supervisors for the system to compl-

ing the agenda for IR committee meetings and on the concept of IR in a free market economy.

The programme was designed and compiled by leading industrial relations experts under the co-ordination of Dr Dawie de Villiers, a senior lecturer in industrial relations at the Unisa School of Business Leadership and a well-known consultant.

Other contributing authors were Dennis Keenan-Smith Group Personnel Consultant of the Plate Glass Group, Prof Blackie Swart, professor and director of Unisa's Institute of

Labour Relations and Piet Nel, a senior lecturer in labour relations at Unisa.

Notwithstanding the effort many South African companies had put into industrial relations during the past few years recent strikes and unrest had shown existing IR structures to be inadequate maintains Rie! du Toit, director of Controlled Training.

"With the current economic climate and its resultant shortage of manpower, the likelihood of work stoppages and strikes is increasing," he said.

"Given South Africa's unusual la-

bour relations situation, in which unionisation of black labour is only now taking shape companies cannot afford to tackle the problem half-heartedly or without expert guidance.

"One has only to consider the cost of one morning of industrial unrest in a company involving staff and three of four members of top management and workers - communication which can only be ensured by a sound industrial relations structure.

"By helping to create an efficient and effective institutionalised industrial relations structure this pro-

gramme can help management to handle labour in a union situation."

The programme has already been successfully implemented by a number of South African companies, he claimed.

Apart from being designed not only for companies which have no in-company IR structure it also enables others to improve the efficiency of existing structures.

The programme is backed by an updating service and its authors make themselves available for continuing consultation during implementation.

Union system attacked

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STELLENBOSCH — A dualistic system in which some trade unions used the formal channels while others preferred to follow their own informal channels was criticised yesterday by the Minister of Manpower Utilisation, Mr Fanie Botha.

Opening a seminar on labour relations here, he said this situation was not conducive to the development of a stable, strong and responsible trade union movement, nor was it in the interests of the economy.

Mr Botha said that since trade unions were autonomous, they were independent from management, and it was therefore not the function of management to organise trade unions.

"Management should not make itself guilty of thwarting this right to organisation."

"I wish to point out that it has come to my notice that there are companies in South Africa which are trying to evade their roles in this regard, and which are attempting to establish company trade unions — the so-called 'sweetheart unions'."

"Both these approaches do not only hold dangers for management, but also for the maintenance of healthy industrial relations in South Africa."

"Management therefore owes it to itself, industry and the country to create effective communication channels within the broad framework of our industrial legislation and to use it continuously so that it can keep informed with the wishes, aspirations and achievements of their workers' corps."

Mr Botha said if South Africa wanted to maintain its well-developed system of collective bargaining on an industrial basis, which took place mainly through autonomous industrial councils, it would be futile to let a second parallel system of collective bargaining at plant level develop. — SAPA.

PRESS STATEMENT

DEPARTMENT OF NATIONAL EDUCATION

MUSIC COMPETITION, 1981

(For release at 12h00 on 3 November 1980)

The Department of National Education invites entries for the

competition for
held to encourage
musical literacy

The competition
of R2 300 (two
the three sect

- I. An award
musical
- II. A competition
musical
- III. A competition
musical

**Boland Bureau
STELLENBOSCH.**—
United Nations sanctions,
coupled with concerted
action by international
labour organisations, could
have a devastating effect
on the South African
economy.

For this reason South
Africa could no longer
ignore the foreign policy
implications of her industrial
relations system.

This was said at an
industrial relations seminar
at the University of
Stellenbosch today by Professor
S M Swart, director
of the Institute of Labour
Relations at the University
of South Africa

Professor Swart said the
South African industrial
relations system had to
encompass all workers
equally in its decision-
making process. The black
worker had to be given the
opportunity to recognise a
real and promising stake in
the future of the South
African economy.

If international labour
organisations, individually
or jointly, were to decide

Warning on
SA labour
relations

to boycott the purchase, or
loading and discharging or
transport of South African
exported goods on any
large scale, the economic
repercussions for South
Africa would probably be
much more severe than
direct economic sanctions
imposed by the United
Nations,' Professor Swart
said.

'Such actions on a con-
certed basis, coupled with
United Nations sanctions,
would have a devastating
effect on the South African
economy.

'With a view to this
potential danger South
Africa can no longer
ignore the foreign policy

implication of her industrial
relations system'

This system should contribute
to the achievement of three
manpower goals: providing
employment and income
opportunities for all the
residents of South Africa,
assuring that the supply of
skilled manpower required for
economic growth is available,
and preserving the skills and
protecting the welfare of the
skilled workers while at the
same time removing all
employment discrimination

© Nine black trade unions registered — Page 4.

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ARC

position suitable for performance by young artists.

The closing date for the competition is 31 August 1981

Eerstens, moet in gedagte gehou word dat 'n negatiewe houding aan die kant van die werkgewer betrefende die verwagte verwickelinge en ontwikkelinge gedurende die volgende dekades tot 2 000, teenreaksies kan uitlok wat nie alleenlik werkgewer-werknemerverhoudinge kan vertroebel nie maar ook as 'n bydraende faktor tot spanninge in ander intermenslike verhoudinge kan dien.

Tweedens, sal daar al meer tot die beset gekom moet word dat arbeids- of mannekragbeplanning en-ontwikkeling en arbeidsverhoudinge tot 'n aangeleentheid vir hoëvlak bestuur ontwikkel het wat lei tot die derde oorweging nl. dat die personeelbestuurder van uitgesoekte 'stofiasie sal moet wees.

Hierdie./....

Hierdie aspekte sal na my mening noodwendig daartoe lei dat werkgewers verplig sal wees om met meer intensiewe belangstelling van verhoudinge op die arbeidsterrein kennis te neem. Hierdie kennisname sal van die werkgewer 'n dieper kennis van die tegnieke, metodes en geleenthede vir die ontwikkeling met betrekking tot opleiding van die beskikbare mannekrag, die toepaslike wetgewende bepalinge en voorskrifte en verwante aangeleenthede verg.

Vir my skyn dit gewens te wees dat werkgewers hetyds gedagte moet skenk aan aspekte soos hulle houding met betrekking tot vakbonde asook die vraagstuk van arbeidsverhoudinge oor die algemeen.

In besonder is ek van mening dat werkgewers 'n meer direkte belangstelling sowel as betrokkenheid aan die dag moet lê by die reëling van verhoudinge op die werksvloer.

Dit./....

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TOESPRAAK DEUR SY EDELE S.P. BETHA : OPENING VAN
DIE SEMINAAR OOR ARBEIDSBETREKKINGE, OUDE LIBERTAS
SENTRUM, STELLENBOSCH BIEREWYNNERY, OP WOENSDAG
8 OKTOBER 1980

EMBARGO: 10h00, 8 OKTOBER/OCTOBER 1980

Mnr. die voorsitter, dames en here, ons leef in 'n tydvak van snel veranderende tye en omstandighede, tye en omstandighede wat ook onderlinge arbeidsverhoudinge nie onaangeraak laat nie. Laat ek onmiddellik byvoeg dat die dekade van die tagtiger jare in besonder vir ons 'n uitdagende tydvak daar gaan stel. Terselfdertyd gaan dit ook ewe interessante moontlikhede, nie net op die arbeidsterrein nie, maar ook oor die wye spektrum van intermenslike verhoudinge bied.

Wat./....

- 2 -

Wat die arbeidsterrein as verhoudingsveld betref, sal daar van al die betrokke partye d.w.s. die Staat, werkgewers en werknemers grondliggende aanpassings, hergroepering en optrede vereis word.

Veral wat die werkgewer betref, gaan hy in toenemende mate met heeltemal nuwe situasies en verskynsels - veral van werknemerkant - te doen kry wat van hom sal verwag om diepgaande aanpassings te maak en gewysigde optrede te bedink.

In die genoemde verband wil ek graag die volgende aspekte noem.

Eerstens./....

This belief was however proved wrong, as the Government had accepted the principle of trade union autonomy as recommended by the Commission of Inquiry into Industrial Legislation. As you are well aware the Industrial Conciliation Act was amended to give effect to the new dispensation in order to provide for Blacks to enter the organised industrial relations system.

For the sake of interest and also to illustrate the extent to which the new dispensation has been accepted in general, I wish to mention that a total of 19 Black trade unions have applied for registration already. Nine of these unions have been accorded registration. The applications of the other are still under consideration. In addition to these, 1st unions

with / ...

with a mixed membership have also received my permission to apply on this basis. Their applications are also receiving attention at the moment and will hopefully be disposed of in the near future. A further 35 existing registered trade unions which have either been registered on a purely racial basis or in respect of Whites and Coloureds, have approached me for permission to also enrol members belonging to other racial groups.

It is indeed gratifying to note that an increasing number of trade unions are reaping the benefits of making use of the formal machinery for the regulation of employer-employee

Dit is ongelukkig so dat geskikte opgeleide mense om arbeidsverhoudinge op die werksvloer te reël nie in genoegsame getalle beskikbaar is nie en ek voel dus dat die tyd aangebreek het dat meer daadwerklike aandag aan die opleiding van hierdie tipe werkslui geskenk word. Dit was dus met genoegdoening dat ek onlangs verneem het van die instelling van 'n leerstoel in arbeidsbetrekkinge aan een van ons universiteite. Dit is die regte koers om in te slaan en ek vertrou dat die voorbeeld ook deur ander hoër opvoedkundige instansies nagevolg sal word.

' In so far as industrial relations are concerned, we only have to take a look at the contents of the agenda of this meeting to
realize./....

realize the complexities and the problems facing management in the personnel and industrial relations field today.

During the fifties and sixties industrial relations were mainly the prerogative of industrial councils in so far as organised industry was concerned and periodic wage board hearings for the unorganised sector. Developments during the seventies, however, led to an in-company dimension to industrial relations. This approach was however restricted officially to Blacks and mainly took the form of establishing liaison committees which led to the interpretation or belief that committees were alternatives to trade unions for Blacks.

This./....

Hierdie rol moet in die eerste plek gebaseer wees op die aanvaarding van die beginsel van vakbondoutonomie wat impliseer dat vakbonde die reg het tot onafhanklike voortbestaan in Suid-Afrika en dat hulle die vryheid moet hê om te organiseer en kollektief te beding. Dit beteken vervolgens dat vakbonde outonoom en onafhanklik van bestuur staan. Dit is dus nie bestuur se funksie om vakbonde te organiseer nie. Bestuur moet hom egter ook nie skuldig maak aan dwarsboming van hierdie reg tot organisasie nie. Ek wil net daarop wys dat dit onlangs my aandag gekom het dat daar maatskappye in Suid-Afrika is wat hulle rol in hierdie verband probeer vermy of wat poog om maatskappypvakbonde, die sogenaamde "sweetheart unions", te stig. Beide hierdie benaderings hou nie alleen gevare vir bestuur in nie, maar / ...

maar ook vir die behoud van 'n gesonde nywerheidsverhoudingsstelsel in Suid-Afrika.

Vervolgens is bestuur dit teenoor hulself, die nywerheid en die land verskuldig om steeds binne die breë raamwerk van ons nywerheidswetgewing doeltreffende kommunikasiekanale met al hul werknemers op te bou en dit deurlopend te gebruik om steeds op hoogte te bly met die wense, strewes en prestasies van hul werkerskorps.

I would now like to draw your attention to some of the issues of a more technical nature still under investigation.

The first of these is the functional relationship between the trade union structure on the one hand, and the committee system

relations. A dualistic system in which some trade unions use the formal channels whilst others prefer to follow their own informal channels is not conducive to the development of a stable, strong and responsible trade union movement nor is it in the interest of the economy.

'n Begin met die evolusionêre implementering van die beginsels onderliggend aan die voorgemelde gedagterigting het reeds gedurende 1979 'n aanvang geneem. Dit was van die begin af baie belangrik om te verseker dat wysigings op só 'n manier deurgevoer moes word dat alle partye die nodige tyd gegun kon word om hulle vir die nodige aanpassings voor te berei. Dié

evolusionêre / ...

evolusionêre proses word voortgesit om die beginsels wat 'n integrerende deel uitmaak van die beleid dat besluitneming gedesentraliseer moet word tot daardie vlak wat direk daarmee gemoeid is, deur te voer.

Met die deurvoering van volledige vakbondoutonomie, is die situasie dus nou bereik dat volledige uitvoering gegee moet word aan die beginsel van selfregering tussen arbeid en bestuur binne nywerheidsverband. Hierdie beginsel wat, tesame met die handhawing van arbeidsvrede, een van die hoekstene van Suid-Afrika se nywerheidsverhoudingstelsel is, moet deur beide bestuur en arbeid met groot omsigtigheid hanteer word. Dit is veral hier waar bestuur 'n baie belangrike rol het om te vervul.

Hierdie / ...

Other industrial relations issues under investigation include a study on the recent strikes in the country and an investigation into industrial relations training. The registrar of in-service training programmes is presently investigating the possibility of registering in-company industrial relations training programmes for tax concessions while a system of incentives for industrial relations training for trade unions is also under investigation.

Uit die bogenoemde bespreking sal u kan aflei dat die daarstelling van die Nasionale Mannekragskommissie sal verseker dat Suid-Afrika se arbeidswetgewing en beleid op 'n deurlopende grondslag onder die vergrootglas bly. Dit behoort u ook 'n kykie te gee in sommige van die werksaamhede van hierdie Kommissie. Aangesien u seminaar uitsluitlik handel oor nywerheids- of arbeidsbetrekkings, was my verwysing./.....

verwysings tot hierstoe tot daardie gebied beperk. Ek moet dit egter beklemtoon dat behalwe die Vaste Komitee insake Arbeidsbetrekkings, die Mannekragskommissie ook oor ses ander vaste komitees en 'n voltydse sekretariaat beskik, almal volstoom aan die werk op uiteenlopende gebiede binne die arbeidsterrein. U kan dus verseker wees dat daar deurlopend na ons nywerheidswetgewing gekyk sal word om te verseker dat dit tred sal hou met die dinamiese terrein van arbeidsverhoudings.

Ek kan begryp dat daar mense is wat ongeduldig raak en verkies dat die nuwe arbeidsbedeling gouer sy finale beslag moet kry.

Ons./.....

on the other. Without trying to influence the investigations presently underway by the Department and the National Manpower Commission, it is important to take note of developments in this connection. If South Africa wants to maintain its well developed system of collective bargaining on an industrial basis, which takes place mainly through autonomous industrial councils, it will be futile to let a second parallel system of collective bargaining at plant level develop, through committees, with the industrial council system. Not only will this development undermine one of the cornerstones of the South African industrial relations system, but it could also lead to an escalation of industrial unrest through wildcat strikes at plant level. Committees should thus not be

seen./....

seen as alternatives to trade unions and collective bargaining, but rather as a body representing the interests of employees through communication and consultation with management on company related issues of mutual interest.

The second issue referred to the National Manpower Commission for investigation, is the closed shop principle. On this issue the Commission has already accepted the recommendations of the Standing Committee on Industrial Relations to start an in depth investigation. This study covers an analysis of the closed shop principle and practice in South Africa, the views expressed by the International Labour Organisation, the application of the practice in other parts of the world and a survey of trade union and employer organisation attitudes in South Africa.

Other./....

wat aan hoëvlak opleiding bes aan met die oog op die beskikbaarstelling van 'n kader van kundiges op daardie terrein.

Dit is op die werksvloer waar werknemers van verskillende bevolkingsgroepe 'n groot deel van hul werkende lewe saam deurbring. Dis op hierdie vlak waar die fondament vir goeie onderlinge menslike verhoudings gelê moet word.

Dit is van die uiterste belang dat alles in die werk gestel moet word om wrywingspunte op hierdie vlak te voorkom omdat wanverhoudinge en onrus in die werksituasie so maklik na die breëre terrein van rasseverhoudings kan uitkring.

Harmoniese./....

Harmoniese arbeidsverhoudinge moet geteek en gesmee word binne die raamwerk van ons bestaande wetgewing en offisiële beleid. Hierin het nywerheidsrade as outonome liggame ook 'n belangrike rol te vervul in daardie nywerhede waaroor hulle beheer het. Langs die weg van onderhandeling en bedinging is dit vir hierdie rade moontlik om daardie arbeidsreëlings te tref wat die beste by hul besondere omstandighede en behoeftes aanpas en wat 'n onmisbare bydrae tot arbeidsvrede lewer.

Goeie onderlinge verhoudings tussen werkers lewer 'n besliste bydrae tot hoër produktiwiteit wat in Suid-Afrika, met sy swak vertoning in hierdie opsig, 'n saak van aktuele belang is.

In./....

Ons moet egter onthou dat ons te doen het met 'n baie dinamiese sowel as sensitiewe terrein wat omsigtig gehanteer moet word - 'n terrein waar aanpassings geleidelik op 'n evolusionêre wyse deurgevoer moet word.

Waar veroudering tot verbetering van sommige wyne kan lei, het veroudering op die arbeidsterrein egter eerder sekere nadelige invloede tot gevolg gehad. Laat ons derhalwe soos die goeie wynmeester ons "produkte", dit wil sê ons wetgewende en ander strukture, voortdurend ondersoek en dan besluit wat ongesteurd gelaat kan word en wat vernuwing moet ondergaan.

Meneer die Voorsitter, ek sien die skepping en handhawing van gesonde arbeidsverhoudings as 'n taak van die hoogste prioriteit - 'n taak./....

'n taak wat ek en my Department nie sonder die samewerking van al ons nyweraars, handelaars en vakbonde met sukses kan deurvoer nie.

Die optimale ontwikkeling, benutting en bewaring van ons mannekrag is so buitengewoon belangrik omdat die werkerskorps so 'n onmisbare skakel in die ekonomiese ketting is. As sake vanweë vertroebelde verhoudings op groot skaal tussen werkgewers en werknemers verkeerd sou loop, kan dit nie alleen op ons ekonomie 'n ernstige uitwerking hê nie, maar kan dit ook na vele ander lewensterreine uitkring.

Ek het reeds vroeër verwys na die belangrike rol wat die reëling van arbeidsverhoudinge op die werksvloer vervul en die behoefte

wat./....

vreugde daaruit, hy is n meer tevrede werker en, les des, dit verseker hoër produktiwiteit, beide wat kwantiteit en kwaliteit betref.

Een van die belangrikste probleme wat ons in die gesig staar, is die tekort aan goedopgeleide en geskoolde werkers om die huidige ekonomiese behoeftes die hoof te bied.

Die Regering het in hierdie verband nie alleen sy verantwoordelikheid beseef nie, maar het ook iets daadwerkliks daaraan gedoen.

, Om die kostelas van werkgewers met die opleiding en heropleiding van werknemers, te verlig is die twee Indiensopleidingswette van 1976 en 1979 deur die Parlement geloods waardeur dit vir werkgewers moontlik./.....

moontlik gemaak is om ruime belastingtoelagings in verband met hul opleidingsuitgawes te bekom.

It is of interest to note that during 1979 no fewer than 96 000 Black employees were trained in a total of 1895 approved courses offered by 349 recognised in-service training schemes established under the 1976 Act.

In order to assist the smaller organisation for whom it is uneconomical to develop its own in-service training schemes, eight public in-service training centres have been established for Blacks in various industrial complexes with funds provided by the State.

In die jongste jare is daar vanuit verskillende oorde buite die georganiseerde arbeid gepoog om lone en diensvoorwaardes aan werkgewers voor te hou of te wil voorskryf wat nie verband hou met ekonomiese realiteite nie. Die feit is egter dat lone en ander diensvoorwaardes reeds vir baie jare in Suid-Afrika deur werkgewers en werknemers self en in sekere gevalle deur die Loonraad op verantwoordelike wyse neergelê word. Daar is inherente gevare verbonde aan die onoordeelkundige verhoging van lone en salarisse. As toegelaat sou word dat lone en salarisse onrealisties styg ongeag die aanbod van arbeid uit 'n vinnig groeiende bevolking en ongeag die produktiwiteit van daardie arbeid sal dit onvermydelik

groter / ...

groter werkloosheid in die hand werk met al die sosio-politieke implikasies wat daarmee saamhang. Netsoos wat dit hoogs ongewens vir 'n werkgewer is om sy werknemers uit te buit deur lone te betaal waarop 'n werker nie 'n menswaardige bestaan kan voer nie, so is die benadeling van die vry^emarkstel, deur hoër lone te eis sonder gepaardgaande hoër produktiwiteit, uiters nadelig. Immers, verhoogde produktiwiteit is en bly die mees effektiewe instrument om inflasie te beveg en reële ekonomiese groei te verseker.

In hierdie konteks gesien, is die opleiding en heropleiding van werknemers ook van besondere belang. Want, om dit simplisties te stel, 'n werker wat weet hoe om sy werk te doen, put arbeids-

vreugde / ...

training schemes registered. To date my Department has approved 151 applications for the registration of in-service training schemes. Over 40 000 workers will receive training in more than 1 000 different courses. Thirty-six applications for the registration of private in-service training centres have thus far been approved. At these centres about 700 courses will be offered to an estimated 16 000 workers.

Although it cannot be regarded as the Government's responsibility to supply trained workers to commerce and industry, the Government is not only involved in campaigning for better training and providing legal machinery for training but is in fact supplying

trade / ...

trade training in terms of the Training of Artisans Act, 1951, in trades in which a serious shortage of artisans is being experienced.

It may interest you to know that a trade training centre similar to the centre which is already in existence for the training of White adult males at Westlake, was introduced in April this year at the M.L. Sultan Technikon, Durban, for Asians in terms of the Training of Artisans Act.

Two further similar centres, one for Whites in the Transvaal and one for Coloureds in the Cape where 90 Whites and 100 Colour-

trainees / ...

Each of these centres is controlled and managed by a governing body constituted of members representing local commerce and industry. The training provided at the centres is concentrated on local needs and some 120 approved courses have been introduced so far. Courses range from typing and business administration, clerical, sales and supervisory skills to operative skills such as welding, steelfixing, fitting and driving.

The income tax allowance on training also applies to costs incurred by the employer in respect of employees who attended courses at these centres. During 1979 more than 8 000 trainees attended the public training centres for a total of 16 016 trainee weeks. These centres are undoubtedly making a valuable contribution./....

contribution to the development of the country's Black labour force and I am sure that commerce and industry are already reaping benefits from the training given at the centres. Indications are that the training facilities at these centres will in future be utilised to an even greater extent.

The in-service training of the other racial groups is governed by the 1979 legislation.

Since the coming into operation of this legislation on 1 October 1979 employers showed keen interest in having their training./....

UITGEREIK DEUR DIE DEPARTEMENT VAN BUITELANDSE SAKKE EN
INLIGTING OP VERSOEK VAN DIE MINISTERIE VAN MANNEKRAG-
BENUTTING

ISSUED BY THE DEPARTMENT OF FOREIGN AFFAIRS AND INFORMATION
AT THE REQUEST OF THE MINISTRY OF MANPOWER UTILISATION

PRETORIA

8 OKTOBER/OCTOBER 1980

trainees will be accommodated initially, are at present receiving urgent attention. The centre for Coloureds will come into operation on 5 January next year and it is hoped that the accommodation which is at present being arranged for the centre for White trainees at Vereeniging will be ready for occupation in the course of 1981.

In conclusion Mr. Chairman, allow me to express my gratitude as Chairman of Manpower 2000 to the University of Stellenbosch Business School for the initiative taken in offering this programme under the flag of Manpower 2000. The extent to which the project Manpower 2000 has spread throughout South Africa, has astounded me. I would also like to congratulate the
local./....

local committee under the Chairmanship of Mr. Piet Rossouw of Stellenbosch Farmers Winery for the initiatives taken in the Western Cape. I am sure these initiatives will contribute to sound worker/management relations in line with the objectives of Manpower 2000.

The key goals of Manpower 2000 are to promote vocational guidance and training, to stimulate and improve productivity, to create more employment opportunities and to promote industrial peace thereby building confidence in the future of our country.

I am convinced that if your deliberations here are conducted in the spirit of these goals, that they will be successful.

Labour policies rejected by HNP

KOM
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27/9/80

Political Staff

THE Herstigte Nasionale Party (HNP) yesterday emphatically rejected key Government labour policies — including the abolition of job reservation, equal pay for equal work, and black trade unions

At its annual congress in Pretoria, the party unanimously rejected the concept of equal pay for equal work and refused to support a call for equal pay for all those occupying previously white posts

It also expressed open support for the Rightwing Mine Workers Union for its activities on behalf of the white worker

During the discussions, a number of delegates complained that the Government was creating jobs for black people at the expense of white people.

Another complaint was that black people were taking over jobs which would have been occupied by whites if they had not been doing their military service.

A Uitenhage delegate said blacks and whites were being paid the same at his factory because the South African economy was controlled by overseas "mother factories" who instructed their subsidiaries what to do.

Another delegate said it was the Government's aim to use labour to promote integration in South Africa

Replying to the debate, Mr Gert Beetge, the head secretary of the White Building Workers Union and a prominent HNP figure, said the "white worker is an important integral part of the white nation of South Africa"

He said workers who could not get work in their own homelands could be taken only temporarily into the white labour market as guest workers — and "will be allowed to work here on the conditions which the white community imposes on them, and may never be a threat to the whites"

Coloureds and Indians should be confined to their traditional areas in the Cape and Natal, and should not be allowed to migrate to other provinces, he said. The salaries of white workers should be in keeping with the general living standards of whites, and black salaries should be in line with their living standards

Mr Beetge said the Government's present policies must be rejected because its aim of reducing the wage gap had unsatisfactory consequences on the economy, and promoted inflation.

"The Government's abolition of job reservation will stimulate integration in the industries, and will lead to social integration and eventual political integration and domination"

What was necessary was a policy which increased the white birthrate and imposed financial burdens on the abnormally high black birthrate

"The policy of solving black unemployment by taking them into the white economy and forcing them into white positions weakens the whole white nation's economic position," he said

Blacks should work in the homelands, but they should also be allowed to work in South Africa to replace black people from Mozambique, Malawi and

Zimbabwe

"Black and multiracial trade unions have great danger for the country's stability and security," said Mr Beetge

"The opening of eating and toilet facilities in factories and offices promotes race friction and encourages integration and serious unhygienic conditions, which has led to a restless and dissatisfied white labour force"

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NM 22/9/80

Employers told: Avoid confrontation

PRETORIA—The Minister of Manpower Utilisation, Mr Fanle Botha, has endorsed sentiments expressed by the National Manpower Commission that employers should avoid actions that led to confrontation.

In a statement here he said the NMC felt this would avoid any reason for official intervention.

Mr Botha said it was evident that the recent strikes in various parts of the country were cause for concern.

In this light the NMC had devoted attention to the matter at its recent meetings.

Consideration was given to collective bargaining between employers and employees, the role and status of em-

ployee and employer organisations and the value of consultation and dialogue in the process of settling disputes.

From a report of the discussions submitted to me, it is clear that the commission believes that industrial peace is best served by industrial self-government, particularly

by the process of collective bargaining between management and employees through strong institutions.

According to Mr Botha's statement, the commission also indicated its belief in the value of consultation and negotiation as means for representative bodies of employers and employees to discuss and agree on conditions of employment and to settle

the mechanisms and process for collective bargaining.

The NMC believes that any action by either management or workers that seeks to bring about a solution to labour disputes by means other than dialogue or where appropriate negotiation, is highly undesirable for the future of South Africa.

employers and employees should avoid actions that lead to confrontation, thereby avoiding any reason for official intervention.

I heartily endorse these sentiments expressed by the NMC and would recommend close attention to them by all parties concerned, said Mr Botha. — (Sapa)

Prof urges greater SA right to strike

20/9/30
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Labour Reporter

A STELLENBOSCH academic has called for the right to strike in South Africa to be "brought more closely into line" with practices throughout the West.

He also suggests that official elections be held in factories to allow workers to choose which trade union should represent them.

Mr Jeffrey Lever, of Stellenbosch University's department of sociology, was speaking in Pretoria this week at a seminar organised by the University of South Africa's sociology department.

His address contains strong criticism of the Government attitude towards trade unions

and the Government's registration system for unions.

He delivered it shortly after the Minister of Manpower Utilisation, Mr Fanie Botha, warned employers of "disaster" if they dealt with unions which did not enjoy credibility among their workers.

Mr Lever said the idea of collective bargaining included the right to strike. However, this was "problematic" in South Africa today.

All but a handful of strikes by black workers since 1973 had been illegal and "numerous convictions of strikers have occurred".

It seemed "anomalous, to put it mildly" that "African workers can be fined or impris-

oned under an industrial relations system over which they have had minimal say".

Mr Lever added "A law which has been flouted so often is not an effective law".

He also pleaded for trade unionists to have "freedom of action within the law", noting that at least 90 people associated with the black trade union movement had been banned since 1950.

"African trade unions can hardly come in from the cold until this position is clarified".

Turning to the issue of union recognition, Mr Lever criticised the registration system.

He said it could "all too easi-

ly lead to unions being granted State registration (which then places the onus on employers to recognise them) — unions which clearly do not represent the majority of employers".

The Johannesburg municipal workers' dispute was a case in point.

The union recognition issue had "explosive possibilities" and this had been recognised throughout the world.

In some countries, such as the United States, the authorities arranged elections for workers to choose "which union, if any" would represent them.

South Africa should consider similar procedures, Mr Lever suggested.

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FM 19/9/80

FORTHRIGHT FANIE

Minister of Manpower Utilisation Fanie Botha's announcement on Wednesday that managements ought to deal with "representative" unions has been greeted with enthusiasm — and scepticism — by labour observers and union leaders

Although the implications of Botha's speech have not yet been spelled out, his statement that employers "should deal with whatever leadership group holds credibility among the workers" seems to be a move away from government's insistence that management deal only with registered unions

Says David Lewis, an organiser of the Western Province General Workers Union "This view is heartening and we hope it indicates some change in policy" But he adds "Actions will have to match words if the statement is to carry any weight Management's treatment, in collaboration with government, of the Cape meat strike and the Johannesburg municipality strike, will have to be incidents of the past before this can be accepted as a serious commitment to a new line of policy"

Industrial relations observers have hailed Botha's speech as "enlightened" and "encouraging" Says Fred Ferrera, Ford's industrial relations manager "It is definitely a step in the

right direction It is hoped employers will take note of the Minister's statement"



Botha . . deal with credible unions

Fanie Botha in 'disaster' warning to management

Pretoria Bureau

The Minister of Manpower Utilisation, Mr Fanie Botha, today warned managements of "disaster" unless they dealt with leadership groups which held credibility among the workers.

Speaking in Pretoria, Mr Botha said "Management should deal with whatever leadership group holds credibility among the workers."

"To impose a group favoured by management but not by those they are supposed to represent, will lead to disaster."

"Trade unions should be viewed positively. Without their leadership role it would be more difficult to deal with conflict in industrial relations in South Africa."

Mr Botha said a great responsibility rested on the employer.

"He must realise that legislation alone cannot ensure labour peace."

"Without his co-operation, adaptation and sacrifice, nothing can be brought about."

"Prevention is better than cure and employers must be in a position to identify conflict situations in time and to eliminate the problems."

Mr Botha said the number of blacks, coloured people and Indians in professional and management posts would have to double by 1987.

He said personnel policy should provide for equal treatment of all workers.

DECISIONS

"Decisions will have to be made on the equality of company facilities for sport and recreation, washing and eating accommodation, medical services, salaries and fringe benefits like housing, pension, leave and transport," he said.

He said employers must accept that more and more pressure for increased wages and improved conditions must be expected.

"The best industrial relations practices will be wasted if a company's working conditions remain inadequate," he said.

Mr Botha was opening a symposium on the use of industrial sociology in human relations.

● The Johannesburg City Council will deal with whatever group holds credibility among the workers — as long as it is a registered trade union.

Mr J F Oberholzer MPC was commenting today on the warning by Mr Botha. He added, however, that "we do not talk to people who go on strike."

Mrs Janet Levine, the PFP city councillor, said Mr Botha's statement was realistic and in keeping with the growing pressures that have emerged in labour relations over the past few years.

Managers 'should sort out labour unrest themselves'

21/8/60

STAK
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133A

Pretoria Bureau

Managers of industrial concerns should not over-react and call in armed riot police at the first sign of labour unrest, but should first try to sort it out personally.

That was the advice Mr Arthur Grobbelaar, general secretary of the Trade Union Council of South Africa, gave members of the Institute of Personnel Management at their annual convention in Pretoria yesterday.

Talking at the CSIR he added that through ignorance certain managers panicked, abdicated their responsibilities and called in police who normally turned up armed to the teeth.

Instead they should have got on and done the job they were paid to do. They ought to have dealt with the problem from within the company, seeking whatever expert advice they might need to resolve the problems.

Basically personnel ma-



Mr Arthur Grobbelaar
... don't call police.

nagers on the whole were lacking in industrial relations, and had better equip themselves quickly in that field, Mr Grobbelaar told The Star after the speech.

Management is also going to have to deal with unregistered black unions whether they like it or not because they were the people whom the workers had chosen as their representatives.

He also advised that companies should estab-

lish whether or not the union which claimed to represent the majority of the workers actually did so.

If there was uncertainty, he suggested holding a secret ballot. If need be, an impartial observer could be called in to supervise it.

Labour unions should be allowed access to the workers after management had seen their constitutions, who the office bearers were and how they operated. Management should not just slam the door in their faces.

The company liaison committee or shop steward had a place in the firm to sort out differences on a company level, but the national union should be there to intervene on behalf of the workers when greater matters were at stake.

South Africa had not been experiencing labour unrest as such, but merely labour disquiet, Mr Grobbelaar said.

The Institute for Industrial Relations is in for a period of heart-searching. At a general meeting today it is expected to adopt measures aimed at making it more effective

The trouble is that after years of effort the institute is still "a fragile plant," as one of its founding fathers, Anglo American industrial relations consultant Bobby Godsell, admitted to the FM this week.

Launched in 1976, it had lofty aims to bring together representatives of labour and management, and to "promote their joint interests by expanding the opportunities for communication and co-operation between them . . ." It is governed by a board of trustees and an executive committee whose members are drawn equally from corporate and trade union members.

But all has not gone according to plan.

Some unions have refused to join on the grounds that the institute has a bias towards management, one resigned on the same grounds, others have allowed their membership to lapse. And two large companies — which institute sources refuse to identify — resigned because they considered the institute biased in favour of labour

But, overall, company membership is climbing (from 82 in June 1979 to 109 in June this year) while trade union membership is falling (from 31 to 27 in the same period)

In a report to be considered at today's meeting, the trustees say they are "concerned that the institute's services are being utilised more by employers than trade unions," and that the trade union membership position "is not satisfactory"

Alec Erwin, general secretary of the Federation of South African Trade Unions

(Fosatu) tells the FM that while the material produced by the institute is "quite good," he feels that "in the absence of a strong union movement it is likely the institute will be management-oriented"

Institute sources do not agree. But as Loet Douwes Dekker of the Wits Graduate School of Business Administration points out, there are good reasons for institute training programmes to be used more by management than by unionists. Management representatives can always make time to attend courses, but it is often impossible for unionists to get paid leave to do so, he says

A senior institute source agrees that paid educational leave for unionists will be a major problem. But he feels that it has not always been possible to publicise triumphs. "In fact you will never know all we have achieved. We have operated successfully in some extremely delicate and

difficult situations"

In some circumstances, he adds, companies have turned to the institute for advice rather than to commercial industrial relations consultants. "Without knocking the consultants, who tend to be very good, the institute is not identified with the managers who pay the fees"

Involvement of the institute in industrial disputes can, of course, lead to internal difficulties — as happened in the Allied Publishing dispute when the Commercial and Catering Union resigned as a result of the institute's role

However, finances are improving and the organisation showed a surplus over the last year — though this would not have

been enough to wipe out the accumulated deficit had not Anglo American written-off a R53 621 loan

Apart from trade union distrust (particularly among unregistered black unions) lack of trained staff is seen as the institute's major stumbling block. Anglo's Sam van Coller (soon to be Seifsa's director) was the institute's launch director, and then returned (part-time) when no one else could be found. Maxwell Berman was to have taken over as manager but his death in a car accident in Zimbabwe last week has left the institute with no obvious successor

Part of the problem should be overcome by a pending reorganisation — basically reducing the size of the executive and giving members increased responsibilities to speed up decision making. Certainly, in a labour climate tending more and more to confrontation, any organisation capable of bringing management and labour together deserves encouragement

Trade unionist warns of strike danger in SA

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SAR
11/7/80

By Sieg Hannig
Labour Editor

Strikes would become a way of life in South Africa just as they were in England, Mr Geri Beetge, one of South Africa's most conservative trade unionists, predicted in Johannesburg today

The last big strike in the building industry was 33 years ago and labour

peace had been maintained since because of South Africa's excellent Industrial Conciliation Act

This legislation now had been replaced by new legislation for political, not economic, reasons and South Africa would pay the price, he told a productivity conference of the Building Industries

Federation

The new legislation would not work and would have a big effect on productivity, Mr Beetge said

He also attacked black pay increases which, he said, had been out of proportion to productivity in recent years

Mr Frans Barker, an assistant director of the National Manpower Commission, said the trouble in England was that labour relations were decentralised to the factory floor, unlike South Africa

Seeing the advent of labour unrest, the Government had decided to extend the Industrial Conciliation Act to all races, because it had worked well

There was no "new" labour law

Mr Barker said that while black pay increases were high in percentages, the actual wage gap had increased from about R150 to more than R400 from 1970 to 1979

FCI welcomes Botha plan

THE FEDERATED Chamber of Industries welcomed the economic realism of the new integrated programme for growth and development for South Africa and its neighbours, announced by the Prime Minister, Mr P W Botha, and Dr Gerhard de Kock, convenor of the Constellation Committee, said the president of the FCI, Mr Leo Borman, in Johannesburg yesterday.

Mr Borman said the Government's recognition of the common aspirations in Southern Africa and the benefits of voluntary cooperation to increase economic viability of the differing regions in Southern Africa was a sound basis for the realisation of a constellation of states.

Recognition of the real sources of economic growth and the limited scope for industrial decentralisation in the South African economy and the consequent need to concentrate

development resources to the best effect was the key to the establishment of economically viable regions, he said.

The format for the new approach to economic co-operation on a regional basis within the framework of a market economy met many of the criteria spelt out by the chamber last March when it supported Mr Botha's initiatives towards constructive change.

Mr Borman said the FCI was aware of the political as well as economic implications of the new policy stance. It was willing to give its full support to an offensive to secure the rewards of peace, prosperity and increased employment for all the people of the region against a background of evolving political stability.

It looked forward with confidence to the fullest consultation between Government and the private sector in the implementation of this policy approach.

— Sapa

'Trade union militancy era ahead'

Rbm 1/9/80
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Industrial Reporter
COMMERCE and industry should brace themselves for an era of increasing black trade union militancy aggravated by union leadership power struggles, lack of experience among union members and "political agitation", a new labour survey said last week.

It said managements had little or no idea of how to handle the worsening labour situation and, while managements feared politicisation of what should be economic issues by government intervention, they saw such intervention as "inevitable"

The survey, which covered the South African labour market, was carried out by Personnel and Executive Placements (PEP) and dealt with domestic and international companies employing a total of more than 230 000 workers

It concluded that black trade unionism was still not a force to be reckoned with and that

there was a large degree of apathy in industries other than steel, textiles and engineering

But the survey said the apathy was temporary and the rapid growth of trade unions, coupled with increased militancy, would absorb the apathy once the unions reached a more mature stage of development

A principal reason for increased militancy, the survey said, was the emergence of inexperienced black union leaders

The leaders' power struggles within their own unions and within the greater body of the black union movement, coupled with their inexperience and the high expectations of union members, "guaranteed" a more radical approach, most managements in the survey believed

The degree of radicalism would depend largely on how the current wave of unrest was handled

Respondents to the survey

said "decisive" handling was necessary but, while agreeing that unrest became politicised if allowed to simmer, did not specify how the handling of the disputes should be conducted

The survey showed a lack of coherent plans of action among managements to counter labour unrest. The feeling appeared to be that while unrest was confined to the economic front it was containable

The moment a labour issue became political, however, the problem altered in the view of respondents, few of whom reported having an experienced labour officer capable of handling the intricacies of emotive black union action

Most of the survey's respondents — 77% — said they were prepared to "talk" to black trade unions, in spite of the fact that about 80% of the respondents believed that the current labour unrest was at least partly politically inspired with economic factors a secondary cause

Many workers believe that the only thing 'unsympathetic' black personnel officers are concerned with is . . .

Keeping the bosses happy

S. POST
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XAM

BLACK PERSONNEL officers have been accused of being a stumbling block in the advancement of black workers, especially in the crucial field of trade unionism.

In fact this argument surfaced forcefully in June during a commemorative service at Soweto's Regina Mundi Church when Mrs Emma Mashinini, secretary of the Catering and Allied Workers Union of South Africa, lashed out bitterly at black personnel officers

Among other things, she told the gathering, these officers, because of their company cars and other attractive fringe benefits, did not want to be seen by managements as being on the side of their brethren.

Hence, in most cases, they always side with management.

Mr Frank Mohlala, organiser of the Building

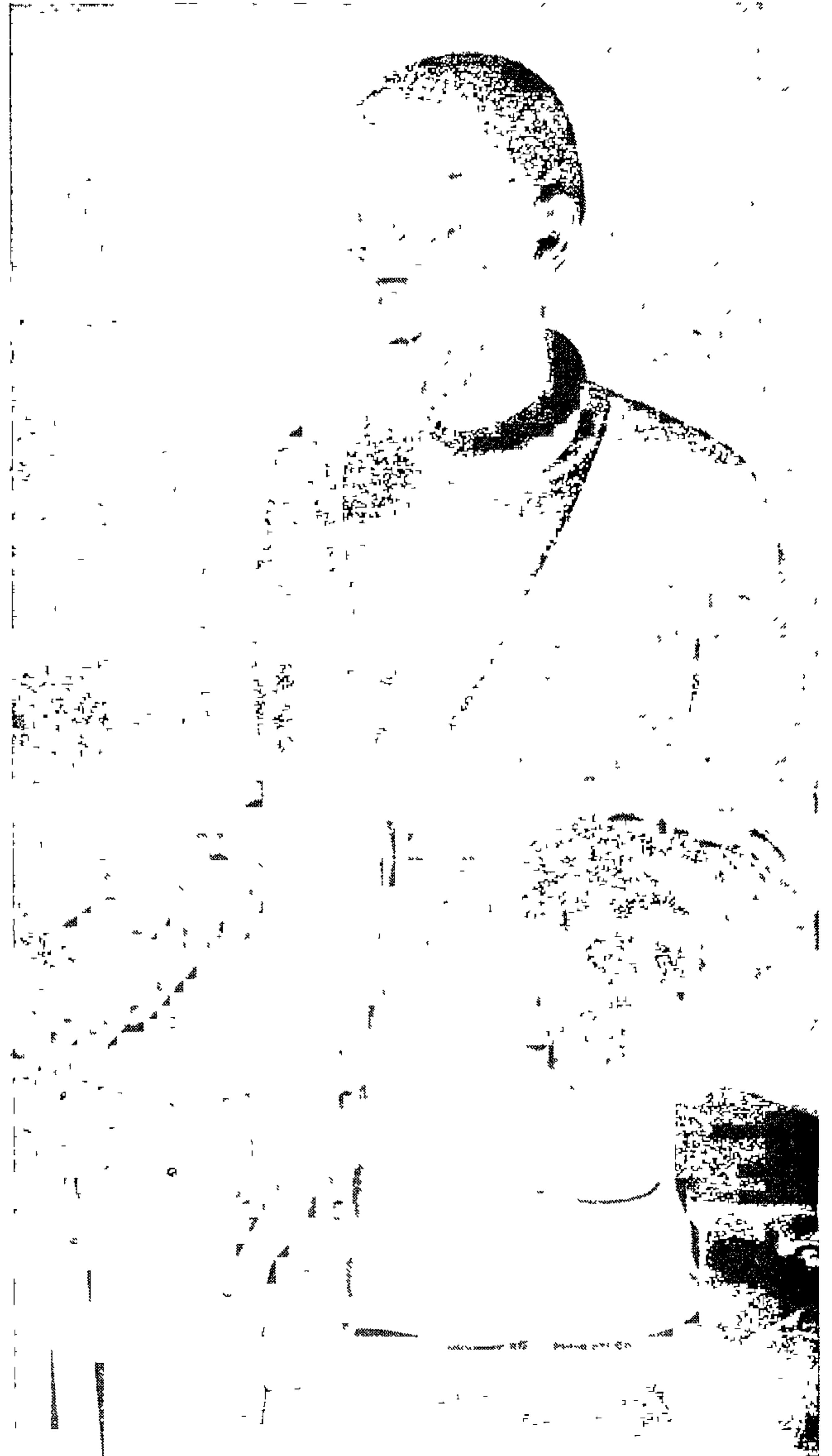
By Z B MOLEFE

Construction and Allied Workers Union, supported Mrs Mashinini to the hilt.

"These personnel officers are there to oppress us. They are retarding the progress of black workers. This is more rife in

the construction and civil engineering fields."

Mr Leonard "Shakes" Sikhakhane, secretary of the Food and Beverage Workers Union, told **SUNDAY POST**: "Those guys are terrible Their attitude is very anti-trade union I think their problem is fear of management."



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Then during the **SUNDAY POST** investigations, we stumbled against 36-year-old Mr Thomas Kgontseia, a R150-a-month packer for a large clothing chain, who claimed he lost his job all because of a black personnel officer.

According to Mr Kgontseia, some time in July he was laid off work for a week because of illness. When he returned to work, armed with a doctor's certificate, the personnel officer made him sign some papers.

Said Mr Kgontseia: "I was not aware what I was signing for. The personnel officer forced me to sign. Later I discovered that I had signed resignation papers and I was paid off for the month of August."

He then approached his union, the Commercial Catering and Allied Workers Union, for help.

Mr Norman Makgatho, training officer of the Edgars Group, refused to discuss Mr Kgontseia's case with **SUNDAY POST**.

"I have told the union to contact our managing director. This must be discussed at the highest level," said Mr Makgatho.

Mr Makgatho also pointed out that it was true that personnel officers were part of management. And this had nothing to do with colour.

He went on: "People tend to take a labour conflict as a political conflict."

But, warned Mr Makgatho, many blacks were not aware that when a

Mr Thomas Kgontseia, who claimed a personnel officer forced him to sign resignation papers after he had been sick for a week.

black was appointed a personnel officer he became part of management. And this automatically gave rise to the problem of the "manager and the managed".

A giant cash-and-carry wholesale group also came under heavy fire from a number of trade unionists. Allegations were that the group's personnel officer discouraged unions.

ALLEGATION

Workers would find themselves in the position of the Johannesburg City Council workers who were sent to the homelands after the recent strike.

Another allegation: a worker who had been with the company for over four years was demoted to cleaning toilets.

"This is a bad company. And the main culprit is our personnel officer who is a 'yes man'. He does not look after our interests at all," said one worker this week.

Also, he confirmed most of the allegations made by the unions.

He also claimed that

● Most of the company's salaries were less than R150 a month.

● Another worker with more than ten years service with the company earned something in the region of R210 a month.

● There was great employee dissatisfaction about management.

The personnel officer of the company would not discuss the case of the employee who it is said was demoted. He told **SUNDAY POST**: "I have discussed the matter with the secretary of the union, Mrs Mashinani. And she was not happy with what I told her."

On the question of trade unions, he said he personally was not against them. In fact, he had met a union official who wanted to organise the workers.

Pressed for more information on the workers' allegations, he suggested a personal meeting with **SUNDAY POST** at a later date

Unions who spoke to **SUNDAY POST** also had some fears that these personnel officers would make their work tougher in future

This, they pointed out, would affect their memberships as they go for membership now that the Government has recognised the black trade union muscle.

INFLUENCE

"In fact," said one trade unionist "We have strong feelings that these officers are being misused by managements to influence our potential members to opt for in-company unions. Which will be no better than the old system of works and liaison committees."

Another said that these officers feared that their power would be minimised once trade unions operated freely.

In the committee system these officers had great influence with management. This often led to management receiving wrong information on worker problems and aspirations.

Sourly commented one worker: "Poor chaps. They have to please management at our expense in order to keep those fat salaries and all the trimmings that go with them."

ENCOURAGE BOSSES TO UNIONS, STRONG

EMPLOYERS should encourage rather than resist a strong, unified trade union movement, says Professor Roux van der Merwe, who will become head of South Africa's first academic chair of industrial relations in January.

The chair was sponsored this week by Volkswagen SA at the University of Port Elizabeth

The unions should also recognise the advantages of solidarity in the labour movement, Dr van der Merwe said in Johannesburg this week

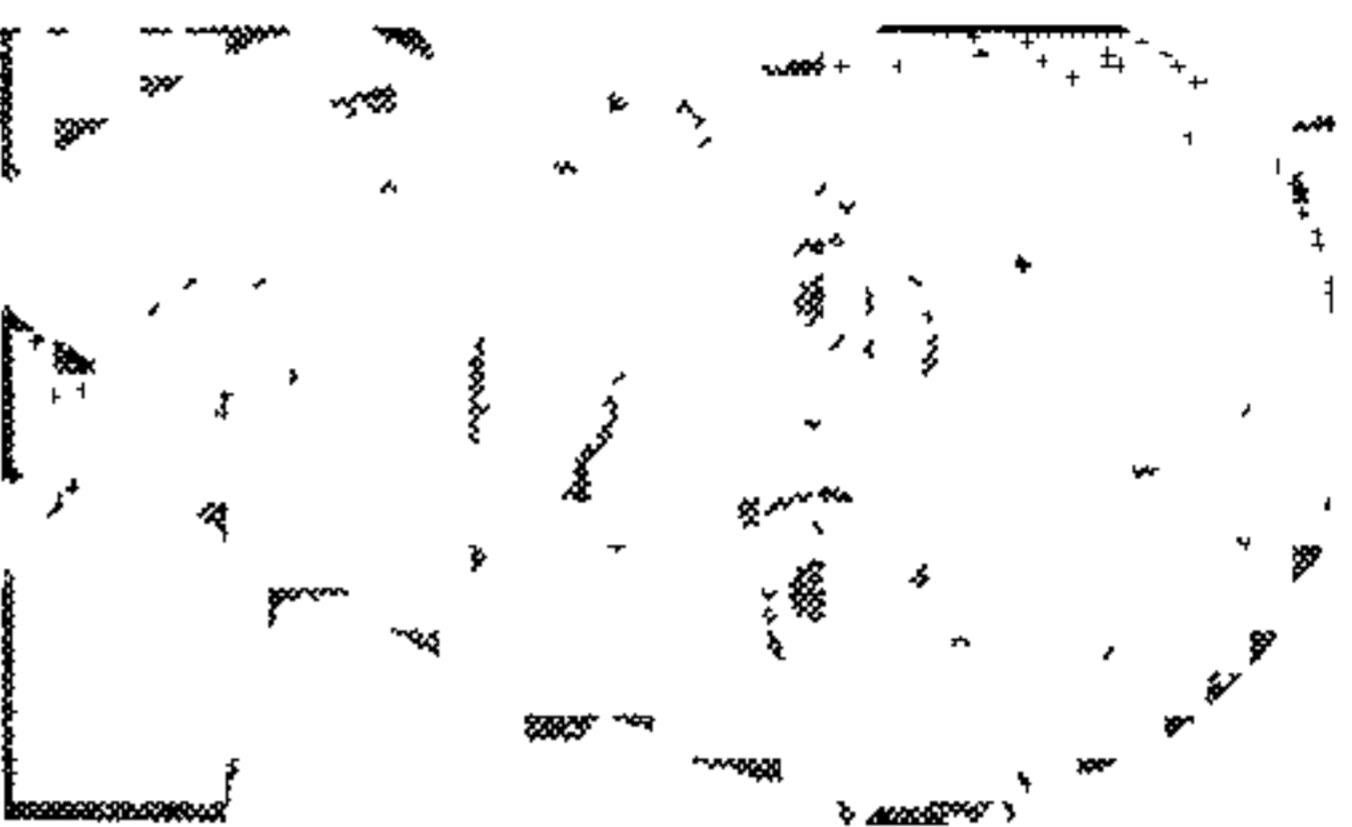
Collective bargaining could be successful only if both parties operated from a power base. The in-house committee or its counterpart, the company union, were so fragmented that they had no real power.

Only a strong, independent trade union base could provide the circumstances for really meaningful and effective negotiation on major issues.

Agreements

The worst trade union is a weak trade union because it is unlikely to control its members or to abide by any agreements.

Divide and rule has become a very dangerous strategy in present-day labour relations because



Professor Roux van der Merwe

our need is to channel an existing power base into constructive channels.

'We no longer have the option of preventing' that base from forming.'

From strength

Employers in the motor industry needed a strong central organisation and should realise, as other industries had already, that it paid to combine from a position of strength while they had the initiative rather than to have it forced on them by weakness.

The industry was in a dangerously divided position and large individual companies, some with high international visibility, were a sitting target for an enterprising trade union with its eye on the ball.

'Ford was the first to be picked off, Volkswagen

second, and one wonders who will be next. It could be anyone and it may not be comfortably distant in the Eastern Cape.'

Bargaining

Employers and workers should beware of yielding to pressure to replace collective bargaining by wage determination through outside parties.

'Such a process may start with plausible and innocuous-looking academics, deteriorate to more out-of-agency who satisfy neither of the parties, and end up with the State stepping in and taking over the setting of pay levels by a system of imposed wage orders.'

Recent moves towards the determination of a 'minimum living wage' should be approached with caution and both employers and employees needed to be aware of the dangers.

Motivation

'By concentrating on the minimum only, a mockery has been made out of wage differentials, insidiously eating into one of the mainstays of motivation of free enterprise, namely reward for greater effort and responsibility.'

'Do we want to move to a situation where a sweeper and a welder earn the same?'

BY TOM HOOD

The faint-hearted could be forgiven if they felt that recent Government and other initiatives on the labour front had opened a Pandora's box that produced ever more fearsome monsters as the lid was lifted higher.

Proven strategy

There were 'illegal' strikes, parties refusing to negotiate, workers being dismissed and talk of 'agitors' and 'intimidation'.

Collective bargaining however, was a proven and ongoing strategy for handling changes in the

UNIT TRUSTS

	Buy	Sell	Yield
Old Mutual	395.42	369.70	3.34
NGF	(894.87)	(869.25)	(3.35)
Sage	242.55	226.35	3.79
SAF	(243.05)	(226.84)	(3.79)
UAT	423.16	392.43	4.23
UAT	(424.05)	(393.23)	(4.23)
Trust	(422.78)	(399.32)	(4.06)
Sanlam	181.18	168.96	4.47
Standard	(181.54)	(169.11)	(4.47)
Standard	381.26	355.86	4.04
Standard	(382.17)	(356.63)	(4.03)
Standard	121.94	113.74	4.76
Standard	(122.56)	(114.13)	(4.74)
Standard	172.13	160.67	4.01
Standard	(172.58)	(161.09)	(4.00)
Standard	(123.63)	(117.00)	(4.92)
Standard	371.96	350.15	3.85
Standard	(372.86)	(351.00)	(3.84)
Standard	235.98	223.84	3.85
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Standard	(100.60)	(97.97)	(9.82)

30/8/82
Bun. Argus

black man will come to recognise that it doesn't pay to negotiate.

'And then our remaining options are few.'

'We should not see collective bargaining with strong trade unions as a state of war but rather as a means of negotiating the best compromise among divergent interests.'

It is a means by which our society can balance conflicting interests and modify its norms, and in this way help to assure its continued existence under conditions of change.'

pattern of labour relations
The new game we shall be playing will be a rough one. But as South Africans we should be able to cope with rough games provided we are prepared and recognise that the game will be political and that we are dealing with power issues that are not going to go away.
If our first reaction is to refuse to negotiate, to dismiss so-called agitators and to lock up worker leaders, we are heading for a situation where the

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Rough game ahead for labour affairs

The new game facing South Africa's labour relations will be a rough one and full of obstacles. This was the forecast of Port Elizabeth industrial psychologist, Professor Roux van der Merwe made in Johannesburg yesterday.

Professor van der Merwe, of the University of Port Elizabeth, and one of South Africa's best known labour consultants, said South Africans should recognise that in future the rough game would be frankly political and dealing with power issues that simply would not go away.

Indeed, if our first reaction is to refuse to negotiate, to dismiss so-called agitators and to lock up worker leaders we are heading for a situation

where the black man will come to recognise that it does not pay to negotiate. And then our remaining options are few indeed."

Professor van der Merwe, who was speaking at the "Challenge of the Eighties" symposium, said that in the new labour relations field after recent Government and other initiatives on the labour front the potential for violence was high. Economic loss and hardship were likely to result for both employer and employee.

He made a strong plea for a technique of collective bargaining, with strong trade unions.

Labour observers feel it is not, and their advice to workers and management is "to take the initiative and stop this reliance on government"

Says Loet Douwes Dekker of the Wits Graduate School of Business "The private sector must take greater responsibility if change, which will deflect large scale and militant worker action, is to be affected"

This call for a new initiative comes in the wake of Wiehahn's announcement that he will be leaving the public service in order to become "more active." But informed opinion has it that he has been "made redundant and squeezed out"

Back-tracking

Labour observers fear that this is an indication that the Department of Manpower Utilisation is back-tracking on reform and that it is once more adopting a *kragdadige* stance — all of which bodes ill for industrial relations in SA (*Current Affairs* last week)

Fred Ferreira of Ford feels that the time has come for management to ignore some of the perceived limitations imposed on it and move ahead, regardless, to facilitate worker needs

The areas where this is possible are.

- Recognising unions which are representative, rather than hiding behind registration credentials;
- Allowing representative worker bodies to emerge at the expense of the liaison or workers committees, and
- Dealing with strikes on merit and not merely as "illegal action"

On the first point, Alec Erwin of the Federation of SA Trade Unions says "Management still insists on throwing out the old excuse that unions have to be

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LABOUR RELATIONS

Botched framework

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Is the brave new era of labour relations, ushered in by Professor Nic Wiehahn, worth much more than the white papers on which it is enshrined?

registered before it will deal with them It is a red herring It delays constructive negotiation as very often the registered union is not the representative union "

This call to ignore registration procedures (at least initially) also arises from the difficulty unions experience in becoming registered Says Douwes Dekker "The process is not only lengthy, but the Minister and Registrar have considerable discretionary powers which range from granting non-racial status, withholding registration, providing provisional instead of full registration and withdrawing registration "

Labour observers point to the Johannesburg City Council strike as an example The union which grew from the council's liaison committee, the Union of Johannesburg Municipality Workers, was granted registration "hastily" while the opposing union under the leadership of Joseph Mavi still waits, three months on, for registration

Douwes Dekker says this tendency to favour parallel or company unions above independents is an attempt by management to avoid the emphasis on plant-based

union activity — a development that Ford's Ferreira has acknowledged as absolutely essential for satisfactory labour relations

On the second point, companies such as Fattis and Monis, Goodyear Tyres and Putco have learnt — through bitter experience — that workers or liaison committees, established by management, cannot effectively deal with worker grievances

"Management still wants to tell us what's best for us The old paternalistic phrases of 'we give our boys the very best, we've set up a liaison committee — what more do they want?' indicate the way in which management views workers These attitudes will have to go," warned a striking Putco driver

And a labour observer adds "As industry becomes more sophisticated, it's impossible for even the most enlightened management to know what its workers' feelings are A representative grievance procedure is of primary importance "

On the issue of strikes, Ferreira predicts that wildcat strike action will be a characteristic of the Eighties, and he adds "Management should consider the

grievances rather than resort to dismissals or police intervention "

Union leaders support this view and say that, because SA's industrial legislation places severe restrictions on workers' right to withhold their labour, management should consider the problems first, before resorting to legal action Removing the workers does not remove the problem

Finally, Douwes Dekker says "If organised management and labour can jointly agree on the basic framework, then the State will not be able to take the initiative but will primarily confirm what the two parties agree to "

No industrial peace without social justice ¹³² — Rhodes ^{20/3/80} prof

DAVID DENISON
Business Editor

EAST LONDON — "There can be no industrial peace without social and ultimately political justice," Prof Mike Whisson, head of the Department of Anthropology at Rhodes University, said here yesterday

Addressing an industrial relations seminar organised by the Border Chamber of Industries, he said as long as workers and their leaders felt there was, or could be, a conspiracy between the voters against the non-voters — "and I submit there are non-voters despite what Mr Pik Botha said on television on Sunday night" — then industrial relations would follow a conflict model in which the crucial element of trust would be extremely hard to establish and maintain

Much of his address was devoted to a detailed comparison of the various employment codes as the Sullivan code, EEC code, the Urban Foundation's Saccola code and the Canadian code of employment practices

"Honest implementation of the labour codes will help to establish that trust, but it will be fragile as long as the possibility of conspiracy continues

"One implication of the support for the codes must therefore be unambiguous political involvement by management on the side of black labour

"Another consideration involves the operation of the Rule of Law — the tradition that an independent judiciary should decide, promptly, in public, how persons held by the State or accused of offences should be dealt with

"Workers operate under legislation which is a denial of the Rule of Law as traditionally understood in free countries

"The legislation exists primarily to protect the interests of whites, not white capital, but all whites, perhaps particularly white workers

"This situation has created a contempt for the law in the hearts and minds of millions of people and the State finds itself confronted with total lawlessness

"Through their members the unions are inescapably embroiled and industry is a relatively soft target for those who have given up hope of a restoration of traditional civil liberties and peaceful change

"The old style of negotiation is not appropriate in this type of situation. Negotiations are not simply taking place about wages and conditions, but about the place of the black worker in society as a whole

"The spirit of the labour codes, if pursued vigorously and given real substance, offer some way out of this impasse, but only if they are seen as a basis for a completely new deal

"If union leaders are beguiled into seeing the codes as a set of items to be negotiated, or as a basis for further negotiations, and the traditional conflict model maintained, I fear we will move into more lawlessness

"We live in interesting times. If we are to survive them we shall have to recognise that the power game has taken on new dimensions

"The Sullivan Code actually identifies the way in which industry can ride out the gathering storm — not as an enlightened and noble gesture on the part of the signatories, but as a strategy for survival"

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Serious labour unrest will 'not re-occur'

C. I. 20/9/60

Industrial Reporter

THE head of one of South Africa's biggest construction groups believes labour unrest here will not re-occur with the seriousness, or frequency expected by overseas commentators over the next five years.

The executive chairman of the Murray and Roberts group, Mr Des Baker, stressed in an interview in its house magazine that there were no new basic problems in the field of industrial relations and nothing that could not be adapted to.

It was possible the company had paid agitators in its employ 'but there is quite a strong reaction among the more conservative elements to these people.

The country had so far had relatively little labour discontent but it could learn from countries such as the United

States, Australia and Britain which had experienced more trouble.

Asked if he believed black wages in the group's industries were high enough to provide a reasonable way of life, Mr Baker said there was still room for improvement. On the other hand it had been found that lower paid employees could not be prevented from taking off far more time from work than they could afford. In such a situation more pay would mean more absenteeism.

The company was considering a policy of apprenticing blacks in increasing numbers since recent changes in legislation.

This took courage because problems did arise where white and black apprentices were being trained together.

Personnel 'role' in unions

PORT ELIZABETH — Personnel managers in the private sector had a big role to play in the development and training of stable and permanent black trade unions, a top British industrial relations analyst told a Rhodes University seminar last week.

Mr Robin Smith, an adviser to the British Government on conciliation and arbitration and lecturer at Durham University, said the coming years would be a critical stage in development.

He said bargaining would be very difficult at first, especially with confusion over registration coupled to the continuous turnover of labour leadership.

He said that from his last visit to South Africa in 1977 and subsequent research aiming at multi-national companies in Britain, he has established that three years ago the companies were not taking trade unionism among blacks seriously.

As a result, black trade unions, especially those in Johannesburg, looked to the United States rather than to British companies for outside help. He said this was astonishing because trade unionism in Britain was much more alive.

Call for better training

Own Correspondent

JOHANESBURG - The Minister of Empowerment and Utilization of Manpower, Mr. Botha, yesterday called on employers to provide black workers with the necessary training to participate in the government's new colour system.

Mr. Botha, speaking at the conference of the S.A. Further Education Association in Johannesburg.

The meeting was also addressed by the mayor of Johannesburg, Mr. Carl Venter, who defended the handling of the recent municipal strike.

Mr. Venter said there would have been bloodshed on a wide scale if the council had not acted as it did.

Mr. Botha said the government had left no stone unturned to provide machinery for all race to resolve grievances.

He appealed to employers to promote good human relations on the factory floor, saying that this would stimulate productivity.

Appealing for greater training of labour, Mr. Botha said that the productivity of labour in South Africa was only one-third as great as average productivity in the United Kingdom.

Local bosses have much to learn about union negotiation — experts

WHEN it comes to negotiating with union leaders, South African employers have a long way to go.

Thus is the opinion of several labour experts who blame the current strikes on poor mediation from management

L C G Douwes Dekker, a lecturer in industrial relations states

“It is a tragedy that employers regard trade unions as obstacles to management and hostility as the only

way of coping with them

“It is no longer a question of whether conflict can be avoided, but whether it can be channelled into controllable issues”

Another leading labour consultant, Mr Andrew Levy, emphasises that the current strikes really hinge on union recognition and suggests that municipalities rethink their attitudes towards forcing workers into the type of unions they want instead of those the workers want

Black and White union officials, manufacturers and academics have blamed the Wehahn Commission's recommendations for much of the current dissatisfaction

Principal bugbears are the lack of union representation on the shop floor (which Black workers consider vital) and the insistence of employers of dealing only with registered unions

Mr W Bendix, Editor of the South African Journal of Labour Relations,

stresses the advisability of allowing workers to form or join unions of their choice and to bargain freely with employers at industrial council level

He warns that the system advocated by the commission — trade unions functioning at centralised level but unable to function at shop floor level, except with decentralised works committees — is fraught with danger

□ Works committees are traditionally suspect because they were introduced to keep Blacks out of unions

□ A union derives its power from collective bargaining

“Collective bargaining with employers is the exclusive prerogative of a trade union,” he points out

Attempts to control bargaining, or to control the structure or form of the union, such as insisting on registration, can only be interpreted as a paternalistic hangover from the past and will be universally resisted — as demonstrated by the municipal workers' strike

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'State should not use force in labour rows'

By MARIKA SBOROS

THE State should not intervene with force in labour disputes if it wished to avoid violent conflict during times of industrial unrest, Professor Alf Stadler, head of the department of political science at the University of the Witwatersrand, said yesterday.

Commenting on the recent waves of industrial unrest, Prof Stadler said managements were too quick to call on the State to mediate in labour disputes.

"The State is very keen to intervene with coercion at the first sign of provocation from organised labour. If the State wishes to avoid violent conflict in the future, it is going to be forced to adopt a different strategy," he said.

"Acting with force does not prevent disputes, because disputes are about real items of subsistence. Using coercive measures to put down labour unrest makes it difficult for consensus to emerge between labour and capital," he said.

"Negotiations slow down when managements encourage the State to intervene with force," he said.

The State could not be an impartial mediator between capital and labour, he said, because the role and function of the State was to maintain the interests of the capitalist structure.

"But within that role, the State can perform a variety of functions to control excessive exploitation of workers, to enforce codes of practice, to encourage research into intermediate technology and to mitigate the effects of unemployment."

The State acted as the agent of capitalist development and there was little State intervention to reduce the exploitation of workers, Prof Stadler said.

"The State has an obligation to the community. It should address itself to the three big problem areas of housing, transportation and food — and the exploitation of workers — black and white — as

consumers in these areas" Prof Stadler said that, historically, increasing worker militancy had produced effects on the State in certain areas, but these had not been sustained because the State was too quick to respond with force.

"There have been some concessions gained through worker militancy, for example, in the mine labour disputes. As the capacity for action grows among a larger work force, the State is going to have to take recognition of workers' demands."

Strikes soon part of SA life — Moss

By MARIKA SBOROS

STRIKES and industrial disputes will soon become part of normal life in South Africa, predicts Mr Sam Moss, the opposition leader in the Johannesburg City Council.

He told students at the University of the Witwatersrand this week "We will have escalating problems which will create situations in which law and order will be difficult to maintain."

He was giving a lunchtime lecture on the aftermath of last month's strike by municipal workers.

Mr Moss said the council could avoid serious conflict in future industrial disputes by setting up the correct machinery for dealing with grievances — and not using force to break strikes.

The strike last month was the first of many rounds in a "war of attrition", he said.

"The strikers have lost the first round, but the final battle will not be won by the council."

Mr Moss criticised the Johannesburg City Council's management committee for refusing to negotiate with the Black Municipality Workers Union, led by Mr Joseph Mavi, because it was not a registered union.

"I reminded the council of lessons to be learned from Zim-

babwe. You don't solve anything if you talk to the wrong group. No matter how difficult negotiating would have been, it should have been done."

He said the council had failed to understand that today's migrant workers were different from those of yesterday.

"The migrant worker today becomes part of a learning process and understands what is being done to him."

Mr Moss said he found the way in which the strike was broken particularly "sad and depressing" because it had led to deteriorating labour relations between the council and its employees.

This is sad, because, in its own paternalistic way, the council has improved the conditions of its workers. Blacks are no longer willing to accept paternalism from whites.

Mr Moss said the council had underestimated the situation, believing it held all the cards.

"I believe the council will continue to flex its muscles in future disputes by using force and intimidation. Conflict is inevitable, because the workers will learn from the breaking of the strike," said Mr Moss.

"This will result in better worker organisation, which will enable strikers to deal with more power in future industrial disputes."

Wiehahn to

quit for

'active' role

By STEVEN FRIEDMAN

Labour Reporter

THE architect of South Africa's new labour dispensation, Professor Nic Wiehahn, is to quit the Government service

But he will leave only after the commission of which he is chairman has completed its final report and the Industrial Court, of which he is president, is established and functioning fully

Prof Wiehahn's chief reason for leaving the Public Service is his belief that his position as president of the Industrial Court is too "isolated", and restricts his role in labour affairs

Yesterday he denied speculation that his decision was prompted by dissatisfaction with the way in which his commission's proposed reforms were being implemented

He will join the teaching staff of a university graduate business school, and is also expected to be a consultant to private companies

Prof Wiehahn is expected to leave the Department of Manpower Utilisation towards the middle of next year

There had been speculation for some time that he was planning to return to academic life. The Rand Daily Mail mentioned this possibility recently

There have been suggestions that he has decided to quit because of conflict within the department, and dissatisfaction with the way in which his commission's recommendations have been implemented. Some sources claim there is tension between Government labour policy-makers

Yesterday Prof Wiehahn denied his decision was prompted by tensions of this sort. He said it had never been his intention to remain in the Public Service permanently, and he had decided the time to leave was nearing

I believe I will best be able

to help in implementing the new dispensation the commission brought into being in the private sector. There I will be able to assist in training and guiding management, trade unions, and all those involved in labour."

He said that though it was an honour to be appointed president of the Industrial Court, the post placed the same restrictions on the incumbent as those imposed on a judge. This meant he could not speak about and analyse labour affairs without the possibility of being accused of prejudging issues before the court

"It is nobody's fault. That is simply how judicial appointments work. I feel I would be doing a greater service to the country if I took a more activist role

He emphasised that he was still committed to South Africa's new policy direction in labour matters, and was simply "going where I feel I am most needed"

Prof Wiehahn was head of the Institute of Labour Relations at the University of South Africa before becoming adviser to the Minister of Labour, as the post was then called

He sprang to national prominence when he was appointed to chair a commission of inquiry into labour legislation — which has become known as the Wiehahn Commission

The commission recommended that black workers be allowed to join registered trade unions, that statutory job reservation be abolished, that black artisans be trained in white areas, and other reforms

The commission also recommended the establishment of an industrial court, and Prof Wiehahn was appointed its first president

The commission has issued two reports. Four more are still to be published

Botha contests speech report

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12/8/80

THE Minister of Manpower Utilisation, Mr Fanie Botha, yesterday denied that the Government had unofficially abandoned the laws governing factory employees and had handed the responsibility for control to management.

In a statement, he said the report of a speech he had made at Umdhloti on the Durban North coast at the weekend, was totally untrue. In his statement yesterday, he said:

"Conditions on the factory floor, are arranged by way of regulation which are promulgated by the Minister.

"It affects conditions in many factories and a great number of regulations, which do not easily keep abreast with the circumstances and changing circumstances in factories.

"Factory inspectors can, through the delegation of powers, give exemption by the Government to factories."

The Minister had fully delegated the powers and in its

place had laid down guidelines for the handling of the situation, namely:

- That it is the responsibility of employers to maintain labour peace on the factory floor, not by way of regulation but through negotiation between employers and employees to the satisfaction of the parties concerned.

- That no force be exercised on workers to accept situations or arrangements against their will, and that,

- Any group of workers will have the right to make requests concerning their circumstances to management and that those requests be respected where practically possible.

Mr Botha had further stated that the effect of this was that the onus was now being placed on the employer and the employee to negotiate on the conditions on the factory floors and to arrive at a satisfactory arrangement — Sapa

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Church calls for labour policy change

By ARNOLD GEYER

THE Roman Catholic Church in South Africa has called for a drastic change in the Government's labour policy — the right of all workers to bargain collectively and to call strikes

Following the Johannesburg Municipality's recent strong-arm tactics in handling the strike by municipal workers, the church said farm labourers, industrial workers as well as employees in "essential services" should have the right to go on strike

In a lengthy editorial, the church newspaper, The Southern Cross, yesterday said

• In South Africa the right of most workers to strike was governed by laws so restrictive that of 743 strikes by black workers since 1973, only one had fulfilled the conditions of "legality",

• Strikes could not be blamed on political agitators, but on profound and widespread grievances in the country,

• Black workers did not regard as adequate the bargaining procedures provided for them in terms of the law,

• Until every industrial and agricultural worker was free to bargain collectively, through unions which placed no racial restriction on membership and had the right to call strikes as a last resort, tensions and pressures had to continue to increase, and,

• The purpose of the law should be to ensure that bargaining between workers and management was free and fair so that a balance of interests was reached and maintained

The editorial said no employee in light, power, water, sanitation or passenger transportation services in South Africa was allowed to strike

Although these were essential services, it was equally essential that workers be paid just wages for reasonable hours of work, that they were able to live in a decent and human environment with their families, and that they were fairly and respectfully treated by their managers and supervisors

"Workers are people — not just a huge impersonal labour force," it said

The view that workers were eager to strike on any pretext was a myth and overlooked the hardship which a strike caused

loss of income and employment

"Where an industrial relations system has a well-structured dispute procedure and where employees may negotiate adequately with their employers, the strike is not turned to at the first opportunity"

The Southern Cross reminded its readers of the Vatican's policy on labour disputes: workers had the natural right to form trade unions and, if negotiation failed, a strike could be a necessary means for the defence of workers' rights and the fulfilment of their just demands

How to deal with labour unrest

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ANY CANDIDATE MUST enter in (1) the number of each question asked (in the order in which it has been answered), leave columns (2) and (3) blank

RECENT events have shown that black workers with a burning grievance will strike rather than use the Government's machinery for settling industrial disputes. But they have also shown that some white employers would rather strike back at the workers than explore all possible routes to negotiation and peaceful settlement.

In Johannesburg, black municipal workers went on strike. That they were employed in "essential services" in which strikes are always illegal, did not stop them. By way of response the City Council management committee fired some workers, hired others, and called in the police — all rather than talk to those workers' representatives who had brought two-thirds of its workforce out on strike.

It is a poor system that provokes both sides in such disputes to be bloody-minded. What happens next time? Black workers can hardly have had their faith in negotiating procedure, in operating through proper channels, enforced by the heavy-handed and arbitrary official action which spread even to the precincts of the Supreme Court.

The management committee, meanwhile, appears to think its primitive response to the strike is a matter for self-congratulation.

Is this really the only way to do things? One man who obviously does not think so is Mr Fred Ferreira, industrial relations director of the Ford Motor Company, whose views were expressed on these pages yesterday.

Mr Ferreira speaks as a company executive who has been through the fire of strike action. It is not mere chance, we suspect, that the recent wave of strikes in

Uitenhage did not spread to Ford and start up a strike there again.

The fact is that Ford had learnt its lesson. There was a union, but workers' grievances had to be channelled through that cautious creation of Government — a workers' liaison committee. The union, consequently, was weak on the factory floor and out of touch with worker thinking. In the end this union weakness, not power, was identified as one of the causes of the Ford strike, and the company accepted proposals to strengthen the union.

It is against this background that Mr Ferreira can say: "Fundamentally the problem that employers face is that of finding a spokesman or group of spokesmen to accurately reflect the viewpoint of the body of workers when a dispute arises."

His answer is pragmatic: never mind whether the body is representative — it will do for the time being — bypass, if need be, the Industrial Council system and solve, rapidly, the particular grievances by negotiating directly at plant level; and protect by law those individuals who are prepared to face the employer. Then, when the priority issue has been solved, move to draw employees into the system for negotiation on other issues.

The essential point is that labour unrest will not disappear because the Government — or the Johannesburg management committee — will not tolerate it. Or because there is legislation against it. What must instead be done is to recognise that workers do have grievances and that the mechanisms for dealing with them must be adequate. They are not at present.

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pieces of paper or other material brought into the examination room are so instructed

not to communicate with other candidates or with any person except the invigilator

- 1 Red or green ink may be used only for underlining, emphasis or for diagrams, for which pencil may also be used
- 2 Names must be printed on each separate sheet (e.g. graph paper) where sheets additional to examination book(s) are used
- 3 Do not write in the left hand margin
- 4 Red or green ink may be used only for underlining, emphasis or for diagrams, for which pencil may also be used
- 5 No part of an answer book is to be torn out
- 6 All answer books must be handed to the commissioner or to an invigilator before leaving the examination

Any dishonesty will render the candidate liable to disqualification and to possible exclusion from the University

Strikes and the system... and a plea from a man who's been through it all



WHATEVER else can be said about the current strike of municipal workers in Johannesburg and similar events which occurred during the recent state of labour unrest in various parts of the country, a common factor emerged.

In all these cases, the relevant parties apparently all chose to bypass the official machinery for the prevention or resolution of industrial disputes. This raises the question whether the existing machinery is still adequate to serve this purpose.

It is not the intention to discuss the grievances raised by the employees in these strikes. These are probably best known to the relevant parties.

In any event, the merits or demerits of the grievances do not necessarily appear to have any bearing on the methods adopted to resolve them.

Is the existing official machinery for the resolution of grievances still adequate? Apparently not.

However, I believe that the Industrial Council system has contributed significantly to the

relative industrial peace experienced in South Africa over the past number of decades and I believe it can still serve this purpose, albeit with some modifications to take account of the more volatile nature which typified the recent strikes.

Everything points to the fact that we have a rapidly emerging black labour force which increasingly perceives social and economic imperfections in the present labour system and is intent on immediate or at least rapid change towards a more equal dispensation.

At the same time, the Government is viewed in many quarters as having dragged its feet for too long in creating opportunities for meaningful participation by blacks in the process of negotiation.

Committee systems were duly created when black workers were apparently ready, at least in their own view, for a fully fledged trade union movement.

Finally, when the Government conceded the concept of black unions, the issue was

blurred with questions of eligibility for membership — commuters and migrants, provincial registration, control of black unions, and the creation of a black middle-class.

The latter particularly caused apprehension as blacks suspected it to be an effort towards divide-and-rule of the black worker. And in this process of deciding on an appropriate course of action, which often appeared to border on vacillation, the expectations of a significant body of black labour were being met through the recognition of their informal organisations by certain employers for purposes of negotiation.

In other words, the Government's actions were overtaken by events.

Implicit in this statement is the firm belief that there is no sinister plot or unholy alliance among black workers to wreck the economy of which they are an integral part.

This does not render the present system ineffective or obsolete. It simply seems to suggest that with the rapid tide of ris-

ing expectations, the tried and proven Industrial Council system needs to be carefully examined with a view to creating, at least for a period of time, a set of circumstances under which urgent and quick results could be achieved in response to worker actions and demands.

Obviously this notion runs counter to the spirit of "cooling off" embodied in the Industrial Conciliation Act.

However, it seems important that having agreed at practically all levels of our society that statutory racial discrimination must be eliminated and that

industrial discrimination is not defensible, there appears to be little point in unnecessarily prolonging the creation of a more just society through the application of a system which basically has brakes built into it.

To my mind, it is quite feasible to create within the framework of existing legislation, a system which is more responsive — in terms of time at least — to demands and grievances of black workers.

Simply to censure black labour for being irresponsible and not adhering to the de-

Take Off the Brakes!

15/8/80
132

FRED FERREIRA
Industrial relations director of the Ford Motor Company, which was hit recently by a long and bitter strike, looks at South Africa's labour unrest — and where the present system falls short

I firmly believe that a state of equilibrium will again be reached soon but only after black workers begin to feel that they are getting a fair share of the economic cake.

Once that stage can be reached the procedures most people believe in for ensuring industrial peace can be applied again.

However, to a people whose entire industrial life has been devoid of participation in that system and who are now achieving some objectives through short-cuts outside the system — and perhaps more

importantly have not had the opportunity — and now perhaps no longer the inclination — to operate under that system, we need to create an environment for negotiation and rapid resolution of grievances which will protect their rights and also those of the employer.

This could possibly be achieved by trying to bypass the system for the time being, at least on bread and butter issues, i.e. negotiating directly at plant level on these issues, but at the same time making it possible for such employees to be rapidly drawn into the Industrial Council system for negotiations on other issues relative to the employer/employee relationship.

This does not necessarily imply the wholesale unimposition of blacks.

In fact, I do not share the view that a black trade union per se, registered or otherwise, is necessarily the answer for all South Africa's black labour problems.

I do believe, however, that where employees wish to form a union, they should be permitted to do so, no obstacles

should be put in their way and that body should be recognised by employers and the authorities even if it is representative, but at least with a more representative body emerges.

Fundamentally, the problem that employers face is that of finding a spokesman or group of spokesmen to accurately reflect the viewpoint of the body of workers when a dispute arises. For meaningful negotiation to take place, that body could be a trade union, a committee established in terms of the Act, or simply an ad hoc committee, but a primary objective should be the resolution of the particular issue.

A pre-requisite appears to be the protection by law of those individuals who are prepared to face the employer and to remove any fears of victimisation.

In the longer run, it would be naive to think that this kind of procedure will not result in significant deviations from the present system embodied in the Industrial Conciliation Act.

However, that possibility need not strike fear into the

One way to achieve that end would be for the legislature to create more of a broad framework for the development of a system which would be truly reflective of our multi-racial society and its divergent cultures.

Finally, there is no longer any point in debating the chicken and the egg theory, i.e. whether in the process of change, social reform follows or precedes the law.

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EXAMINATION ANSWER BOOK



Fosatu Crisis in SA labour

Own Correspondent

JOHANNESBURG — The Federation of South African Trade Unions (Fosatu) last night condemned the handling of the Johannesburg municipality strike saying it pointed to a clear crisis in labour policy in South Africa

Fosatu said that the Johannesburg City Council and the government should note the mood of the workers today. Low wages and bad working conditions, coupled with the high rate of inflation, were giving rise to demands that were legitimate and serious

"They should be considered so by all employers, and employers should move speedily to recognize unions which represent their members and which can define and negotiate these demands

"Unless this is done, management and the state open the way to organizations which are not representative of workers and which do not have the interests of workers at heart

"By opposing representative unions with stooge ones, by botching up grievances through the use of force and the migrant labour system, and by refusing to allow unions proper report back and consultative facilities in times of crisis, management is hurving the chances of open and constructive negotiation"

Fosatu said legitimate worker grievances over starvation wages, poor working and living conditions and the lack of genuine democratic representation were being met with strong-arm tactics and a refusal to meet and discuss worker demands

"The use of state institutions by both central and local government to suppress the strike reveal an alarmingly sinister potential in the Wiehahn labour dispensation

'Representation' is key demand

"Representation and not registration has always been the key demand of the independent trade union movement in South Africa

"The provisional registration of a stooge union set up within the council underlines the importance of this demand

"By agreeing to negotiate with a union no one has heard of, merely because it has been granted a form of government acknowledgement, the council not only destroys its own credibility but also exposes the entire Wiehahn initiative

"The timing of the registration and the swiftness with which the council attempted to use it against the union with majority worker support must be condemned outright

"Registration becomes a tool to be cynically wielded whenever a management wishes to avoid talking to a representative trade union"

The right and the wrong ways to handle wildcat strikes

By ANDREW LEVY, a leading labour relations consultant

THE PURSUIT of the "new labour dispensation" is proving to be somewhat of a rocky road for many employers as emerging black unions begin to flex their collective muscle. Any casual examination of news reports over the last six months will clearly show that strike action is becoming a regular occurrence.

To Johannesburg residents, the prospect of piles of garbage in the streets might prove to be a rather whimsical whiff of the scent of things to come.

And yet, with all the talk of change, and the new deal, many employers continue to handle strike action with antiquated methods, regarding strikes as signs of disloyalty, ingratitude, the work of agitators, and responding by firing their employees, and refusing to confront the issues giving rise to the action.

No valid option

To all intents and purposes, the strategy of instant termination is no longer a valid option for employers in the Western world, who recognize that workers have the "right" to withdraw their labour. It would seem that South Africa too will soon be no exception to this rule.

While indiscriminate termination of workers who strike may have been the order of the day in the past, employers are beginning to find that it is an alternative with a limited shelf life, and that it is rapidly approaching the date beyond which purchase cannot be recommended. Strike handling is rapidly becoming an area in which management is going to have to develop skill and expertise.

The tactic of termination itself denies any fundamental understanding of the causes and nature of the phenomenon

of strike action. A strike takes place for one of two reasons, either to underline grievances, or to enforce demands.

The majority of strikes with which managements have to deal are of the "unofficial" or "wildcat" type, and generally speaking are grievance-related rather than demand-enforcing. Management's best chance of resolving the issue is therefore to address the grievance, rather than to fire the strikers, in the hope that all the difficulties will disappear.

In the face of growing union organization and black labour solidarity, the termination strategy is fraught with such danger that it may well become the equivalent of a doomsday scenario for the employer who resorts to it.

One of the fundamental principles of successful strike-handling is that no action should be taken which might change the nature of or widen the issue in dispute. In almost every case the termination strategy is guaranteed to run counter to this overriding consideration.

Once the nature of the dispute has been changed and widened, management is left with a second and greater problem which has to be tackled before the original issue giving rise to the dispute can be handled.

Almost inevitably, the termination strategy is followed by a demand which will command much greater sympathy from other workers and trade unions. As worker solidarity and organization grow, so will the risks inherent in this strategy.

Just as modern industrial discipline has moved away from the concept of retribution and now aims at correction rather than coercion, so too

should managements' attitude towards strike action change. The sorts of institutionalized method of dealing with illegal strike action which one finds, for example, entrenched in the mining industry, where instant dismissal and loss of benefits can immediately be visited upon workers who take part in wildcat strikes, deserve very serious reconsideration by managements. Not only for industrial relations reasons, but also because mass dismissals are not without costs for the employer in terms of both productivity and production.

Besides, when termination leads to re-employment, as it often does, all that has happened in that management has lost face, and with it both credibility and bargaining power.

And yet, this does not mean to say that there are not times when the termination strategy is not a valid management option. Sir Michael Edwardes's stand against shop-steward "Red Robbo" at British Leyland was both timely and appropriate.

However, these situations are very much the exception rather than the rule, and do not occur as frequently as South African employers would like to believe. Even when it is a warranted reaction, it should be used as a last resort, and not as a first one, as so often is the case at present.

What is really happening, of course, is that we are entering into an uncharted area, an area in our industrial relations where we have yet to establish the conventions and forms of behaviour. Management has never had to deal with organized, demanding and militant black labour, and, similarly, black union leaders

lack the experience of collective bargaining and of negotiation, the give and take of industrial co-existence. Under these circumstances issues are likely to escalate rapidly to extremes, locking both parties into fixed positions from which any movement is seen to be equivalent to defeat.

It is precisely because we are lacking in the conventions and experience of industrial relationships that the current period is so critical for the future. It is the actions which both parties take now which will determine what the future pattern of our relationships will be, and will in fact lay down the conventions for the future. On current showing we have not got off to a good start.

Power, manipulation

Ultimately, employers will come to realize that it is in the facing up to the inherent conflict between management and men that the best chance of industrial peace lies, and that, fundamentally, industrial relations are all about power and its manipulation. Constant resort to the sledgehammer when a nut-cracker will do is an open invitation to the other party to hit back when the balance of power changes, as it ultimately does from time to time.

The managements who indulge in any future planning at all will realize this fact and those who are oblivious of it, like people and governments, will end up with the sort of industrial relations they deserve.

There is no comfort in the fact that in Europe 100 years ago, emerging trade unions were handled in the same way. After all, this is the 20th century.

Where it all broke down

AS WITH many strikes, the Johannesburg City Council strike that led this week to more than 10 000 workers downing tools was sparked by a yawning communications gap

The 50 electricians who started it all, and who have since been fired, didn't know that the racial wage gap had been closed by the council

And thousands of unskilled labourers didn't know that, for the first time, they would be getting an annual double cheque that effectively raised their pay by about 8%

The chairman of the Staff Board, Mr J C de Villiers, concedes that there might have been a "colossal communication problem" to which urgent attention would be given "as soon as the dust settles"

The electricians downed tools last Thursday because they saw that, although the pay gap had been scrapped with much fanfare, they were still being paid less than the lowest-paid white artisan

This was because they entered the white pay scales for the first time last month at the lowest level, while their white colleagues had already climbed a considerable way up the pay ladder

The closing of the wage gap, plus the normal July increment, meant that the minimum

(132) DM 1/8/80.
The striking black council workers in Johannesburg are at the far side of a communications gulf from their employers. City Editor GRAHAM BROWN reports.

wage for artisans jumped last month by 17% from R445 to R521, and the maximum about 22% from R483 to R590

But, because of the scarcity of white electricians, all of them are now classified as staff artisans or senior staff artisans, with a minimum pay of R640 a month

So the black electricians understood only that their maximum pay was R50 less than the minimum earned by their white colleagues

They claimed that they had repeatedly asked management for a comparison between black and white pay, but without success

The misunderstanding provided the spark to an already tense situation in which many workers were upset that the council would not recognise the Black Municipality Workers Union

Council critics say the confusion about pay details in workers' minds is in itself the best reason for recognising any

union that obviously has the ear of its workers, even if it has not received Government registration

Grievances which had been simmering below the surface bubbled to the surface and the strike rapidly became a test of support for the BMWU

About 550 labourers in the electricity department took up the call for more pay, a call which subsequently spread to their colleagues throughout the council's service

They wanted their minimum pay raised from R33 a week to R58. The maximum is currently R42,24 a week

Last month the labourers received an increase of about 8,7% — raising the minimum from R30,36 — plus, for the first time, an annual double-cheque ranging between R143 and R183, and taking the total effective increase to about 17%

This week the council agreed to pay the bonus in immediate weekly instalments if the work-

ers asked for it, and also agreed to abandon its unpopular decision to pay the workers fortnightly instead of weekly

Council officials claim they have been congratulated by the Department of Manpower Utilisation for paying a minimum wage that compares well with the country's best

But they made many enemies among their black staff by refusing to recognise the BMWU on the grounds that it had not yet received Government registration

The BMWU's president, Mr Joseph Mavi, a busdriver who was fired earlier this week, claimed 9 000 workers had applied to join his union

Previously he and his colleagues had rejected the black Union of Johannesburg Municipal Workers, because they alleged it had been started by the council and was thus unlikely to negotiate effectively on behalf of workers

The UJMW was given provisional registration by the Department of Manpower Utilisation this week

It has so far received about 2 000 applications for membership, according to its president, Mr Philip Mgwenya

Mr De Villiers says the council would recognise the rival BMWU union once it had also received Government registration

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STAATSKOERANT

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KANTOOR VAN DIE EERSTE MINISTER

OFFICE OF THE PRIME MINISTER

No 1523

1 Augustus 1980

Hierby word bekend gemaak dat die Staatspresident sy goedkeuring geheg het aan die onderstaande Wet wat hierby ter algemene inligting gepubliseer word —

No 95 van 1980 Wysigingswet op Nywerheidsversoening,
1980

No 1523

1 August 1980

It is hereby notified that the State President has assented to the following Act which is hereby published for general information —

No 95 of 1980 Industrial Conciliation Amendment Act,
1980

MIGRANTS' RIGHTS

(132) FM 11/8/88
The Industrial Court — sitting in Johannesburg to hear its first major test case — adjourned on Wednesday after hearing three days of involved legal debate

The court, set up under the government's new labour dispensation, was proposed by Professor Nic Wiehahn to provide a cheap and speedy means through which workers could channel their grievances

In the present case, a black migrant worker Steven Maponya, has brought an action against an East Rand company Precision Tools. He claims the company victimised him by not renewing his contract which expired earlier this year

Maponya claims his employers refused to renew his contract in an attempt to end his trade union activities

Precision Tools denies this and is contesting the action

In the past three days, the court has covered issues peculiar to the case as no precedents for the Industrial Court and the powers it holds have been set

The issues highlighted have been whether

(1) There was any reason for the court to hear the case. The current president of the court, Benjamin Parsons, ruled that the court could do so

(2) Trade unions have a right to bring "unfair labour practice" cases to court at all

(3) Contract workers have a right to expect their contracts to be renewed

The court's rulings on the last issue are expected to have far reaching implications for labour law in SA. To date, it has been assumed that an employer has no legal obligation to renew a migrant worker's contract

Discussions on the last two issues will continue in September

THE pursuit of the holy grail of the "new labour dispensation" is proving to be somewhat of a rocky road for many employers as emerging black unions begin to flex their collective muscle.

Any casual examination of news reports over the last six months will clearly show that strike action is becoming a regular occurrence.

To Johannesburg residents, the prospect of piles of garbage in the streets might prove to be a rather whimsical whiff of the scent of things to come.

And yet, with all the talk of change, and the new deal, many employers continue to handle strike action with antiquated methods, regarding strikes as signs of disloyalty, ingratitude, the work of agitators, and responding by firing their employees, and refusing to confront the issues giving rise to the action.

To all intents and purposes, the strategy of instant termination is no longer a valid option for employers in the Western world, who recognise that workers have the "right" to withdraw their labour.

It would seem that South Africa too will soon be no exception to this rule.

While indiscriminate termination of workers who strike may have been the order of the day in the past, employers are beginning to find that it is an alternative with a limited shelf life, and that it is rapidly approaching the date beyond which purchase cannot be recommended.

Strike handling is rapidly becoming an area in which management is going to have to develop skill and expertise.

The tactic of termination itself denies any fundamental understanding of the causes and nature of the phenomenon of strike action.

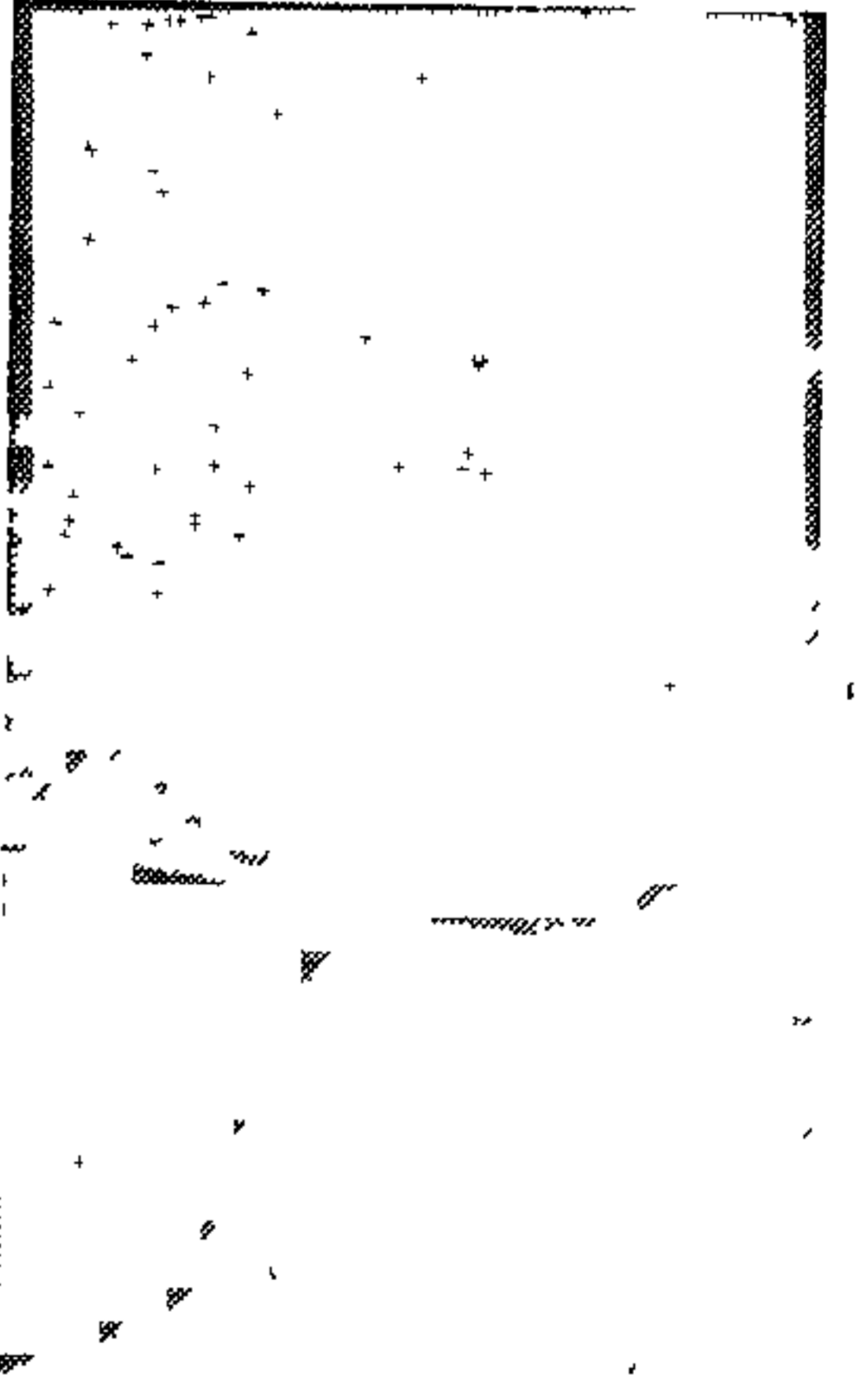
A strike takes place for one of two reasons. Either to underline grievances, or to enforce demands.

The majority of strikes with

The do's and don't's of dealing with strikes

By ANDREW LEVY
a leading labour relations consultant

ADN 31/7/80
132



which management have to deal are of the "unofficial" or "wildcat" type, and generally speaking, are most often grievance-related rather than demand-enforcing. Management's best chance of resolving the issue is therefore to redress the grievance, rather than to fire the strikers, in the hope that all the difficulties will disappear with the workers.

In the face of growing union organisation and black labour solidarity, the termination strategy is fraught with such danger that it may well become the equivalent of a doomsday scenario for the employer who resorts to it.

One of the fundamental principles of successful strike handling is that no action should be taken which might change the nature of, or widen the issue in dispute.

In almost every case the termination strategy is guaranteed to run counter to this overriding consideration.

Once the nature of the dispute has been changed and widened, management is left with a second and greater problem which has to be tackled before the original issue giving rise to the dispute can be handled.

Almost inevitably, the termination strategy is followed by a demand which will command much greater sympathy from

other workers and trade unions. As worker solidarity and organisation grow, so will the risks inherent in this strategy.

Just as modern industrial discipline has moved away from the concept of retribution and now aims at correction rather than coercion, so too should managements' attitude towards strike action change.

The sorts of institutionalised methods of dealing with illegal strike action, which one finds for example, entrenched in the mining industry, where instant dismissal and loss of benefits can immediately be visited upon workers who take part in wildcat strikes, deserve very serious reconsideration by managements.

Not only for industrial relations reasons, but also because mass dismissals are not without costs for the employer in terms of both productivity and production.

Besides, when termination leads to re-employment as it often does, all that has happened is that management has lost face, and with it both credibility and bargaining power.

And yet, this does not mean to say that there are not times when the termination strategy is not a valid management option.

Sir Michael Edwardes' stand

against shop-steward "Red Robbo" at British Leyland was both timely and appropriate.

However, the situations are very much the exception rather than the rule, and do not occur as frequently as South African employers would like to believe.

Even when it is a warranted reaction, it should be used as a last resort, and not as a first one, as so often is the case at present.

What is really happening of course is that we are entering into an uncharted area, an area in our industrial relations where we have yet to establish the conventions and forms of behaviour.

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to deal with organised, demanding and militant black leaders lack the experience of collective bargaining and of negotiation, the give and take of industrial co-existence.

Under these circumstances issues are likely to rapidly escalate to extremes, locking both parties into fixed positions from which any movement is seen to be equivalent to defeat.

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It is the actions which both parties take now which will determine what the future pattern of our relationships will be, and will in fact lay down the conventions for the future.

On current showing we have not got off to a good start.

What advice then for the employer who faces wildcat strike action?

Firstly, forget the red herrings of unregistered unions and illegal strikes.

The problem is that employees have stopped work, and management is losing production and therefore money. Waving statute books or shuffling registration will not solve the problem.

Secondly, remember that behind every strike is a grievance or a demand. Identify which of the two situations you face, and plan accordingly.

Constant resort to the sledge-hammer when a nut-cracker will do is an open invitation for the other party to hit back when the balance of power changes, as it ultimately does from time to time.

The managements who indulge in any future planning at all will realise this fact and those who are oblivious to it, like people and governments, will end up with the sort of industrial relations they deserve.

There is no comfort in the fact that in Europe 100 years ago, emerging trade unions were handled in the same way.

After all, this is the 20th Century.

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- 1 Enter at the top of each page the block on this cover the notation you are answering
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Any dishonesty will render the candidate liable to disqualification.

The Star

The facts of life

on labour relations

IT is a case of curiously misplaced priorities. For many years South Africa has been pre-occupied with external threats, with internal political threats, real or imagined, yet the time-bomb of mass labour discontent received only perfunctory attention. For years leading South Africans congratulated themselves on the misleadingly tranquil surface of industry and even took pride in having "the best industrial relations system in the world."

The Johannesburg municipal strike, coming on top of other recent labour unrest elsewhere in the country, shows just how complacent these assumptions were.

Clearly there has been inadequate machinery for communicating with the workers. It was regrettable enough that this should have led to a mass stoppage of essential services in Johannesburg, more so that attempts to negotiate an end should have been so ineffective. The arrest of strike leaders, however justified in terms of strict law, is hardly likely to improve an already tense situation. Nor are ultimatums or mass dismissals.

The City Council tends to play down the workers' interests and grievances, talking of political agitation and the power struggle between two rival municipal unions. Of course strikes in many countries — and not least in today's South Africa — have a political tinge. And if the coun-

cil appears to favour one union, it is not surprising that its rival should seek to demonstrate that it is more representative. There is of course no lack of grievances, ranging from low basic pay to primitive compound accommodation to wage gaps based on colour. The fact that the Black Municipality Workers' Union was able to bring out 10 000 on strike cannot be ignored. The solution is surely to be found in negotiating with that union through its leaders.

It must be settled quickly, for strikes are dangerous things in South Africa today. They tend to touch off boycotts, sympathy strikes, confrontations with the police. Once this strike is settled, the council — and all other employers who may be similarly ill-prepared — must find ways of establishing better communications with its work force. These are complex matters and we cannot pretend to know all the answers. Yet it would seem clear that the old paternalistic methods of mass meetings, indunas, welfare officers and liaison committees are not good enough.

Black labour is going to flex its muscles increasingly in the boom years to come. The withholding of labour is a principal weapon of blacks denied other real political power. Representative black unions, recognised and upgraded, are the best means to channel this potentially explosive force. Employers must assist and not hinder their development.

INDUSTRIAL RELATIONS —

GENERAL

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9/1/81

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31/12/81

FRED FERREIRA

The new face of labour

Fred Ferreira is director of Industrial Relations, Ford Africa

In 1979 we saw the emergence of a new labour era. This new phase, which manifested itself in strikes, stoppages and demands for higher wages, continued with increased intensity and frequency during 1980.

There were obviously numerous reasons for this change, some directly related and unique to the particular industry where they occurred. But the common denominators appeared to be a greater consciousness among black workers of their right to a more equitable share of the economic cake, together with increased expectations arising from the Wiehahn Commission of Enquiry and also, to some extent, the greater lenience perceived among employers, particularly those multinationals which are signatories to one or another labour code of conduct.

The reaction to these "confrontations" was of interest. Employers, who often displayed signs of bewilderment, mostly reacted in the extreme — they either put up a show of force with the police being called in and strikers being fired, or they displayed a somewhat reluctant readiness to sit down with labour leaders and discuss specific grievances. Government was perhaps equally ambivalent and reactions ranged from hardline threatening noises and imprisonment of labour leaders to calls for negotiation with recognised labour leaders, albeit of unregistered unions.

These attitudes did not daunt the black worker, on the contrary they appeared to consolidate the black workers, and also created a somewhat philosophical attitude on their part resulting in the view that "if you ban ABC today, you will have to contend with XYZ tomorrow."

Against this background, what do we expect the situation to be in 1981? One of the fundamental lessons some employers — and government — seem to have learned through their and others' experience over the past year is to forget the preconditions and talk — though not for the sake of talking only. Talking will, of course, cause new problems to emerge, but they are there anyway, and refusal to talk certainly

will not make them go away. Put differently, let us utilise to the full the forces of our free enterprise system — but let us not forget that in a free enterprise system we cannot isolate the labour issue from the social, economic and political issues by attempting to pigeonhole them. 1981 is likely to see a stronger emergence of the trade union movement, particularly, of course, among blacks with the white unions probably moving towards gaining re-

has been cautious in implementing the Wiehahn recommendations, it did, in fact, open new opportunities for both employers and workers, and these opportunities should be taken advantage of. During 1981 government may have a problem moving as rapidly as the average white South African is prepared and willing to move.

It will indeed be an anti-climax, having protested the need for change, if industry does not move when the oppor-



presentation among white collar workers as the black unions become more powerful in the traditional white union operating areas.

At the same time, the situation may be further bedevilled by unions who pander to racial prejudice and who question the future of the white man in industry. We should however, rapidly rid ourselves of our fear of trade unions and recognise the contribution that can be made by our senior partners in the industrial society. Visits to SA by knowledgeable and productive foreign visitors with an interest in this subject, such as the recent visit by members of the International Metal Federation, should be welcomed and encouraged as they can make a useful contribution to establish unions.

On the other hand, while government

tunity for change affords itself. Despite the acute shortage of skilled people in this country and the exhortations directed at government over the past several years — decriing its failure to permit blacks to be indentured as apprentices — there are currently fewer than 120 applications for the registration of black apprentices lodged with the Department of Manpower Planning.

It is common knowledge that blacks today are primarily preoccupied with the question of their education, training and development and unless there is a dramatic visible change in the pace with which employers utilise the already existing opportunities to fulfil these needs, they can have only themselves to blame should they experience further manifestations of frustration.

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FM 9/1/81

The South African Federated Chamber of Industries has drawn up detailed labour guidelines which go further than any previous employer statement in opening up the possibility of an accommodation between employers and unregistered unions. Labour Reporter STEVEN FRIEDMAN reports.

Talking militant unions into industrial peace

RDM
(132) 20/1/81
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THE detailed labour guidelines drawn up by the Federated Chamber of Industries illustrate the concern of organised employers at the growth of a militant black labour movement.

They suggest that employers should respond to this by taking the initiative with a more "flexible" approach.

The guidelines stress that labour relations are in a state of "transition". New black unions are entering an official system of which they are suspicious, and fear they will be subject to rules which they had little part in formulating.

At the same time, some of the unions which reject registration are clearly representative and employers have little option but to deal with them.

The guidelines make it clear that the FCI would like to see a single, structured, labour relations system develop, but that this does not seem likely at present.

The answer, then, is what one FCI source calls "talks about talks".

Employers should deal with the new unions and keep talking to them. The object of these talks should be to develop a bargaining framework acceptable to both sides and this process would be certain to involve employer recognition of unregistered unions in some cases.

Out of this, the FCI hopes, will develop a new unified, official bargaining system in which all unions, including those who refuse to register, would take part.

While it would resemble the existing industrial council system, it could have important differences. As employers reached agreement with unregistered unions, the framework they agree upon would prompt changes in the existing system and a new system, agreed on by both parties, would emerge.

In other words, the FCI believes an official system is necessary and that unions who are against registration should be drawn into that system.

But it concedes that unions are suspicious of the system and believes that negotiation between employers and unions on how they should bargain could prompt changes in the official system which unions would be entering.

"It is pointless to force unions into a system imposed from the top. We must reach an accommodation with them at the grass-roots. Out of that an official system which all can endorse should emerge," an FCI man says.

The guidelines argue that emerging black unions are likely to continue to voice political demands and that labour relations will become "more politicised".

Employers and unions should, however, realise that concentrating on purely labour issues will, in the long term, "better serve" their interests.

They also argue that worker demands have been "most strident" in areas with "a relatively poor economic growth performance".

They thus suggest that regional development programmes are an important element in maintaining industrial peace.

The guidelines place repeated stress on the need for employers to adopt a "flexible and pragmatic" approach and not to rely solely on the Government's legal framework to resolve labour disputes.

"Trust and good faith" between labour and management are a "fundamental precondition" for good labour relations and "the best legislative framework alone cannot ensure sound industrial relations".

The FCI stresses that its "ultimate objective" is to work towards a "unified industrial relations system" in which bargaining will take place "predominantly" at the official industrial councils.

Employers will have to demonstrate the virtues of this system to sceptical unions and workers. "This implies a heavy burden of education and training in management-labour relations, but the challenge will have to be accepted if a unitary, structured, system is to prevail."

The guidelines also endorse bargaining with factory-floor committees (which some unions fear is an attempt to weaken them) by arguing for communication between management and labour "both at union and at plant level".

The FCI also backs a system of voluntary union registration, while pointing out that employers should realise that "the benefits (of this system) may not be obvious to new unions and will have to be demonstrated to them".

In an apparent criticism of present registration procedures, the FCI argues that registration is an acceptable form of control over unions and employers "as long as the criteria for registration are aimed at inducing the

responsible handling of public funds by organisations and the protection of the interests of their members".

Some unions have argued that registration is simply a means of imposing official control on unions.

The FCI argues that registration shows the "good faith" of a union or employer organisation.

It calls, however, for the streamlining of registration requirements because unions fear the "regulation and control elements in registration" and are therefore reluctant to register.

Although the FCI says it is aware of the "risks" involved in recognising unions outside the official structure, it says this is necessary to create a spirit of "trust and goodwill" and thus preserve labour peace.

It is "of the utmost importance" for employers not to refuse to talk to emerging unions because "this is the only way of establishing the *bona fides* of an organisation" as well as its representativeness.

They should also make an effort to become more aware of worker attitudes to union leadership in order not to overlook "the acceptability and credibility of proclaimed leaders".

Even where employers question a union's *bona fides* "it is nevertheless appropriate for dialogue to proceed".

Where a union is representative but unregistered, employers should negotiate a "recognition or relationship agreement" with it if they are satisfied with its *bona fides*.

Employers should ascertain the union's attitude to works and liaison committees because management would have to create channels for non-union members unless the union was prepared to negotiate on their behalf.

"All reasonable facilities" for the union's functioning should become a subject for negotiation at an early stage and should be included in the agreement.

Management should take into account the degree of union representativeness, but should be "wary" of extending sole bargaining rights to any one union.

It is essential, the guidelines say, for employers to adopt a democratic approach and not foster or hamper the growth of particular unions. Employers may, however, express a preference for "broadly based non-racial unions" to prevent race polarisation.

In negotiations leading to a "relationship agreement" unions should recognise management's decision-making rights, subject to the provision of the agreement.

Employers and unions should also agree on rules to implement fair labour practices — generally the provisions of Convention 98 of the International Labour Organisation should apply.

This convention protects unions and employers' organisations from victimisation and interference in their affairs. It also outlaws the establishment of unions financially supported or "dominated" by employer organisations.

The guidelines also recommend the adoption of ILO Convention 87 which guarantees the right of unions to autonomy and urges "public authorities" not to interfere with this right.

Convention 87 also outlaws government intervention in union and employer organisation affairs and in the right of unions and employer organisations to associate and form federations free of government interference.

Grievances should be settled by negotiation and strikes or lock-outs should be regarded as a "last resort". Unions should furnish employers with a copy of their constitutions and inform employers of amendments to them.

Recognition agreements should specify which areas the two parties will bargain on and employers are urged not to sign agreements which conflict with industrial council agreements.

The guidelines are the first by a major employer group to open the way for an accommodation between management and unregistered black unions.

While these unions remain suspicious of any approach which backs registration as an ultimate objective, they are obviously likely to be far more receptive to the FCI's approach which will, at the very least, enable them to have informal dealings with all employers in whose plants they have members.

The key issue will be whether the guidelines successfully filter through to the factory floors of individual employers. If they do, they are certain to have a profound effect on labour relations and could be an important step towards establishing a free bargaining system in South Africa.

ARCHITTE

RDM 20/1/81 (132)

Barlows win business award

By DAVID CARTE

Deputy Financial Editor

BARLOW Rand has won the 1981 Rand Daily Mail Business Achievement Award.

Announcing this at a banquet in Johannesburg last night, the Editor of the Rand Daily Mail, Mr Allister Sparks, said the award was granted for Barlows' achievements in the field of labour relations, as well as its outstanding profit and growth record.

Accepting the award, Mr Derrick Dyer, the deputy chairman of Barlows, announced that Barlows and nine other major South African industrial, mining and banking companies, employing 750 000, have formed an informal contact group to work towards the elimination of discrimination in employment.

The group would also act as an outside agency, objectively monitoring progress, Mr Dyer said.

The contact group, initiated by Barlows chairman, Mr Mike Rosholt, had told US-SA labour activist, the Rev Leon Sullivan, of its achievements and objectives and

had attended as "participant observers" a meeting of US and EEC companies convened by Mr Sullivan in London.

Barlows alone, Mr Sullivan had been told, employed more blacks than all the American companies subscribing to the Sullivan code of employment practice.

Mr Dyer urged the formation of other such contact groups catering for companies of varying size and interest.

Making the "Mail" Business Achievement award, Mr Sparks said the award tended to reflect the business highlight of each year and gold and energy had, accordingly, received recognition in past awards.

Labour relations were given emphasis this year, Mr Sparks said, because "the growth and development of trade unions, with millions of potential members among black workers, is surely going to be — if it is not already — the biggest challenge facing managements in the 1980s".

In this field, attitudes alone were not enough, Mr Sparks said. "It is one thing for a small

company with a tiny labour force to pursue model policies. For large companies with thousands of workers the scale of the issue is enormously more complex."

Mr Sparks said the choice this year was "very tough" as many companies had shown the required growth and many were making honest efforts to improve labour and social relations.

But in the end, he said, there was no doubt to whom the award would go.

He pointed out that Barlows' pre-tax profit last year soared by R200-million to more than R500-million and that turnover of nearly R3 500-million was nearly double the level of 1978. Dividends last year jumped from 38c a share to 58c.

Based on Fortune magazine's rankings, Barlows was easily in the top 100 companies in the world outside the US and around the top 150 including the US.

But Barlows, under the chair-

manship of Mr Rosholt, Mr Sparks said, was not resting on those achievements or "trying to duck the painful realities that business must face in South Africa".

It had adopted a bold and far-sighted approach to the question of trade unions. Given Barlows' size and influence, its policies could be of great importance in determining general policies.

Top management had been instructed by Mr Rosholt and his deputies to "talk at all times to any unions that approach you, whether they are registered or not".

Barlows guidelines said further: "Above all, we believe that care should be taken not to take sides when rival unions are competing for membership in a company's ranks. To show preference, for instance, for a parallel union that promises us a more docile labour force, could be fatal."

"These guidelines," Mr Sparks said, "will obviously not fund fa-

your with all the rest of the business community today, nor with the authorities.

"But we on the 'Mail' believe that in a few years this approach to trade unions and labour relations will be seen to have been unquestionably correct, to have been as enterprising as any more usual business decision."

Mr Dyer said Barlows employed 193 000 and was therefore responsible for the wellbeing of close on 1 000 000.

"We see this as our greatest challenge and responsibility for the 1980s.

"We believe that if South Africa succeeds in its social and economic development, the ultimate political solution will be that much easier to achieve.

"The general aim should be to provide equal opportunity for all and to eliminate discrimination and the key to this is surely education and training."

On the question of education, Barlows believed every effort had to be made to halt the exodus of teachers from the profession.

"If we are going to be successful in integrating our black, coloured and Indian people into our businesses, particularly at the higher levels, they must be educated in that same multicultural environment."

Mr Dyer called for commerce and industry to step up the quality and opportunity for training in their own areas of concern.

He said literacy and numeracy classes were urgently needed in most companies. These would improve communication, productivity and quality of work, and give the employed more opportunity for advancement.

By the middle of this year, Mr Dyer said, 11 companies in the Barlow Rand group would have introduced a formula and a structure for an integrated pay scale covering all jobs.

Past winners of the "Mail" Business Achievement Award include the Rembrandt Group, SAB and Finansbank jointly, AECL, Sasol, the Transvaal Coal Owners' Association, Ergo, the Chamber of Mines and the De Kock Commission.

Other Pictures — Page 3

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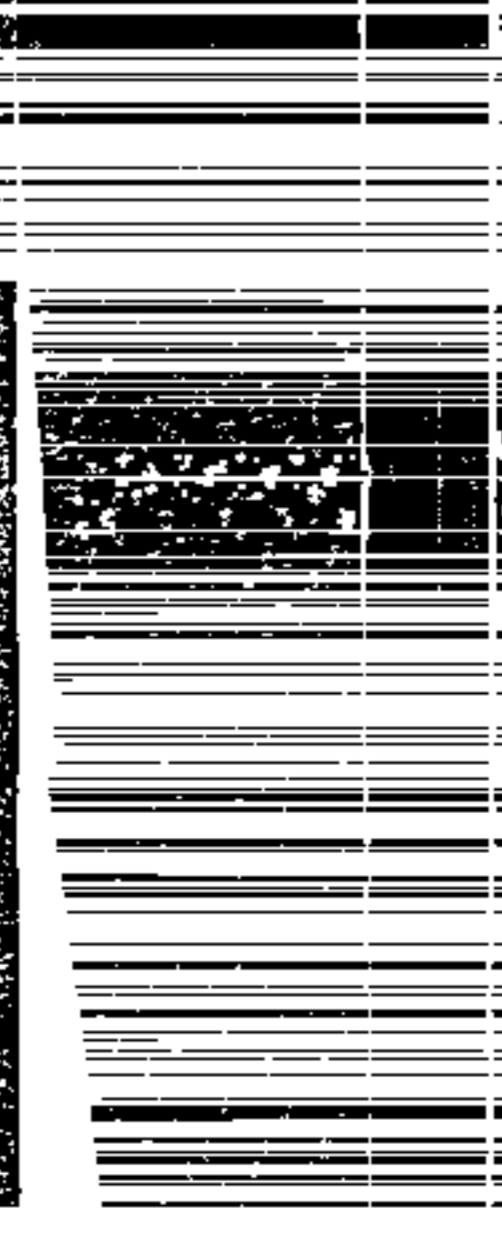
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Barlow's deputy chairman, Mr Derrick Dyer, accepts the Rand Daily Mail Business Achievement Award for 1981



Favourable response to FCI guidelines

RDM 21/1/81

132

132

By SUE DENNY

TRADE unions and employers yesterday welcomed the Federated Chamber of Industries guidelines for new labour talks

A Rand Daily Mail survey found that although many welcomed the need for negotiation with unions, a delay in the implementation of talks could result in confrontation

The detailed guidelines urge employers to talk to all unions, provide for recognition talks with unregistered unions and to conform with international labour conventions.

The FCI, which represents organised industry countrywide, also lays down steps employers should follow in dealing with unions.

A prominent labour academic and former trade unionist, Mr Loet Douwes-Dekker, welcomed the guidelines "as a crucial stage in a change of attitude by employers

"But unless they are followed by on-the-spot service by the FCI when serious labour-management disputes occur, the guidelines will remain a public relations exercise for overseas consumption," he said.

The executive director of the Associated Chambers of Commerce (Assocom), Mr Raymond Parsons, said.

"Both Assocom and the FCI have issued various guidelines on labour relations in the past few months

"The current restructuring of the collective bargaining process inevitably involves a substantial measure of trial and error — in which constructive dialogue between employers and the emerging black union movement has an indispensable role to play," Mr Parsons said.

The Western Province General Workers' Union (WPGWU) welcomed the FCI "advice," but its general secretary, Mr David Lewis said it should consider representativeness, rather than registration, in their dealings with unions

Mr Reinald Hofmeyr, personnel director of Barlow Rand, said "Barlow Rand has extensive labour guidelines of our own, and we are pleased to see that our guidelines are consistent with what the FCI recommends"

The general secretary of TUCSA, Mr Arthur Grobbelaar, said the guidelines were "fairly sensible", but he could offer no further comment

Mr Alec Erwin, general secretary of the Federation of South African Trade Unions, said Fosatu welcomed negotiation with representative bodies

"If such negotiations take place, we will be able to work out a more satisfactory system of collective bargaining than the present industrial council system"

Mr Phiroshaw Camay, general secretary of the Council of Unions of South Africa, said he did not think the guidelines would have any significant impact on black trade unions

"The guidelines appear to say that the industrial council framework has proved itself in the past I have reservations about that."

He also said the guidelines confusingly linked recognition and registration.

He said recognition was meant primarily for black unions, as it did not exist for white unions. "This should be examined more closely," Mr Camay said.

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3392 + 16 = 4008	6	8	+10	16	2
3388 + 24 = 4012	4	8	+8	24	3
3384 + 30 = 4014	2	7.5	+6	30	4
3380 + 34 = 4014	0	6.8	+4	34	5
3376 + 36 = 4012	-2	6	+2	36	6
3372 + 36 = 4008	-4	5.14	0	36	7
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3364 + 27 = 3991	-9	3	-5	27	9
3360 + 21 = 3981	-10	2.1	-6	21	10

Table 9-1. Catch of Fish on Board

BERTRAMS (1978) Financials Processing margins

Activities Produce of medium- and high-quality wines. A vineyard in Deon Valley is owned and some cherries and hazelnuts are produced and marketed to the group by Gilbey W & A Gilbey Pty (owns 4,8% and the ultimate holding company is Grand Metropolitan Ltd)

Chairman Dr J J Fouché managing director Dr H A Schudlerling

Capital structure 27m ordinarys of 10c 100 000 15% cum pref of R2 Market capitalisation R11m

Financial Year to September 30 1980

Borrowings long- and medium-term, R28m net short-term R72 000

Debt equity ratio 25,5% Current ratio 18,9 Net cash flow R965 000

Share market Price 39c (1980 81 high, 63c low 30c trading volume last quarter 87 000 shares) Yields 9,0% on earnings PE ratio 11,1

	77	78	79	80
Return on cap %	12,4	15,4	7,3	8,7
Turnover index	117	110	276	334
Pre tax profit (R000)	65	15	92	110
Earnings (c)	2,1	5,3	3,1	3,5
Dividends (c)	-	-	-	-
Net asset value (c)	-	-	3,4	6,9
(1976 = 100)				

A comparison of SA's per capita wine consumption figures with those for the rest of the Western world show that prospects for growth in this industry are outstanding. But raising wine sales to full potential will require expensive and innovative marketing at both industrial and corporate levels.

Despite the re-organisation of the liquor industry late in 1979 which gave birth to the all-embracing wine giant Cape Wine, the wine industry is extremely competitive. Aggressive promotion is required to maintain or gain market share as more and more co-ops and estates adopt sophis-

ticated marketing strategies. On top of that, the wine industry has to compete with beer and spirits for a larger share than it currently enjoys.

The wine industry is still losing out in the battle against beer. In 1980 increased consumer spending on liquor went mostly into spirits and beer. And in this relatively static industry, Bertrams seems to be losing out in market share — for promotional reasons, the directors believe.

Chairman Dr Jacobus Fouché blames the disappointing results of the second and third quarters of financial 1980 on competitors' success with the 5 l bag-in-the-box wines which displaced Bertrams' 1,5 l glass packs. This affected the higher volume medium price range, but in the higher price category wines Bertrams suffered from a "flood" of aggressively marketed co-op and estate wines.

Bertrams does not reveal sales volume so margins are not known — they would be thin, though. It is volume which is most important to Bertrams. In 1978, the previous year's crop having been a good one, the introduction of the Valley flagons

boosted sales and pre-tax profit almost doubled. A poor crop and competition in the packaging range helped bring profit down in 1979. Now, despite a good crop in 1979 and better prices, the loss of market share in the medium price range can be seen to be crucial to profit. Thus return on capital in 1978 was almost double that achieved in 1980.

The 19% improvement in pre-tax profit was mostly carried down to an attributable level as assessed tax losses kept the rate down at 5,5%. No tax was paid in the previous year so, after the deduction of pref dividends and adjusting for a non-recurring capital profit made in 1979, the attributable earnings figure is 14,7% higher.

In projecting earnings figures and likely share price movements, there appears to be an imbalance in favour of negative factors. On the short-term side, Fouché expects the tax rate in the current year to jump up to a full 40%. In an attempt to recover market share and increase sales, the advertising and promotion budget will rise sharply and "naturally absorb an

additional part of profits". In addition, fellow subsidiary Gilbey Distillers will again increase the interest charged on the R2,8m outstanding loan.

This could push up the interest bill another R35 000 to R200 000. On the long-term side, the success of the group's marketing strategies will have to be substantial to provide the type of returns which will allow the group to bring gearing down to a level where distributions can be considered. Another three years of total retentions is most likely before dividends can be considered.

More positively, the improvement of sales, with the existing debt level, could mean sharp short-term earnings increases. And as the 1980 crop year was good in terms of volumes and quality, sales could be materially higher in the next year and possibly the current year.

At 39c the share is valued at 11 times earnings with a dividend yield prospect some years away. Compare this with Cape Wine's historic yield of almost 7%. Bertrams is a reasonable recovery hold but not a buy.

Ian Muir

The most difficult test all guidelines and codes of conduct in industrial relations have had to pass is the satisfaction of the aspirations of the shop floor worker. For it is a workable relationship between his boss and him that these guidelines have to facilitate.

Even employer guidelines by pro-worker groups have had to be revised because they failed to satisfy the worker. Industrial relations in South Africa has been, because of historical political and economic reasons, a most difficult area in which to bring about understanding and conciliation between employers and employees.

South Africa, with its technological know-how and huge industrial set up has not as yet formulated a workable and acceptable industrial relations framework.

Up to now, the industrial relations machinery has not resulted in a workable partnership between management and labour, against a background of facilitating legislation, but has been dominated by management and Government agencies backed by legislation which has been rejected by black unions.

The resultant situation is one where workers find themselves having to demand not only their economic rights (eg wages etc) but also their legal rights (eg the right to belong to a union of their own choosing).

The international community accepted more than a decade ago that this legal right of the worker was unquestionable.

The FCI guidelines must be seen against this background. Indeed, these guidelines represent a major step by management in an attempt to get to grips with a situation which could result in industrial unrest being the order of the day.

These guidelines will, it is evident be used by other employers as a basis for future dealings in labour matters.

However, the question has got to be asked as to whether or not it is possible to translate these guidelines into meaningful and positive action, which not only is appreciated and understood by the factory floor worker, but is also used as a basic framework in which man-

A major step

— now for

positive action

HENRY CHIPEYA IS THE NATIONAL PRESIDENT OF THE COMMERCIAL CATERING AND ALLIED WORKERS' UNION OF SOUTH AFRICA. HE IS ALSO THE ADMINISTRATOR OF THE URBAN TRAINING PROJECT

RDM 23/1/81 (132) (133)
 Two experts in the Federated Chamber of Industries' "Guidelines for Industrial Relations in the 1980s" released this week

Employer organisations should be to work towards registration and also towards negotiation in industrial councils.

It also recommends that registration procedures should be improved in order that registration be made much easier.

To many unions, registration and its implications represents an attempt to control and meddle in their affairs and has therefore not been accepted. Employers should appreciate and accept this stand and not make registration a precondition of recognising a union.

The industrial council system was accepted in principle by unions of the Council of Unions of South Africa (CUSA), but not as practised at present in South Africa.

In many cases, industrial councils have become dominated and controlled by employers and have been used to keep out genuine trade unions.

It is essential that the system be reviewed and made more acceptable.

Finally, an important implication of the recommendation is that industrial relations should be left to employers and employees, for it is only they who represent the interests of their different constituencies.

The authorities should play a role of enabling enabling legislation only and take a back seat.

Following and practising the spirit of the FCI recommendations will certainly make us leaders in industrial relations.

A pragmatic leap into the future

ANDREW LEVY IS THE MANAGING DIRECTOR OF A FIRM OF MANAGEMENT CONSULTANTS IN INDUSTRIAL RELATIONS WITH A BROAD EXPOSURE TO THE PROBLEMS THAT COMMERCE AND INDUSTRY FACE WITH EMERGING UNIONS

The guidelines for industrial relations in the 1980s put out by the Federated Chamber of Industries is an amazing document from a number of points of view, especially when the stance advocated now towards trade unions is compared with the chamber's attitude of three years ago.

The change in position towards worker representation could not have been more radical. What emerges from a close study of the document is evidence that the chamber's view is not only pragmatic but that here is a body, with a reputation for conservatism, which has moved with the times and not only urges its members to do likewise, but is offering excellent and practical advice on how to do so.

For lying behind the document is the realisation that industrial peace is not obtained through the scratch of the parliamentary pen, and that management ostriches, putting their heads in the sand so as to see no unions, run the risk of leaving their rumps exposed to the full force of the collective working class boot — an uncomfortable position, and one that no doubt will become more awkward as labour organisation grows.

One certainly would not question whether a body such as the FCI knows what it is saying, but the implications for employers are so complex that it is to be hoped that their intensity will be appreciated, because the pages of the guidelines are littered with the course of a number of South African industrial relations' secret cows.

None is the first article of the faith, the registration requirement. The chamber clearly spells out the fact that "it is the representativeness of an employee organisation that is the more important issue" rather than a certificate from Pretoria.

This statement is crucial to the possibility of industrial peace in South Africa. So much so that, although it is legitimate to ask whether the works of Wiehahn are still valid, if this is its legacy, the events have gathered their own momentum and may yet reach self-fulfilment.

While still clinging to the industrial council system, the second article of the faith, the chamber now is allowing employers to enter into recognition agreements with unregistered unions which might be outside the sanctity of the system. Although the term "recognition agreement" is clearly preferred in the document to the more generally accepted phrase "recognition agreement" (perhaps this is going just that bit too far for the FCI), the chamber does not on this issue, and the guidelines are comprehensive.

The recognition agreement is the single most important accord ever reached between a company and a union. For management, it is a formal signing away of their right to unilateral decision-making in certain areas of the business. It is also a wedge that will be driven progressively into other areas of management control. This does not imply a value judgment by me as to the correctness of management reducing its power. Nor is this judgment to be found in the chamber's document, although there are fleeting references to the words "reasonable" and "responsive" which should be expunged from the jargon of industrial relations. However, the employer reading between the lines and grasping the full import of the document will be under no misapprehension as to what is being said.

The message is simple. "Mr Employer, once the union has membership it has power, and perhaps it will come and take all these things that have so long been regarded as your sole prerogative. Perhaps you can get a better deal if you go out and reach accord while some of the bargaining power is still on your side — in the long run it could be to your advantage."

No matter what the academics tell us about the institutions clearly shows that it is the union's job to organise workers, and not the bosses. This should satisfy even the most hard-bitten union man. What more could he ask but access to premises, check-off and sole bargaining rights which as the FCI rightly points out must be the subject of negotiated agreements where the union is representative? If I were a union man I'd stop carp-ling and start organising.

The sincerity of the FCI is undoubted as is the practicality of its document. But it is interesting to ponder whether or not it is the leader or the follower in the document. For this the vice of FCI officials to member firms or has the change been rung the other way round?

Perhaps it doesn't really matter how it occurred because at the end of it all since its evidence to the Wiehahn Commission, the FCI has turned a somewhat and issued an unequivocal statement. "The sooner effective negotiations and bargaining can commence between representative employer and employee groups regardless of race, colour or creed the sooner suspicion and mistrust will be eliminated.

While the issue of such a document does not in itself guarantee the achievement of an era of industrial co-existence it does to some extent stand surely as to its future feasibility.

Peace will not come overnight, but here is an indication that the rules of the game are changing and should certainly have more acceptance by interested parties. For this the national standards For this the FCI should be congratulated. However, the game still goes on and it is now up to the players to kick the ball

hence and clout of the FCI. More militant unions may even reject it out of hand, arguing that it has nothing more than snasive force, and that employers who wish to, will still drag their feet. Be that as it may, if the position is viewed in the context of velocity of change the FCI is approaching the speed of light.

The stand it takes on the creation of "sweetheart" unions clearly shows that it is the union's job to organise workers, and not the bosses. This should satisfy even the most hard-bitten union man. What more could he ask but access to premises, check-off and sole bargaining rights which as the FCI rightly points out must be the subject of negotiated agreements where the union is representative? If I were a union man I'd stop carp-ling and start organising.

The sincerity of the FCI is undoubted as is the practicality of its document. But it is interesting to ponder whether or not it is the leader or the follower in the document. For this the vice of FCI officials to member firms or has the change been rung the other way round?



LABOUR MATTERS

Advice to employers

FM 23/1/81

Despite some reservations, trade unionists, employers and government have generally welcomed the guidelines on labour negotiations released this week by the Federated Chamber of Industries (FCI). The guidelines stress again the need for employers to deal with, and recognise, representative unions — even if they are unregistered.

The document, the most wide ranging yet issued by an employer group, updates and extends suggestions released by the FCI in November last year and offers important suggestions to both government and management.

Labour observers feel the guidelines are particularly significant as they pre-empt draconian measures which the Department of Manpower Utilisation has hinted would be introduced during the next parliamentary session. The department indicated that strict measures might be introduced to bring unregistered unions into line — a move many observers feel would be retrogressive.

The FCI suggestions mirror the line industry has taken over the last six months, and have been ratified by Asso-com and Barlow Rand, both of which produced similar documents at the end of

last year.

Leaders of independent trade unions in particular have come out in strong support of the FCI guidelines. Says David Lewis, general secretary of the Western Province General Workers' Union: "They are a welcome deviation from the current position taken by the state. It is also, unfortunately, at odds with the actions of the vast majority of employers who still clearly favour confrontation rather than conciliation with the legitimate leaders of the workers. It is clear that the only alternative to the new guidelines would be an escalation of unrest."

Alec Erwin, general secretary of the Federation of SA Trade Unions (Fosatu) adds: "It is encouraging to see that employers have realised they must decide on an industrial relations structure themselves. Equally good is the emphasis on consultation and a belief that out of this an acceptable industrial relations structure will evolve."

Although the guidelines depart significantly from government's line on the preferred industrial relations structure, Jaap Cilliers of the Department of Manpower Utilisation has welcomed the initiative taken by the FCI. "It is not for the department to decide how employers should settle grievances. The law provides the guidelines, but employers must decide for themselves whether they want to make concessions and how they will deal with disputes."

An FCI spokesman says the document is an attempt to prompt "negotiations about a negotiating procedure." He says: "Employers are faced at present with an important transitional phase in the development of industrial relations in SA. Some 3m black workers must be brought into the collective bargaining system."

While the FCI suggests that employers consult with all unions and recognise unregistered unions if they are representative, the guidelines do, nevertheless, stress the need for employers and unions to continue using the present legal structure. The FCI says that a first consideration should be a willingness to become part of, and to co-operate within, the industrial council framework.

The document also contains fundamental criticisms of government's present registration system. Labour observers are hopeful that the suggestions could form a broad framework from which government could revise the system that has kept many unions out of the formal negotiating structure.

The FCI acknowledges that some unions

have failed to register because they believe the regulation and control elements in registration are excessive. It says it supports a system of "voluntary registration" and looks to a "streamlining of a registration procedure."

In what labour observers see as a highly significant step, the FCI calls for the implementation of the International Labour Organisation (ILO) Convention No 87, which states that "workers' and employers' organisations shall not be liable to be dissolved or suspended by administrative authority." Observers point out that this is clearly not the case in SA at present.

Limited effect

Some reservations about the guidelines have been voiced.

Unionists have expressed concern that they could have limited effect if they do not really influence employers, and employers are not assisted in their implementation. Erwin says: "The significance of the guidelines depends on what independent companies do. Managements have been dragging their feet and will have to move quickly to make up for lost time. We will have to wait and see if they are prepared to do this."

Some union observers also doubt whether the FCI's suggestions will be enough to draw the independent unions into the industrial relations system. They say the industrial council which the FCI fully supports, at present serves the interests of employers and white unions. "It provides some employers and white unions a great deal of protection and if this exclusive relationship is allowed to continue, independent unions will choose to remain outside of the present structure," says one observer.

Unionists also point out that the guidelines are only the first step, and that until government revises its present system of registration, a large proportion of the black unions will continue to remain outside the official structure.

"Registration for some unions means allowing government a substantial amount of control of union activities. This is unacceptable and until these controls are removed, we will continue to operate independently," says one.

The labour hot-line

Loet Douwes-Dekker is a labour academic with the Wits Business School.

The union-company recognition agreement was introduced into SA's industrial relations system by the independent black union movement which emerged during the Seventies. Rights and responsibilities for management and workers were established, with the objective of industrial peace in the workplace.

It is important to note that, as far as the rule-making process guiding their relationship is concerned, the two parties want to get on with the task of self-government. Therefore a distinction has to be drawn between the process of registration as required by State legislation, and the recognition of a union by a company once it has attained majority membership.

Employers have not readily accepted the idea of entering recognition agreements with unions. The number signed in 1980 was insignificant in terms of the magnitude of the task facing SA if order and justice are to be achieved on the factory floor.

This hesitancy is not surprising. The union recognition agreement is an innovation. The old established white unions, not being representative of all the workers, did not become involved in workplace issues. White workers' grievances and disciplinary procedures were handled on an individual basis or at the industrial council level.

But the *status quo* changed. The number of strikes by black workers in 1980 was no higher than in 1973, but the issues were more specific. It appears that though employers are becoming more receptive to worker rights, rising worker expectations are either not understood or insufficiently recognised. So black frustration is overtaking the pace of employer reform. How to respond is the question for employers.

The recognition agreement is a crucial instrument in meeting the demands of the new situation, representing a willingness on the part of black unions to channel hostility and conflict through agreed procedures. Few recog-



Douwes-Dekker . . . the *status quo* has changed

POINTS OF AGREEMENT

- Statement of intent by both parties and clarification of roles.
- Statement on collective bargaining structure and process
- Agreement in principle or in detail on grievance procedure
- Recognition facilities and functions of shop steward
- Stop-order facilities
- Agreement on access of union officials to place of work
- Agreement in principle or in detail on disciplinary procedure
- Role of safety and occupational health joint-committee
- Paid educational leave for shop stewards
- Time off for union office bearers.
- Facilities for union meetings
- Agreement in principle or in detail on redundancy procedure
- Dispute procedures

nition agreements contain details of the collective bargaining process as the emphasis has been on facilities for unions and procedural methods of handling conflict of rights problems (see box for main headings which should be covered in agreements)

Some agreements contain a clause, favoured by management, that the union undertakes to use its best endeavours to settle a work stoppage. However, without facilities and a procedural mechanism this is unrealistic.

A serious omission of current recognition agreements is the establishment of a mutually agreed dispute procedure through which disagreements can be caught in time and spontaneous stoppages speedily resolved. The essence of such a procedure is the establishment of a hot line between top management and the union leadership.

The aim is thus to channel outbursts of hostility, initiated by either workers or management, which are inevitable in the present transition period towards new norms and values. Middle management, in particular, feels threatened.

Those employers resisting the move towards recognition agreements will be forced to rely on guidelines for strike handling which inevitably imply coercion. In this respect concern must be expressed about the "get back or be sacked" tactic which some employers have recently adopted. The naive assumption is that by selectively re-employing workers a more satisfactory industrial relationship is assured in future.

Selective re-employment gets rid of present leaders but does not guarantee "tame" future leaders. It will lead to that polarisation found in other countries about which employers are always expressing concern.

SA is moving towards recognising the right to organise and to bargain collectively. But the right to withhold labour is not acknowledged. As recent cases have shown, strikes are still perceived as illegal.

The dispute procedure acknowledges this right but provides for its speedy resolution.

Unions demand drastic overhaul of Industrial Council system

THE PRICE OF PEACE

S.A. Indus. Wk 10/2/81

(132)

NEGOTIATIONS begin today over what could prove to be the most ambitious ever demands by South Africa's trade unions to improve working conditions and pay in general industry

They come at a time when leading unionists see an urgent need for the drastic reorganising and streamlining of the National Industrial Council system — a centralised structure organised labour strongly supports — if labour peace is to be preserved

Most unions are expected to follow Ben Nicholson, general secretary of the 30 000-strong Amalgamated Engineering Union, with strong proposals to National Industrial Councils for wage increases to at least match consumer price index increases (13,8% last year) and a reduction from 45 hours to a 40-hour week over the next five years

Nicholson will ultimately directly or indirectly represent more than 400 000 black and white workers in the iron, steel, engineering and metallurgical industries and also seek a service accruing bonus scheme as well as artisans and semi-skilled workers being granted time off on public holidays

He also heads the 100 000-strong Confederation of Metal and Building Workers' Unions, the Federation of Electrical Trade Unions (30 000 "mixed" members) and is vice-chairman of the all-white Council of Mining Unions (26 000), and has reliably learnt that the pattern of his proposals will be similarly followed by "foreign" unions.

"We don't want to demand across-the-board increases during the 18 month following July when new conditions



By Lynn Carlisle

come into effect. We want workers to receive automatic increases after then," Nicholson told Industrial Week

Arthur Grobbelaar, general secretary of the 300 000-strong Trade Union Council of SA (Tucsa), says a lot of demands for improved working conditions will now be made as many agreements lapse soon

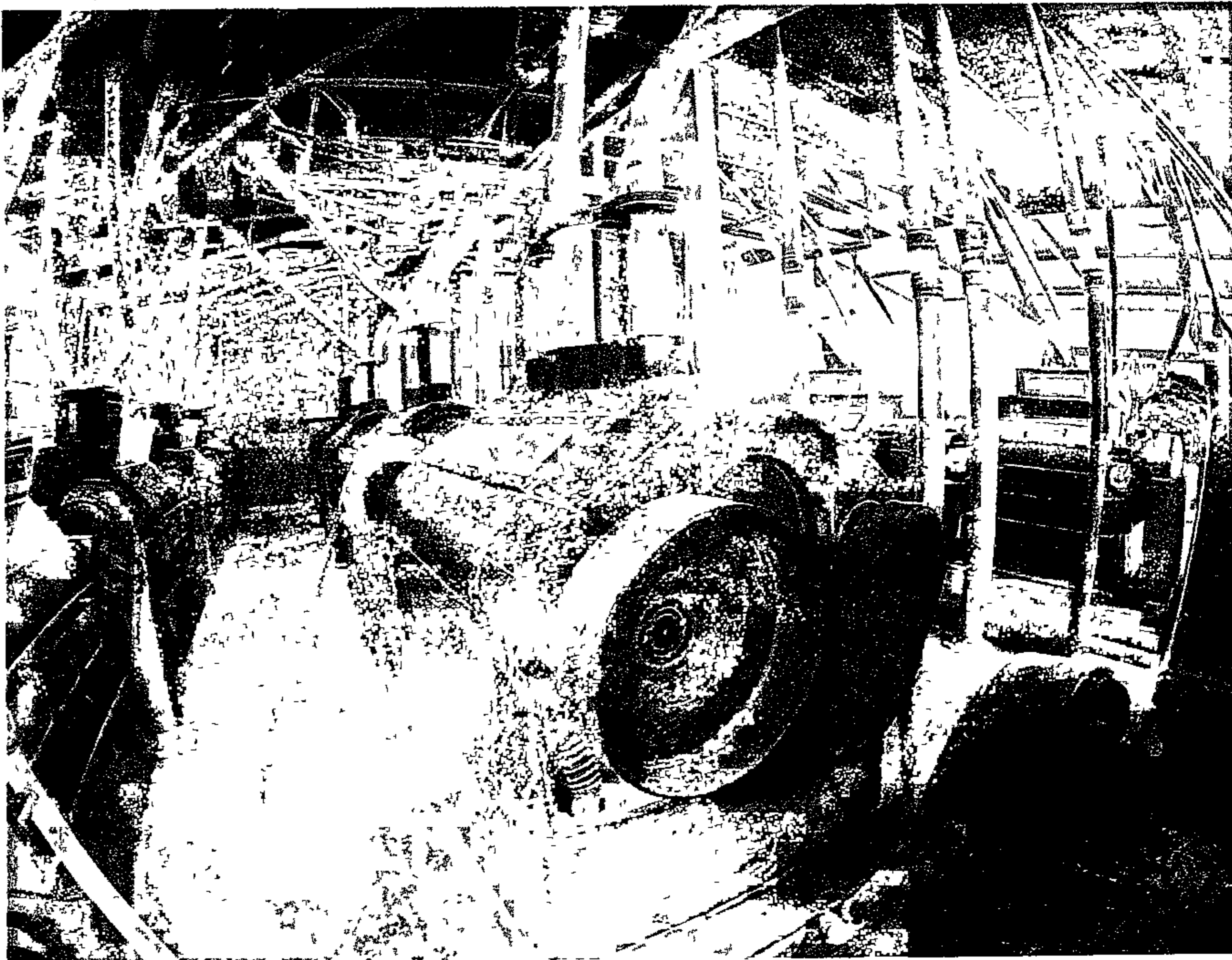
He is not in a position to disclose details of these from the 11 black and 52 "mixed" union members of Tucsa

"But with black unions coming in considerable numbers it is apparent that they don't understand the industrial council system and tend to become impatient with the way it works

"While I firmly believe in the system, a lot of industrial councils will have to give serious attention to speeding up some issues they deal with and streamline their administrative machinery," says Grobbelaar

The amount of documentation involved is "phenomenal" and decisions by industrial councils and the new industrial court are "long-winded," adds Nicholson

"We are going to have to do something very drastic if we are to preserve the industrial peace we have become used to," he says.



The fish-eye view shows a bank of 40 x 10 roller mills in one of the oldest independent mills in the country. This is Godrich Flour Mills, Bronkhorstspuit, established in 1902 as the last shots were being fired in the South Afri-

can War. The mill has been updated since then to cope with the milling of wheat and meal for the area, under the managing directorship of Len Godrich.

● Picture by WOLF AVNI

R40-million contract for BHE

BARLOWS Heavy Engineering of Springs have just landed a R40-million contract, says Roy Adams, marketing director of the company.

No further information is available as details of the contract will be announced only tomorrow, he says.

Pension fund plan to be modified in the hope of avoiding unrest

By STEPHEN FRIEDMAN
Labour Reporter

A CONTROVERSIAL plan which would prevent workers withdrawing their pension fund contributions if they lose their jobs — and which has already sparked several strikes and threatens to cause country-wide labour unrest — will be modified in an attempt to prevent unrest.

This is the implication of remarks made by the Minister of Finance, Mr Owen Horwood, during his "mini-Budget" speech yesterday.

And Mr Horwood also said that the Government would not take a "final stance" on the issue until "all interested parties" had been given a chance to submit views on it.

He made it clear, however, that the Government remained committed to the principle behind the proposal — that workers' pension fund contributions should be automatically transferred to

their new employers if they changed jobs and frozen if they lost their jobs.

He announced that he had instructed the Registrar of Financial Institutions to draft a Bill on this issue.

The Minister's statement is seen as a reaction to pressure from workers — many of whom have struck, resigned, or demanded their pensions back in response to the plan — and organised employers, who have appealed for workers earning less than R3 000 a year and under 25 years of age to be exempted from it.

A report last year by an inter-departmental committee on pension matters recommended that it become compulsory for workers' pension fund contributions to be transferred to their new employer if they changed jobs.

If they became unemployed, the money would be frozen and workers would only be entitled to pension fund payments when

they reached the age of 65.

Many black — and some white — workers reacted angrily to this proposal and demanded their pension fund contributions back. This demand has sparked several strikes and many resignations by workers and some employers have paid back contributions in order to forestall confrontation.

Workers say they need their contributions to tide them over if they lose their jobs.

The Federated Chamber of Industries, while supporting the principle behind the plan, has requested that certain classes of workers be exempted from it. The FCI has rejected, however, the idea of selective exemptions for individual workers, arguing that the exemption principle has been rejected by black workers.

Industry sources have warned that tension on the issue has risen "explosive" levels in many factories. Mr Horwood said yesterday that there was no reason for

workers to fear that "anyone, least of all the Government or his employer" would deprive him of his pension fund contributions.

He said there were workers who regarded these contributions as a temporary savings account which they feel entitled to draw on as and when needed.

This view was "extremely short-sighted" and those workers would become, in their old age, "a heavy burden on the taxpayer."

The country needed a pensions system which avoided "the socialistic cradle-to-the-grave approach" but attempted "to preserve private pension rights in order to support the employee when he most needs support, that is, as a pensioner in his old age."

But he added "I do not intend recommending that we force the unwilling under all circumstances to preserve their pension rights."

An "important responsibility" rested on employers to convince workers that the legislation was in their interests.

However, this would be "a slow educational process" and "we will have to find ways and means of bridging in the meantime the gap between the present indefensible position and the much improved new position."

The proposals had been referred to the Registrar of Financial Institutions for drafting into legislation.

However, the draft Bill would be published for comment from interested parties and the Government would not take a final decision until these views were considered.

An industry source yesterday welcomed Mr Horwood's statement.

"The Minister is obviously saying that nothing will be forced on anyone and that the Government will move to its goal slowly," he said.

Unions told

'Unrest' ^{same} won't
be tolerated

The use of the trade union movement for the creation of disorder and unrest which had nothing to do with labour matters could not be permitted, the Minister of Manpower Utilisation, Mr Fanie Botha said in Pretoria today.

Speaking at the congress of the South African Iron, Steel and Allied Industries Union, Mr Botha said order was one of the principles on which the South African labour system rested.

This implied, above all, obedience to all laws and regulations, including those not directly relative to the field of labour.

"There are, however, unmistakable signs that this principle is being undermined by certain elements inside and outside the trade union movement and responsible unions and employers, together with the Govern-

ment, must consider proper means of maintaining order, including labour peace."

In future there had to be even closer liaison between union leaders and employers because it could not be allowed that "the trade union movement be used to create a situation of disorder and unrest which has nothing to do with service conditions and work circumstances."

Mr Botha said justice was also a principle of the South African labour movement and to maintain it the Government had, among other things, set up the Labour Court to solve problems of clashes of interests and labour rights.

Unjust labour practices were not limited to the relationship between employer and employee but also had a bearing on trade union activities —

"that is to say the conduct of union leaders towards workers and of unions towards one another."

MISLEADING

"Supplying misleading and wrong information to workers, misrepresentation and engaging in political activities are but a few examples of practices which are taking place today in certain trade union circles and which are not in the interests of the workers of the union movement," Mr Botha said.

If unions tried to "plough one another under" by following unreasonable practices, they would damage the interests not only of their members and other workers but would create a fertile climate for distrust of the recognised and proven system of labour relations.

Fair treatment of workers and trade unions by the Government included the recognition and protection of the established rights of workers, groups of workers and of unions.

ALLOW

For this reason the Government decided, for example, to phase out job reservation instead of summarily abolishing it.

Similarly it had been decided not to put a total ban on closed-shop agreements but to allow existing agreements to remain and to seek the guidance of the Manpower Commission before further decisions were made.

The Government would in future, as it had in the past, respect the established rights of groups of workers and adjustments to legislation or administrative practice, where necessary, would be introduced only in consultation and co-operation with the parties concerned — Sapa

It has become increasingly apparent during recent years that advances in medical knowledge and expertise do not necessarily give rise to concordant

Union fears of fresh govt attack

By STEVEN FRIEDMAN
Labour Reporter

FEARS of a new government attack on some unregistered trade unions have been revived after a speech yesterday by the Minister of Manpower Utilization Mr Fanie Botha

Mr Botha said the government's industrial court could be used against some unions. He was speaking at the congress of the Ystey-en Staal Unie a major white trade union, in Pretoria

He added that the government would seek closer consultation with employers and established unions in an effort to deal with his claim that order in labour relations was being "subverted" by "certain elements both within and without the trade union movement"

The speech represented the sharpest government attack on sections of the labour movement for some time and observers believe it could reflect government impatience with black worker militancy and the growth of an unregistered (largely black) union movement

The Minister of Defence, General Magnus Malan, claimed this week that labour unrest had been planned by the banned African National Congress which was using "front organizations" for this purpose

"The dissemination of misleading and incorrect information to workers, misrepresentations, the pursuing of political activities and so on are but a few examples of practices that take place today in certain trade union circles and which must be combatted" he said

Observers believe this could open the way for action in the courts, particularly against those unions which favour com-

munity involvement
Mr Botha said the country's labour system also rested on the principle of order, which was being "subverted" by some in the union movement

"Responsible trade unions and employers must consider, together with the government, ways and means to maintain order, including labour peace"

There had been discussion on this issue in the past and in the future there would be "still closer contact" on this issue, because it cannot be allowed that the trade union movement is used to create disorder and unrest which has nothing to do with conditions of service and work conditions"

At the same time, however, Mr Botha appealed to workers and unions not to expect the government to act against individual worker groups and unions "on unfair grounds"

He said this would be morally unjustifiable and would create a favourable climate for revolution

Mr Botha hinted that the government was seeking the help of the established union movement and hoped that it would act as a buffer against those unions the government considers undesirable

He warned that it was important for the "established and responsible" unions which had a "common interest and goal" not to try to destroy each other through "unfair practices"

If they did this they would create a climate of "distrust" which "can only have a favourable effect on those unions who place first neither the interests of the country or those of the workers"

Some observers believe the minister may have been referring to recruitment battles between the Mineworkers' Union and other white unions

the period 1938 to 1974, since which time a regular series has been published. 5 The figures for whites cover the entire period 1921-1970,

to identify and collate published experiences of the various communities about the data has been avoided as figures will speak for themselves, and comment and, where necessary, action.

on deaths in South Africa were published statistics. 3 Intermittent reports covered

being made to measure the positive aspects of health, these have tended not to be applicable for routine use at a national level, leaving health planners the alternative but to make use of measurements which concentrate on the unhealthy aspects of the community. Mortality data is one such measurement.

Information about the mortality experience of the community is routinely collected in most countries, the reliability and detail of this data showing considerable variation depending on a number of factors, not the least of which are the resources available for its collection. There are further problems associated with reliability (See Pt. II).

* For details of sources of deaths before 1926, see reference 3, volume for 1938, page XVIII.

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Ford labour audit is favourable

Labour Reporter

The Ford Motor Company had made remarkable progress in implementing the American "Sullivan Principles" on labour relations but still required reform in several areas.

This was the finding of the second independent audit into labour practices at Ford conducted by the South African Institute of Race Relations.

The Sullivan Code consists of six principles of labour conduct which American companies operating in South Africa are

expected to implement to improve working conditions and labour relations for black workers

Ford had implemented a "progressive labour policy" since the first audit and the investigating group was "surprised" at the progress the company had made since the first audit in 1979

Principles which had been fully implemented were the non-segregation of races in eating and work facilities and there was no racial discrimination in benefit plans

Recommendations affecting other principles included

● Annual elections for shop stewards by all workers

● Company protection and support for labour leaders including those from unregistered unions who are "threatened" by the State

● Investigation of the predominance of whites in certain salaried jobs

● Housing provision for senior black staff

An important recom-

mendation of audit report concerned on recruitment and training of workers

The present graduate trainee and commercial training programmes were still not providing an adequate number of competent black staff

Ford should continue to offer alternative tutorial schemes for school leavers to undertake apprenticeships and other training the report stated

The shortage of skilled black workers was ascribed to unsuccessful selection procedures

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SOWETAN
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FORD LOOKS AT LABOUR POLICY

THE major problem areas facing the giant Ford Motor Company is the identification of people suitable for types of training where blacks are prejudged as unlikely to succeed, says a five-man report by the South African Institute of Race Relations

The report, first commissioned in 1979, takes an in-depth look at how the Sullivan Principles have been implemented at the motor company.

Rhodes University sociologists Mr Cecil Manona, and Dr Marianne Roux, anthropologist Professor Michael Whisson; University of the Transkei accountant Professor Wiseman Nkuhlu and economist Professor Wolfgang Thomas prepared the report.

APTITUDE

The report says that the blacks are prejudged unlikely to succeed "because they are believed to be less capable to handle mathematical procedures and for jobs which involve the exercise of authority and supervision."

This can be tackled only by careful pre-training aptitude testing and selection, the report said. The area demands a different type of selection procedure and may benefit from informal consultations between industrial relations officers and shop stewards as to the acceptability of prospective trainees as supervisors.

The report offers far-

By Z B MOLEFE

reaching recommendations on discrimination against blacks in organising labour unions. The company should continue, it points out, in its present approach to organised black labour offer what protection and support it can to legitimate leaders

It adds: "This support should include those from unregistered unions who are threatened by the State for engaging in peaceful activities in pursuit of the broader goals now seen as appropriate for organised labour. In so doing the company should not be seen to be departing from its even-handed approach to all unions"

To increase the number of blacks in management, the report recommends the company must develop a strategy of recruitment and training far more sophisticated than the present system which does little more than mirror that of the educationally advantaged whites

For example, says the report, blacks could be recruited in their matriculation year and employed on probationary basis

for a year, during which time they might upgrade their weaker subjects. If their interests and aptitudes coincide with company needs "they could be supported through their higher education, spending their vacation at work in the company. In this way more realistic expectations could be established and some of the frustrations experienced by graduate trainees avoided"

INFLUX

On influx control, the report recommends that the company should press for and support others pressing for freedom of movement and opportunity for all blacks in South Africa, recognising that while this may not be in the short-term interests of most of its employees (who are "protected" in part by influx control), it is in the long-term interest of peace and economic growth

Still on influx control "This, surely, is the touchstone of the spirit of the Sullivan Principles — that the signatories will not only do things which are progressive and in their own interests, but will also do things which are not in their own interests, but will also do things which are not in their own interest, for the sake of the mass of the people."

Finally the report says that the 1979 commission criticised the company for spending a great deal

of money, ostensibly in pursuit of the Sullivan Principles, with very little commitment to the spirit of the goals that Reverend Sullivan set

The 1979 commission recommended that the company be more selective in its efforts and in its identification of targets. While there remains an identifiable division within the company between those who see the Sullivan Principles as a nuisance and those who see them as an opportunity.

And the latter group does not always prevail: "The company has responded far more positively than we imagined possible and a more systematic approach with greater real commitment now forms company policy"

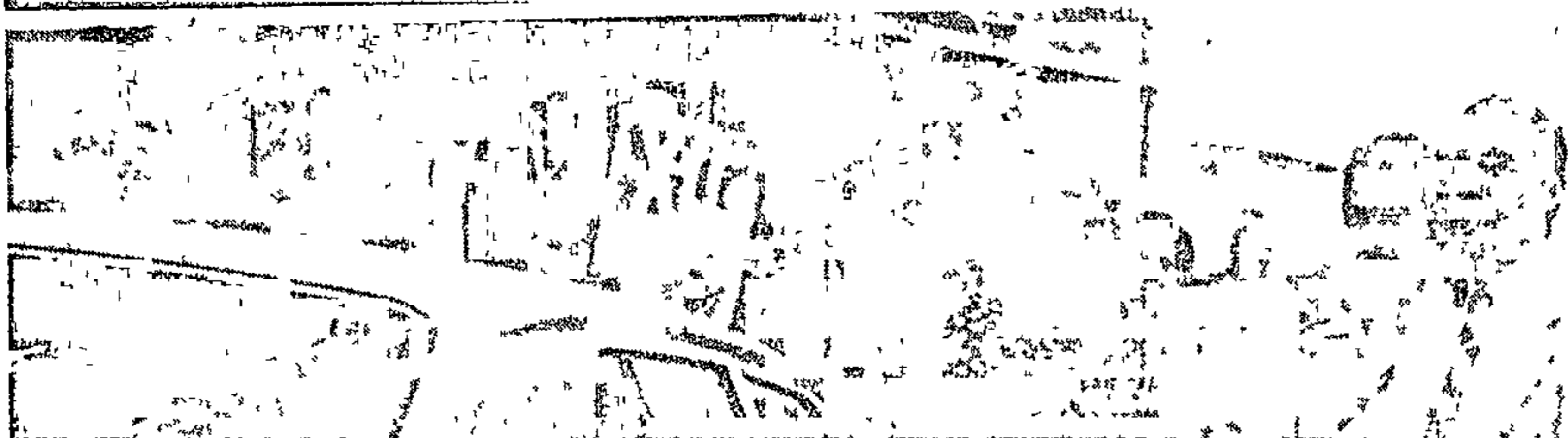
Bursaries

SIX high school students from Ga-Rankuwa, Makau and Kgabalatsene will today be presented with bursaries by the Odi branch of the Bophutha-Tswana Chamber of Commerce

Mr Nkana Mesh Makena, regional secretary of the African Federated Chamber of Commerce Bophutha-Tswana affiliates said the presentations will be the second since the fund was established

Mr Makena said it was envisaged that students would proceed to university through Nafcoc's Masekela/Mavimbela Fund.

Woman wins car



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All workers will benefit says Sifsa

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MEMBERS of the predominantly Black Metal and Allied Workers Union (Mawu) need not fear that they will not benefit from the new wage agreement entered into at an industrial council meeting on Tuesday.

The recently-registered Mawu refused to attend the meeting, which included three newly registered unions representing black workers, because its registration certificate included a "race clause."

Dr Errol Drummond, director of the Steel and Engineering Industries Federation of South Africa (Sifsa) told the SOWETAN yesterday that all workers in the industry would benefit from the 14-month agreement.

He was happy that unskilled workers, especially blacks, "got the bigger slice of the cake." The two-phase agreement, with phase one coming into effect on May 1 will see this cate-

gory of worker earning 99 cents an hour instead of 92 cents an hour.

Phase two comes into effect on July 1 and will see this rate shoot to 113 cents an hour. The agreement is binding until June next year.

Asked if Mawu members would benefit from the agreement, though their union was not represented at the meeting, said Dr Drummond, "no one will withhold

these increases from them. They did not attend the meeting for reasons best known to themselves."

Mr Ben Nicholson, director of the Confederation of Metal and Building Unions, said "some things were achieved and others were not achieved." And one of the things "not achieved" was increases were not written by employers into the agreement.

Warning on politics in trade unions

Labour Reporter

SOUTH African company directors should take early steps to prevent black trade unionism from becoming a destabilising force industrially and politically, the Director-General of the I K Institute of Directors, Mr Walter Goldsmith said last night

Speaking at a dinner of the Institute in Cape Town he said 'The British experience in the past two years leads me to the view that South Africa should not risk the development of a politicised trades union movement'

MILITANT

'Britain has seen a decade where politically-motivated trade union leaders have used industrial power to further militant socialist ends'

Mr Goldsmith said that in spite of a clear election mandate, Mrs Thatcher's Government had found it exceptionally difficult to swing back the balance of industrial power away from unjustified pay demands, strikes and stoppages

CLIMB-DOWN

'In the past fortnight, her Government has been obliged to make a humiliating climb down on moves to rationalise the coal mining industry as a direct result of the political and industrial power of organised trade unionism. One of the consequences is likely to be the exclusion of substantial quantities of overseas coal'

Mr Goldsmith said that before company leaders accepted an extension of trade union recognition, they should see whether improved systems of employee communication and consultation within the company, and particularly at plant and lower levels, were not preferable

Warning on trade union growth

By GORDON KLING

SOUTH AFRICAN company directors would be wise to take early steps to forestall the growth of black trade unionism turning into a destabilizing force in both industrial and political terms, the director general of the UK Institute of Directors, Mr Walter Goldsmith, warned in Cape Town last night.

"In a well-led company, trade unions will often be, in the best sense of the word, irrelevant," he said in an address.

Britain had seen a decade where politically-motivated trade unions leaders had used industrial power to further militant socialist ends.

"In spite of a clear election mandate, Mrs Thatcher's government has found it exceptionally difficult to swing back the balance of industrial power away from unjustified pay demands, strikes and stoppages," he said.

He believed company leaders would be well-advised to consider improved systems of employee communication and consultation within the company, and particularly at plant and lower levels, before accepting an extension of union recognition.

Mr Goldsmith had earlier told a seminar in the City on free enterprise, that although the concept had come under sustained intellectual attack in the earlier years of this century, it had not lost ground in the real or practical world.

"The black States of Africa which profess Marxism and socialism, and the primary oil producers alike, rely wholly on the capitalist international market," he said.

The record of foreign companies in the introduction of the best standards of working conditions was excellent, and they also showed "a more realistic approach to the strength and prospects of the South African economy than some British Government advisers".

Commissions 'face disaster'

Implementation by the Government of Riekert Commission recommendations has created "a situation of severe pressure in the rural areas and a state of tension in the urban areas," says the Black Sash Transvaal regional report for the past year

The report, presented to the conference today, says that both the Riekert and Wiehahn Commissions

"are now facing disaster" on the labour front with the collapse of industrial courts, labour force unrest and resistance from unions and workers to commission recommendations

Labour action last year had been of particular significance, the report said.

In the last six months 000 08 080 more than 90 000

workers had gone on strike and strikes had been handled with increasing severity by employers

Said the report: "In the Transvaal we have watched the increasingly stringent crackdown on labour which has resulted from the implementation of the Riekert Commission recommendations

"The commission tried

to contain the unemployment crisis. But, by upgrading worker skills, by creating a black middle class, by imposing greater control on labour from the rural areas and by removing workers not needed in the urban areas, Riekert created a situation of severe pressure on the rural areas and a state of tension in the urban areas"

TOTAL NO. OF WORKERS	WAGE						TOTAL NO. OF WORKERS
	0-2,50 (R)	2,51-5	5,01-7,50	7,51-10	10,01-12,50	12,51-15	
>12				1			1
12				1			1
11							0
10	1	2	1	1	1	5	5
9		3	1	6	1	13	13
8		1	2	3		10	10
7		3	2	2	1	8	8
6	1	2	2	2	5	14	14
5		2	8	3	1	16	16
4		1	7	4	6	21	21
3	1	3	4	1	1	11	11
2	1	4	1	4	2	12	12
1		6	4	5	2	18	18
	0-2,50	2,51-5	5,01-7,50	7,51-10	10,01-12,50	12,51-15	

Distribution of workers by number in family (x) and cash wage (y)

TABLE 36

The effort to solve labour unrest

By Derrick Thema
The director of industrial relations at Ford Motor Company in Port Elizabeth, Mr F H Ferreira, believes the industry in South Africa will go through a period of turmoil and adjustment

In an interview during a visit to the plant last week, he gave his views on the Sullivan code of conduct, the simmering discontent at industries, the growing black labour movements and the adjustment his company had made since the labour unrest at Ford two years ago led by Mr Thozamile Botha

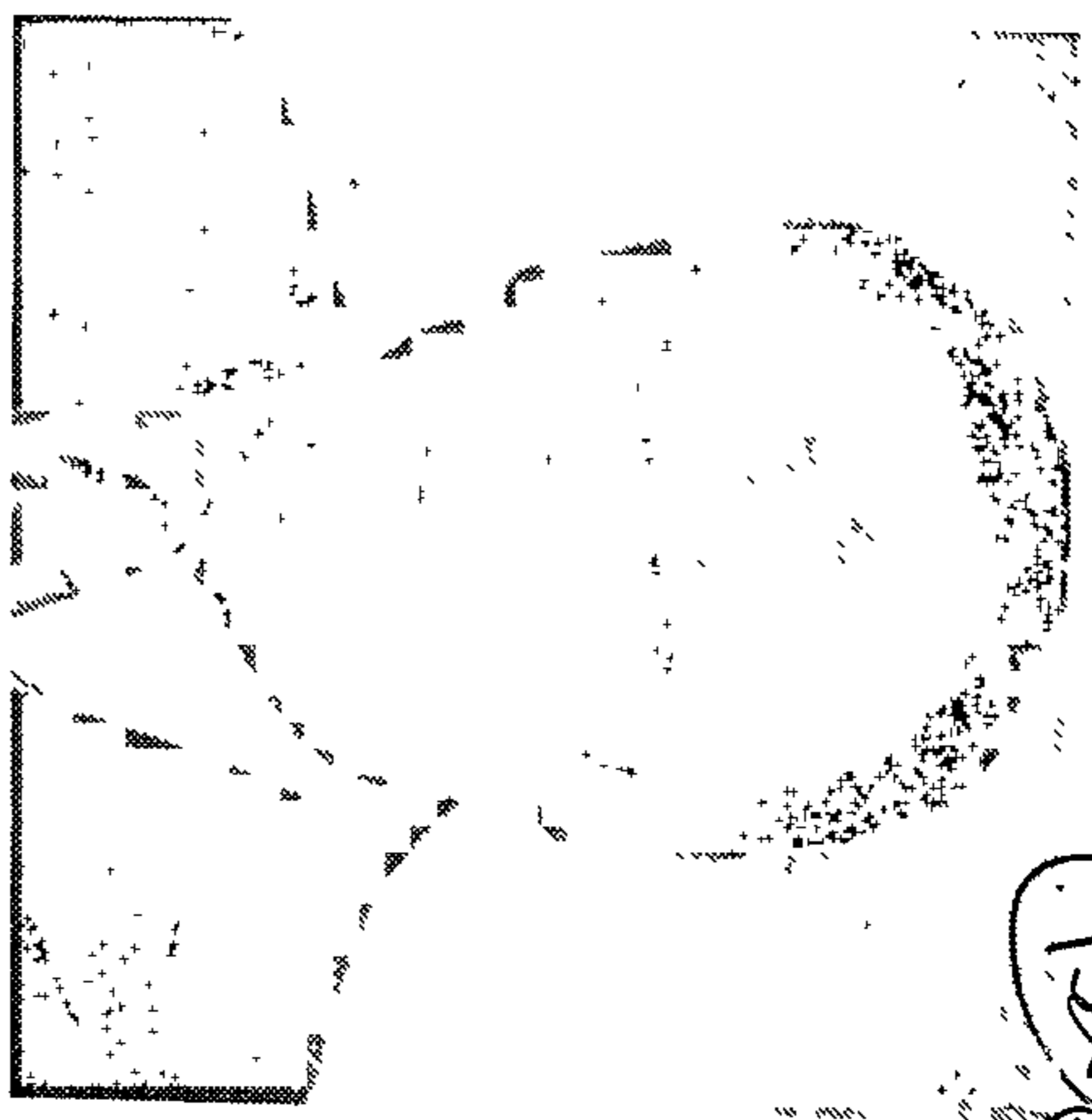
"I do believe that, in the interests of South Africa and its people, it would be incumbent on all organisations to re-examine their philosophies to adapt to the realities of South Africa," he said.
Everything in South Africa had political implications, he said.
"With blacks de-

prived of platforms to air their views, many unions have been politicised and view labour movements as a vehicle for political expression.

"Fundamentally, what blacks are after is participation in the decision-making political machinery. As the consciousness of the contribution they are making grows, they will question long existing methods and systems which evolved without their participation

"They will start re-examining these systems and the industry will have to face the fact that the system is being challenged by people who did not participate in it and who are even prepared to die to see it reversed," he said

The process, which many may view as conflict, will be the moulding of South Africa
He did not state categorically that Ford had met all the Sullivan principles because, "the concept of happy labourers is a relative one.



Mr Fred H Ferreira — "We must re-examine our philosophies and adapt to the realities of South Africa"

"The expectations of labourers have changed. Many workers look beyond a good salary for satisfaction"
He pinpointed income, working conditions, communication, opportunities for ad-

vancement and fulfillment, recreation and housing projects as concepts wanted by workers
"We have to some extent met some of the Sullivan principles, but the only measurable

thing is money and I believe Ford is among the best payers on basic salary scales"

The company is doing several things to satisfy workers although the level of satisfaction differs from person to person.

"Man," he said, "is never satisfied with anything for long. We are busy with redistribution of wealth which involves the haves and have-nots"

Naturally, he argued, the redistribution involves blacks and whites

"This brings with it conflict because some people resist this change while others welcome it"

He said that where one is involved in equality, in any field they would lose what they had. But, he emphasised, the process of change was on-going and was fostered by social and political changes in South Africa and the world.

"Although we have in-service training, the best in the country, and have moved away

from discrimination, we can only say we have met the workers' objectives for 1981"

Mr Ferreira believed disinvestment did not leave a vacuum behind. "When somebody withdraws his stock, somebody buys them"

He pointed out that in South Africa, there was overemployment among whites while blacks were underemployed

"I say that if investment creates more jobs for the underemployed, disinvestment can only aggravate the situation for the unemployed"

What South Africa needed was the ability to create more job opportunities for everybody so that all could benefit and make meaningful contributions

He stressed that he believed in orderly change because disinvestment would only create chaos

Recently, the South African Institute of Race Relations conducted an independent second survey into labour practices at

Ford and found that the company had not progressed in implementing the Sullivan principles.

However, it recommended annual elections for shop stewards by all workers, promotion and support of labour leaders, including those from unregistered unions. These are "threatened" the State, investigators of the predominant whites in certain areas. They also recommended jobs and housing provision for black staff

The survey blamed the shortage of skilled black workers on successful selection procedures and unthe recruitment training of workers

Touting the fact that workers presented a satisfied facade, beneath the relief faces anger was meriting
They maintained that no attempt been made to raise salaries. They also planned of unfair employment practices that whites remain senior to blacks had better academic qualifications.

move to greater community participation... have a sociological framework within which the contributions and responses of individuals and communities can be elicited and interpreted. For too long attention has focused on the medical aspects of health problems. We are now realising that most of the crises in health are centred in issues of economics and the organisation of care, rather than in conventional medicine. It therefore follows that we must develop the discipline of health economics until it ranks with the other traditional disciplines of medicine (3). Allied to both health

REINALD HOFMEYR

Logical negotiations



132



FM 20/3/81

Last week Barlow Rand updated its labour guidelines and broke new ground for SA employers in its progressive approach to industrial relations. The FM talks to Reinald Hofmeyr, executive director of Barlow Rand responsible for personnel and industrial relations.

FM: Why did Barlow Rand decide that managements should speak to representative unions, irrespective of registration (considering many employers and government still strongly oppose unions outside the legal structure)?

Hofmeyr: We felt that registration should be voluntary. Once we had accepted this we were halfway there and had to accept that representation was the key. It should be entirely up to employees how they want to be represented — whether through a union, liaison committee or works committee. Once that has been indicated it is only logical to negotiate with that body. This is not an employer's decision. He can express preferences but cannot impose a decision.

What role do you envisage industrial councils playing considering the current proliferation of recognition agreements with unregistered unions?

What I am about to say will be considered by many employers as heresy. Although I believe that much can be said for negotiating issues such as wage agreements at industry level, employers will have to live with plant level bargaining as well. I think the fear that there will be "leap frogging" if unions negotiate independently with employers is unfounded. Employers need not bend to pressure arising from other agreements in the same industry if they feel the agreement they have reached is an equitable one. We at Barlow Rand are slowly coming round to the point of view that plant level bargaining is also of vital importance.

Do you think industrial councils are an efficient means of resolving industrial



disputes?

Yes, but a speedier process must be found.

Do you foresee registration being made, in your words, "simple, voluntary and attractive" in the near future?

I think it will continue to be voluntary as it is now. But government needs to go further. The registration of unions should be equivalent to that of companies which have to show acceptable articles of association as laid down in the Companies Act. The criteria that government should ask for should be objectives of the union, categories of workers the union will represent, how funds will be controlled and procedures for the election and expulsion of office-bearers. What particularly disturbs me is that the Registrar can use race as an important criterion.

What stand will Barlow Rand take should government introduce restrictive legislation to curb unregistered unions?

The company would be bitterly opposed to any such move, but I cannot see how government can outlaw unions

If unions are representative companies will still enter into 'good faith' agreements no matter what government's stand might be.

What measures is Barlow Rand taking to ensure its subsidiaries implement the company's employment code?

Managements have to give account of their progress in a questionnaire, and in a face to face exchange with the chairman Mike Rosholt, other board members and executives from other divisions. The questionnaire is merely a working paper. Most important though is the interchange between managers and the board which can question any aspect of the report. Mr Rosholt does not hesitate to say if he feels progress towards fulfilling commitments is not sufficiently rapid.

Do you think black unions are an outlet for the aspirations of disenfranchised blacks?

I feel that the two major federations, the Federation of SA Trade Unions (Fosatu) and the Council of Unions of SA (Cusa) are concerned almost exclusively with improving conditions at the workplace. I feel the non-aligned unions such as the Western Province General Workers Union, the African Food and Canning Workers Union, and the South African Allied Workers Union (Saawu) would certainly go beyond this. But this is predictable since unionists see unions as the only means of applying leverage in a society where they have no other outlet.

Should managements get into the business of, not being partners to, but challenging government on social issues?

Certainly management should challenge government on any issues which affect its business, productivity and its people. I am not quite sure where one ought to draw the line. Certainly approaches should be made on issues such as education, training, housing, and aspects of industrial legislation.

Barlows revises labour code

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26/3/61
Soweto

By MONK NKOMO

THE Barlow Rand Group has revised its employment code to meet "changing circumstances", according to the latest issue of their journal.

"For historical and other reasons, various wage gaps have been developed in South Africa and we are committed to working towards their elimination in our group as soon as possible," the article reads.

This revised third version of the group's code of employment practice states that the best road to industrial peace and constancy depended on negotiations at industry or national level between employer organisations and fully representative mixed unions.

Although the registration of unions was proving to be a slow and burdensome process, the group would ideally like to deal with registered unions in an industrial council structure.

PROGRESS

"Until voluntary registration is made easier and more attractive, we shall have to continue negotiating with unregistered unions if meaningful numbers of our black employees wish to be represented by them."

All the subsidiary companies of the group will report annually on their progress towards the full implementation of the code.

"They should produce plans indicating how they proposed to eliminate any gaps that may still exist in their current employment practices."

The article further states that within the diminishing pressures imposed by law and by legally enforceable agreements, employees "will be appointed or promoted on the basis of

of the last seven years the only doctor available in Tiersdorp itself has been the district surgeon, who visited twice weekly from a neighbouring town.

His main business was to see what the magistrate described as 'pauper patients'; so certified by the magistrate they are entitled to medicine at State expense on payment of 50c. In practice all farm labourers and a large proportion of the employed location population were eligible, only teachers, clerks and the like being excluded. A decision was made on the basis of the occupation of the applicant, and whether the magistrate's wife (who some times issued the certificates) thought that the applicant was indeed sick.

The district surgeon was also available for private consultations during visits to Tiersdorp and had treated white patients on this basis.

5. Private doctors (GP's)

Physicians in nearby towns or in Bloemfontein were consulted on a regular basis by whites and occasionally by blacks. Those nearby could be called to Tiersdorp in an emergency.

6. Hospital

Bloemfontein has separate hospitals for whites and blacks. Pilsanomi, the non-white hospital, has an outpatient department open at all times, although the wait there can be long. Free treatment is available on payment of a 50c admission fee on the same criteria as govern the issue of certificates in Tiersdorp. Charges at the white hospital vary but there is a basic charge of R9 per day.

7. Specialists

Two of the white respondents had been referred to a specialist in Bloemfontein by their doctors. No black

respondent mentioned a specialist, or having been referred by one doctor to another; several had been referred to the hospital for specialist treatment.

8. Voluntary body

1) SANTA (S.A. a local volunteer, training. During every school and first test and administrative treatment on the behalf of all children react. treatment). She received X-ray and 27 new cases two black assistants education at school and its causes, projects

11) The Red Cross conducted training and first aid. They are able to refer by farmers' wives.

* Thorough survey, the last 5 years speed with which on the volunteer

2. Utilization of

3.1. Method

A survey was carried out services were used and factors which affected their utilization. The sample was by no means random. The 5 white respondents were chosen mainly because they were English-

RDM 31/3/81 (132) (107)
Union link with politics inescapable — Buthelezi

EMPANGENI — The exclusion of blacks from trade unions for so many decades was "intensely political," because whites had used economic and labour issues as "mechanisms of political oppression", the Chief Minister of KwaZulu, Chief Gatsha Buthelezi, said at the weekend. He said the intertwining of politics and trade unionism had to be accepted as a reality in South Africa since the movement operated in a structure created by white political interests. Speaking at the inauguration of a shop stewards' council of the Federation of SA Trade Unions (Natal region), Chief

Buthelezi said unions and political organisations operated cheek by jowl in many countries. "Everywhere, trade unions, whether at shop level or national executive level, are intensely aware of the intertwining of politics and trade unionism. "In this country, more than in any other country, this intertwining has to be accepted as a reality, because the ball game we have to play is an arena created by white political interests. "Politics and economics are intertwined and labour matters in industrial and commercial

concerns cannot be separated from political matters. "The insistence that the Government now has to keep union matters and political matters apart is, in itself, intensely political." Chief Buthelezi said Right-wing white unions resisted black involvement because they could not accept the equality of workers. This "throws down the gauntlet to blacks." "White unions are politically motivated. They are politically connected and operate within political frameworks. They sanctimoniously demand that blacks do not use trade unions platforms for political purposes," he said — Sapa

THE COST OF CO-OPERATION VERSUS THE COST OF CONFLICT

132
S. Tubone
5/4/81



THE COST of conflict in South Africa, in the words of former Premier John Vorster, will be "too ghastly to contemplate".

The alternative is reform, which has special point with a general election looming, but costs

are involved here too. What are they? In this, an excerpt from a speech recently delivered in Johannesburg, BOBBY GODSELL, (right), Industrial Relations Consultant to the Anglo American Corporation, provides some of the answers.

IT HAS become fashionable to talk of the costs of conflict—to the extent that the "future too ghastly to contemplate" can perhaps be discarded as an option to be explored. However, co-operation too will have its costs, some of which can be described as follows

The process of "sharing the wealth" has already begun. During the Seventies, the nation's wealth was transferred at the phenomenal rate of one percent a year from white into black hands. The likelihood of smaller differentials between skilled and unskilled workers and between white and blue collar workers has already been noted. Yet wealth or resource transfers are likely to take place in other areas

State expenditure will have increasingly to be applied to creating resources in the poorer communities. Investment in industry will increasingly be devoted to growth in "human capital". Siemens, the German electronics giant, spends 2.3 percent of its wage bill

on training — if this level were achieved by South Africa as a whole this would amount to R443 million a year. If our total expenditure on technical and vocational education and training were to be proportional to that of West Germany, we would currently be spending about R19 billion on such education and training each year

Partnership between management and workers, black and white, will not be achieved without some significant changes in their power relationship. Managing through consent is hard work and requires new and different skills to managing through coercion. Increasingly

management will have to provide a context of meaning for its orders and instructions. We will have to explain the why as well as the what

Equally, the generally white first, blacks second racial structure will have to change and through the planning and positive initiative of management if large scale conflict is to be avoided

This, too, will have a cost to management, for as racial divisions disappear a new non-racial worker alignment is likely to emerge that will make management in the Nineties and beyond much more difficult. An important arena in which these changes

power relationships are likely to manifest themselves is in the factory or plant

Historically the centre of gravity of management/union relationships has tended to be on the industry level, often with the industrial councils. Because of the lesser individual bargaining power of black workers, plant level management/union relations are likely to assume much greater importance

An implication of this shift will be that a much larger group of managers will have to become involved with dealing with unions, and the tendency of leaving union dealings to centralised employer

bodies will no longer suffice

Co-operation in Southern Africa's market places will also involve a cost of doing and seeing things differently. As blacks advance into managerial positions in industry, and leadership positions in both unions and collective bargaining institutions, the "rules of the game" will have to undergo change

Those presently "in charge" in these bodies are going to have to examine present practices very carefully, and decide which practices are indeed essential to the efficient running of the enterprise or union, and which are merely culturally con-

venient. This process of cultural adaptation will not be easy — yet if present institutions are to survive, it is essential

Can the market place provide a framework of common goals and common interests that will help South Africa resolve its racial conflicts?

If we can manage industrial relations so that the key interests of all groups are accommodated, it can

Can economic growth be such that it benefits the society as a whole rather than just the sophisticated core?

With imaginative development strategies and an end to influx control it can

Can we escape the economic thrombosis of high inflation and unemployment and low growth and productivity?

A genuine partnership in industry can see dramatic increases in the efficient production of goods and services

Will key groups in South African society — the State management white workers — be ready to meet the costs of co-operation?

The costs of conflict are infinitely greater

Abbreviations,	FORTRAN
ADD command	
APL command	
APRTCN\$, access to	
ASCII command	
ASSUME	
ASCII	
AUTO	
BREAKPOINT	
BRIEF	
CHECKOUT	
COLUMN	
COMPILER	
COFF	
DEBUG	
ECHO	
FCOLUMN	
FINIT	

Term



Some of the 4 500 workers who went on strike at the Sigma motor assembly plant in Rosslyn, Pretoria, this week

BUSINESS

WILL GET

THE

FLAK OF

GOVT FOLLY

RDW
11/4/81
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BUSINESS had better stand by for strike trouble I fear we are in for a period of serious industrial unrest — not in the immediate future, perhaps, but probably beginning in the latter half of next year.

And the reason for this is the Government's continued failure to grasp the nettle of political reform for blacks. The Government is being compelled by the pressures of our industrial economy to recognise the essentiality of the black labour force, to lift restrictions so that it can acquire the skills that industry increasingly needs, and to try to stabilise it by allowing it to become unionised and organised.

But it is doing nothing to allow blacks — particularly urban blacks — to acquire a comparable degree of political organisation.

They are being given the machinery to express their employment grievances, but no equivalent machinery to express their social and political grievances.

Therefore it seems to me highly likely that they are going to use the one channel that they do have to give expression to both sets of grievances. They will use their industrial rights to fight for political as well as purely industrial goals.

And in that way I see the black political struggle spilling over into industry to the discomfort of an ill-prepared and uncomprehending business community.

There are precedents to indicate the likelihood of this. It happened on the Zambian Copperbelt before independence, when blacks had union rights but only limited political rights — and as a result the union-management link had to carry many of the stresses and strains of the independence struggle.

Already the two main black political groups in South Africa, Inkatha and the black consciousness movement, are paying close attention to the emergent black unions. And last year saw the birth of a number of new black unions committed to links with community organisations. So the basis for interaction is already there.



ALLISTER SPARKS

beyond drawing in the coloureds and Asians in some way.

It absolutely refuses to consider including blacks in the central political system of the country where the decisions are taken which divide up the cake of tax revenue and protect basic interests.

That is why it won't include blacks in the President's Council the question is excluded from consideration. Mr P W Botha made this clear in Parliament in February. Dr Koozholi confirmed it in a major policy statement last week. Blacks must exercise their political rights through the homelands — all they can have in the urban areas are municipal rights.

It is incredibly unrealistic. The Human Sciences Research Council has found that the great majority of urban blacks have no direct links with the homelands — no wonder the Government is suppressing its report. But even if there were closer links the political machinery in those rural territories can have no relevance to the basic interests and grievances of black workers and their families living here in the industrial centres of the country.

And the number of people in this political limbo is going to explode. Official sources now estimate that the urban black population will quadruple to 28-million over the next 20 years.

It is madness to think that 28-million people are going to be satisfied with municipal rights. Or that a modern industrialised nation can treat its entire working class as "foreigners".

It is even greater madness to imagine that they won't strike out with anger if we try to do that to them using whatever instruments are to hand.

The trouble is that for 30 years Nationalist policy has been built on an illusion — the illusion that the urban black was a temporary phenomenon and the black tide to the cities was going to turn. 1978 was supposed to be the magic year when it happened.

Today the Nationalist Government has woken up to the fact that that was an illusion. Today it accepts that the urban blacks are here to stay. It accepts that there are going to be 28-million of them in 20 years time. But it still can't bring itself to change the policy that was based on that illusion. Because the illusion was incalculable for so long that to try to change the policy now would split the party.

That is why South Africa is locked into a policy that is totally divorced from the realities it faces.

Businessmen had better understand that it is they who are going to be paying the heaviest costs of this folly, and that it will not change unless they use the considerable muscle they have to pressurise the Government in every way they can — which includes joining the Government by voting as strongly as possible for change on April 29.

the new industrial machinery from being used for political purposes. It prohibits unions from assisting any "political organisation", even from trying to influence their members in favour of such a body, and then empowers the Minister to close down any union that acts unlawfully.

But tough though these provisions are, I cannot see them working. If the unions can build up enough real power, that power will not be neutralised by regulations any more than the old law prohibiting black strikes prevented them from happening.

The unions will use their power regardless — and as with "illegal" strikes in the past the Government will have to decide whether to call in the police or the army.

Govt is biggest labour exploiter, says professor

29/4/81
S.M.

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By Bob Davis

A senior economics professor has accused the Government of exploiting labour to a greater extent than any of the large employers in the country.

Professor D J J Botha, head of the department of economics at the University of the Witwatersrand, said the blame, by implication, was to be found in the financial policies of the Minister of Finance, Mr Horwood.

Professor Botha launched his attack on the Minister in the South African Journal of Economics which has a small,

but select, circulation among top academics who are now awaiting the Minister's reply with great interest.

The professor said he was responding to an article under Mr Horwood's name in the December 1980 issue of the journal.

Professor Botha, who edits the publication, told The Star that he told the Minister before December that his article would be subject to criticism. Mr Horwood replied that, as a former academic, he knew "how to take criticism".

Professor Botha's ar-

article, in Afrikaans, criticises the Minister on three major issues. The Minister looked at the money supply in isolation instead of relating it to events in the real sector, the Minister had mistakenly assumed that South Africa suffered demand inflation, the Minister reasoned that there had been an increase in the overall standard of living in South Africa in the 70s whereas the increase had been in certain sectors only.

Professor Botha said the Minister's mistaken reasoning in regard to

demand inflation had resulted in financial measures which included failure to grant meaningful salary increases to thousands of public servants.

He said public servants heard of a high economic growth rate year after year but knew that they would not share in the general welfare unless "they were prepared to take tedious and degrading action to persuade the authorities to let them have a reasonable portion".

Professor Botha said "The experience in the public service sector has shown that the State, to put it strongly, is the largest exploiter of labour of all the big employers in the South African economy."

He cited the nursing profession as a typical example.

Doctors had been able to keep their incomes ahead of inflation by adjusting tariffs "but nurses, with the State as a monopolistic employer, have become so impoverished that they are now going through the greatest crisis in their history."

Hex said it was of the greatest importance that machinery be created to ensure that the unfortunate income experience in the public service was not repeated and that this sector be enabled to share in the general prosperity.

The Prime Minister's Economic Advisory Council served a different purpose, being informative rather than analytical, the professor said.

Quoting West Germany as an example of a country in which such an independent body gave the chancellor an alternative opinion on economic affairs, Professor Botha said Cabinet members would then be able to see the reasoning of the Minister of Finance in perspective.

Professor Botha concluded that South Africa, with its wealth of gold and minerals, should have one of the strongest economies and one of the strongest currencies in the world.

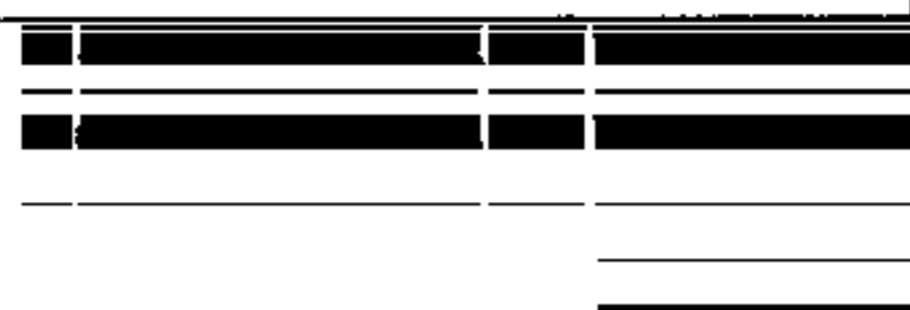
Why then do we have import control," he asked.

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less baskap and more separate freedoms. In itself however this drift to 'pragmatism' has resulted in almost no real social changes favourable to the majority; what 'changes' there have been, have invariably been merely the tactical adjustment of some (usually ideologically derived) regulation when and where this is considered profitable (e.g. the flexible sports and diplomatic policy, and the recent change in the face of, though not in the real role of the labour laws). This drift to 'pragmatism' and some other measures such as the earlier creation of African quasi-governments in the Bantustans (a gloss to the migrant labour system promoted as we argued for more basic reasons), are then simply devices used to try to mislead people, both internally and abroad, into imagining that the whole system is undergoing (or is about to undergo) a process of fundamental reform. In reality it is undergoing nothing of the kind. What we are witnessing in this regard is not therefore some omen of the system's 'reform from the top' but an increasingly sophisticated use of ideology as a means of its defence.

Several far-reaching conclusions follow from this type of analysis (of which the above is only one sketchy outline). The first and fundamental is that the basic source of black hardship is their economic exploitation at the hands of local settler and foreign capitalist interests (these becoming increasingly 'integrated' in line with the world wide trend). All other forms of black hardship are subsidiary to this and thus the majority will not be truly free until the society is transformed into one not based on such exploitation. Secondly, since important classes derive their membership of the ruling bloc primarily from their control of state power, they will not lightly hand over that state power to other (even white capitalist) interests regardless of the niceties of parliamentary convention, or any other such irrelevant considerations.

expense of strict job reservation and foreign profit, white workers at the expense of foreign profit.) Thirdly, the ideological changes now apparent are a new means of defending the system which liberal analysis is not really



2/11/68 (B) CIV (132)

BLACKS will one day use their immense and growing economic power to win political power for themselves and military power will not stop this without the country collapsing in chaos, Mrs Helen Suzman said in Houghton on Monday night

The veteran PFP MP was addressing her 20th meeting during the election campaign and received a standing ovation from about 300 people

Pointing to recent events in Poland, Mrs Suzman said there was a familiar ring to the Central Communist Committee's statement that marxist principles were being undermined in Poland by enemies of the state, foreign agents and agitators.

During the 60s and 70s South African Prime Ministers had made the same sort of accusation when there were demonstrations against the pass laws, strikes, riots, unrest in Soweto and elsewhere, school boycotts and industrial strikes.

"Here an authoritarian regime tries to maintain

control over a voteless proletariat by harsh economic means and the ruling group is a political elite unwilling to share power in any ordinary democratic sense relying on the police and military forces of the State," Mrs Suzman said

"Can anyone think that a huge black working class denied almost all normal human rights of citizenship, movement, residential choice, full educational opportunities, will not one day seek to redress its grievances by using its increasingly formidable industrial power?" she said

"Is our tough, unbending Government not in the use of this power by closing off as many of the normal outlets for frustrations and aspirations. It showed the world that kragdadigheid is no guarantee of stability, but in fact a threat to it by provoking countervailing forces," she said.

(By Deon Delpart, 47 Sauer Street, Johannesburg)

* * * * *

- (1) Plot this demand curve as accurately as possible, preferably using graph paper.
- (2) Now suppose that over a period of ten successive years the annual "crop" amounted to outputs of 80, 60, 70, 40, 50, 80, 60, 50, 40, and 70 million bushels respectively. Calculate and tabulate the gross value of the crop in each of these years, if the demand curve scheduled above was the demand curve of each of the ten years.
- (3) Calculate the average annual gross value of the crop over the ten years, and the output and price which would yield this value.
- (4) Construct a schedule showing what price would have to be received for each of the outputs in the demand schedule in order to make the gross value of the crop in each year equal to the average annual gross value. Plot this schedule on the same paper as the demand curve. (It will be a curve of unit elasticity).
- (5) From the demand curve find the total amount which must be offered on the market in order to fetch the prices discovered in part (4). From these amounts make a schedule showing how much the government would have to buy or sell for each total output.
- (6) Draw up a schedule showing how much the government would have to buy or sell in each of the ten successive years of part (2). Would the government have to sell a total greater than the amount it would have to buy over the ten years? Does the answer mean that stabilization of the gross value of a crop is impossible?

Forget about the big stick!

3/5/81

BY MAUREN GRIFFIN

132

THE refusal of South African managements to acknowledge the growing collective strength of workers is seen by labour experts and unionists as being responsible for much of the present industrial unrest

While the Government and managers of commerce and industry throughout the country call for enlightened industrial relations, at factory floor level employers too often still prefer to wade the hot stick rather than negotiate with worker-elected representatives

David Ginsburg, industrial sociology lecturer at the University of Natal in Durban said Today's working force have acquired a new consciousness of their position as workers. They are in-

creasingly using their collectively organised strength to better their conditions of employment and to improve the general condition of their lives

If we are to have peaceful labour relations in the factories management must acknowledge the growing strength of workers and begin to bargain with the people workers put forward as their representatives

If they don't they are going to cut their throats in the sense that continued and expensive labour unrest will mark South Africa as a bad investment prospect

This refusal to deal with a democratically elected

and representative factory floor committee was a major issue in the dispute at Dalton near Pietermaritzburg when over 400 workers were fired from the Union Co-operative Bank and Sugar Company after they downed tools when food rations were discontinued

At a Press conference in Pietermaritzburg this week, the dismissed workers reiterated their rejection of what they saw as a management-elected liaison committee and company union

They claimed the dispute would have resolved quickly had management agreed to negotiate with a factory floor committee elected by workers

They also questioned the effectiveness of the industrial council system in resolving disputes quickly

A worker spokesman said "The industrial council is far removed from the factory floor and access to it is limited. An industrial council is unable to deal quickly and efficiently with a dispute"

Mr Ginsburg agreed. He told the Sunday Tribune "Centralised bargaining through an industrial council is not adequate to the needs of all workers. There is definitely a necessity to move to direct bargaining through the workers union with their particular management at the point of production

"Some disputes must be settled quickly, but if you have to go through an industrial council, by the time things are handled

the dispute has often festered into something far more serious and people are fired"

Arthur Grobelaar, general secretary of the Trade Union Council of South Africa, said although he felt industrial councils were fundamentally necessary in the handling of disputes some needed streamlining

He agreed that in many cases management was living in "a bygone era"

Roland Freakes, executive director of the Natal Chamber of Industries said although it was necessary to review wages and conditions of service of employees particularly those in lower-paid categories he did not entirely agree that protests and some strikes were exclusively attributable to these factors

THE ARGUS, WEDNESDAY MAY 6 1981

AHI 'accepts' fringe benefit tax

Answers 6/5/81
Boyd 132

THE Afrikaanse Handels-instituut (AHI) has reiterated that it accepts in principle the Bill on taxation of fringe benefits — subject to four conditions.

In its annual report, the AHI lays down the four conditions as follows:

- All revenue from taxes on fringe benefits should be used to reduce the high marginal level of personal income
- The income scales should be continually revised upwards to correspond with the inflation trend.
- To ensure just taxation, no consideration should be

given to race or status, excepting the State President.

- Taxation must be based on the market value of the fringe benefit rather than a specific cost based on the cost to the employer

In addition to these conditions, the AHI makes certain recommendations regarding company cars,

business meals and housing.

It says the value given for the private use of a car does not provide adequate incentive to use a smaller vehicle.

The institute alleges that some companies are already manipulating car prices to reduce the value. It therefore recommends a uniform car price as the best solution.

With regard to business meals, the institute says these should not be taxed because railway officials receive free passes and army officials free transport to and from work.

In these cases, the benefits were regarded as relatively small and difficult to control, which would also apply to business meals. The AHI also strongly

opposes the exemption of home rentals for people earning less than R12 000 a year.

It says that if the privilege is extended to tenants, it should also be extended to people buying houses and receiving subsidies.

People who live in houses with low rentals should also be subject to the same 'phasing period'.

New strikes forecast for 1981

Agms
7/5/81
137

SOUTH AFRICA will again be hit by domestic labour strikes and boycotts this year.

This is the forecast of the University of Stellenbosch's Bureau for Economic Research (BER)

In a revised survey of economic prospects for South Africa for 1981 the bureau says the domestic situation politically will remain uncertain and strikes and boycotts may occur again as in 1980.

However, the Government would remain in control of the situation and law and order would be maintained with the country's businessmen conditioned to some unrest and therefore not overly affected

MORE CHANGES

The Government would continue to effect changes, especially in the field of labour relations, but this could be accompanied by increased militancy both on the part of white and non-white labour unions, according to the bureau

With the growth in social aspirations among the country's non-white communities, the pressure for spending on social infrastructure such as housing and education would continue to increase this year

The bureau says international pressure for change in South Africa's domestic political system will remain.

INCENTIVES

But the way in which it is applied may alter somewhat, with the emphasis more on incentives for change rather than on boycotts and other threats.

"The full attention of the international community will be directed towards possible ways of settling the South West Africa question.

"This may lead to increased pressure on South Africa. Nevertheless, no overall mandatory sanctions against South Africa are expected"

INFLATION DROP

The bureau expects inflation to drop towards the end of this year, especially during the last quarter — after first increasing during the next few months. The drop is based on a greater degree of monetary and business discipline

Also, the bureau says, price increases as measured by the consumer price index are likely to remain at the present very high rates

Strikes and
boycotts on
the horizon,
says survey

Own Correspondent

PRETORIA — South Africa will again be hit by labour strikes and boycotts this year, according to the Bureau for Economic Research at the University of Stellenbosch.

In a revised survey of economic prospects for South Africa for 1981 the bureau says the domestic political situation will remain uncertain and strikes and boycotts may occur as in 1980.

But the Government would remain in control of the situation and law and order would be maintained. The country's businessmen were conditioned to the existence of some unrest.

The Government would continue to effect changes, especially in the field of labour relations, but this could be accompanied by increased militancy both on the part of white and black trade unions, according to the survey.

With the growth in social aspirations among the country's black communities, the pressure for spending on social infrastructure such as housing and education would continue to increase.

The bureau says international pressure for change in South Africa's domestic political system will remain. But the manner of application may alter with the emphasis on incentives for change rather than on boycotts and other threats.

"The full attention of the international community will be directed towards possible ways of settling the South West Africa/Namibia question.

"This may lead to increased pressure on South Africa. Nevertheless, no overall mandatory sanctions against South Africa are expected."

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PLEASE CIRCLE

RDY 13/5/81
Some employers favour old 'committee' system

Labour Reporter
INFLUENTIAL employer opinion is urging the Government to reinstate in its proposed Labour Relations Bill the controversial "committee" system of bargaining, which has been sharply attacked by trade unions.
The Bill removes any reference to factory-level committees, which unions see as a substitute for unions and an attempt to weaken them. The proposal that the statutory committee system be scrapped has been hailed by unionists.
Although employer sources confirm that influential sectors of opinion want the committee

system retained, they also stress that employer opinion on the issue is sharply divided.
A source hinted that some employer bodies may be prepared to see them scrapped.
Another source stressed that an influential submission to the Government calling for the retention of the committee system was merely aimed at arguing that the scrapping of statutory committees was "premature".
Nevertheless, it is understood that some employer bodies want to see the system retained in the same form as at present.
Up to now, the law has only

provided for a committee system for black workers. It was assumed that the new Bill would provide for multiracial works councils which would play the same role as the old committees.
The Bill did not do this - to the great delight of most unionists.
They argue that the committees would serve to keep trade unions off the factory floor where they are needed most and would weaken the union movement. They add that the committees are "discredited" among workers and are seen as "instruments of management".

13 Van der Horst, Voren as an Economic Force in Southern Africa.

REASONS OF STRIKES

SHARBY and inhuman treatment of black workers is one of the three main causes of strikes, according to a Johannesburg job consultant, Mr Mahale Mahanyele. Mr Mahanyele, managing director of MAM Personnel (Pty) Ltd, was addressing the Institute for Personnel Management in Johannesburg last night.

The other two causes, he said are lack of sensitivity to the economic woes of black workers' and the "unwillingness of employers to advance black workers."

"Our company's findings are that strikes will abound unless and until more meaningful, fair and just black labour management practices are enforced," Mr Mahanyele said.

"Whether you think of the Pound-a-day, strike of the fifties, or the poor working conditions of workers who struck in Natal during 1973, or the dictatorial and ruthless 'baskap' of recent strikes, there is an element of economic distress, bad treatment and poor communication.

Let me hasten to add that there are some companies which are exceptions. But these are really too few and of no serious concern in this study."

React by sacking

He said some companies were unable or unwilling to root out unfair, unjust and even illegal employment practices in the management of black workers. Dismissal was their first resort in the resolution of a conflict.

At such companies, he said top management and personnel managers' involvement ended at the drawing board stage, and they isolated themselves or were aloof to factory floor problems until a strike rudely awakened them.

He listed some evils on the shop as

Clocking: Penalties for a few minutes lateness could result in loss of several hours pay. In severe instances, the workers sent back home without pay or locked outside the company's premises.

Working Hours: These are stretched beyond agreed and stipulated hours time and again without overtime pay.

Remuneration: Increments are an arbitrary affair which has little factual relationship to actual performance. Performance appraisal is "sucked from the supervisor's thumb." The worker is not party to the job description and performance appraisal design. During an economic recess they are the first to be laid off and the last to be hired at "boom time."

Security: Black workers are subjected to bodily search even at company exits in full view of the public, while white, coloured



Workers on strike at Orlando Power Station last year.

and Indian workers are not subjected to such humiliation and in fact are allowed to drive off in their cars which are parked inside the company's premises.

Job Advancement: Very questionable methods accompanied by weird aptitude tests are used to select black workers for job advancement. For example, a lady accountant might find herself being asked to state her impressions of some pictures which will supposedly reveal her "reaction to authority, level of maturity level of Westernisation" and some such absurdities.

Over meaningless titles are used to describe candidates

advanced. This inevitably, leads to frustration and resentment.

Grievance Procedure: Despite an elaborate communication procedure, workers find themselves saddled with a grievance machinery which is easily manipulated to suit the idiosyncrasies of managers. Employees are forever faced with the "White man tells no lies" syndrome.

Life Outside Work Place: Most managers of black workers have never been inside a township house or hostel. They have no idea of the transport problems or of the frustration and time lost getting service at hospitals, superintendents' offices, bus-stops, black commissioners' offices, etc.

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'Black economic muscle will aid political push'

By GERALD REILLY Pretoria Bureau THE economic muscle of black workers was increasing dramatically - and it would inevitably be used to support demands for more socio-political freedoms, the Progressive Federal Party's labour spokesman, Dr Alex Boraine, said yesterday He was commenting on a speech in East London earlier this week by the Minister of Transport Affairs, Mr Hendrik Schoeman, in which he disclosed the railways now employed 32 000 blacks in graded posts formerly held by whites Dr Boraine said it was obvious the economy's dependence on black workers was increasing rapidly What was happening on the railways was a reflection of the situation throughout commerce and industry It was estimated that at present 80% of all workers in commerce and industry were black The public sector was also becoming steadily more dependent on black staff Of the total 920 000 State and provincial workers, more than 500 000 were black In East London, Mr Schoeman said great difficulty was still being experienced by the railways in recruiting necessary manpower In the Transvaal Provincial Council this week, the Administrator, Mr Willem Cruywagen, warned that road safety and the quality of hospital care were threatened by staff shortages Dr Boraine said it was inevitable that as the economy continued to expand, more and more "white" jobs would be taken over by blacks He praised the Railways administration for moving ahead of the private sector on the black employment issue However, he warned that unless the economic advance of black workers was matched by political advancement, a chronically disturbed labour climate lay ahead "The economic muscle of black workers is growing, and unless reasonable concessions in the political area are also made, they will use it" If the Government and the private sector continued to allow black job advancement - and the alternative was economic stagnation - greater political opportunities would have to be given to all blacks South Africa had already seen increasing strike activity among black workers This trend would continue It was a fallacy to believe that by providing better training for black workers, greater job opportunities and better pay, the threat of industrial action in support of demands for greater political and other freedoms could be defused "In fact, the contrary is true," Dr Boraine said

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140 32
'Literacy skills vital to labour development'

Labour Reporter

Wildcat strikes will continue to be a major threat to South Africa until workers are given proper literacy training, says Mr John Butler, training manager for the Barlow Rand group

In a recent article Mr Butler states that an "alarmingly high" percentage of the country's black work force is either illiterate or semi-literate

Because of this lack of literacy many workers cannot understand negotiating skills nor represent other workers on committees or works councils Mr Butler says

UPGRADE

Skills must be upgraded but this can only be done for employees who have a basic education and command of the language

Mr Butler complains that many semi-literate people are already in supervisory positions and because they lack basic skills they in turn have to be supervised by other workers. This results in a waste of manpower

"Under educated or uneducated workers can also contribute to high costs through wastage, because of an inability to understand instructions or utilise machinery effectively," Mr Butler says

With proper literacy skills this wastage could be eliminated, he concludes

NOTICE 342 OF 1981

7582

KENNISGEWING 342 VAN 1981

DEPARTMENT OF MANPOWER UTILISATION

INDUSTRIAL CONCILIATION ACT, 1956

APPLICATION FOR REGISTRATION OF AN EMPLOYERS' ORGANISATION

132

I, Mattheus Willem Johannes le Roux, Industrial Registrar do hereby, in terms of section 4 (2) of the above-mentioned Act, give notice that an application for registration as an employers' organisation has been received from the Covered Conductor Manufacturers' Association. Particulars of the application are reflected in the subjoined table.

Any registered employers' organisation which objects to the application is invited to lodge its objection in writing with me, c/o the Department of Manpower Utilisation, 449 Compensation House, 215 Schoeman Street, Pretoria (postal address Private Bag X117, Pretoria, 0001) within one month of the date of publication of this notice.

TABLE

Name of employers' organisation — Covered Conductor Manufacturers' Association

Date on which application was lodged — 20 March 1981

Interests and area in respect of which application is made — Employers engaged in the Covered Conductor Manufacturing Industry in the Magisterial Districts of Alberton, Benoni, Kempton Park, Springs and Vereeniging

Covered Conductor Manufacturing Industry" means the industry in which employers and employees are associated for the manufacture of enamelled and/or lapped electrical conductors

Postal address of applicant — P O Box 1338, Johannesburg, 2000

Office address of applicant — First Floor, Metal Industries House 84 Marshall Street, Johannesburg

Attention is drawn to the following requirements of section 4 of the Act

(1) The representativeness of any employers' organisation which objects to the application shall in terms of subsection (2) be determined on the facts as they existed at the date on which the application was lodged and, as far as membership is concerned, only members who were in good standing in terms of section 1 (2) of the Act as at the aforesaid date shall be taken into consideration

(2) The procedure laid down in subsection (2) must be followed in connection with any objection lodged

M W J L E ROUX Industrial Registrar

DEPARTEMENT VAN MANNEKRAGBENUTTING

WET OP NYWERHEIDSVERSOENING, 1956

AANSOEK OM REGISTRASIE VAN 'N WERKGEWERSORGANISASIE

Ek, Mattheus Willem Johannes le Roux, Nywerheidsregistrator, maak ingevolge artikel 4 (2) van bogenoemde Wet hierby bekend dat 'n aansoek om registrasie as 'n werkgewersorganisasie ontvang is van die Covered Conductor Manufacturers' Association

Besonderhede van die aansoek word in onderstaande tabel verstrekk

Enige geregistreerde werkgewersorganisasie wat teen die aansoek beswaar maak, word versoek om binne een maand na die datum van publikasie van hierdie kennisgewing sy beswaar skriftelik by my in te dien, p/a Die Departement van Mannekragbenutting, Ongevallegebou 449, Schoemanstraat 215, Pretoria (posadres Privaatsak X117, Pretoria, 0001)

TABEL

Naam van werkgewersorganisasie — Covered Conductor Manufacturers Association

Datum waarop aansoek ingedien is — 20 Maart 1981

Belange en gebied ten opsigte waarvan aansoek gedoen word — Werkgewers betrokke by die Bedektegeleidraadvervaardigingsnywerheid in die landdrostdistrikte Alberton, Benoni, Kempton Park, Springs en Vereeniging

"Bedektegeleidraadvervaardigingsnywerheid" beteken die nywerheid waarin werkgewers en werknemers met mekaar geassosieer is vir die vervaardiging van geëmaljeerde en/of met oorslag bedekte elektriese geleidrade

Posadres van applikant — Posbus 1338, Johannesburg, 2000

Kantooradres van applikant — Eerste Verdieping, Metal Industries House, Marshallstraat 84, Johannesburg

Die aandag word gevestig op onderstaande vereistes van artikel 4 van die Wet

(a) Die mate waarin 'n beswaarmakende werkgewersorganisasie verteenwoordigend is, word ingevolge subartikel (4) bepaal volgens die feite soos hulle bestaan het op die datum waarop die aansoek ingedien is, en wat die lidmaatskap betref, word alleen lede wat ingevolge artikel 1 (2) van die Wet op voormelde datum volwaardige lede was, in aanmerking geneem

(b) Die prosedure voorgeskryf by subartikel (2) moet gevolg word in verband met 'n beswaar wat ingedien word

M W J L E ROUX, Nywerheidsregistrator

(15 Mei 1981)

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RD 1 20/5/81
Industrial councils are under fresh union attack

By STEVEN FRIEDMAN
Labour Reporter

INDUSTRIAL COUNCILS — the key elements in the country's official bargaining system — are once again under trade union fire.

Yesterday the Fosatu-affiliated Metal and Allied Workers Union issued a statement in which it said that the motor industry's industrial council had reported to the authorities that it could not resolve the dispute between the union and the Toyota Marketing

company. MAWU says workers, many of whom are migrants, have been 'held in limbo' by the council's delay.

The union claims that the council's secretary told MAWU the council was not satisfied that a dispute existed despite being asked to intervene after a work stoppage in which 134 workers were dismissed.

MAWU referred the dispute to the council on February 6 after negotiations with Toyota had broken down. The union also claimed that it took the

council three and a half months to come to this decision.

Comment from the council could not be obtained yesterday.

Disputes between employers and workers are supposed to be channelled through industrial councils in terms of the official bargaining system.

But the MAWU said yesterday that the Toyota case was the second in which councils had been unable to resolve a dispute despite lengthy deliberations.

Both cases, it said, highlighted the inability of the industrial council, in general, to resolve industrial disputes.

In union circles that it and such Toyota workers are not allowed to see the council's full report on the matter because it is covered by the secrecy provisions of Labour Legislation. It brands this as the usual demand.

In terms of the law, a council must report to the authorities on disputes within 30 days. But MAWU claims the council applied to the Government for a 60-day extension of this period. It says after the 60 days had elapsed.

Despite the fact that the extension was not granted, the council delayed reporting for another two weeks, MAWU claims.

Southern Africa.

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PE strikes have wider meaning: labour expert

By SANDRA SMITH

THE strike by Ford and General Motors workers in support of workers dismissed from Firestone is precisely the sort of development that would be expected of a union which is concerning itself with community affairs on a wider basis

This was said today by one of the authors of the Ford Report and head of the Department of Anthropology at Rhodes University, Professor Michael Whisson, referring to this week's strike by Ford and General Motors workers

The report, commissioned by Ford in 1979 was part of the company's programme of implementing the principles of the Sullivan Code

"The Motor and Component Workers' Union of South Africa (Macwusa) is concerning itself with community affairs on a broader basis, rather than simply with worker/management issues on an industrial relations basis," Professor Whisson said today

"It is a demonstration of a move towards monopoly control of labour, dealing with confronting what workers see as a monopoly control of employers," he said

Professor Whisson said he thought Macwusa was trying to unite labour on the same basis as chambers of industry brought together employers

'The problem is going to have to be sorted out in extensive discussion between all parties concerned'

Individual companies would not be able to deal with the issue as an isolated problem

Labour saw a close relationship between the companies concerned and would regard it as a legitimate tactic to use their strength in whatever direction they felt would be effective

S. Times 24/1/81 (132)
Business

Blacks 'painted white' at workplace

By Jan de Beer

THE growing industrial unrest in South Africa was being aggravated because blacks were "painted white" at factory gates and then had to go home to poor living conditions, Brian Matthew, executive director of the Midland Chamber of Industries, said this week.

Mr Matthew was commenting on the renewed outbreak of industrial strife in the Eastern Cape.

In an interview with Business Times in Port Elizabeth, Mr Matthew said that his chamber was deeply concerned about the need for improved housing and education facilities in black areas, particularly in the strike-ravaged Eastern Cape.

A document asking the Government to define clearly the role the private sector would be allowed to play in assisting in both areas was now being pre-

pared by the Midland chamber. "Blacks who now earn R2 an hour deserve to live in more than a matchbox," Mr Matthew said.

He felt that there were areas in which the Government and private enterprise could vastly improve the situation, provided that there was sufficient co-operation.

"The Government could, for example, help with the surveying of proclaimed residential areas. And the State could also open the door to major building contractors to develop, say, cluster houses or tower blocks of flats in areas such as New Brighton."

The blacks' desire for a better quality of life was an important factor behind the present labour strikes.

APARTHEID AND BUSINESS

What the bosses really think

A long (90 000 words) and exceptionally costly (R735 a copy) report on "Apartheid and Business" is currently doing the rounds of the international business community, and the financial pages of major overseas publications. The report is published by the Business International Corporation of New York, and written by John Kane-Berman. It consists largely of a series of unusually frank interviews with the heads of 24 of the biggest companies operating in South Africa. Kane-Berman condenses a selection of those interviews, with a synopsis of the comments he himself makes in the report.

Many businessmen seem to have taken the possibility of renewed urban violence in their stride. Thus Mr Tony Charles, managing director of GEC South Africa, notes "One can always envisage a possible Sharpeville, but this type of thing has much less impact on the world today than before. Urban terrorism, for example, has become a worldwide disease and no longer really shocks people."

Some businessmen appear to believe that urban guerilla activity has now become an almost permanent feature of the South African scene.

Mr Derek Jacobs, managing director of Metal Box of South Africa, thus observes "Terrorism is a worldwide phenomenon and although South Africa has come off relatively lightly so far we have to accept that there will be more terrorist attacks. Another Soweto. The world is probably expecting it. What sort of impact it has would depend on the scale. People are getting used to the world having violence."

However, few businessmen believe that insurgency will present the authorities with a challenge they cannot handle. In the words of Mr John Starkey, managing director of ICL's South African operation "One is bound to have the hotheads around but we can learn to live with them. I can't see that urban violence will become a big problem as it did in Rhodesia, economic factors were against Ian Smith but they are not against South Africa. In any case, the security forces in the country are well in control so that I cannot see their being effectively challenged in the foreseeable future."

Some businessmen were particularly worried about unemployment. Said Lonrho chairman Syd Newman "Revolution? We have very draconian laws and security police roaming all over the country. But I would hate to think how many unemployed, hungry, frustrated youngsters are wandering the streets of Soweto. If we don't give them a chance to earn a living, there must be trouble. The

unemployed have nothing to do but become mischievous."

Referring to the series of guerilla attacks on police stations, Mr Newman added "The attacks on police stations are not isolated. They stem from black frustration at their inability to improve their lot, and they will almost certainly continue."

For the next ten years, South Africa offers the prospect of neither peaceful nor violent change on a scale even remotely adequate to meet rising black demands. Instead, the Republic will remain in a state of violent equilibrium that is nonetheless fundamentally stable.

The possibility of the violent overthrow of the government is remote for the foreseeable future. However, while the authorities are strong enough to prevent a full-scale insurrection, they will not be able to prevent the degeneration of the society into a cold racial war characterised by more and more frequent, though ultimately containable, skirmishes.

One more immediate concern to companies in South Africa is the growing challenge by black trade unions. Black unionisation is now taking place more rapidly, and black unions are becoming more sophisticated in their tactics. For example, a Dutch-owned construction company, Dura, which refused even to acknowledge the existence of a black union, later paid out nearly 16 000 dollars in damages to union workers in the Netherlands to put pressure on the parent company.

Executives of the Ford Motor Company say that they believe one of the reasons the company was picked for a strike at the end of 1979 was that black workers knew its American parent would face political embarrassment in the US if it acted unreasonably against the strikers.

Most of the businessmen interviewed fear that blacks will use the new unions as political instruments. As Mr Clive

Hooper, Dunlop S.A.'s chairman, puts it "There is a widespread concern that black nationalism may supersede other issues in black unions."

Mr Arno Baltzer, managing director of the South African arm of the German chemicals giant Hoechst, makes a similar point. "It is almost inevitable that unions will have a political connotation these days, since it is no longer possible entirely to separate business and politics."

Moderate black unions are already finding that they risk losing their membership if they refuse to pay attention to community as well as factory issues. Mr Alex Erwin, a key official in the black union movement, says "Workers are concerned about their children's education, so we can't just adopt the line that that takes our side out of province. We have to respond. Likewise, shop stewards have been voicing complaints about transport and housing, so we have to make a response there too. The less effective the unions are in responding to worker organisations on these issues, the more chance there is that politicians will come in."

The government has claimed extending registration to black unions will enable them to be controlled and kept away from politics. But businessmen are not convinced.

Says Brian Matthew, executive director of the Port Elizabeth-based Merchant Chamber of Industries "If blacks had no economic power then we wouldn't have to worry about politics. But they've got economic leverage so we do have to worry. If blacks had proper political channels, then there would be no problem. But in the absence of political channels, industrial power will be used instead. I expect to see the political channels widening, but if this does not happen, there will be very serious industrial unrest, perhaps even violent unrest."

The balance of power in most factories is still largely in favour of management in that most black workers are still unskilled and if they go on strike can be readily dis-

PLEASE TURN OVER

Skills bring more power

CONTINUED

missed and replaced. But as blacks become better trained their bargaining power increases. Mr Harry Oppenheimer says 'The more you depend, as we've got to depend in the future, on skilled black people instead of on an undifferentiated mass of labourers, naturally their industrial power is going to increase.

As to Pretoria's strategy of trying to build up a black middle class and labour aristocracy. Some business organisations see this class of blacks as likely to be bought off with material rewards and not only forget their own political ambitions but also back the whites against black radicalism. But Mr Oppenheimer takes a different position. 'I have never thought that 'building a middle class' is an unfortunate phrase because it is become a sort of swearword, would slow down the demand for political power. I think quite the contrary, it would speed it up.

Several of the businessmen say that there are very few blacks coming into industry with enough educational background for technical and industrial training to be possible. Mr Tony Bloom, chairman of the Premier Group food conglomerate, observes his company has had difficulty finding even small numbers of blacks with

the background necessary to be enrolled in a company run business school. Several chief executives are particularly critical of the inadequacies of maths and science teaching in black schools.

Mr Lou Wilking, managing director of General Motors, points out that anyone planning investment in South Africa must be prepared to put substantial sums into social responsibility programmes. Particularly in education, because the South African system has not done it, you have to spend money to train blacks. Elsewhere you would simply telephone a local college to obtain skilled men who, after a little in-company additional training, would be ready to work. In South Africa you cannot do that.

The companies interviewed vary in the weight they attach to the possibility of economic sanctions. Mr Starkey of ICL notes 'I do not myself feel unduly concerned about pressures from African states, but I am sure our parent company is worried. Mr Starkey also notes that when the US government banned the sale of American computers to the SA police and army in 1978, the British government did not follow suit.

Another managing director says that our British parent has not really come under any pressure about its South African operations from African countries where it also has subsidiaries.

By contrast, our French company re-

tained even to be named for fear of jeopardising operations elsewhere in Africa.

Mr Jan Timmer, chairman of the Dutch-owned electronics giant, Philips South Africa, says that the 'Pessimistic scenario' for South Africa involves sanctions. 'If sanctions do come about I suppose it is most likely to be as a result of cases of alleged mistreatment of non-whites, such as large scale bannings or another Biko incident or another Soweto or restrictions on press freedom.'

An American mining multinational also discusses sanctions. 'Looking 15 years ahead we do not believe the major risk attached to continued presence in South Africa is one of a loss of political control by the government. Rather we believe the major risk is economic sanctions, which could be sudden and precipitous or of a creeping variety, and could prevent us from operating in a normal fashion. An example of creeping sanctions is the arms embargo. It started out as a UN resolution with little direct economic impact, except on a few arms manufacturers. But once the embargo was written into US law, it took on a dynamic of its own.'

However, the international campaign against apartheid has so far been largely one of words rather than action. Where some sort of economic action has been taken against the country, it has been little more than a 'slap on the wrist'.

But it will not be possible for Western governments to avoid the sanctions issue indefinitely. Failure of multinationals to give black workers a much better deal will in particular undermine the whole position of Western investment in South Africa.

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Skills bring more power

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The more you depend, as we've got to depend in the future, on skilled black people instead of on an undifferentiated mass of labourers, naturally their industrial power is going to increase.

As to Pretoria's strategy of trying to build up a black middle class and 'labour aristocracy' some business organisations see this class of blacks as likely to be bought off with material rewards and not only forget their own political ambitions but also back the whites against black radicalism. But Mr Oppenheimer takes a different position. 'I have never thought that 'building a middle class' is an unfortunate phrase because it's become a sort of swearword, would slow down the demand for political power. I think quite the contrary, it would speed it up.'

Several of the businessmen say that there are very few blacks coming into industry with enough educational background for technical and industrial training to be possible. Mr Tony Bloom, chairman of the Premier Group food conglomerate, observes his company has had difficulty finding even small numbers of blacks with

the background necessary to be enrolled in a company-run business school. Several chief executives are particularly critical of the inadequacies of maths and science teaching in black schools.

Mr Lou Wilking, managing director of General Motors, points out that anyone planning investment in South Africa must be prepared to put substantial sums into social responsibility programmes, particularly in education, because the South African system has not done it. You have to spend money to train blacks. Elsewhere you would simply telephone a local college to obtain skilled men who, after a little in-company additional training, would be ready to work. In South Africa you cannot do that.

The companies interviewed vary in the weight they attach to the possibility of economic sanctions. Mr Starkey of ICL notes: 'I do not myself feel unduly concerned about pressures from African states but I am sure our parent company is worried.' Mr Starkey also notes that when the US government banned the sale of American computers to the SA police and army in 1978, the British government did not follow suit.

Another managing director says that our British parent has not really come under any pressure about its South African operations from African countries where it also has subsidiaries.

By contrast, one French company re-

fused even to be named for fear of jeopardising operations elsewhere in Africa.

Mr Jan Timmer, chairman of the Dutch-owned electronics giant Philips South Africa, says that the pessimistic scenario for South Africa involves sanctions. 'If sanctions do come about, I suppose it is most likely to be as a result of cases of alleged mistreatment of non-whites, such as large-scale bannings or another Biko incident or another Soweto - or restrictions on press freedom.'

An American mining multinational also discusses sanctions. 'Looking 15 years ahead, we do not believe the major risk attached to continued presence in South Africa is one of a loss of political control by the government. Rather, we believe the major risk is economic sanctions, which could be sudden and precipitous or of a creeping variety, and could prevent us from operating in a normal fashion. An example of creeping sanctions is the arms embargo. It started out as a UN resolution with little direct economic impact, except on a few arms manufacturers. But once the embargo was written into US law, it took on a dynamic of its own.'

However, the international campaign against apartheid has so far been largely one of words rather than action. Where some sort of economic action has been taken against the country, it has been little more than a slap on the wrist.

But it will not be possible for Western governments to avoid the sanctions issue indefinitely. Failure of multinationals to give black workers a much better deal will in particular undermine the whole position of Western investment in South Africa.

The Sached Trust Turret Correspondence College

6th Floor Colstaven 54 Simmonds Street, Johannesburg 2001 P O Box 11350 Johannesburg 2000 Tel 834-1341

The SACHED Trust is an educational trust addressing itself to the vast and various educational needs of South Africa.

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- problems and difficulties that exist
- solutions

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- language for the immediate job
- language for work flexibility
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- Training in spoken and written skills
- problem situations
- presenting facts and perspectives
- negotiating meaning

4 Consultancy and Special Services

- Advice and practical help on how language affects communication in relation to job training and instruction

For further information, contact -

The Director,
SACHED
P.O. Box 11350,
Johannesburg
2000.

Telephone. 834-1341



DEPARTMENT OF MANPOWER UTILISATION
INDUSTRIAL CONCILIATION ACT, 1956

APPLICATION FOR VARIATION OF SCOPE OF
REGISTRATION OF AN EMPLOYERS' ORGANISA-
TION

I, Mattheus Willem Johannes le Roux, Industrial Regis-
trar, do hereby, in terms of section 4 (2) as applied by
section 7 (5) of the above-mentioned Act, give notice that
an application for the variation of its scope of registration
has been received from the South African Refractories Pro-
ducers' Association Particulars of the application are
reflected in the subjoined table

Any registered employers' organisation which objects to
the application is invited to lodge its objection in writing
with me, c/o the Department of Manpower Utilisation, 449
Compensation House, 215 Schoeman Street, Pretoria (pos-
tal address. Private Bag X117, Pretoria, 0001), within one
month of the date of publication of this notice.

TABLE

Name of employers' organisation—South African
Refractories Producers' Association

Date on which application was lodged—3 April 1981.

Interests and area in respect of which application is
made—Employers engaged in the Refractories Industry in
the Magisterial Districts of Kempton Park and Vanderbijl-
park.

"Refractories Industry" means, without limiting the
ordinary meaning of the term, the industry in which em-
ployers and their employees are associated for the purpose
of—

- (a) manufacturing refractories, electrical porcelain
insulators or earthenware pipes and fittings,

DEPARTEMENT VAN MANNEKRAGBENUTTING
WET OP NYWERHEIDSVERSOENING, 1956 132

AANSOEK OM VERANDERING VAN DIE REGISTRA-
SIEBESTEK VAN 'N WERKGEWERSORGANISASIE

Ek, Mattheus Willem Johannes le Roux, Nywerheidsre-
gistrateur, maak ingevolge artikel 4 (2), soos toegepas by
artikel 7 (5), van bogenoemde Wet hierby bekend dat 'n
aansoek om die verandering van sy registrasiebestek ont-
vang is van die South African Refractories Producers' Asso-
ciation Besonderhede van die aansoek word in onder-
staande tabel verstrek

Enige geregistreerde werkgewersorganisasie wat teen die
aansoek beswaar maak, word versoek om binne een maand
na die datum van publikasie van hierdie kennisgewing sy
beswaar skriftelik by my in te dien, p/a die Departement van
Mannekragsbenutting, Ongevallegebou 449, Schoeman-
straat 215, Pretoria (posadres Privaatsak X117, Pretoria,
0001)

TABEL

Naam van werkgewersorganisasie—South African
Refractories Producers' Association

Datum waarop aansoek ingedien is—3 April 1981

Belange en gebied ten opsigte waarvan aansoek gedoen
word—Werkgewers betrokke by die Vuurvasteprodukteny-
werheid in die landdrostrikte Kempton Park en Vander-
bijpark.

"Vuurvasteproduktenywerheid" beteken, sonder om die
gewone betekenis van die uitdrukking enigsins te beperk,
die nywerheid waarin werkgewers en hul werknemers met
mekaar geassosieer is vir—

- (a) die vervaardiging van vuurvaste ware, elektriese
porseleinsoleerders of erdepype of -toebehore,

(in its Railways and Harbours Administration).

Certain land in extent approximately (a) 200 square
metres, (b) 1 209 square metres, and (c) together 1,45 hec-
tares, being (a) a portion of President Steyn Street, Pretoria
North, (b) a portion of Lot 1613 (East Street), Pretoria
North, and (c) portions of the remainder of Portion 14 (a
portion of Portion 1) of the farm Wonderboom 302, all
situate in the Registration Division JR Transvaal, as more
fully shown on Plans P964E, P1232E and P1233E/1,
respectively, lying for inspection in the office of the Gen-
eral Manager, South African Railways and Harbours,
Johannesburg.

2 The expropriation takes effect on the date of notice
(i.e. the day on which this notice of expropriation is
published in the *Government Gazette*) and ownership of the
expropriated property vests in the said Administration on
the date the expropriation so takes effect.

3 In accordance with the provisions of the Expropriation
Act, 1975 (Act 63 of 1975), you are hereby requested to
deliver or cause to be delivered to me at the address stated
below, within 60 days from the date of notice, a written
statement indicating—

- (1) what the total amount is which is claimed by you as
compensation and how much of that amount represents
each of the respective amounts contemplated in section
12 (1) (a) of the Act as well as full particulars as to how
such amounts are made up;

onteien word

Sekere grond groot ongeveer (a) 200 vierkante meter,
1 209 vierkante meter, en (c) gesamentlik 1,45 hektaar,
synde (a) 'n gedeelte van President Steynstraat, Pretoria
Noord, (b) 'n gedeelte van Lot 1613 (Eaststraat), Pretoria
Noord, en (c) gedeeltes van die restant van Gedeelte 14 (a
gedeelte van Gedeelte 1) van die plaas Wonderboom 302,
almaal gelee in die Registrasieafdeling JR, Transvaal, soos
breedvoeriger aangetoon onderskeidelik op Planne P964E,
P1232E en P1233E/1, wat ter insae lê in die kantoor van die
Hoofbestuurder, Suid-Afrikaanse Spoorwee en Hawe-
Johannesburg

2 Die onteiening word van krag op die kennisgewing-
datum (d.w.s. die dag waarop hierdie onteieningskennis-
gewing) in die *Staatskoerant* gepubliseer word) en
eiendomsreg op die onteiene goed gaan op genoemde
Administrasie oor op die datum waarop die onteiening aldaar
van krag word

3 Kragtens die bepalings van die Onteieningswet, 1975
(Wet 63 van 1975), word u hierby versoek om binne 60 dae
vanaf die kennisgewingsdatum aan my by die adres hier
onder gemeld, 'n skriftelike verklaring te lewer of te le-
lewer waarin die volgende aangedui word

- (1) Wat die totale bedrag is wat u as vergoeding eis en
hoeveel van daardie bedrag elk van die onderskeie be-
beoog in artikel 12 (1) (a) van die Wet verteenwoordig
asook volledige besonderhede van hoe daardie bedrae sa-
gestel is.

Trade unions will push up salaries, say economists

Financial Editor

WAGE increases for this year and next will remain at high levels — but not as high as in 1980 — the economists at Sanlam forecast in their monthly Economic Survey. There will be four factors ensuring this development. They are:

- Continued shortages of trained manpower, which will not be solved by immigration and which will sharpen competition for new entrants into the market,

- Stronger efforts to narrow the wage gap,

- Sustained high increases in the cost of living in regard to basic needs such as housing and food. The average increase in the consumer price index this year should be 'in the region of 15 percent',

- A more militant trade union movement and its effect on salary negotiations.

The survey thinks that employment will increase at a slower rate than in 1980 but because the downswing will be moderate and short, the demand for trained manpower will be strong.

Workless

'They cannot say the same for unskilled labour where the unemployment rate will remain 'at a comparatively high level'.

The usual effect of a downswing, which gives industry a chance to build up its work force, will not be so marked this time the economists think.

Rapid economic growth cannot solve the structural problem of staff shortages.

'Training of workers can

play a very important part and for that reason the intensified efforts by Government and private sector are to be welcomed.'

Examining the consumer price index, the survey says that for the past seven years the country has been burdened by double-digit inflation and 'there is little indication that this state of affairs will improve much in the foreseeable future.'

Fod price

In fact, since 1978 the rate of increase has shown a rising trend (10,9 percent on average in 1978, 13,2 percent in 1979 and 13,8 percent in 1980).

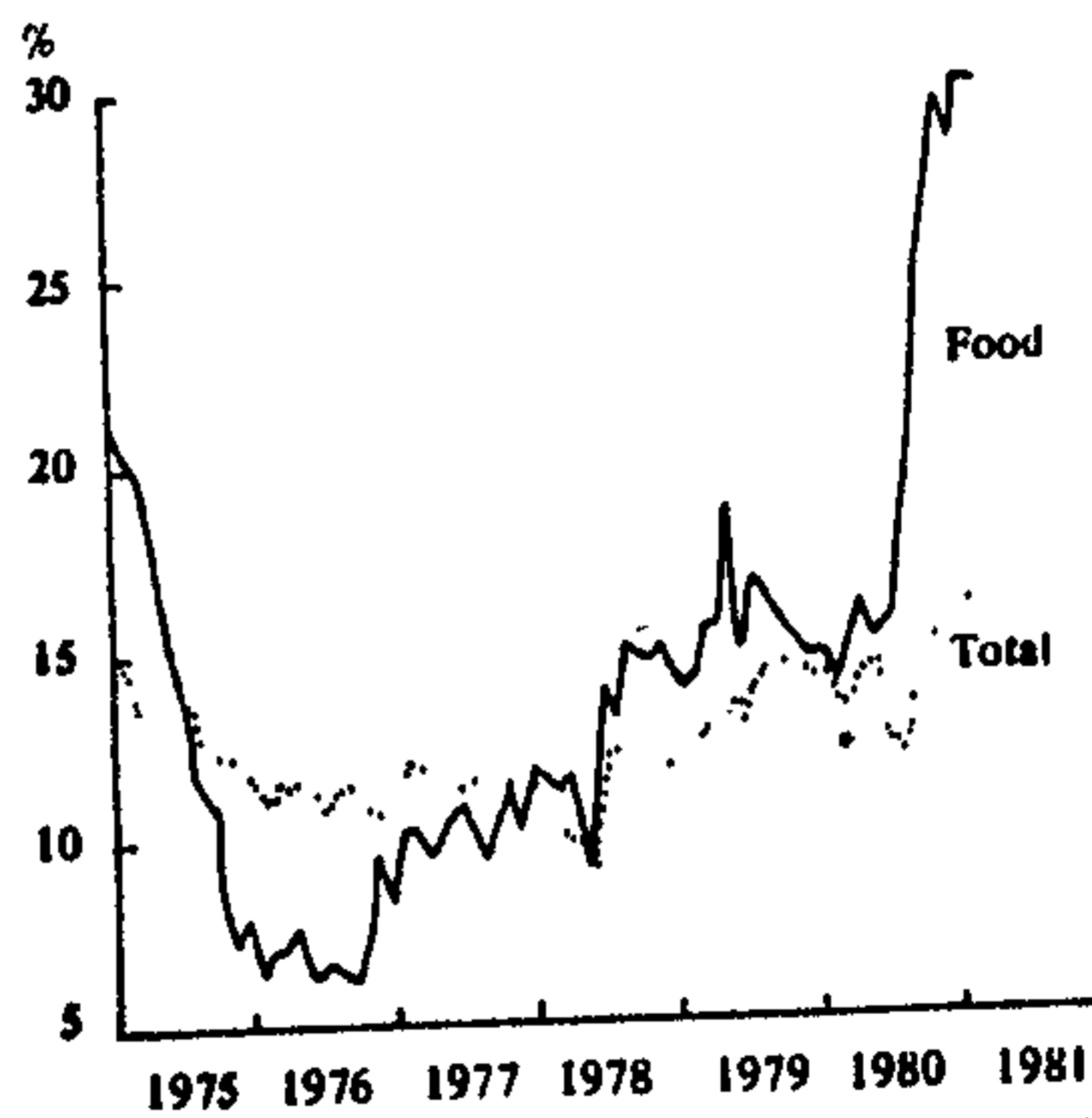
The sharp rate of in-

creases in food prices is responsible (they rose by 18,8 percent on average last year — with meat bounding up by no less than 32,3 percent) for the current high cost of living.

'It is enlightening that food prices for the major part of the past decade rose at a more rapid rate than those of other goods and services.'

The survey says that while the calculated consumer price indexes for the different income groups are much the same, it is possible that certain increases — in food for example — constitute a higher proportion of spending than the calculations show.

Percentage change in Consumer Price Index



2/6/81 Star
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'Sharp rise in industrial unrest in South Africa'

Own Correspondent

GENEVA — The International Labour Organisation (ILO), in its 17th annual report on apartheid in South Africa, has reported a sharp increase in industrial unrest in the country.

The report, which will be submitted to the ILO annual conference in Geneva tomorrow, stated that the 1980 figure of 207 strikes — involving mostly black workers — was nearly double the 1979 figure

Strikes caused the loss of 175 000 working days, and led to police action against trade union leaders and strikers.

Sixty percent of the stoppages featured demands for higher wages.

The report added that in 1980 some 50 000 black workers had joined trade unions, bringing to 161 700 the number of

black trade union members in South Africa

It said that the Wierhahn Commission in particular, had created optimism among sections of both the white and black population that significant changes could occur.

The ILO said official South African figures put black unemployment at 8.6 percent although some researchers believe that one-quarter of the potential black working population is jobless

TRAINING

"Despite the shortage of skilled manpower, closed shop agreements — notably in the mining industry — still control black entry into apprenticeship and artisan employment," it added

The report said that South Africa's withdrawal from the ILO in 1966 indicated that the Govern-

ment refused to accept the nature of the changes being urged by the international community

"On the question of equal opportunity in respect of admission to employment and training the Government has taken no steps towards the elimination of apartheid in the education field," it said.

The ILO noted that blacks were no longer jailed for breaking contracts and that work colonies had been scrapped. But they claimed that new legislation has, in fact, tightened influx control.

It added that black workers and their trade unions have to work under a system which controls and regulates their freedom of association and their ability to negotiate collective agreements.

Weekend Post

Labour weapon must be carefully handled

THE strike which involved about 3 500 workers in Port Elizabeth for nearly three weeks is over. Though they were powerless to influence the course of events, Ford bore the brunt of the stoppage and have estimated their losses at R4,5 million. The workers themselves have forfeited R50 000 in wages.

It was an enormous price to pay for the only apparent gain that Firestone has agreed to re-employ immediately 21 of the 160 workers who lost their jobs in a previous strike. The others will be taken back as vacancies arise, though Firestone still insists that some workers with dubious work records will not be re-employed.

Though the newly-founded Motor Assemblers' and Component Workers' Union of SA (Macwusa), which sees itself as an organisation acting for the general good of the black community, may be well satisfied with the solidarity it achieved, we hope it will examine very carefully the damage the action has caused.

We are not suggesting for a moment that unions do not have a major role to play in taking up workers' grievances and problems. The companies themselves agree that this is their right. But the powerful labour weapon must be handled

carefully, or it can explode in the users' faces.

Not only can it harm the companies, as the latest one has done, but it can create a climate in which industry simply cannot flourish, with dire consequences for everyone. Firms which have barely survived a strike can hardly contemplate expanding their operations, and parent companies would obviously be tempted to seek investment opportunities in a more stable environment. Those with plants elsewhere could even decide to close down vulnerable factories, and new companies naturally steer clear of an area labelled as strike-prone.

There is no need to dwell on the effect this type of development would have on a labour-intensive community. If there is a decline in industrial activity there will be fewer jobs, with all that that implies.

The major companies of the Eastern Cape have led the way with labour reform and demonstrated their social awareness. As a result there appears to be a fund of goodwill among their workers. With the strike over, we hope there will now be a period of labour peace for the benefit of all.

2

Some returning workers may have to wait to start jobs

132
EP (Weekend)
blg/s

By SHELAGH BLACKMAN

MANY black workers returning to Ford on Monday after their three-week stoppage may have to be temporarily turned away again by the management

Ford's public affairs director, Mr Dunbar Bucknall, said today that when the secretary-general of Macwusa (Motor Assembly and Components Workers' Union), Mr Dennis Neer, informed Ford's labour relations manager, Mr R A Seiler, on Thursday afternoon that the strike had been called off, he was told a management meeting would be held early the next day to arrange a phased return to work

But Macwusa held a meeting with its members at the same time on Friday and so these details of the regulated return to work could not be communicated to the men. The workers left the meeting with the impression that they would all be back at work on Monday

The organising secretary of Macwusa, Mr Government Zini, claimed today that Ford had promised on Thursday afternoon that it would "come back" to the union straight away. If it had done so, he said, the workers would have been told of the phased return to work at the Friday morning meeting

Now the union expects problems at the factory gates on Monday morning if workers are turned away

Ford made it clear today that though the engine plant could start operating straight away, the Cortina plant could not be opened up again until Thursday, and the Neave plant could not take back its workers until a week on Monday — June 15

Mr Zini told Weekend Post "There will be men returning for work at the Cortina and Neave plants on Monday, and I am interested to see how Ford will sort this out

"After the strike was resolved on Thursday

afternoon we informed all the companies concerned that the boycott was suspended and the workers would be returning to work

Mr Seiler was informed by our general secretary, Mr Neer, that the strike was over and he was told Ford would come back to us immediately. In fact they didn't come back until after the Macwusa meeting with the workers on Friday morning, so there was no chance to inform the men of the work situation"

Mr Bucknall said today "Mr Neer phoned us on Thursday afternoon to advise us the strike was over, and he then requested a meeting with management as to how the workers were to come back

"We advised Mr Neer that we still had to finalise our production planning and for that purpose had scheduled an early meeting on Friday morning with our manufacturing management. We said the schedule for the return to work would be hammered out at this meeting

"We then proposed that immediately following this meeting we would meet with Macwusa and advise them of the arrangements. Mr Neer accepted this, saying that it would suit Macwusa as they had scheduled a mass meeting with Ford workers for Saturday morning

"There was no question of our having been told that they had a meeting before Saturday morning"

When asked by Weekend Post today what action Ford would take if the men arrived at the gates of the Cortina and Neave plants on Monday, Mr Fred Ferreira, director of industrial relations, said "The simple fact is that you cannot manufacture cars without engines

"If anybody turns up at these plants on Monday there will be no work for them"

(132) \$ Times (BWS) 1/16/81

Remove race laws, pleads Bloom

By John Spira

AN impassioned plea for the total removal of statutory discrimination from all walks of South African life is contained in the annual report (released today) of the Premier Group, one of the country's largest corporations

In one of the hardest-hitting chairman's statements in South Africa's company-reporting history, Tony Bloom hits out at apartheid on the grounds that the business community has a duty actively to involve itself in the process of change in South Africa and to take the lead in dismantling discrimination

He says "It is simply no use saying that such statutes are not applied in practice for while these laws are on the books they remain as morally wrong and economically unsound examples of an era which we must surely now put behind us

"I particularly refer to statutes such as those dealing with job reservation group areas, the Immorality Act and the laws providing for separate education"

Mr Bloom refers to the trends which emerged from the recent election and hopes that the Prime Minister will interpret these as a mandate for change and show the necessary courage and initiative which will set the stage for a new approach to the problems of the South African multiracial society

"The challenges are great, the opportunities huge, but time is running out"

Predictably, Mr Bloom lays great stress on the importance of the agricultural sector, where "all is not well"

"This," he says, "has important consequences for South Africa given its political isolation and vulnerability to threatened world boycotts. South Africa must be self-sufficient in food production, and it is the Government's absolute duty to regulate affairs to ensure this

"I go further to say that this duty extends to encouraging the production of an exportable surplus of basic foodstuffs even if necessary, at a loss

"The rising tide of world hunger and the politics of food in a hungry Africa, and indeed elsewhere, are going to be critical in the years that lie ahead and there is enormous political leverage to be obtained through food exports, especially to a starving sub-equatorial Africa

"If one considers the starvation around us, the population growth figures and the anticipated food production figures in many of those countries it would be blindly shortsighted to ignore the looming problem and the possibilities and opportunities for South Africa

"It is important for us as consumers to accept costs in this area"

On the current state of the economy Mr Bloom is perturbed to note the serious shortages of skilled and semi-skilled labour, the high inflation rate rising finance costs and continued cost pressures

A great deal of resilience and strength seemed to be left in the economy but the high level of real growth (some 8% last year) was obviously unsustainable

He continues "A period of consolidation must take place and a major onslaught made on the problem of inflation

"More discipline in the control of the money supply (which in January 1981 was 46% higher than in January 1980) and a concomitant increase in interest rates (which has already taken place) will be necessary to curb the excessive demand of an overheated economy much of which was generated by the injudicious granting of credit to consumers"

"The challenges are great, the opportunities huge, but time is running out"

TONY BLOOM

Premier sure of 20% growth

THE Premier Group is confident of achieving a minimum growth rate of 20% in the current financial year

This, says chairman Tony Bloom, is in line with the group's financial objective of a compound growth of 20% per annum in earnings per share.

He believes that Premier is sufficiently strongly placed and financially powerful enough to withstand the pressures of severe competitive forces in South Africa's basic industries

With few exceptions, all divisions in the group performed extremely well, with the result that earnings per share in the year to March 31 1981 increased by 44,6% to 170c and dividends were raised from 39c to 51c.

Total assets have passed the R500-million mark, the debt-equity ratio has improved from 85% to 61%, the ratio of total borrowings to total assets has improved from 36% to 28% and the current ratio is 1,66:1 (1,36:1). The return on shareholders' funds is well up at 22,8% (18,3%).

The vastly improved figures are ascribed to:

- The higher level of sales — R1 205-million (R946-million)
- Tight control of costs.
- The achievement of greater production efficiencies through the utilisation of previously spare capacity.
- The elimination of losses in the egg division.

- Lower interest rates on borrowings, both foreign and domestic

Premier has decided to change the method of valuation of a substantial portion of stock in trade from FIFO to the more conservative LIFO — a step which has resulted in a significantly lower charge for current tax and a corresponding improvement in group cash flow.

A LIFO stock reserve equivalent to the after-tax effect on subsidiary companies' profits of LIFO has been created in the accounts.

This has the effect of showing stock and profit figures on a comparable basis with last year.

Thou shalt not kill;
But needst not strive
Officiously to keep alive.

A.H. Clough: the Latest Decalogue

Introduction

The purpose of this paper is to examine policy issues associated with the provision of health services. Implicit in the decision to hold a health conference would seem to be the view that health and the provision of health services are in some sense unique - that they fall into a category of their own and as such merit special attention. The proposition is a reasonable one and deserves consideration. To place

But other organisations remained hostile. Questioned on the future of the Government's controversial draft labour Bill, Mr Botha said it had elicited widespread comment from interested parties and would have to be "renegotiated" with them. Asked whether this meant no amendments would be tabled during the coming session of Parliament, he said he would prefer to keep legislation back for a couple of months to let all parties contribute to joint discussions of it. "We are having such discussions and if necessary we will rather keep some things back until next year," he said. The registration system had elicited widespread comment. This issue was under discussion and some aspects of it would be referred to the National Manpower Commission.

He could not say whether the controversial provision allowing for unions to be deregistered and wound down would definitely be scrapped, as he was waiting for the NMC to comment

obvious - the growth of the public sector. It is these recent

Addressing a Press conference at Jan Smuts Airport, Mr Botha described this as a "dangerous turn of events for South Africa"

The renewed onslaught was not aimed directly at the Government but at multinational companies, which were under "very serious and strong pressure"

Their activities were being monitored by various organisations and they would be placed under increasing pressure in their home countries

Mr Botha, who was accompanied by top officials of his department, said they had visited Geneva during the recent International Labour Organisation session, as well as Belgium and Germany

Discussions had been held with employer organisations and heads of South African missions had also been briefed on the labour situation

He described the visit as "very fruitful" and said there was increasing understanding for South Africa's problems in many circles

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'Blitz on SA labour front'

By RIAAN DE VILLIERS
Labour Correspondent

SOUTH Africa was being subjected to a growing overseas "onslaught" on the labour front, Mr Fanie Botha, Minister of Manpower Utilisation, said yesterday on his return from Europe

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tendency for inter-disciplinary fraternisation and occasionally

imperialism is frequently to be applauded, it cannot be universally welcomed. Property rights must at some point be respected. The

tendency to muscle in on other peoples affairs is not always a good thing. A simple example may serve to illustrate this:

Those of us who are members of the permanent teaching staff at the University of Cape Town are aware that every month there is a deduction from our paychecks for medical aid. This deduction is compulsory.

Generally speaking this scheme is welcomed, and though one might not choose this precise scheme given freedom of choice, it can be argued that for many people it is a satisfactory scheme. We note, however, that it is compulsory and are forced to conclude that if it were not so a

with clothing and ornaments but if they were unsuccessful they might be buried in a common grave with recently deceased patients".

These ancient practices have a remarkably modern tone about them.

Current discussion centers on issues such as the appropriate rewards

for medical practitioners and the assignment of liability. In the United

States doctors are often criticised for an excessive use of 'defensive

medicine'. Inca society must have been little different in this

respect.

At the basis of any discussion of health services are questions of

a technical nature as well as issues of morality. Medical practitioners

can claim a particular competence in the first of these areas,

philosophers in the second. Fundamental to the entire discussion, however,

is the problem of decision making - of allocating scarce resources in

Executive On Need For Orderly Industrial Relations

By BRIAN POTTINGER, Political Correspondent

THE assistant managing director of General Motors, Mr. Rod Ironside, said yesterday he did not believe it was the role of companies to become involved in anti-Government action or propagating of any particular political line.

It was vital, however, that companies involved themselves, in their own interests and that of labour, in working towards a pattern of ordered industrial relations.

His comments were expansions on statements he made during an SATV *Midweek* review of industrial unrest in the Eastern Cape.

Mr Ironside again emphasised the point he made in the

programme that if people felt they had no adequate instrument of political expression it was inevitable that they would seek that expression in other areas.

A survey of industrial unrest in the Eastern Cape in recent years would show that more and more of these disputes went into areas which were not purely industrial relations.

What must be realised was that where people did not have proper instruments for political expression they would move into other directions for that political expression.

One could not absolutely divide politics and trade union activities, said Mr Ironside. Through the various employer groups attempts had been made to isolate the real issues but always, although four or five relatively minor problems might be identi-

hed, there remained deeper issues.

By a process of elimination it was possible to identify these as basically political issues which phased over into industrial relations unrest. It was in the interests of both employers and labour that the need for an ordered system of negotiation over industrial relations issues be appreciated.

He pointed out that among many workers, although an issue may have been negotiated and agreed upon, there appeared no sanction on workers to maintain that agreement.

This could only be overcome by an educational process and a respect for "law and order" — not in the police sense, but in the sense of an ordered system of industrial relations.

Labour field needs 'rapid evolution'

Govt call to train blacks

THE greatest challenge facing South Africa was to develop and synchronise the country's labour, mineral and energy resources to the benefit of all, the Minister of Manpower Utilisation, Mr Fanie Botha, said yesterday

"This can only take place through evolution and co-operation and not through revolt. Our future therefore lies in rapid evolution," he told a symposium on manpower utilisation at Vanderbijlpark

The symposium, organised by the Vaal River branch of Potchefstroom University, has as its theme "Manpower 1981 - Evolution or Revolution"

Mr Botha said the 80s was a

particularly challenging era, for during this time the foundation for the country's future survival would be laid

The labour terrain presented the greatest challenge, he said, for among other things it was the field where unrest could be created most easily. It was in this field that a sense of balance, responsibility and good judgment by all the country's leaders was needed if South Africa was to prosper

Mr Botha said South Africa was unique in that no other comparable developed country had such an exceptional population composition, it had a high level of development despite a shortage of high-level manpower, its economy was being

slowed because of the backlog of trained people, and its State administration was beginning to suffer as a result of personnel shortages, while, at the same time, it had a high percentage of unemployed

"That is why the Government has already taken measures to make greater provision for the training of all population groups to bring about a bigger participation (in the economy), to catch up on backlogs and to ensure greater efficiency"

Today there was better security and protection for all workers than at any other time, Mr Botha said

The formulation, finalisation,

transfer and implementation of policy in the labour terrain had brought greater clarity, understanding and co-operation during the past two years than in any other period

The trade union composition was 80 white, 54 coloured, 21 black and 42 mixed

"With a few exceptions South Africa's labour dispensation enjoys wholehearted support"

The Afrikaner, the Englishman and the Tswana worker just like workers of other population groups were protected in their work situation as never before. They belonged to trade unions of their own choice and shared in the fruits of labour peace as never before, Mr Botha said - Sapa

IF SOUTH Africa's manpower demands were not met through training it might mean economic disaster, Dr Ferdie Hartzenberg, Minister of Education and Training, said at Sandton yesterday

Addressing the regional congress of Assocom, he said the training of the country's blacks and provision of manpower were more than mere statistics, however

"Behind the statistics are people, individual human beings who are struggling for a place in the sun for themselves and their families, to whom a bigger earning capacity may mean more than simply getting more money," Dr Hartzenberg said

He said projections indicated that 1990 would produce about 22 400 black matriculants with university exemption, over and above an expected 4 600 Senior Certificate candidates

"It is evident therefore that we will have an assured source of educable young people ready and eager to enter into the adult world where they will play their part in the economy of the country," Dr Hartzenberg said - Sapa

national rates are then applied to the region's population to obtain for each condition, the expected total utilization rates for each area. (This will be independent of regional differences in the availability of hospital beds.) The utilization rate by condition for each area is then weighted by the SMR. Thus the population, weighted for age and sex by national bed utilization for each condition should be adjusted to take account of condition-specific SMR's for each region. SMR's for conditions unlikely to lead to death, e.g. skin diseases should not be used. For conditions of pregnancy, childbirth and puerperium, SMR's should be replaced by an index of fertility rates standardized by age.

111) Mukerjee's index

This is discussed elsewhere (37).

B. PERSONAL

In order that such personal health services as exist should have a maximum impact on health status, allocation of these services should be related to 'need'. The ideal rationing criterion for services likely to be scarce (such as specialist consultation and hospital admission) is the one most closely related to 'need'. Price rationing has some claims in this respect since people are willing to pay more the more desperate they are; but unfortunately the patient is not always best placed to know the urgency of his need; and even differences in felt urgency are obscured in a situation

37. See paper by Dr. J. Natrass 'Decision making and optimality in the provision of health care.'

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Educational top of the class at FCI meeting

EDUCATION is to receive priority at this week's meeting of the executive committee of the Federated Chamber of Industries in Bloemfontein, says Dr Johan van Zyl, the executive director.

Government officials who will be attending the meeting the urgency of swinging away from the present academic-oriented system of education to a vocational oriented system.

"We have already made suggestions in writing to the De Lange Commission on Education," said Dr van Zyl.

Finance Correspondent

S. Osborn 21/6/81

"That commission is examining all tiers of education, primary, secondary and tertiary.

"At our Bloemfontein meeting we will discuss the desirability of and try to formulate ways of moving away from the present system with its

emphasis on academic education.

"The demand in the market place is not for people with academic education, but for those with vocational education.

"There is a shortage of those people. It is wrong

to expect employers to fill the shortage of skilled technical people by training and virtually re-educating those people (those with academic education).

"We must rectify the position much earlier, at school level in fact, and we must get the structure of our education system right as well.

"It is often said that it isn't so much what you know that matters, but what you can do. We want people who can do.

"We will have the necessary Government officials there. It will be a resolution put down for discussion and we will be looking for the necessary support."

There can be little doubt that Dr Rudolph

Fockema, president of the Transvaal Chamber of Industries, will support the idea.

He was one of the first to plead for just such a change and make it known that he would "agitate until the system is changed to one that turns people out who are of immediate benefit to commerce and industry".

LABOUR is likely to be the most important catalyst for change in the next 10 years as the demands of free enterprise force whites to make room for blacks.

The years leading up to the end of this century will see white supremacy threatened as big business increasingly recognises its survival in a mixed capitalist economic system depends on black labour which is seeking to improve black political rights.

Trade unions will play an ever-growing part, with those that survive the power-struggle already being waged between them emerging as a dominant force in a country which until now has experienced only relatively mild union activity.

Because it views the maintenance of capitalism as a priority, the state's long-term role could be one of action aimed at ensuring white survival rather than white supremacy, with short-term placatory gestures for the benefit of the voting public, according to Professor Jill Natrass of the Department of Economics at the University of Natal in Durban.

She warns that if the Government chooses "to cling to values of white supremacy and rejects the demands of the increasingly powerful black workforce", capitalism itself would be threatened. "Capitalism survives on its ability to evolve. If this evolution is denied it, so will be its ultimate survival," she says in a paper on labour in the future.

Dissatisfaction

She points out that while free enterprise is unlikely to oppose any moves to upgrade black labour, in the short-term there could be dissatisfaction over labour-market policy.

"Indeed we are already witnessing such conflict over such things as the desirability of the Government continuing to pander to its right-wing supporters, the pace at which the reform movement should proceed and the relative responsibilities of the State and the private sector in the implementation of the reforms."

Related to Professor Natrass's comment, for example, is concern by employers over the quality of black education, and widespread dismay at the Government's decision to "as far as possible" make provision for separate training of black and white workers.

Peter Searle, managing director of Volkswagen, said: "For technical training to succeed, we especially need to raise the level and direction of black education so that blacks come to the workplace with a better grounding."

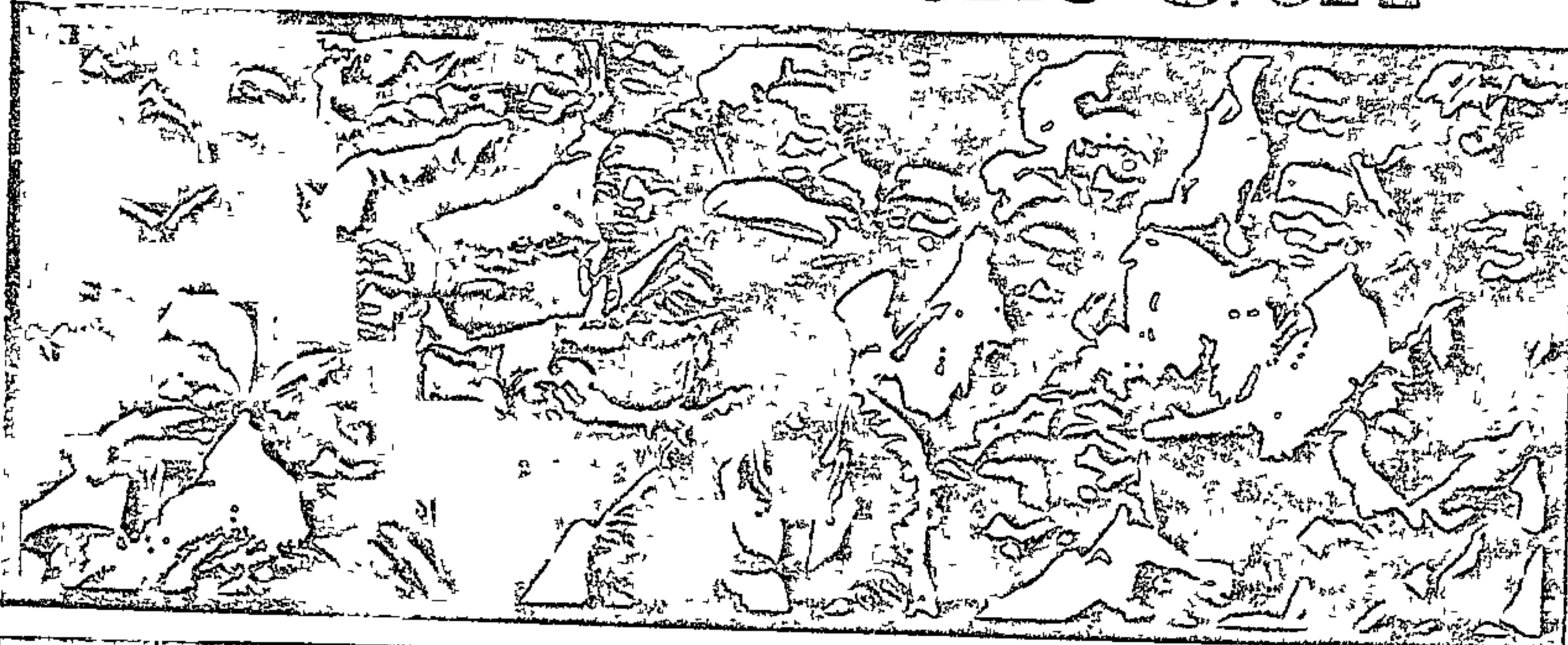
The Government especially needs to address the question of basic education levels and the direction of this education to meet market needs."

Forging change

on the

anvil of labour

S. Tuttle
28/6/81 (132)



By Maureen Griffin

Trade unionist Alec Erwin of Fosatu (Federation of South African Trade Unions) said: "Separate training is indefensible. It is blatant discrimination. The effect of it would invariably be that blacks end, up with inferior training and as a result are in a weaker position when they seek jobs."

Alex Boraine, official Opposition spokesman on manpower utilisation, earlier this month described the Government's stance as "counterproductive" and "a sop to the right wing."

In her paper, Prof Natrass calls for the opening of all advanced educational institutions to all race groups.

Equalities

"When one remembers that, even once all South Africans do have equal access to education, past inequalities will continue to act to divide the labour market on race grounds and that it will still take 30 to 40 years to eliminate this source of segmentation from the date that equality in education is achieved. It is obvious that speed of reform in this area will be of the essence."

Charles Meth of the Economics Department at the University of Natal in Durban predicts that South Africa's relatively abundant supply of semi-skilled workers will pose a growing threat to white artisans with jobs de-skilled by mechanisation and a work content that does not justify the sort of wages being paid for them.

"What we can expect to see is increasing pressure on craft unions (whose

membership is mainly white) by employers and emerging independent industrial unions (mainly black) to fragment jobs, a burgeoning pattern which allows for the training in a few months of several semi-skilled workers to do different parts of a job one artisan in the past spent at least three years learning to do."

He said the widely-held belief that there is a shortage of skilled workers was to some extent a convenient ideology used to substitute grades of less-expensive, semi-skilled fragmented labour for artisans.

"Such skilled shortages as there are in fact work to the benefit of employers in the sense that it enables them to break the craft control artisans have over the production process. This trend is noticeable for instance in the electrical, building and engineering industries."

The reported "serious" shortage of skilled workers was in some measure due to a widespread misunderstanding of available statistics, and in some cases was illusory.

The present shortage was largely due to private enterprise neglecting apprenticeship training during the recent slump.

Proposed solutions to these shortages differ. Unionist Alec Erwin disagrees with Peter Searle's suggestion that South Africa should import skilled immigrants.

Said Mr Erwin: "It is absolutely criminal to import skills and spend so little on technical training at the same time."

Mike Rosholt, chairman of the Barlow Group, told

the Natal Society of accountants his organisation had formulated a code of employment practice which included the training of all workers to enable them to use their skills to the full.

Concrete commitments of this code included selection and promotion, training and development, equal pay for equal work, retrenchment benefits and integrated facilities.

It nowhere mentioned colour, and its main purpose was "the eventual elimination of all forms of discrimination within the group."

On the thorny issue of the power struggle within the black trade union movement, Mr Rosholt said his group's policy was not to take sides when rival unions competed for membership in a company's ranks.

"To show preference for instance for a parallel union that promises us a more docile labour force could be fatal."

Negotiate

He stressed the need to negotiate with unregistered unions if they were representative of the majority of workers.

There was no point complaining that black unions were politically motivated and should therefore somehow be ignored.

"Of course they are politically motivated. Employers are not dealing with blacks on purely trade union/labour matters. They are dealing with blacks who have discovered the trade union movement is an instrument which gives them a political weapon they have not had before. And

the sooner we face up to this the better.

"While we would naturally prefer all unions to register and to take part in the industrial conciliation procedures laid down by law, this is just not possible under current conditions. The whole process is in practice far too slow and cumbersome."

"And until the Government tackles this situation and makes the registration procedure more attractive to black unions, we are going to have to continue to negotiate with unregistered unions — and we may even have no option but to allow them some form of recognition."

"It is essential for all of us to understand that black workers are increasingly impatient at the delays involved in settling grievances through the industrial council system or the industrial court. They want action at company level and not at industry level and they want it now."

Mr Erwin echoed this: "You will be able to count on one hand the number of legal strikes within the next 10 years. It is just too time-consuming to go through the industrial conciliation machinery."

"Better negotiating and open-handed collective bargaining will pre-empt strike action because it will provide channels other than a strike for resolving grievances. Both sides will have to compromise at some point, not only workers, which is what happens now."

Mr Erwin believes that while black unions will press for social change, their priority should be to

ensure better working conditions and job security for workers.

"The base of any powerful militant union movement is its strength in the workplace, and that depends on what rights it has won for its membership in the workplace."

"Destroying discrimination in the workplace must have a massive impact on the wider society. One of the corner-stones of apartheid has been discrimination between races in labour. Unions will be able to organise against that legislation and begin to eliminate discriminatory practices, and I think this can be achieved within five years."

"Also, a union movement that is strong enough can refuse to have workers work in a place that discriminates against them, and which as an organisation discriminates against the wider public."

Dealing with legal discrimination in her paper on labour, Prof Natrass says it is not sufficient to remove discrimination from the labour laws.

Aggravate

"Divisions flowing from the legal system in any way must go. This will be achieved only with the repeal of all legal measures that affect groups within the labour market unequally and these include the Group Areas Act and the Land Act, as well as the population influx control measures."

According to Mr Searle "it is difficult to separate labour and political issues while a large sector of the workforce have few other avenues for airing their feelings and making their non-work grievances known."

"It is just not possible to separate labour from community issues and employers must involve themselves increasingly in the wellbeing of their workers outside the work sphere so that workers can see themselves benefiting from our capitalist free enterprise system."

"Unfortunately the enormous progress that has been achieved on the labour front is not matched in other areas of black life and this aggravates the situation."

"With rising wages and aspirations it is necessary that adequate provision be made for the improvement of housing and services in the black community."

"In the short term the improvement in black education and status for workers will lead to increased demands for change. However, this is a natural development and our country has the growth potential and the manpower to be able to meet the challenges and solve problems provided there is involvement of the people concerned and timely action taken so that progress is perceived."

4. COMMUNAL GARDENS

4.1 INTRODUCTION

It seems that the agricultural extension department has been encouraging communal gardens for over twenty years, in the Ciskei at least. In Umhlabla there was mention of gardens which had been started and failed even before the rehabilitation schemes were begun. There has been particular emphasis on them in recent years although this varies from area to area I visited

Mangope is set to recognise trade unions

By PATRICK LAURENCE
Southern Africa Editor

PRESIDENT Lucas Mangope of BophuthaTswana has declared his willingness to consider granting recognition to trade unions and so to chart a new course in industrial relations for independent "national states".

He told the Rand Daily in an interview "We are not against trade unions, and neither are our industrialists

His attitude is in marked contrast to that of President Kaiser Matanzima, of Transkei, who has expressed himself forcefully against recognition of trade unions, and of Chief Lennox Sebe, of the independent-to-be Ciskei, whose police have detained nearly 60 trade unionists

Venda, which became independent in September 1979, shortly before black unions in South Africa were granted formal bargaining rights under the Wiehahn "new deal", does not recognise trade unions either. BophuthaTswana uses the

works committee system, as provided for under the Black Labour Relations Regulation Act which it inherited from South Africa

Like Transkei and Venda, BophuthaTswana became independent before black unions in South Africa were recognised in terms of the recommendations made by the Wiehahn Commission of Inquiry

Some observers see the failure of these territories to provide legislation for trade unions as a "betrayal" to black workers

President Mangope said "At the time of the Wiehahn Commission I said to Mr Fanie Botha (South Africa's Minister of Manpower Utilisation) that we felt we should have been invited to give our views and to participate in the work of the commission because our countries are so intertwined

But the South African Government apparently didn't see it that way at all

no fences round their home gardens so that chickens and small stock eat whatever they try to plant.

Most of the gardens are called "Zenzele Gardens" (and in Kwazulu Vuku zenzele) even where there is no Zenzele women's committee. In areas where there are strong Zenzele groups (e.g. Umhlabla) it is part of the "policy" of Zenzele to ask the extension officer to help them establish gardens. In establishing a garden then, the extension officer may work through groups like Zenzele or the Y.W.C.A. or he may hold general meetings and work through all organisations to get to the population at large. In other cases a group of residents may approach the extension officer.

It seems likely that other dairy projects have failed as the problems of lack of markets and low production force members to leave. (9) That people consider the projects as essentially non-viable is borne out by the fact that while many people in Amathole and Inkomo have decided to sell milk as a result of the dairies' example, they have not joined.

Freddy Mhlauzi said that Amatnoledairy has lasted so long because the members work well together and trust each other "unlike at N.M.'s place" It does seem that the tensions generated by the conflict between N.M. and the other members may lead to the dairy's rapid demise, on the other hand while the Amathole dairy has been running for over 25 years only two people earn more than R5,00 a month, from it and very few people are involved.

This brings us to the issue of whether an efficient patron figure, by bringing more innovations, is worth the elements of exploitation that generally go with his/her involvement. One must note that members at Inkomo are earning more from the dairy than those at Amathole. This is mainly due to the fact that members at Inkomo are better off than those at Amathole, however it does seem partly due to the better methods used at Inkomo. For example during the period of centralised marketing most people's incomes were higher. One must also consider the case of Alfred Bukula, it seems that he did not have any extra resources and yet he was able to improve his stock to earn the second highest income after N.M. However, as we have seen the innovators were not enough to make the dairy run efficiently and turn it into a viable co-operative.

Finally, while they help some people make more use of their cattle, dairies cannot be seen as a way of improving the standard of living of the very poorest people in an area, because only those with cattle can join. Furthermore, the poorest members tend to be forced out of the dairy because they have too few cattle to get a decent income from the dairy, thus the man of the family is forced into migrancy and there is no one left at home to do the labour involved in the dairy. They are mainly beneficial to people who have many cattle, or who have other local money-earning activities and who can fit the dairy jobs in with their other work as a supplementary source of income. (10)

In view of peoples commitment to the project (discussed later) I would see the dairies main value in providing an educative experience for those involved. One might argue that in an environment of such poverty and lack of alternatives, inequitable production is better than nothing and that it is very useful in expanding peoples consciousness.

Anglo backs system of industrial councils

Sta? 1/7/81

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By Drew Forrest

The Anglo American Corporation has called for a "comprehensive review" of the industrial council system in order to hasten the registration of black unions and their incorporation in the official bargaining process.

In their report for the year ending March 31 1981, the corporation's directors note that the incorporation of blacks into the union movement has led to "an increase in industrial disputes and to greater demands on management's industrial relations skills" — a trend which should be expected to continue.

In 1980 there were 170 000 worker days lost through labour unrest, the

second highest figure in the past decade. But only 500 000 workers belonged to unions involved in collective bargaining, although the labour force in cash economy was seven million

"The rationalisation of trade unions into collective bargaining units through the industrial council system is, therefore, imperative," the report states.

The corporation would seek to extend the industrial council system among its companies. The system had proved to be "an effective negotiating forum for unitary bargaining in a multi-union situation" and the "best structure for industrial peace"

In employment prac-

tices, the corporation "continued to move towards a situation where there would be no institutional obstacles to the recruitment, selection, training and promotion of all employees"

Despite progress in this area, legislation and the attitudes of "some white unions" continued to present obstacles

The report identifies the skilled manpower shortage, rather than financial constraint, as the key brake on economic growth in South Africa.

The manpower crisis coexisted with unemployment variously estimated at between one and two million workseekers

"A further relaxation of Government controls on the movement of labour and on formal and informal economic activity would ease this problem," the report states

On migrant labour — "pervasive in mining and other industries in South Africa" — the report states that all employees should be able to live at or near their workplaces.

Although there were financial and legal obstacles to this, the corporation aimed to "ameliorate the disadvantages of migrancy as far as possible"

Manpower audits were being introduced in order to measure progress.

S A Brick Association Prizes
For the best student in the subject of Building Construction.

III: No award

II : A R Low Keen

I : N D G Sessions

For the best student in each of the courses of Building Economics I, II and III in the third, fourth & fifth years respectively.

LTA Prizes

P R Swift

Professional Practice.

For the student obtaining the highest marks in

Surveyors' Prize

Cape Chapter of Quantity

The Committee of the Western

P C Key

Bell-John Prize
For the best all-round student in any year of study.

(Continued)

QUANTITY SURVEYING

UNIONS

When to talk

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FM 3/7/81

How does management know when a union truly has the support of its labour force? This is a question many companies are

having to face with some setting rigorous requirements (like 50% membership) for union recognition

This could be a mistake. Labour consultant Andrew Levy warns that managements who adopt this attitude are ignoring the relationship between actual and potential union membership. "An actual membership of 15% indicates significant union penetration and a potential membership of 50%-60%, which could be achieved overnight in the event of a grievance," he says. "Management should beware the numerical argument."

However, Levy's view is contentious. Many SA companies are grappling with the interpretation of "representative" as a criterion for determining when to recognise a union's existence. An increasing

number of employers are agreeing to enter into recognition agreements with "representative" unions, but many still refuse to talk to unions or, to have any

dealings with them outside of the legal structure. But there is a difference between signing an agreement and simply agreeing to talk, which implies a realistic

recognition that a union exists and has a potential influence.

Although Sigma recently landed itself in deep water, company policy on recogni-

tion is clear. Says Sigma's Mof Lemmer: "We will start talking to a union if it represents 10% of our workforce, but we will only allow it to discuss members problems. At 20% we will grant cheque-off facilities and arrange access, which is a slightly more formal agreement. At 35% we allow participation on an in-company representative system with direct union representation; and at 50% we are prepared to recognise the union as a negotiating party."

Irvin & Johnson's Hein Ehlers disagrees. "15% is ridiculously low. There is no way I would even consult at that degree of representation. As soon as you start consulting, it constitutes a form of recognition for which you need rules and regulations. A meaningful percentage is at least 30%."

Start talking

According to Halton Cheadle, assistant director of Wits Centre for Applied Legal Studies, "Representativeness is a bogus issue which should be taken into account only when negotiating. When talking to a union, representativeness is irrelevant. Only when negotiating should representation be substantial."

Adds Dave Lewis, general secretary of the General Workers Union (GWU): "Management should start talking as soon as it is approached. However, we don't believe in making any approaches to management until we are highly representative."

Says Tucsas's Arthur Grobbelaar: "Some employers believe that if you enter into dialogue with a union this constitutes recognition. Dialogue should be ongoing, but there is a significant difference between dialogue and negotiation. No one would expect an employer to enter into negotiations with a union representing less than 30% of the workforce, but it is good sense to talk to any organisation claiming to represent them."

Last year, Minister of Manpower Utilisation Fanie Botha announced that management should deal with "representative" unions and recognise trade unions which have credibility among the workforce. However, says Rand Mines' David Morgan, "criteria are unclear. For example, it is difficult to judge in terms of paid-up membership because many people say they will join if management agrees to recognise them, but will not pay if they are not yet recognised."

One thing is clear, there are no hard and fast rules. Federated Chamber of Industries' (FCI) Arthur Hammond-Tooke sums it up: "There are no numerical guidelines and percentage factors are irrelevant. The only guideline is pragmatism and whether management considers the number of people affected to be significant."

A few years ago the issue was remote. Times change.

'Hire and fire' policy 'could have dire results'

Own Correspondent

PORT ELIZABETH -- Spokesmen for major trade union groups yesterday warned that managements' policy of firing workers when there were labour disputes could have "dire consequences" for South Africa

They were commenting on a speech delivered in Grahamstown this week by a sociologist, Mr Winston Middleton, who warned there were signs that the country's traditional methods of handling labour disputes needed to be changed

According to newspaper reports, more than 15 000 workers have been fired, or as some managements prefer it, have "terminated their own contracts", in disputes this year

Of those, just over 4 000 were in the Eastern Cape

The acting general secretary of Fosatu, Mr Joe Foster, said managements' practice of "hire and fire" had been going

on for years, and was accelerating

He said existing industrial relations machinery needed a "serious re-think", as it was "grossly inadequate" to resolve labour disputes with the swiftness that was necessary

"At some stage workers will get completely fed up, and this could have dire consequences"

The general secretary of the South African Allied Workers' Union, Mr Sam Kikine, said fired workers would increasingly challenge not only management but the State as well

Workers who lost their jobs in Eastern Cape disputes (some of them were subsequently re-employed with the same company) include

- 1 500 "deemed to have fired themselves" on January 28 after a strike over a pension dispute at Firestone in Port Elizabeth,

- 700 fired on March 19 when they went on strike at Murray

and Roberts in Port Elizabeth over a pension dispute.

- 216 fired on March 25 by Strydom Basson and Tait, a Port Elizabeth engineering firm, after they went on strike over a pension dispute,

- 40 fired on May 12 by Armstrong Hydraulics in Port Elizabeth after a strike over pay and working conditions,

- 240 fired on May 21 at Boskor, a Tsitsikamma sawmill, after a strike over pay,

- 16 fired on June 11 at the Louisa Meyburg old age home in Port Elizabeth, allegedly because of their affiliation to a union,

- 160 fired on June 17 by Federated Timbers in Port Elizabeth after a strike over pay,

- 1 000 "deemed to have terminated their contracts" on June 19 at Dorbyl in Uitenhage after a strike over pay and

- 160 fired on June 25 at Repco in Port Elizabeth after a strike over union recognition

URBAN
REGIO
PLAN

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Bell-John Prize

(Continued)

QUANTITY
SURVEYING

Industrial councils: Warning

CT 4/7/81
BWA 132

Own Correspondent

JOHANNESBURG — Two major employers, one the giant Anglo American Corporation, this week suggested that industrial councils, cornerstone of the country's official bargain system, were in need of wide-ranging change

Ford's industrial relations director, Mr Fred Ferreira, warned that the councils "face disintegration" unless they allowed for "greater worker participation"

His warning comes shortly after Anglo had called in its annual report for a "comprehensive review of the current system"

'Tendency'

Both say they broadly favour industrial councils, but their comments are likely to add to mounting controversy over the official bargaining system

In an opinion article in the latest issue of the Financial Mail, Mr Ferreira criticizes the "tendency" which he said developed "over the past several decades" for negotiations to take place on a "national industry basis"

He says this has meant "removing the worker and the individual employers more and more from the bargaining process, replacing them with professional bureaucrats" This process, he says, "will have to stop"

Mr Ferreira adds "Fundamentally the industrial council system is a sound principle for self-governance. However, the system has evolved to a stage where few employers and very few, if any, direct labour representatives, participate in the negotiations"

This meant that "scores of employers and often thousands of workers have little opportunity for communication in this vital area and must rely on the media to find out how the ultimate agreement will affect them"

'Outside people'

He makes a plea for "greater devolution of bargaining authority, to include the shop floor — for greater worker participation"

If this is not done, the councils will face disintegration "as people will elect to operate outside the system", Mr Ferreira says

In its annual report, Anglo says the industrial council system "appears to provide the best structure for industrial peace" But it had "not kept pace with the growth and proliferation of unions"

'Very slow'

It adds "The registration and inclusion of black unions into the industrial council-based collective bargaining system appears very slow, calling for a comprehensive review of the current system"

Anglo would, however, "seek to extend among our companies the industrial council system"

● Mr Ferreira also cites other measures which, he believes, would allow the labour situation to develop on an "evolutionary" manner

They include making it compulsory for employers to indenture at least one apprentice for each artisan employed, abolishing government levies on employers of black labour, removing tax inequities between the races, and creating a black "middle class"

MANNPOWER

THE KEY TO PROSPERITY A ... BEHIND A CREAKING DOOR

S: Tubome 5/7/81 (18) (12)

THE RESOLUTION of South Africa's huge labour problems is shaping up to be the greatest challenge facing the country's planners, administrators and businessmen during this decade.

This is recognised by the mega-corporation, Anglo American whose directors, in their report on the last financial year, described manpower as the most critical constraint on South African economic growth.

The government has made concessions: the door is creaking. But even this has led to crisis in the ruling party as witness the recently "resolved" row between labour Minister Fanie Botha and the conservative Andries Treurnicht.

Here, in part, is what Anglo's directors have to say:
THE manpower and social policies of the Corporation assume greater importance as

political, social and economic conditions in Southern Africa become increasingly subject to change and reform. Whereas until recently there have been financial restrictions on economic growth, the more critical constraint has now become one of manpower, with three key problems evident in the labour market.

FIRSTLY, there is a critical shortage of management and skilled labour because traditionally South Africa has drawn its skilled workers from among whites who constitute only 20 percent of the total population. But 1980 saw a change with the registration of the first black apprenticeship contracts, albeit a very small start of just 82 applicants out of some 10 000 contracts registered. To enable them to be selected and placed on merit, apprentices should receive both

theoretical and practical training on a non-racial basis.

SECONDLY, the skilled labour shortage coexists with an over-supply of unskilled labour, with unemployment variously estimated at between one million and two million workseekers. A further relaxation of Government controls on the movement of labour and on formal and informal economic activity would ease this problem.

THIRDLY, the collective bargaining process within the industrial council system, which appears to provide the best structure for industrial peace, has not kept pace with the growth and proliferation of unions. The incorporation of blacks into the trade union movement has predictably led to this proliferation,

to an increase in industrial disputes and to greater demands on management's industrial relations skills, and this must be expected to continue.

In 1980 there were 170 000 worker days lost through labour unrest, the second highest figure in the past decade. The rationalisation of the trade unions into comprehensive collective bargaining units through the industrial council system is, therefore, imperative. At present only 500 000 workers belong to trade unions which are involved in collective bargaining out of a labour force in the cash economy of approximately seven million. The registration and inclusion of black unions into the industrial council-based collective bargaining system appears very slow, calling for a comprehensive review of the current system.

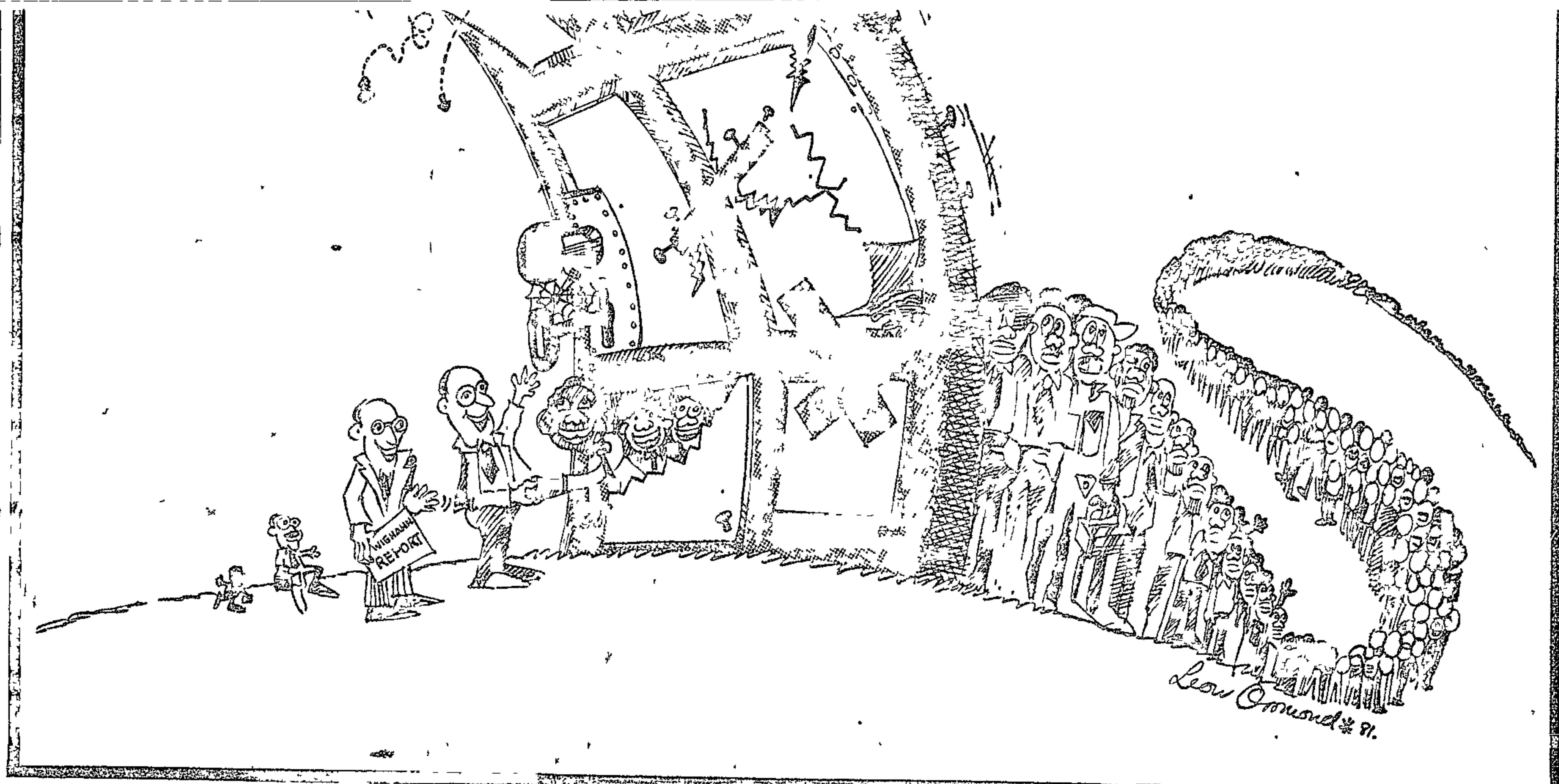
After the Anglo-Boer war Africans from Portuguese East Africa usually served contracts of eighteen months and then went home before again returning to their old mines. From 1902 to 1914 they often served

... when the boys had to walk to Johannesburg, they appear to have remained and worked as hammer boys etc. for much longer periods at a stretch, and they then undoubtedly contracted the disease much more commonly than now.' (182)

There is a great deal of evidence to suggest that before the Anglo-Boer war many Africans served for long periods on a mine. Edward Way, when manager of the George Goch Mine stated in 1897 that a considerable number of Africans had worked continuously at the mine for eight years, while living at the location with their wives and families (191) This statement was supported by Dr Turner in 1910 who claimed:

Moreover he said this at a time when the dust risks for rock drillers were far more dangerous and the mortality rate far higher. Even before the Anglo-Boer war dilution of the white miners' skills had begun and the numbers of Africans at the rock face increased abnormally and relatively to whites. From 1897 five Africans were running two rock drills themselves under the supervision of a single white miner. (189) Not only did Africans operate drills in the dead ends of all development work - shaft-stinking, driving and tunnelling of winzes - but they also utilised them in the atopes. (190)

African miners did not necessarily benefit as much as Whites from improved working conditions on the mines. This, as has been observed, was the case concerning the construction of change houses. They also did not benefit from the statutory introduction of the eight hour day, face to face in the mine, instead of ten hours which were being worked on many mines. One of the reasons why eight hours had not been introduced bank to bank, was because of the impossibility of transporting such vast contingents of African underground mineworkers to the face and back without the loss of a considerable amount of productive work hours. (191) This point is very



... and equal education must be the first step in the march forward, say the experts

THE Anglo-American report, while identifying correctly some of the problems in the labour market, demonstrates again the paucity of thought existing among our leading industrialists when it suggests that an overhaul of the Industrial Council system will in any way alleviate the desperate situation facing the economy of this country.

The Wiehahn Commission agreed that apprenticeship training should be open to all population groups but nowhere did it recommend that theoretical training be provided at one level in non-segregated educational institutions.

Separate education provides inferior education which will fail to satisfy the training needs of industry and leads trade unionists to ask whether black apprentices will eventually become fully qualified journeymen or merely upgraded operatives with a lower paid inferior status. And if they do not attain the status of journeymen, who

TED FRAZER, Cape-based secretary of a number of unions and a member of the national executive committee of the Federation of South African Trade Unions (FOSATU), calls for a greater reformist attitude.

will provide the vitally important workshop floor training via the journeyman-apprentice relationship?

This point was made very clear by Dr T. C. Shippey, director of the Cape Technikon who, in his address to the International Association of Economics and Commerce students at the Winter School at Stellenbosch University, said "Black and brown education, especially in the field of advanced technical education, had so few training facilities available relative to the increasing demand that the country would either have to use all its universities, technikons and colleges of education to educate all people or would fall far short in its future provision of high level manpower"

The problem posed by the co-existence of an over supply of unskilled labour

with a dire shortage of skilled labour again is linked directly to the present policy of inadequate and unequal education provided on a racial basis.

No matter what training schemes are adopted, it must be obvious that only by raising the educational standards of the enormous pool of unskilled and largely unemployed will those persons be able to reach the standards required by industry.

While in certain industries the Industrial Council system may facilitate the collective bargaining process, it is by no means an essential feature of that process. Demanding, as it does, the registration of the parties to the council, and in particular, the total ban on strikes during the currency of an Industrial Council agreement, the system is

unlikely to attract many of the new unions and others currently organising. Already a number of private agreements have been negotiated by unregistered unions, confirming the view that registration is not a prerequisite for satisfactory collective bargaining.

Whilst there is no doubt that workers with no voice in the political structure of the country will seek to use their industrial strength gained through their trade unions to achieve their social and political aims, it would be unwise to assume this to be the basic cause of labour unrest.

Industrialists must learn that workers are determined they will no longer remain at a poverty level and will press with every means at their disposal to obtain a fair share of the wealth they produce. They would prefer to do this by means of strong trade union pressure in the collective bargaining process, irrespective of whether it is in or outside the Industrial Council system, and Anglo-American should have learned this lesson during their Sigma experience.

The key to the way forward in resolving the labour tangle lies in education says **MIKE McGRATH**, senior lecturer in economics at the University of Natal, writing for the Sunday Tribune.

ANGLO-AMERICAN is a company which has taken a long term view in its decision-making process, and its concern over issues like unemployment and black worker rights stems from its perception that reforms are necessary to prevent economic and political unrest.

The report highlights the critical shortage of management and skilled labour. The solution is to be found in expanding the quantity and quality of black education in improving training facilities available, and in breaking down deep-rooted racial prejudices.

The imbalance in educational opportunities is illustrated by the fact that 20 percent of white children who are at school are receiving higher secondary education, whereas the figure for blacks is a mere three percent. At the same time, however, the quality of black schooling needs substantial improvement and so does the home environment available to the average black child.

The report also draws attention to the massive problem of unemployment. This can ultimately be overcome only by rapid increases in job creation in the modern sector of the economy, and by the provision of resources for the development of rural areas in the black states.

The problem of poverty and unemployment in rural areas is compounded by influx control

regulations which law workers with the right to work in urban areas, influx control has been tightened since the Riskert Commission report in 1979.

Increased labour mobility between rural and urban areas is needed in the short run to ease the extreme poverty of the rural areas, and this means perpetuating the migrant labour system. In the longer term black families must be allowed to move to urban areas.

The rate of growth of job creation the modern sector is highly dependent on the rate of investment, and consequently a stable political climate and stable labour relations are vital. In this context the Anglo-American report emphasises the need for incorporation of blacks into the system of collective bargaining which exists within Industrial Councils.

The new draft Industrial Relations Act does grant workers the right to free association as was proposed by the Wiehahn Commission, and allows for the registration of racially integrated unions. In the long run this may help to establish just wage levels and maintain industrial peace. However, the Industrial Council system is likely to become severely strained as more and more independent unions press for in-plant agreements over wages and working conditions, thereby bypassing the Industrial Councils.

A breakdown of the disease mortality rates shows that throughout the entire period under discussion, pneumonia, even after recruiting was prohibited in 1914 from Africa, north of latitude 22° South, leading to a drop in its mortality rate, was still the most formidable disease. The Committee of Doctors found that in the latter half of 1901 63 per cent of the total mortality could be ascribed to pneumonia, phthisis (meaning pulmonary tuberculosis) and other diseases. Pneumonia, the most deadly disease, contributed 31 per cent of the entire death rate.

Committee of Doctors in living and in 1911 it was formally adopted the Black Mineworkers' Association. The report also draws attention to the massive problem of unemployment. This can ultimately be overcome only by rapid increases in job creation in the modern sector of the economy, and by the provision of resources for the development of rural areas in the black states.

Dr No tells Paulus: Govt will listen

By RIAAN DE VILLIERS

DR ANDRIES Treurnicht, Transvaal leader of the National Party, said yesterday the Government would "gladly listen to labour leaders when they had problems"

He was responding to a public statement by Mr Arrie Paulus, general secretary of the Rightwing Mineworkers' Union, last week in which he accepted invitations to round-table talks on the future of white workers extended by Dr Treurnicht during the recent general election campaign

Dr Treurnicht's response was relayed to the Press via his private secretary yesterday, but he could not be contacted

personally to establish whether he would now initiate talks with Mr Paulus

Mr Paulus' acceptance of the invitation last week came in the wake of the recent clash between Dr Treurnicht and Mr Fanie Botha, Minister of Manpower Utilisation, over Government labour reforms

Endorsing Dr Treurnicht's criticism of labour policy, Mr Paulus recalled that he had invited him to round-table talks in several election speeches and said he was prepared to talk "whenever it suited Dr Treurnicht"

Observers have felt such talks may add to remaining tensions within the NP over labour policy

OWN

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K Strong

For the second best student in the subject of Building Construction.

C W von During

For the best student in the subject of Building Construction.
S A Brick Association Prizes

III: No award

II : A R Low Keen

I : N D G Sessions

For the best student in each of the courses of Building Economics I, II and III in the third, fourth & fifth years respectively.

LTA Prizes

P R Swift

For the student obtaining the highest marks in Professional Practice.

Surveyors' Prize

Cape Chapter of Quantity

The Committee of the Western

P C Key

For the best all-round student in any year of study.

Bell-John Prize

(Continued)

QUANTITY
SURVEYING

Contract CT 10/7/81 favours boss (132) advocate

Staff Reporter

WHILE claiming to promote formal equality, South African common law in fact entrenched inequality between employers and workers, a Durban advocate and former Nusas president, Mr Paul Pretorius, said at the University of Cape Town yesterday

He told delegates at a five-day conference on law in South Africa, organized by UCT's Law Students' Council, that the law ultimately ignored the real social inequalities between capital and labour

He said the basic legal relationship between employer and worker was the individual contract of employment. In law, this took the form of an agreement based on consensus between equal legal subjects

What happened in reality was that the contractual terms were "imposed by the employer on the employee who, insofar as he is unprotected by organization or statute, must accept these terms or starve"

Mr Pretorius said that in the case of a "legal" strike, the ultimate recognition of the employer's right to fire the employee for breaking a contract outweighed the concession of the statute not to prosecute the striker

Industrial Court

It might be argued, he said, that to the extent that tribunals such as the Industrial Court were freed from the constraints of the legal form and were able to apply concepts such as "unfair labour practice", they might go some way to restoring the imbalance in individual cases between employer and employee

But as far as it had already been tested against facts, the history of the Industrial Court tended to show the opposite

The industrial councils removed bargaining from the shop floor, and it was carried out by expert representatives unable to obtain a clear mandate from the shop floor on every issue, he said

He said the proposed amendments to the Industrial Conciliation Act were a clear attempt to prevent any form of organizational cooperation between community and worker organizations

"It is a clear attempt to re-define and to separate areas of economic and political action," he said

PROFESSOR JILL NATTRASS

FM 17/7/81

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Labour relations under stress



Jill Nattrass, Associate Professor of Economics at the University of Natal, examines recent events in the labour relations arena and warns of future problems.

There is evidence of a growing dissatisfaction with SA's much-vaunted labour relations procedures. The past few months have seen a number of actions on the labour front largely by black unions, directed at taking labour relations out the present institutional channels and placing them instead on a bilateral basis.

The most ironical instance is the recent Colgate Palmolive dispute in which a black union went through the machinery to enable it to stage a local strike over the company's failure to agree to negotiate wage issues outside the industrial council system.

Recently a spokesman for the National Union of Textile Workers went so far as to forecast that the next five years would see only a handful of legal strikes by black workers as the present grievance machinery was seen as being too cumbersome and slow to be able to handle their aspirations adequately.

The present labour relations system based on the industrial council has frequently been labelled as 'ideal' and in the past has been credited with the achievement of the relatively low levels of industrial unrest that have characterised the SA labour scene. Why has the situation changed to the point where the most recent Anglo American annual report suggests the system may now be outmoded?

The industrial council system under which both employer and employee groups sit together on a council to establish wage rates, job classifications and working conditions — which are then applied across the board in the areas covered by the council — operated reasonably successfully in the past. However, the era of its effectiveness was characterised by conditions in which the interests of the groups with access to the council (employers and registered unions) were reasonably homogeneous while those whose interests differed (the black workers) had no direct means of expressing their opinions.

With the extension of the freedom of association to black workers and the growth of the infant black union movements the labour situation has become very different. On the worker side there is scope for growing differences between unions controlled by different race groups, between craft unions and general workers unions, between registered and unregistered unions, and, probably most important, between unions who are members of an industrial council and those who are not but who are seeking entrance.

The employer groups are likely to find themselves in an equally unsatisfactory position. In one industrial council there may well be employers who deal with registered unions who are members of the council, those who have to deal with unregistered unions or other unions who are not members and who operate outside the system, employers whose workforces remain unorganised, as well as those who face some combination of all these possibilities.

To draw up a satisfactory agreement under these conditions would need the wisdom of Solomon. Worse still there is no way that the present system, relying as it does on a 100% acceptance vote for a new membership, can accommodate a conflict between a union seeking admission and a member union blocking the aspirant member's entrance.

While it grows and expands the black union movement will almost certainly display a growing diversity of interests and the industrial council system is unlikely to work well again until the labour movement has developed to the point where a more unified set of objectives is once again the order of the day.

As long as interests diverge widely the only satisfactory way in which successful employer-employee relationships will be established will be through the process of 'eyeball to eyeball' negotiation.

A number of major employers have adopted this line although some have taken the view initially (but unsuccessfully) adopted by the Colgate management, that while they will negotiate a number of items with the unions on a bilateral basis wages remain the prerogative of the industrial council.

Not surprisingly the black unions find this latter approach wholly unsatisfactory. They would like to conduct

all their negotiations on a bilateral basis. They realise that it will be difficult for them to obtain membership of the industrial councils and, once on to establish themselves in a strong position there. They are also well aware that, even when they are established in the council, they are unlikely to achieve as much for their members on the basis of one vote as they are through action outside the system — particularly since consensus on the council is gained through compromise.

Significant gap

The next few years will be a period of adjustment for both employers and the union movement. A survey of employers and employee organisations by the Natal University's Economics Research Unit reveals that there is a significant gap between the way employers perceive the interests and aspirations of their workforce and that of the groups representing the workers.

For example, while both groups accepted that wages were a major determinant of job acceptability to workers, views on the matter of bargaining rights were very different. The employee organisations rated them highly, employers on the other hand believed that their workers rated collective bargaining rights low on the scale of priorities.

Differences of perception of this sort can easily lead to industrial action — action that could be avoided if employers became more aware of the actual aspirations of their workers.

The emerging union movement was conceived in a situation of conflict and born into a world of suspicion and distrust. It is however, a lusty infant that is certain to grow into adulthood and if we are not to relive the bloody events of the Rand Rebellion, it is crucial that the movement's youth is a period in which it learns to trust those with whom it has to co-exist.

The onus of establishing trust lies with both the employers and the State. The wholesale dismissal of striking workers cannot create an atmosphere of trust. Neither will the refusal to negotiate with a representative but unregistered union. As for the State, it is clearly impossible to develop trust in a situation in which dissident workers are deported to the rural areas and the leadership of the union movement is subjected to harassment by the authorities.

Labour in SA has a long way to go

CHANGES HAVE BEEN 'FUNDAMENTAL, DRASTIC' — BUT TANGIBLE PROGRESS REMAINS AGONISINGLY SLOW

SOUTH Africa's labour scene HAS undergone drastic change in the past two years — but tangible progress remains agonisingly slow

It can rightly be said that a revolution has occurred

In the view of Prof Willie Bendix, of the University of Stellenbosch's School of Business, changes in the labour field have been "fundamental, drastic and an ideological revolution."

He believes that the effect of officially drawing the black man into the economy is so basic that all subsequent changes will be either technical fixes to implement this step, or will be measures aimed at controlling the subsequent changes

So far, however, the revolution exists more in the legal structure, in philosophy and in rhetoric than in action

There is still a very real doubt whether Government and business — will move quickly enough to develop new partnerships with each other and with the country's changing workforce

The challenge has swung from the ability to permit change at all, to whether all the parties will run fast enough to keep pace with the momentum of change that has been unleashed

Failure will result in loss of control over the course of change

This warning was made to Business Times by labour observers, who warn that business is in danger of being left behind by events "The time is past when management — and white trade unions — can act entirely at the speed and in the manner it chooses in the manpower field," according to one

By Andrew McNulty

leading industrialist

Also, more than two years after the first Wiehahn reports were released in a burst of urgency, the Commission's report on the crucial, 720 000-man mining industry — with its serious skills shortage — are still awaited

One of the issues bothering business is that aspirations of blacks have risen enormously So has the level of work stoppages

Doubts about real change apply in the field of industrial relations and in that of upgrading and training of blacks so that they can be absorbed into South Africa's dismally limited skills pool

These were main targets of the Wiehahn Reports of 26 months ago, May, 1979, which were hailed euphorically as the harbinger of a new, enlightened era

Chris du Toit, president of the Federated Chamber of Industries (FCI) and personnel consultant at Anglo American Corp, agrees that a regression in the process of black advancement is on the cards as the economy goes into a downturn "That has been the pattern in the United States Blacks' jobs are the first to go when things get tough"

Bernard Chalmers, a director of F S A, a leading personnel placement and management consultant group, which has just completed an annual survey into black advancement, says "Certainly a lot of firms have promoted blacks into jobs traditionally done by whites But in relative terms the number is still small The growth was from a low level and it has not been dramatic "I don't think enough people are

aware of the necessity to get more blacks into the skilled pool "There is a great gap between the intellectual understanding and the emotional commitment and inclination to do something about it"

Although a lead has been set by major organisations such as Barlows and Anglo American, he says, very little effort appears to have been made by the hundreds of smaller companies employing less than 500

"Part of the problem lies in a very short term orientation towards people A long term view is essential if you are talking of skilled people who take years to develop"

Much of the turmoil of the past two years has been an attempt to find solutions to dilemmas of growing importance

Firstly, the country's grim paradox of the huge "timebomb" unemployment problem and, at the same time, a critical skills shortage that acts as a brake on economic growth with which would be the best answer to unemployment

Secondly, recognition of the growing threat of politicisation of black workers and the likelihood of the strike being used as a weapon with implications for both company profits and for socio-economic stability

Apparently presaging a new era, the Wiehahn reports recommended ● Full trade union rights for all races including migrants and commuters from independent States who work in South Africa ● Freedom of Association for individuals to join any trade union ● Extension of the Committee System to all race groups ● The opening up of apprenticeship training to workers of all races ● The scrapping of statutory job

reservation

By June 1981, black membership of registered trade unions had grown to about 65 000 compared with none in October 1979, when the Industrial Conciliation Amendment Act legalised black union membership

Seventeen black and nine multi-racial unions had been registered, and there were applications on hand for registrations of four black and one multi-racial union, together representing about 10 000 workers

The Wiehahn report estimated that only 55 000 to 70 000 workers were then believed to belong to 27 black, unregistered trade unions out of a total black workforce of seven million at the end of 1977

This is barely 1% of the black workforce compared to a union membership of about 23% among three million economically active whites, coloureds and Asians

As Kate Jewell of the University of Cape Town's Graduate School of Business, says "Without legal recognition, without legal assistance in collecting dues, without the opportunity to bind employers to a legal agreement, the black trade union movement has done little more than survive"

Since 1979, awareness and membership of both registered and unregistered unions have risen enormously.

Mr Du Toit believes that a "constructive partnership" between workers and management is a prerequisite to a stable, new industrial relations scene "We are still a very long way from seeing such partnerships develop The master-servant relationship is still predominant — the very attitude which is the basis of the whole apartheid problem"

Educate union bosses, says British expert

By Andrew McNulty

SOUTH African industry should get involved in educating managers, and trade union leadership in the art of labour negotiation

This is the view of Michael Ames, chairman of the Education and Training Committee of the British National Printing Federation

South African pay structures, for example, are not yet determined through union strangleholds Once the unions have stronger bargaining powers, the advantage of voluntarily raising pay to levels acceptable to the

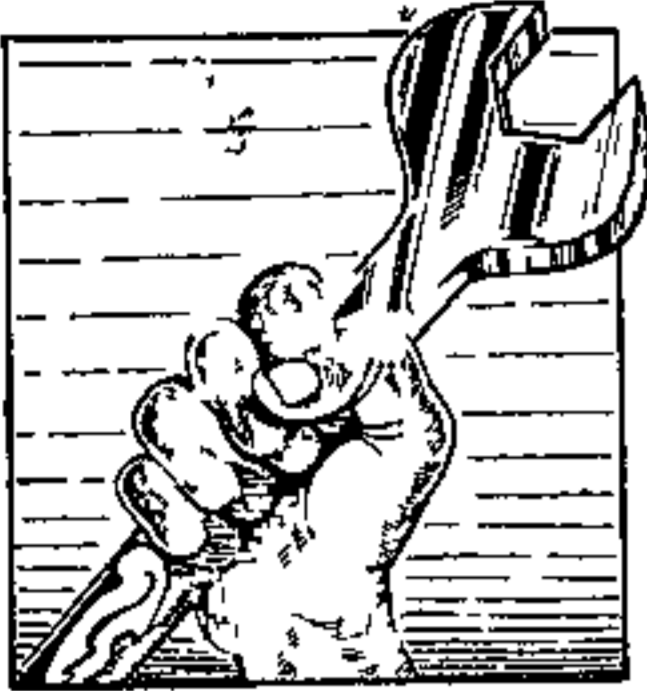
The training is done by unbiased, specialised bodies which educate union members in, for example, the role of representation, productive bargaining, company finance and work study concepts

workers would have been lost," he says Kalamazoo has for a long time contributed to labour negotiation training leaders of the nine trade unions it deals with.

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The challenge of the 80s

FM 24/7/81



No one doubts that SA managements face tough labour challenges. Black workers are set to make increasingly sophisticated use of collective bargaining rights.

Government's belated — yet courageous — decision in 1979 to accept the Wiehahn Commission recommendation to grant trade union rights to blacks also has a more far-reaching significance. As Professor Willie Bendix, of the University of Stellenbosch Business School, points out, whether acknowledged or not, the power structure of SA society is changing with labour assuming a central position.

Employers are already feeling the effects as emerging black unions flex their muscles after having been ignored and suppressed for decades. Last year, 207 strikes and work stoppages, caused mainly by unregistered black unions, resulted in the loss of 174 615 man-days. Managements will have to become increasingly skilled in dealing with the aspirations of their workers if SA is to develop a system of industrial relations in which the potential for conflict is kept to a minimum.

They will have to improve their ability to communicate with their workers. Recent worker unrest over new fringe benefits has vividly illustrated the difficulties managements face in explaining complex issues to unsophisticated employees.

Black unions will have problems as they struggle to define their social role in the new labour dispensation. They will be under severe pressures to be vehicles for black social and political aspirations and those unions which do not have strong links with the broader black community may find themselves being rejected by the very people they are trying to serve.

Managements, naturally, fiercely resent what they perceive to be political issues being raised by unions. However, Fred Ferreira, Ford's director of industrial relations and a veteran in dealing with highly politicised black unionists, warns that whether they like it or not, managements should expect the bargaining table to be increasingly cluttered with issues which are not traditionally part of negotiating agendas.

The government, which for so long has teared black labour's political muscle will have to learn to exercise restraint. Having created a climate for reform in the labour arena, it should refrain from trying to define in great detail how employers and employees should relate to each other.

"The less the State becomes involved in 'relationship building' between organised

labour and management, the better for the future," says Loet Douwes Dekker, senior lecturer in industrial relations at the Wits Graduate School of Business Administration. In its response to the draft Industrial Conciliation Amendment Bill, the Federated Chamber of Industries has warned that too much government interference can destabilise the framework of negotiation between employers and employees. Of particular concern is the government's wish to have a strong control over the registration of new unions.

The government will also have to curb its willingness to take arbitrary action against unionists who refuse to enter the official bargaining system. Bannings and detentions might result in short-term gains, but in the long term can only further increase the suspicions many unionists have about the new industrial relations system.

During the coming decade the three main participants in the labour arena — management, trade unions and government — are going to be involved in an intense debate about how SA's industrial relations system should evolve. At the heart of this will be questions about the future of the industrial council (IC) system through which wages and working conditions have been regulated in the past between employer associations and registered trade unions.

At present, there are about 100 ICs with agreements which cover about 40 500 employers, 205 600 white workers, 198 600 coloured workers, 73 400 Asian workers and 568 000 black workers. The IC system has in the past been credited with ensuring low levels of industrial unrest. But now

there are calls from both employers and unionists for the system to be reformed to cope with changing circumstances.

The effective operation of these councils in the future will be hampered by the very slow rate at which black unions are being registered and brought into the IC system, and the emphasis placed by many emerging black unions on plant-level negotiation as opposed to industry-level negotiation on ICs. This insistence on plant-level negotiation over wages was the cause of the recent Colgate Palmolive dispute, and other such conflicts are likely to occur.

Most employers and trade unionists who have participated in the system in the past believe it is basically a sound one and point out that it can provide workers with a variety of fringe benefits on a cost-effective basis.

However, it is not surprising that black unionists view the councils with great suspicion and have strong reservations about taking seats on them. These unionists have been denied a voice on councils in the past and have seen how, in certain agreements, black wages in fact went down, while those of white artisans rose. The system has had, except in a few cases, the effect of removing the influence of the trade union from the factory floor and it has not enabled workers to have their grievances resolved speedily.

Ferreira points out that the system has evolved to a stage where few employers and very few direct labour representatives take part in council negotiations. Scores of employers and often thousands of workers have little opportunity for communication at this forum and must rely on the media to find out how the council agreement will



Black labour . . . placing great emphasis on shop floor negotiations

affect them, he says. Like many employers (and trade unionists), Ferreira believes that unless the councils are reformed, they will probably face disintegration soon.

The crisis which faces the councils is also rooted in the bypassing of councils in recent years by black unions using recognition agreements. They have used these to establish relationships with particular employers and at present about three dozen such agreements have been signed and another two dozen are said to be in the process of negotiation.

There is thus the danger that two different industrial relations systems can develop. Douwes Dekker says bluntly: "The basic question facing the future structure of industrial relations in SA is whether recognition agreements and IC agreements will become competitors or will complement each other as instruments of governance. Unless the complementary aspect of the IC and recognition agreements are spelt out, and some general consensus reached regarding their mutual reinforcing functions, then the concept of the IC will be found to be increasingly inappropriate and open to criticism by the emerging black unions."

New dispensation

Professor Nic Wiehahn, architect of the new dispensation, recognises the dangers of a new dualism creeping into industrial relations. He tells the *FM* he believes it is a proven system and that there is nothing essentially wrong with it except that in the past it has been closed to more than 70% of SA's workers. However, he believes it runs the risk of being bypassed if the councils are "administratively and procedurally" closed to black workers.

Wiehahn also believes that the councils must consider trying to extend their activities down to shop floor level.

Associate Professor of Economics at the University of Natal, Jill Nattrass, warns of the potential for conflict in the future. She says there is scope for growing differences between unions controlled by various race groups, between craft unions and general workers' unions, between reg-

istered and unregistered unions, and, probably most important, between unions who are members of an IC and those who are not, but who are seeking entrance.

In addition, in one IC there may be employers who deal with registered unions who are council members, employers who have to deal with unregistered unions or other unions which operate outside the system, employers whose workforces remain unorganised, as well as those who face some combination of all these possibilities. She says the system which relies on a 100% acceptance vote for new membership, cannot accommodate a conflict between a union seeking admission and a member union which is blocking this.

There are, however, many people in the labour arena who believe the IC system is basically a sound one. They say modifications need to be made to it, but emphasise that total abandonment of industry-level bargaining will lead to chaos.

General Motors assistant MD Rod Ironsides, who heads the FCI's labour affairs committee, believes in the IC system, but says it may in some cases have been implemented too rigidly in the past. Shop floor level bargaining can be taken too far, he says. What is needed is a modified IC system.

"Employers have lagged sadly behind developments," says labour consultant Andrew Levv, who adds that there are signs that the councils themselves are beginning to realise something has to be done.

Contact points

Happily, there appear to be points of agreement between some unionists and employers on the councils' future role. Says Andre Malherbe, president of the Trade Union Council of SA (Tucsa): "The new unions place great emphasis on shop-floor negotiations and I believe we might have to live with this in the short term. However, in the long term I think everyone will see the advantages of the IC system." Malherbe believes there is room for shop floor negotiations on some issues which affect workers in a particular plant, but says there is no substitute for bargain-

DEFINITION

An industrial council. A mutually formed and registered body created by registered trade unions and registered employer organisations for collective bargaining in a particular industry and area. It concludes industrial agreements under the law and administers the agreements.

ing at IC level over issues affecting a whole industry.

Joe Forster, president of the Federation of SA Trade Unions (Fosatu), says ICs have an important role to play, providing they do not deny workers the right to plant wage bargaining. He suggests that ICs should set minimum wage levels and that workers in different companies should then be free to bargain with their individual employers.

Some managements the *FM* spoke to, including industrial relations adviser Richard Sutton, express similar sentiments and believe there could be room for in-house agreements.

A crucial factor in shaping a new labour dispensation will be the ability of the government, employers and unions, already serving on the councils to persuade the new unions to join the official system. Given all the abuses and prejudices of the past, this is not going to be easy. Having created a climate for drastic reform in labour, the government has to move quickly to abolish discriminatory laws. The draft Bill published earlier this year also revealed a government desire to have strong control over labour affairs. In the face of strong criticism from both employers and unionists it has now indicated that it is willing to reconsider some important aspects of the legislation.

A great deal more of this kind of flexibility will be needed from government, managements and unionists if a social partnership is going to be achieved between these three groups — a partnership which will ensure the skillful accommodation of the various interests at stake.

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unions', which means discussion with established unions who bargain with these associations at present.

He argues for a system in which the councils and recognition agreements complement each other. Employers and unions will have to agree to on ways of adapting the system to make this possible if the councils are to survive.

Employer associations, too, he argues, have the choice of whether to adopt a model "which assumes that management and unions are adversaries" or one which "defines these parties as social partners."

They have traditionally played a key role in labour relations and positive support by them for an open approach to unionism will influence affiliated companies to "lower the risk of union membership among a workforce."

Slogans

This approach would allow the "built-up anger and resentment of the past decades to be expressed in specific demands instead of generalised slogans".

It is to both parties' advantage to allow union leaders to state worker grievances rather than forcing leaders to call for consumer boycotts.

"Why can employer or trade associations not be more specific by requiring companies to develop (open) Industrial relations policies?"

The pre-requisite for the success of this approach is that a consensus should emerge between unions and employer associations on how labour relations are to be regulated.

The "social partners" model applies also to another key issue — the demand of unions to be involved in community issues.

Mr Douwes-Dekker notes that employers have of their own accord decided to become involved in community development issues — through, for example, the Urban Foundation — but that they have not drawn unions into this process.

He argues that "there is a strong rationale behind the suggestion that employers' associations respond favourably to trade union commitment to community involvement by reducing and eventually eliminating, it is hoped, the lag in community development."

The "lack of quality in living conditions" impinges on business and, although consensus between it and labour on community programmes will be difficult to achieve, "it constitutes an important process of achieving the best 'mix'."

"Both support for the recognition agreement and the role of the union in the wider community brings to reality the concept that capital and labour can act as social partners," says Mr Douwes-Dekker.

Peace in the factories: It is possible

tions are largely removed from the factory floor and identified with "racism" by black workers.

Mr Douwes-Dekker argues that the Government's "courageous" decision to extend legal union rights to blacks gave notice that "the right to freedom of association had become a fundamental value for the ordering of society."

But, while the State removed legal constraints on black unions, it has not created a climate in which the necessary reform "can be facilitated".

Controversial points on labour relations in South Africa have been raised in a recently published paper on "Employers and Freedom of Association". Labour Reporter STEVEN FRIEDMAN reports. *SFR 29/7/81*

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The rejection by unions and some employers of recent legislation and the official bargaining system (which are seen as attempts at control) might, however, "be a blessing in disguise".

"The less the State becomes involved in relationship building between labour and management, the better" and the two sides "will be forced to face the responsibility" of working out an accommodation without State help.

The decision on how to react to unions thus passes to management.

Attitude

A "hurdle" is posed by the many personnel managers who see unions as "a third party interfering in the domestic affairs between management and employees" — an attitude which has the effect of warning workers of unionism.

Not all workers, he argues, have an equal propensity to become union members. A substantial number are "born unionists" while a small minority do not want to join unions.

The majority, however, support unionism but wait for the "climate to be right" before becoming union members. In other words, they will not join if the threat of employer action against them is high.

A company's labour relations policy will decide whether these workers see unionism as a means of achieving change

CAN the turmoil on our factory floors give way to an era in which employers and emerging unions co-operate, both inside the factory and on joint projects outside it?

The question probably sounds odd to employers, many of whom see unions as, at best, a necessary evil. Many unionists would be equally taken back. They see their job as winning recognition from bosses, not working with them.

But a controversial paper argues that such a "social partnership" is possible — if labour relations are "drastically reformed" to accommodate the demands of black workers.

And, while many look to the Government to bring about this reform, the paper argues that employers hold the initiative in bringing about change.

To do so, they must accept the need to recognise unions in the factory as well as the unions' right to involvement in the wider community.

Banned

The author is Loet Douwes-Dekker of the University of the Witwatersrand's graduate business school. He is also a union adviser who was banned by the Government between 1976 and 1979.

Mr Douwes-Dekker notes that hostility between unions and employers — in which both reject the other's right to exist — has also tended to mark the first stage of union development in Western nations.

But this has generally given way to a decision by both sides to regulate the relationship and unions have won acceptance in society — a development which has assisted industrial stability and justice.

South Africa is still largely in the first stage because many employers have not seen "the union recognition agreement as the instrument through which the drastic reform of our industrial relations system can be achieved".

Despite recent labour reforms, the need for drastic reform is evident, he argues, from a variety of considerations.

● About 2-million black workers are "demanding expression of their rights" and this means new channels must be created, not that blacks be absorbed into existing ones.

● The Government believes unionism should not become a threat to separate development and management practices are allowed to develop in the "protected environment of suppressive legislation" such as the Riotous Assemblies Act.

● Influx control weakens black bargaining power by hampering workers' performance in urbanisation.

● Established (non-black) unions are largely weak, and are allowed to operate "in terms of objectives which no longer reflect the needs of workers" by closed-shop agreements which make workers automatic members of these unions.

● Industrial council negotia-

and management should make it clear to them that they will be permitted to join unions if they wish.

Managers who regard unionism as a threat will see the small anti-union minority as "the loyal component of their workforce" and the leadership which emerges from the core of "born unionists" as "agitators".

As a result of this "misunderstanding", some employers believe most workers do not want unions and see action as *organise them as*

"intimidation".

This approach succeeds only "while coercion still prevails as a method of control" — as it did before recent labour reforms.

Now that black unions have been permitted to register these employers will have to rely on "indirect coercion" such as informers or "company unions".

In contrast, in Britain and America the "importance of allowing a potential membership to show allegiance to unionism has been acknowledged".

As soon as membership reaches about 30%, an officialy-run ballot is held to establish whether workers accept the union as a party for bargaining (In South Africa, recent company referenda have born out the theory that unions' support among workers is often far greater than actual membership.)

Recognition of the "potential membership" factor by management would, says Mr Douwes-Dekker, increase the prospects of joint agreements being signed.

According to Mr Douwes-Dekker, there are now about three dozen such agreements in operation and another two dozen are said to be in the offing.

The signing of this agreement means that "the parties mutually respect each other and agree to acknowledge each other's independent existence". It is based on the idea that a "co-operative" relationship

should guide the dealings between the two sides.

What are the implications for the existing industrial council system? The councils — which excluded black unions by law until late 1979 — have become largely unrepresentative, according to Mr Douwes-Dekker.

In 1978, unions representing 300 000 workers negotiated binding agreements covering about a million workers — and "at least half" of the workers these unionists represented were forced to become members through the closed shop

Because the unions were unrepresentative, they could not back demands with the strike threat and industrial peace was maintained, not through negotiation, but through "restrictive security legislation".

Thus some observers described industrial council negotiations not as "collective bargaining" by the unions but as "collective begging".

In addition, the council system removed "except in isolated cases", the influence of unions on the factory floor.

Black unions thus challenged the relevance of the councils and, instead of being agents of "bureaucratic control", they must become "change agents".

Survive

"The industrial council system can only survive if its terms of reference have been agreed to by the black union groupings," says Mr Douwes-Dekker.

Yet black unions should consider that the councils cover 40 000 employers "Are the unions going to demand recognition agreements from all 40 000?"

There are also factories which are too small for recognition agreements and "some form of centralised bargaining with employers' associations will be inevitable".

This form of bargaining "should be considered by black

Steelmen set to forge a bargain

CONTROVERSIAL labour guidelines drawn up by the giant Steel and Engineering Industries Federation — which affect the bargaining rights of about 400 000 workers — are likely to be revised soon.

Seifsa sources are reluctant to comment on the possibility of revisions, but reliable sources say discussions aimed at producing amended guidelines are under way.

They are expected to be ready in one or two months

The guidelines, released in late 1979, sought to channel bargaining with trade unions through the official industrial council system, and rejected negotiation with unregistered trade unions.

They were sharply criticised by some unionists at the time and have been contrasted with guidelines released earlier this year, by the Federated Chamber of Industries, which urge employers to adopt a "pragmatic approach" and to deal with representative unions even if they are unregistered

The original guidelines rejected negotiation with un-

ions at plant level, implying that bargaining should be channelled through the councils

Stop orders

They also advised employers not to grant "stop-order" facilities to unregistered unions or to negotiate with them

After discussions between Seifsa and registered trade unions, the guidelines were amended to allow unions whose applications for registration had been gazetted to receive stop-order dues if they agreed

to join the industrial council once registered

This exemption applies for a limited period and has been granted to two predominantly-black unions affiliated to the Federation of SA Trade Unions that have not yet joined the metal industry's industrial council

Talks

Informed sources say the process of revising the guidelines is likely to take some time, as it will involve discus-

sions not only with employers affiliated to Seifsa, but with trade unions party to the industry's industrial council and other interested organisations

The amendments are also likely to depend to some extent on labour relations legislation introduced by the Government in the forthcoming parliamentary session

They are therefore unlikely to be finalised until the Government's intentions are announced

The discussions aimed at reviewing the guidelines come at a time when two East Rand metal firms have faced strikes by workers rejecting wage rates negotiated at the industry's industrial council and demanding additional increases

In addition, unions affiliated to Fosatu have negotiated wage increases outside the industrial council system with two East Rand and one Johannesburg metal company in the past few days

BY STEVEN FRIEDMAN

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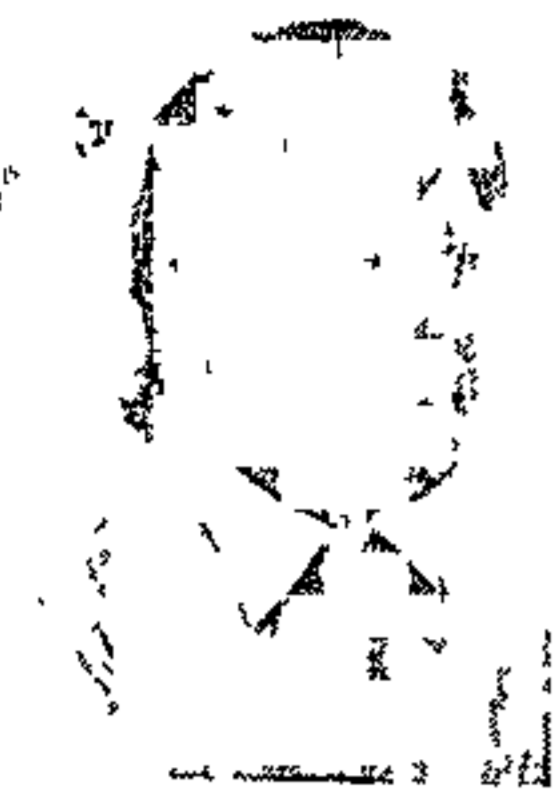
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QUANTITY SURVEYING

Through the labour web



Halton Cheadle has a legal background and has widespread experience in the labour field. He is currently assistant director of the Wits Centre for Applied Legal Studies

FM: What role should the State play in labour legislation?

Cheadle. Statutory provision for State intervention should be minimal. An enabling framework rather than a controlling one should be provided, one which makes negotiations possible rather than prescribing how negotiations should take place. It's crucial that employers and unions decide independently the kind of relationship they will have with each other. All the State should do is make this possible. It should encourage negotiations in whatever form they take.

What are the benefits of signing recognition agreements rather than participating in the official bargaining process at industrial council (IC) level?

Registration doesn't grant bargaining rights. Industrial councils largely serve the needs of craft and racially based unions, which exclude the vast majority of SA workers. The new unions are essentially industrial unions which organise all workers at plant level.

Many disputes have origins inside the workplace so it is essential that certain rights are accorded within the workplace. There is no way that the IC system can possibly deal with every dispute. It is obvious that some form of dispute procedure within the establishment is necessary. If unions are not included they will not be credible and won't be used.

What should a recognition agreement include?

A recognition agreement is a skeletal constitutional arrangement between an employer and the union. The most crucial element is a rudimentary negotiation procedure whereby management agrees to recognise the union as a

bargaining agent on behalf of its members.

The agreements that flow from this can be procedural and substantive. Aspects of the former might include grievance, dismissal and retrenchment procedures, also rights such as allowing officials access to the workplace, stop-order facilities, recognition of union officials and in particular shop stewards. Substantive agreements such as wages and working conditions will change from year to year.

Can the dual system of industry-wide and plant level bargaining co-exist?

Yes. Recognition agreements are private arrangements between employers and unions. They deal with details that ICs do not. If you negotiate wages at plant level, they may not be less than those prescribed at IC level. Management's worry is that they will negotiate at IC level and then be faced with plant level bargaining. Increases negotiated at plant level can take into account increases negotiated at IC level.

How representative is representative and when should management sign a recognition agreement?

Management shouldn't make an artificial fetish of percentages such as 50% and only then decide to give stop-orders or access. The importance of 50% as a percentage is that if you get 50% plus one, it means you need only deal with one union. Representativity is only important when dealing with the exclusive right to negotiate. It should be used only in deciding whether sole collective bargaining rights should be accorded to a union.

What legislative changes should be made to encourage a healthy industrial relations system?

Firstly, registration should be a formality — a mere listing of trade unions should be sufficient. Benefits that flow from the statute should be accorded only to "independent" unions and not to "sweetheart" unions. The basic structure should be in the form of enabling legislation, and the content of the relationship should be decided by employers and unions themselves. It should not be imposed by the State. The form

that industry-wide bargaining should take should be dependent on the parties themselves and not on a stipulated form such as an IC. Industry-wide bargaining should set down minima and plant bargaining set actual wages. The conciliation board procedure relies too much on ministerial discretion.

Government plans to scrap the statutory basis of works committees. Should the system be retained?

The fundamental objection to works committees is that they are outside the union structures. They are often set up to pre-empt unions. The crucial thing is to have a committee formed by the union which represents the union inside the plant. To date statutory works committees have been used in such a way that they have become thoroughly discredited.

How effective is existing legislation to settle disputes and grievances?

It is very formalistic, inflexible, slow and also subject to ministerial discretion. It only provides for major disputes and does not make provision for disputes at plant level. You cannot invoke a conciliation board and call an industrial council meeting every time a worker is considered to have been unfairly disciplined or dismissed.

Is the industrial court proposed by Wiehahn functioning effectively?

No. The first problem is that the enabling legislation is ambiguous. It confuses different kinds of disputes. There is an incredible confusion as to the parameters of its jurisdiction. One of its functions is to operate as a court of law, but its latest decision will exclude most legal disputes. If a dispute is taken to the Supreme Court — the court will probably say that the dispute should be heard in the industrial court. If it is brought before the industrial court, the court will probably claim it has no jurisdiction. It's a Catch 22 situation. The law is in a parlous state.

Moreover, in the case of the unfair labour practice — it's not a court of first instance. Complex machinery must be invoked before access to the court is granted.

Reform practices, FCI tells Govt

Labour Reporter

Better relations between employer and worker were necessary to preserve industrial peace, but at the same time the Government must reform some of its labour practices

These were some of the views discussed in a report issued last week by the South African Federated Chamber of Industries (FCI).

The report coincided with the introduction of the Government's Labour Relations Amendment Bill

The FCI, a major employer representative body, said effective communication was required on the factory floor between employer and workers.

Employers had to recognise the growing aspirations of their workers and be more flexible in their approach

They also had to evolve grievance and negotiation procedures with staff

The FCI warned employers not to favour cer-

tain unions and not to hide behind registration practices as a means to entrench the interest of existing unions.

Unions were now interested in negotiations at plant level to meet their members' interests and not through the usual bargaining procedures

The Government was urged by the FCI to

- Change the present process of union registration where, registration was linked to worker representation

- Move rapidly towards an integrated industrial relations system allowing for centralised and decentralised negotiations between managements and unions

- Adopt a neutral policy of industrial relations and leave settlements of disputes to managements and unions

The Government was also urged to avoid as far as possible bannings and detentions and to bring detained union leaders to open trial as soon as possible

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FOOTNOTES

it did not.

In conclusion, it is satisfactory to note that the plague in Cape Town gave rise to one literary work. This was a curious little novel, The Mysteries of the Scarlet Phial, written by Albert Edward Heyer, who was a far odder character than any in his book.⁹⁸ Ostensibly a thriller, the novel was written in 1902 in order to warn colonists against Afrikanerdom. Lurid and melodramatic, its interest lies mainly in its political perspective and its descriptions of the plague stricken city, for Heyer was bitterly critical of the plague administration. Without radical reform, he warned Cape Town's citizens, the epidemic would recur with more violence than before. Fortunately

hoteliers and the like very hard. Public auctions on the Parade were banned for a time so they, too, were affected. On the other hand, property owners in the worst districts would appear in the long run to have benefited from the cleaning operations and removals. Some people found temporary but profitable employment as cleaners and removers in a city in which unemployment had been a serious problem in the early days of the war. The economic results, then, were mixed but of short duration for the most part.

'Legal strike law is NOT working'

Political Staff

THE ASSEMBLY — More than 250 000 South African workers had gone on 189 strikes in the last 10 years but only one had been legal, the Progressive Federal Party's Mrs Helen Suzman, MP for Houghton, said yesterday.

This disturbing picture showed that the law for legal strikes was not working and did not suit the needs of the vast majority of workers.

"What the Government is doing here is to try to treat the

Govt treating symptoms, says Suzman

symptoms instead of the cause of the troubles.

"Instead of trying to tighten up machinery by depriving strikers of strike funds, which of course mostly punishes the dependents of strikers, the Government should try to improve conciliation machinery

left to employers to resolve as far as possible.

"The person in the best position to decide which is the representative union is the em-

Police action justified — Fanie

Political Staff

THE ASSEMBLY — The Government should stop involving the police in trade union affairs because this created distrust, Mrs Helen Suzman, the Progressive Federal Party MP for Houghton, said yesterday.

But the Minister of Manpower, Mr Fanie Botha, later justified police involvement by saying it had only taken place when the actions of the people involved warranted it.

Speaking during the second reading debate on the Labour Relations Bill, Mr Botha said: "This department does not rest people. This department does not act against trade union leaders."

But the police would intervene if the actions of the people involved required it.

'Nasty'

"This department does not intervene in the affairs of unions and we are not going to interfere."

"But we want to create order in the labour field and we want to perpetuate it," Mr Botha said.

Earlier, Mrs Suzman said the Government had a "nasty" habit of inviting the intervention of police in strike action.

"Either by sending for the police when workers came out on strike or by the arrest or detention of trade union leaders."

Victimise

"The Minister says it has nothing to do with their trade union activities but a great deal of people don't believe him and I count myself among the disbelievers," Mrs Suzman said.

She also urged the Department of Manpower to stop attempting to victimise workers by advising employers to fire or hire workers, as had happened in the strike at South African Fabrics in January this year.

"There are presently a number of trade union leaders in detention or banned trust than when leaders are banned or detained."

"It is an old trick but fortunately the firm disregarded this piece of advice. They went to arbitration, an award was given and everybody was happy."

These activities by the department had the effect of building up hostility among black workers and making them deeply suspicious of any attempt to exercise control over their unions.

These activities had also made them fight shy of registration, Mrs Suzman said.

year.

The department had advised the company to dismiss all workers and then to re-engage them selectively.

MRS HELEN SUZMAN lashing labour laws

ployer — and a ballot can always be held if necessary," she said.

The number of illegal strikes indicated that the system laid down for legal strikes was not working.

Workers were not using the system because it was too complicated and because it established to settle major disputes, whereas most strikes arose on the shop floor out of minor grievances.

'Boraine should urge unions to register'

Political Staff

THE ASSEMBLY — The PFP's chief labour spokesman, Dr Alex Boraine, would be doing the country and labour relations a favour if he urged unregistered trade unions to register, Mr Chris Rencken (NP Benoni), said yesterday.

Speaking in the second reading debate on the Labour Relations Amendment Bill, he said Dr Boraine should persuade these unions to register rather than exhort the Government to condone them.

Illegal strikes were not tolerated anywhere in the world and there was no reason the position should be any different in South Africa.

"There is no justification for illegal strikes because conciliatory machinery has been built into the legislation."

All ethnic references in the Bill had been removed, and this was a substantial and important change.

The Government, Mr Rencken said, could obviously not continue to appoint commissions to look into labour matters and so the appointment of a permanent manpower commission had been a big step.

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Relax labour controls more, says Boraine

THE ASSEMBLY — The labour crisis in South Africa was compounded by the fact that the skilled labour shortage co-existed with an oversupply of unskilled labour, Dr Alex Boraine, PFP Pinelands, told the Assembly yesterday.

- Supporting the second reading of the Manpower Training bill on behalf of his party, he said unemployment was estimated at between one and two million.
- "It should be obvious to all that a further relaxation of Government controls on the movement of labour and on formal and informal economic activity would ease this problem."
- "The most important feature of this legislation is that it leaves the responsibility for training and retraining mainly on the shoulders of the private sector."
- "Should we not move towards a situation where all technical training, including technical schools, technical colleges and technikons, should also fall under the Department of Manpower?"
- He said he was aware that this could sound revolutionary but felt it would help South Africa to meet the critical demands of the next 20 years.
- There were two key ingredients in any economic development plan. These were capital formation and labour.
- It took time to train skilled workers and if the projected downsizing in the economy became a reality this would probably retard the process of training.
- It was to be hoped that the new emphasis on training and the co-ordination and regulation of training of manpower by the

- department would serve as a spur to make the best possible use of all the country's available manpower.
- It was unlikely that the supply of skilled labour would show an increase of much more than 2% over the complete business cycle from 1978 to 1982.
- Provision for training committees which would be required to be representative of all employer and employee groups in all aspects of training, and
- Provision of a manpower fund.

Dr Boraine appealed to the Government to make every facility for training open to all races — Sapa

Supporting the second reading of the Manpower Training bill on behalf of his party, he said unemployment was estimated at between one and two million.

Slabbert's Press plea

Political Staff

THE Leader of the Opposition, Dr Frederik van Zyl Slabbert, yesterday appealed to newspapers not to reduce the white constitutional debate to a personality clash between him and the Prime Minister, Mr P W Botha.

"It is totally unproductive to reduce the constitutional debate at present raging in white politics to a personality clash between myself and the Prime Minister, and I wish to urge newspapers not to do so."

"All political parties in Parliament have to confront the issue of domination in a future constitution in South Africa, and it is far better to weigh argument against argument than to create a situation where politicians hurl personal abuse at one another."

"I have no interest in the latter," Dr Slabbert said.

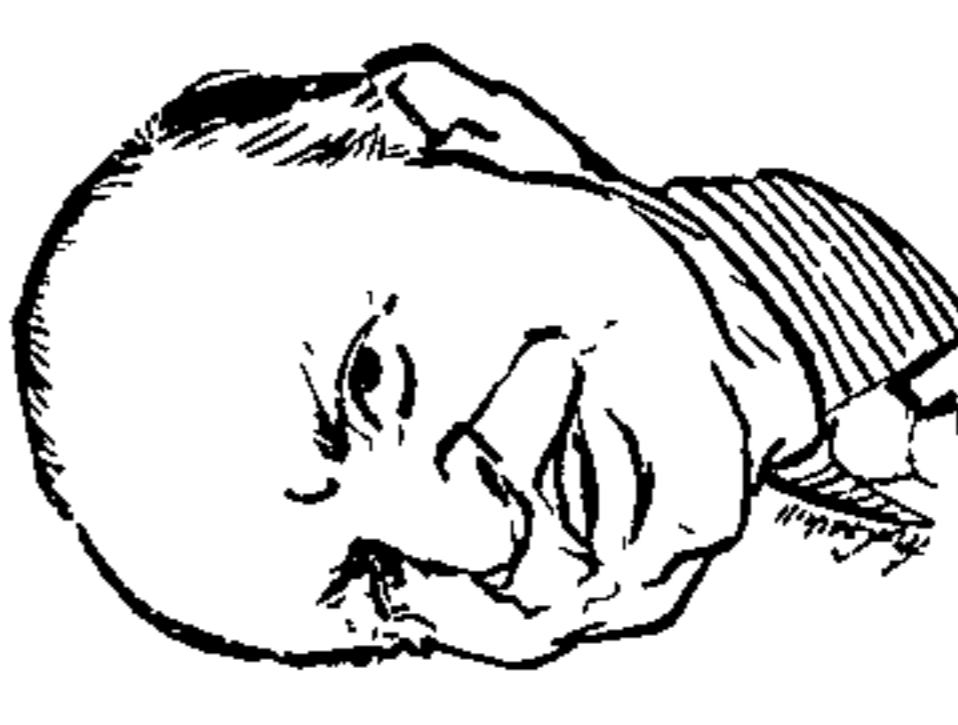
'Technikons must be open'

Political Staff

THE ASSEMBLY — Unless the technikons were opened to all races Natal would be saddled with a massive R200-million white elephant within one generation, Mr Ron Miller (NRP Durban North) said yesterday.

In Natal R200m would be spent on a new technikon for whites only but at the present falling white birthrate it will become a white elephant within a single generation.

Bill will change labour pattern — PFP



Mr HARRY SCHWARZ welcoming labour laws

THE ASSEMBLY — The Labour Relations Amendment Bill would change the entire working pattern in South Africa, Mr Harry Schwarz (PFP Yeoville) said yesterday.

Speaking during the second reading debate on the legislation he said if it failed it would have serious implications for the country.

Congratulations to the Minister of Manpower, M. F.

12/8/81

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on his "courage" in introducing the Bill, Mr Schwarz said the Minister had proved that he was willing to display courage in what he believed in

"It is an achievement."

There were many white workers as well as those of other races who did not trust the Bill but they should not have any fear

Co-operation

"This legislation is in the interest of all workers, regardless of their race

"It will change the working pattern in South Africa and if co-operation in this field took place there is no reason why it should not be the case in the socio-political field"

He appealed to all unions to become multi-racial with common economic objectives

"The impression must not be created that it is only white unions which want to be exclusive. There are unions of other races which want this as well"

Package

All over the world there were close relationships between trade unions and politics and he saw the new labour legislation as part of an economic system that should be created to fight Marxism

"It should be part of a package with more to come."

One had to ask what else would follow as part of the broad economic programme

Mr Schwarz asked the Minister whether he felt enough was being done to encourage people to play an increasing part in industrial development

"Our people must be better informed what labour legislation is all about and also about leadership in the field of labour

Struggle

"The struggle of the soul of the worker is one of the most important issues facing South Africa"

The normal struggle between labour and capital was never restricted to labour alone and the Minister and his colleagues should ensure that the labour scene was not politicised.

Many people were critical of such legislation, whether it was bad or good, because they did not agree with the system

Dangers

"Because it is part of the system, they want no part of it"

"We have an important task to teach people to understand that when there is good in something they must support it, even if they don't agree with the system. When the Government does something good we must support it.

There were however, certain dangers in trade unions that workers should be aware of

The finances of all unions, whether registered or not, should be subject to proper audits and intimidation should be guarded against

"I believe everybody should be entitled to work if they want to - Sapa.



Manpower priorities



Dr Hennie Reynders is chairman of the National Manpower Commission. The FM questioned him on the commission's work and the recently published High Level Manpower Report.

FM: What are the main tasks and priorities of the Manpower Commission (MC)?

Reynders To advise the Minister of Manpower on all aspects of labour. We have a very broad brief but are concentrating on seven major areas — in particular job creation, industrial relations, education and training. Also, conditions of employment and social security, productivity, employment services and international labour aspects.

The function of the commission is entirely advisory. It is a statutory permanent body and its work is ongoing, concentrating on policy matters rather than detail. We publish reports on special topics like the recent High-Level Manpower Report (HLMR) and also annual reports which are tabled in Parliament.

At present the HLMR is simply a report and the White Paper a statement of intent. How soon can action be expected?

The White Paper on the HLMR has now been published, summing up government's reactions. The MC intends following this up with the various public and private sector bodies concerned with the specific recommendations accepted by government next year. However, the MC is itself beset by manpower shortages, so things are not moving as fast as they should.

As a form of job reservation, how likely is it that closed shop agreements will be abolished?

One should be careful in describing these agreements as a form of job reservation. They are nothing more than a security arrangement instituted by unions to protect their members and are the subject of negotiation and agreement between employees and employers. The Wiehahn Commission con-

tained both a minority and majority recommendation on the closed shop. The majority recommended the maintenance of the status quo while the minority felt it to be a form of job reservation and recommended its removal. Government referred this to the MC for further guidance. The MC report on the closed shop will be tabled in Parliament soon and a White Paper will follow.

Is the manpower policy in the western Cape justifiable any longer on grounds of principle? How can it be reconciled with free market philosophy?

Our first annual report for 1979 indicated that representations regarding the policy should be considered and this was reaffirmed in the last report. This is being investigated by an inter-departmental committee. The MC did not stipulate policy direction but indicated that there were areas to which serious attention should be directed. Some effects of the policy on geographical mobility of labour obviously impinge on the proper functioning of a free labour market, but in government's wisdom they have believed intervention necessary.

The HLMR stated that SA would not be able to realise its development potential if high-level manpower was recruited exclusively from whites. What kind of resistance are you expecting?

The commission is not concerned with the implementation of policy decisions, this is the responsibility of individual departments. I think it is now generally recognised that blacks, coloureds and Asians will have to be absorbed into the economy in higher positions. Resistance from whites will depend on how the private sector handles the matter.

The HLMR recommended that universities and technikons should be better utilised by "making better provision for the training of non-whites at white institutions." But the White Paper reaffirmed government's commitment to train different races at separate institutions.

We recommended that government re-examine the problem of shared facilities. Presently, blacks can enrol at white institutions under certain condi-

tions. Government is now willing to re-evaluate these conditions.

The White Paper indicated that government will be revising the university subsidy system for application in 1983. Does this mean greater subsidisation for the sciences than the arts?

Universities are not delivering sufficient graduates to meet the country's requirements. If the subsidy system is changed, it may induce universities to change their admissions policy. Government has indicated an awareness of the problem.

The HLMR stated that women should be encouraged to re-enter the job market and recommended a re-evaluation of the tax structure to facilitate this. If the tax system is not revised, is it likely that women can be wooed back into the job market?

Up to a certain income level it actually pays women to work on the basis of combined taxation. After that it becomes progressively unfavourable. The standing commission on taxation recommended joint taxation but the MC has suggested that government re-examine this. However, there are not as many appropriately qualified women available in the skilled group as is commonly believed.

Since tax concessions for the training of all population groups have been introduced, how responsive has the private sector been?

The response of the private sector has been good for the training of semi-skilled workers but not for artisans. Since the first Wiehahn report which recommended that blacks be trained as artisans, the response of the private sector has not come up to expectations — not more than 100 black apprentices had been registered to end 1980.

What is the relationship between Manpower 2000 and the MC?

The commission itself was not directly concerned with Manpower 2000. The MC flowed from the recommendations of Wiehahn and Riekert while Manpower 2000 was launched by the Minister to create an awareness of SA's labour problems. It is slowly coming to an end, but the private sector is establishing a Manpower Foundation to continue its work.

New photos

Vote of support for new manpower body

132
kam
14/8/75

By STEVEN FRIEDMAN

copy for me

A MEETING of about 70 business leaders, homeland government representatives and academics voted in Johannesburg yesterday to back a new business-initiated Manpower Foundation which will seek to coordinate efforts to tackle the country's mounting manpower crisis.

The meeting attended by heads of several major corporations as well as representatives of two trade union bodies, Tessa and Cusa, heard the new foundation's chairman Mr Dennis Itheredge of Anglo American Corporation warn of a growing skilled manpower crisis.

"We have got through the last year only by poaching skilled workers from each other or by importing immigrants. These are costly solutions and can only work in the short-term," he said.

He appealed to businessmen to support the foundation which he said had the blessing of the Government and would take over from the Government's Manpower 2 000 project. It would seek to act as a catalyst to prompt a better use of the country's manpower.

Its main task would be to coordinate training efforts and to boost them without competing with existing organisations. Forty-one participants voted to back the foundation, while another 15 said they would have to consult their organisations before making a decision.

However, Mr Peter Seattle, head of the giant motor company Volkswagen said he had reservations about the foundation. He had become "disillusioned about co-operation with the Government since the 1979 Carlton conference with the Prime Minister."

"I fear this foundation will skirt the real issues. The real problem is white myopia," he said.

The main drawback facing employers was that "our society is unequal".

Job integration

Agnes 2/8/81
 "will bring 132"

political change'

WORKERS of all races would be industrially enfranchised within two years. Professor D W F Bendix of the industrial relations unit of the University of Stellenbosch said yesterday.

He was addressing a conference on aspects of the long-term future of the Western Cape.

Professor Bendix said a political dispensation involving whites, coloured people and blacks would follow the socioeconomic integration of workers by 1995 at the latest.

MAJOR PART

It is difficult to see any other form of political accommodation for 7 million blacks residing permanently in urban South Africa and forming not only the major work force but also the major part of an economically integrated industrial society.

Professor Bendix said the source for all socioeconomic and political

change lay in industrialisation, economic growth and the process, already begun, of deracialisation of work and in industrial relations.

Reliance on black labour would grow and give the labour movement a power base strong enough to put pressure on the political system.

NO OPTION

The Government would have no option but to accommodate this pressure.

Urban black labour would find the industrial council system too rigid and restrictive for flexing its industrial muscle.

It would push for bargaining at plant level and employers would be forced to deal with unions directly.

Professor Bendix foresees that strike action will increase drastically.

Many relatively short strikes were likely to become a normal feature, he said.

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FOOTNOTES

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ch are in the State

with more violence than before. Fortunately

the plague administration. Without radical reform, he warned Cape Town's descriptions of the plague stricken city, for Heyer was bitterly critical of melodramatic, its interest lies mainly in its political perspective and its

written in 1902 in order to warn colonists against Afrikanerdom. Lurid and character than any in his book. 98

of the Scarlet Phil, written by Albert Edward Heyer, who was a far odder rise to one literary work. This was a curious little novel, The Mysteries

In conclusion, it is satisfactory to note that the plague in Cape Town gave then, were mixed but of short duration for the most part.

been a serious problem in the early days of the war. The economic results, the cleaning operations and removals. Some people found temporary but profit-

in the worst districts would appear in the long run to have benefited from for a time so they, too, were affected. On the other hand, property owners

hoteliers and the like very hard. Public auctions on the Parade were banned

The rejection of some of the commission's recommendations will inevitably provoke a great deal of criticism. However, in some respects government's response does represent a forward step. Says Professor Blackie Swart of the University of Stellenbosch Graduate School of Business "Looking at what the Department of Manpower is doing, compared to other government departments, there seems to be some progress."

LABOUR FM 28/8/81

Wiehahn Part 5

~~132~~ (132)
Government has accepted important recommendations in the latest report of the Wiehahn Commission but has rejected or delayed a decision on others which aim to make major reforms to SA's collective bargaining system. It says it believes in a minimum of State interference in labour affairs but its rejection of some important proposals shows that it still wants to exert strong controls.

The recommendations are made in Part Five of the commission's report, which deals with labour relations. The report was tabled in Parliament this week along with a White Paper containing government's response to it.

Government has accepted the commission's recommendation that union registration should be voluntary and that the registration process should be streamlined. It accepted this recommendation even though it has received strong representations for compulsory registration.

Government has rejected a proposal that it should be an unfair labour practice for an employer to refuse to recognise a registered union which has won a secret ballot in his factory. Government's view is that union recognition is completely voluntary and that it is committed to minimum

State intervention in labour affairs

Some labour observers believe the acceptance of this recommendation would have provided an important incentive for unregistered unions to join the official collective bargaining system. However, others say that in practice, any company which has gone as far as to allow a secret ballot, is not likely to ignore the result.

Government has not accepted a recommendation that many legal controls on trade unions and employer organisations should be decriminalised but has indicated a willingness to consider this matter further. It has refused to approve a proposal that workers engaged in a legal strike be allowed to picket their employer. However, government departments are to investigate removing security laws from labour legislation.

Civil servants

In reaction to a recommendation that civil servants be allowed to strike (at present they may not) and have collective bargaining rights, government has agreed to appoint a committee to examine this issue.

It has also altered its stance on closed shop agreements — these compel workers to belong to a particular trade union in certain industries or companies. Previously government had said it would not allow new closed shops, but in the White Paper, government says it has accepted the National Manpower Commission (NMC) recommendation that closed shop agreements be allowed. One amendment to the present position is that a worker will not have to be a member of the union involved in a closed shop agreement at the time that he is employed, but that he should be given 90 days in which to join the union.

It has rejected moves to force employers to automatically re-employ pregnant women after confinement and has refused to increase the prescribed four weeks' pre-confinement leave to six weeks. Government does, however, urge employers to treat pregnant women sympathetically.

A noteworthy step is government's indication that it is willing to investigate the possibility of extending trade union rights to farm workers and domestic servants. In the White Paper it says it appreciates the reasons given by the commission why farm workers, domestic servants and certain other categories of workers should be included in the scope of the Industrial Conciliation Act.

Government has accepted that more day-care centres for employees children should be provided and subsidies for this increased but has rejected a proposed directorate of day-care services and a national children's council for all races.

A proposal that the Department of Manpower raise closer with the private sector has been accepted, but a proposal to create a statutory body to control personnel management has been rejected.

'Employers don't know what a strike looks like'

Fanie issues blunt warning to the bosses

130 Rom 29/8/81

THE Minister of Manpower, Mr Fanie Botha, has bluntly warned employers to be more aware of labour issues and said they know nothing about difficulty

Mr Botha also said that both his department and the Manpower Commission would be watching illegal strikes to see if any new changes to the Labour Relations Bill were necessary.

Speaking at the end of the debate on his vote, Mr Botha said employers would play a key role in the establishment of labour peace

"The big problem in South Africa is the fact that the employers know nothing about difficulty

Contributions

"They do not know what a strike looks like and they do not know how to handle them

"This is just because in the past we enjoyed labour peace over such a long period.

"Therefore it is so important the employers prepare themselves for a situation that can be created where there can be more labour peace," Mr Botha said

Employers should make financial contributions to train people so that they could handle labour relations.

"As I said a large part of the problem exists because needs of employees are not satisfied. People take no notice of them," Mr Botha said.

Larger

In Britain, the top management spent 60% of their time on labour relations. In Germany it was about 35% while in the rest of Europe it varied between 30% and 50%.

But in South Africa top management spent only 1% of their time on labour relations.

"We cannot afford such a situation in the future.

"Therefore The contributions of employers in the future must be considerably larger"

Mr Botha also said he was pleased with developments since the Manpower Commission

Political Staff

had been launched The private sector had been involved and a greater consciousness of labour had developed among employers as a result

He thought a number of changes would occur in the future

Responding to call by the MP for Pretoria Central, Mr Louis Nel, for a tightening up of the law against illegal strikes, Mr

Botha said the National Manpower Commission had received instructions to keep an eye on the situation

"We will look at this very closely in the future," Mr Botha said

LABOUR MATTERS

TUCSA Gears Up

Some of the front-line industrial unions in SA will be debated at the annual congress of the Trade Union Congress of SA to be held in East London next month. On the agenda of resolutions dealing with the right to Council of

be maintained" The resolution deplors those trade unions and employers who seek to bypass the system and says that "piecemeal and leap-frogging agreements promoted outside the tested system of collective bargaining can lead only to a chaotic situation"

This resolution reflects traditional Tucsas thinking — as opposed to the view of the independent black union movement which has rejected the IC system. It says the system is biased in favour of employers is restrictive, and removes the bargaining process too far from the shopfloor.

The SA Boilermakers, Iron and Steel Workers, Shipbuilders and Welders Society, a prominent Tucsas affiliate, has submitted a resolution calling for an investigation into the implication of recognition agreements and whether the IC system should be extended, modified or scrapped.

Senior Tucsas officials, including general secretary Arthur Grobbelaar, insist that the Boilermakers' resolution does not represent an effort to get Tucsas to break away from the IC system. Sources say the Boilermakers are strongly in favour of the system, but want to encourage debate about some aspects of it. Grobbelaar makes it clear that he is not opposed to debate about this and other contentious issues.

A vigorous debate is likely to be pro-

voked by a black union, the Textile Workers' Union (Transvaal), which has proposed that it would be "wrong and unexpedient to institute mixed unions at this stage, without necessary checks and guarantees for blacks".

Blacks' fears

In the face of government's disapproval of mixed unions in the past, Tucsas supported the concept of "parallel" unions for black workers. However, now that blacks are allowed official bargaining rights, many Tucsas unions are showing willingness to opt for mixed unions.

The Textile Workers' resolution reflects the very real fears of black unionists that they will be dominated by union leaders of other races in mixed unions. Tucsas has, in the past, disputed black unionists' claims that many of the mixed unions formed by established unions have resulted in black workers not having an adequate say in the unions' affairs.

An indication of Tucsas's alarm at the activities of rival unions comes in the form of a resolution from the organisation's national executive committee. It expresses "extreme and urgent concern at the alarming degree of intimidation of workers which is taking place in certain areas of SA". This intimidation is discrediting trade unionism in the eyes of both the community and the workers, says the

system, recognition agreements between unions and individual employers, and the possible need for "checks and guarantees" for the rights of blacks in multiracial trade unions.

Tucsas national executive committee has placed on the agenda a resolution reaffirming strong support for the IC system which "provides a stable forum within which industrial peace and progress can

resolution

A resolution submitted by the Johannesburg Municipal Combined Employees' Union demands the establishment of a unitary and integrated system of education operated by one Ministry of Education, the rapid equalisation of expenditure among different race groups, and the immediate lifting of race bars at schools, universities and technikons. The resolution calls for a "re-evaluation of school and university curriculae to weed out racism and improve their relevance to the changing needs of SA".

Grobbelaar says he expects sharp differences of opinion on some issues at the congress. "But this is not necessarily a bad thing and should be expected in such a large organisation," he adds.

RPM 24/9/81. 132

'Failing' education system slated

Call to improve labour quality

Mail Reporter

ECONOMIC stagnation in South Africa is unavoidable if the productive capabilities of the black population fails to advance.

This warning was given by economist Dr Jan Lombard in Pretoria yesterday in his keynote address to the Institute of Personnel Management conference on "The Second Industrial Revolution"

Dr Lombard said all evidence pointed overwhelmingly to the need for a revolutionary acceleration in the quality of labour and enterprise among the domestic, mostly black, population.

Economists agreed that in this respect South Africa could become another economic wonder, following the course of West Germany and Japan, he said.

The black population of South Africa was becoming such a major part of its urban and industrial fabric that the rate of socio-economic advance of that population would be the dominant parameter of the overall advance of the system.

This, he said, was the central feature of the "Second Industrial Revolution"

A necessary condition for a successful transition to stable growth was the emergence of certain material expectations.

These presented no threat to economic, social or political stability. However, people's expectations in present day social and economic affairs had become very extensively politicised — "I would say almost despairingly so," he said.

"One thing about this is certain. These Third World urban communities in South Africa can no longer be regarded as inanimate objects of First World public administration," he said.

Black society was increasingly insisting on speaking for itself in the field of economics, as much as in social and political affairs.

Rushing to the cities

Pretoria Bureau

AT LEAST 65% of South Africa's population will be urbanised by the end of the century, a leading economist Dr Jan Lombard said in Pretoria yesterday.

Addressing the Institute of Personnel Management conference, Dr Lombard said the South African population was expected to increase from 28 000 000 in 1980 to at least 45 000 000 in the year 2 000.

The urbanisation trend in the 1970s might have been generated more by the push of rural poverty than the pulling power of urban prosperity, he said.

THE South African education system is failing to produce the skilled manpower the country needs for the 80s — creating a situation serious for both whites and blacks.

Spelling this out in an address to the Institute of Personnel Management's "Second Industrial Revolution" conference in Pretoria yesterday, the director of the Mabopane Technikon, Mr M J Wijnbeek, warned that the state of education was imposing an unacceptable strain on the economy.

Education for blacks had two functions, he said: to raise them from a Third to a First World culture, and then to bring them to the same educational standard as whites.

By GERALD REILLY

The output of the education system had to be career-orientated — which meant vocational education equipping the individual to enter the job market.

He recommended a rapid development of technikons to provide desperately needed skilled technical, managerial, administrative and para-medical manpower.

Education in the traditional academic fields at universities should be reserved for those with true ability.

Integration

Mr Wijnbeek said no more than 20% of all school-going children should go on to universities.

He stressed that he did not favour integrated education at this stage.

However, this did not mean separate education departments. A department was a mere tool, he said. He favoured "relevant education" — relevant for the people it served.

Mr Wijnbeek said periods of rapid cultural change were field days for political activists and ideologists, and various forms of violence were to be expected.

"In a bizarre way one can say that the present phase of political instability and violence is a sure sign that the necessary processes are underway," he said.

Mr Wijnbeek criticised the country's education system for being the product of "the bygone colonial era", characterised by a broad general education for all with, belatedly, the introduction of differentiated fields of study.

Shock

A university education was the final ideal and aim — with an accent on academic values and course content. But there should be special facilities for those who could not make the "university ideal".

The environmental change from a basically pastoral and rural technology to a fairly developed Western culture came as a shock to the black man.

The change towards a more relevant "true life" orientated system had not taken place in South Africa, except for the development of the technikons.

Prof hits out over 'clogged' varsities

Mail Reporter

SOUTH African universities were "clogged" with students who should not be there, Professor W L Rautenbach, of the department of nuclear and applied physics at the University of Stellenbosch, said yesterday.

He was speaking at the "Second Industrial Revolution" conference in Pretoria.

He attacked the country's education system, with its emphasis on academic training, and its aim of rushing pupils through into universities.

It cost R16 000 for a three-year university course — "and when it begins to cost more to train an artisan or technician there is something basically wrong with the system", he said.

"The educational system does not meet the needs of a developing country — and that's what South Africa is."

The country was training about 10 000 apprentices a year, while there was a need for 23 000.

Blacks had the same outdated white system imposed on them. For instance, at the Omega Bushman base in northern South West Africa, Bushmen children had a school curriculum the same as that used in the Cape.

ANDREW LEVY

FM 25/9/81

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Tackling labour issues

Andrew Levy is a management consultant on labour affairs. He has had extensive experience in the UK motor industry and is currently MD of Andrew Levy Associates

FM Is it possible for union activities in SA today to be apolitical?

Levy: It's impossible for union activities to be apolitical anywhere in the world. Unions are essentially political organisations, so it's naive to expect them not to function in the political sphere either to the Left or Right. Given that 75% of the SA population are denied access to the ballot box, clearly they must seize on this

How should management cope with the inevitable increase in political demands?

The issue can be dealt with on two levels. SA managements do not realise the political pressure they can wield. They have not realised that through their power in the economy they can influence government's course. They should mobilise their collective clout in shaping legislation. At a micro-level, neither management nor workers can gain anything by discussing political issues which are beyond the control of both parties.

Have you found managements to be disillusioned with government's labour strategies?

Yes. Those who believe in progress believe that labour strategies are lagging and that government isn't dealing effectively with important issues. Those who are anti-unionism believe government is not doing enough to restrain growth. So there is dissatisfaction on both sides.

Can you discern regional trends in labour unrest and where do you expect most of

the action to occur in the near future?

The regional pattern is very marked. If one looks back over the last 18 months, distinct patterns emerge. I think that the Durban/Pinetown area will have an ongoing number of stoppages, with strikes every week until early next year. The East Rand is also significant. Although there will be other flashpoints, these will not be significant.

Why is the action occurring in these areas?

A number of the union confederations have roots and strengths in Natal. There are some attractive targets there and they have a good organisational infrastructure. The East Rand is an important hub of industry. Things are quiet in the western Cape now, but there is a potential which I believe will soon be awakened. Organisation is the common denominator everywhere.

There have been efforts to forge stronger unity within the independent union movement by the recent decision to establish solidarity committees. This has led to fears of sympathy strikes. How effective will these be in the future?

There has been an increasing tendency towards sympathy strikes which I think will continue to grow as community involvement and the message of unionism spreads among blacks. Approximately 5% of the incidents to date have been secondary support sympathy strikes which clearly are an effective means of pressuring employers. I'm not sure how great a role solidarity committees will play as the union movement at this stage is typified by its differences rather than its similarities. Although I see the secondary support strike as an emerging feature, it will be either spontaneous or governed by community organisations rather than unions. Ultimately, there are too many unions organising too few people and rationalisation is needed.

What skills does management require to

handle the changing labour situation?

Fundamentally, a conceptual understanding of what the game is about — that it is a power equation — and perhaps some feeling for the determinants of power. It needs skills to deal with this power equation, the handling of conflict, strikes, dispute negotiations and perhaps the need to handle an organised, demanding collective labour force.

When faced with industrial unrest, many managements call the police and institute mass dismissals. Is this right?

Ultimately, strikes are not solved by the police and any management that has a genuine interest in solving disputes will get down to the real issues. Managements tend to call police because they believe that strikes are caused by agitators. But strikes arise from grievances or perceived grievances. Sometimes when management is faced with a deadlock situation from which there is no movement, it decides to fire people in the full knowledge that everyone will be re-hired on a non-selective basis. This is often done simply to break the logjam. If workers are re-hired, and if they then start talking, some merit can result. Manpower Minister Fanie Botha said recently that special privileges would be accorded to registered unions. Given the increasing number of firms signing recognition agreements with unregistered unions, what are the implications for management?

I advise clients to enter into recognition agreements, but make it clear that in the short term the act of recognition will not bring industrial peace. It is certain that the first 9-12 months after signing a recognition agreement will be a period of the worst labour relations ever, until things settle down. Those seeking excuses not to deal with unions will seize on the Minister's words as a justification, but unions with power will find this doesn't stand in their way.

Would-be leaders

'will use unions'

By GERALD REILLY

EVERY failure to establish proper employer-worker relations in South Africa would give impetus to a cry for extremist political solutions, the general secretary of the National Union of Clothing Workers, Mrs Lucy Mvubela, said in Pretoria yesterday.

She warned the Institute of Personnel Management conference that the battle between black trade union leaders for membership for their organisations had begun.

"We find many would-be leaders seem to think the trade union movement must be used for political purposes, rather than the securing of economic security for members."

Among these so-called leaders

were those who believed existing institutions were tools of the Government, that industrial councils had to be condemned, that registration of trade unions was an evil.

Experienced trade union leaders were branded as Government stooges by these would-be leaders.

They ensured that industrial strikes were created and strikes preceded negotiations.

"To avoid the obviously threatening explosion in the labour situation the Government had granted trade union rights to blacks."

But it was for the wrong reasons Union rights were to be a palliative for the denial of political rights.

"It was calculated to ease external pressures and avoid overseas unions from taking action against South African exports and imports."

Broaden

The Deputy Director-General of the Department of Manpower Utilisation, Dr Piet van der Merwe, told the meeting that the foundations of South Africa's labour dispensation would continue to be strengthened and broadened.

Dr Van der Merwe is a former member of the Wiehahn Commission.

He said the changes would take the form of further legislative and institutional reforms, reports Sapa.

Two Bills - the draft Bill on Machinery and Occupational Safety and the draft Bill on Conditions of Employment - would be introduced during the 1982 session of Parliament.

Bills

The Bills would replace the Factories Act and the Shops and Offices Act.

Other issues being investigated are:

- The registration procedure in regard to trade unions, which is largely based on the representative status of unions applying for registration.
- The functions of the Industrial Court;
- The functions and powers of work councils and other negotiating bodies at plant level, and,
- Further investigation in regard to the closed shop practice.

UNIVERSITY OF CAPE TOWN
DEPARTMENT OF ACCOUNTS
TAXATION AND ESTATE DUTY
COURSE OUTLINE/READING LIST - 3rd
THE INCOME TAX ACT

LECTURE DATE LECTURE NO. TOPIC

LECTURE DATE	LECTURE NO.	TOPIC	REVISION
14 September	21	Tax Planning for Business Acquisitions - partnerships and joint ventures (briefly) - acquiring assets and liabilities - acquiring shares - interest payable on acquisition	T.142 T.143 T.152, 16.7,
21 September		The relevant paras. in Chapters 9, 11, 12 and 26	

EXAMINATION - OCTOBER 1981

N.B. THE TUTORIALS REFER TO 'QUESTIONS ON S.A. INCOME TAX 1980' AND THE SOLUTIONS ARE PREPARED ON THE BASIS THAT THE QUESTIONS ARE UPDATED BY ONE YEAR.

'Marxism appeals to workers with no stake in SA'

2001-26-9/81 A

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Mail Reporter

A GREAT deal of Marxist philosophy sounded attractive to workers whose share in the present system was almost nil, Professor Roux van der Merwe, of the Industrial Relations Unit at the University of Port Elizabeth, said in Pretoria yesterday

He told the Institute of Personnel Management conference "The philosophy ignores some fairly serious economic and other realities but these are not likely to figure strongly in the here-and-now perceptions of workers in Soweto, Kwa Mashu or New Brighton"

The fact that the economic system did offer plenty of evidence of exploitation of low-wage labour and that far too many employers were still uninvolved in society and proudly claimed profit as their only motive "is good news for antagonists of free enterprise"

He warned that a counter-productive strategy was to uncritically see union leaders as "agitators and militants"

"There is plenty of evidence to suggest that union leaders frequently act as buffers to contain the real pressures from their members"

The future of South Africa's free enterprise system was in the balance — "and our actions could determine which way the balance goes".

Prof Van der Merwe said to acknowledge certain pressures in South Africa had all too often been construed as support for the agents of pressure and their "total onslaught"

He was aware of the shortcomings in the system, as well as the challenges being mounted against it

Employers should not accept disorder as unavoidable

It should be recognised, however, that there would be times when disorder would be deliberately used as a means of applying pressure for change

C. G. SMITH DIRECTOR WARNS THAT OLD PATERNALISTIC ATTITUDE IS DEAD AND NEW ATTITUDES ARE NEEDED...

Dealings with the labour giants

S. Tribune 27/9/81

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EMPLOYER paternalism of the past is dead and should be accorded a decent but rapid burial, with no attempt at any resurrection.

This is the view of Glyn Taylor, deputy managing director of C. G. Smith. Speaking at the annual convention of the Institute of Personnel Management in Pretoria this weekend he added:

"South Africa's chief executives must be sensitive to the rapidly changing labour environment... one that is becoming increasingly volatile — at least during the settling in period."

He said they should have an obligation, whether or not their workers were represented by a labour union to develop a manpower plan.

This should include:

A statement of industrial relations policy, collective bargaining procedures;

A good communications system;

Grievance procedures and disciplinary codes;

Mechanisms for handling disputes, including arbitration.

Collective bargaining would have to be a

"Our time served institutions, notably the industrial councils will probably be seen to be too remote and for that matter too cumbersome," said Taylor

"Certainly such grants as the Iron and Steel Industrial Council will come under pressure"

These pressures would relate to costs of production and labour costs and would be such as to demand new initiatives in the productive field. This, initially, would aggravate an already uncomfortable unemployment situation.

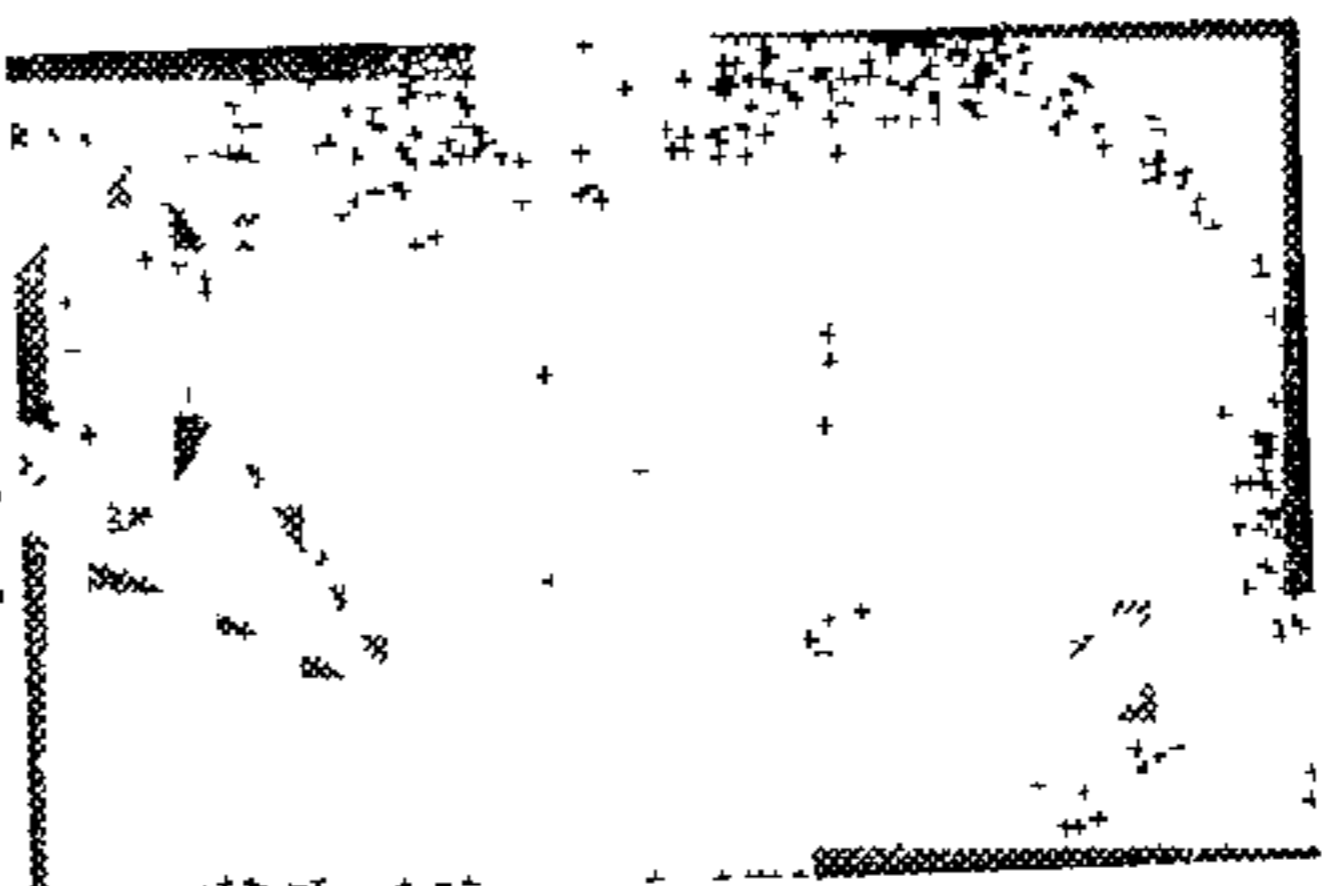
"We will find we are not dealing with blacks on purely trade union labour and related matters, but increasingly with those who have discovered that the trade union movement is an instrument which can also give them the political clout they have never had before," he

sighted, also, to ignore the international pressures for a new industrial democracy that would give a more equitable allocation of bargaining powers.

"Just as we manage all other aspects of our business we must manage for the change that is taking place. The new dimension is, of course, a labour movement that is becoming increasingly articulate and increasingly astute — one that is here to stay and one that has a real power base

"Labour relations and all their ramifications are going to increase in demand the time and attention of the chief executive and thus will extend, inevitably, to the boardroom

"It will be incumbent upon the chief executive to invite his personnel manager to map out these policies and strategies just as the other components of the plan are developed by production, marketing and financial managers and financial managers



Glyn Taylor Government initiatives overdue

It would be fatal, he thought, to allow the "us and them" syndrome to develop (the "us" being the workers and the "them" the management) as it had in Britain. There the gulf between the parties was so great that conflict was almost an instinctive thing

Unless the Government here made progress in areas such as land tenure, home ownership, education and training commensurate with that it is making in the labour field, then private enterprise would have no

choice but to become more assertive in its demands for social change over a much wider front

"It will not be good enough to sit on the fence," said Taylor, "if only because black opinion will perceive this to mean that we share in the Government view on all this restrictive legislation.

"I would go so far as to say that already the post Wehahn euphoria is cooling off and that further initiatives on the part of the Government are becoming overdue."

Taylor added that the sugar industry was working on a set of initiatives that would hopefully meet reasonable aspirations for bargaining at plant and industry level.

"The industrial council system is undergoing some stress and strain and it is up to us to come forward with the necessary initiatives to preserve it if that is what we wish to do," he said.

"In my own industry we are quite clear on this issue. We do wish to preserve the industrial council but we recognise too that the old order will have to be changed.

"I cannot accept the view of some of the

emergent unionists that the industrial council system is doomed because it is reflective of relatively comfortable arrangements between employers and craft unions and that it cannot cater for the interests of the industrial unions

"They tend to throw in for good measure that because the agreement is gazetted, the dark hand of the Government must be a backstop to the whole affair. Those sort of expressions I have to dismiss as immature and irrelevant.

"If ever there was a need for employer cohesion it is in this all im-

portant territory of the future of the industrial council system."

Taylor went on: "The dignity of labour must be recognised and thus rules out entirely any question of management making decisions concerning the workers, without consultation with them just because in a general sense these decisions to be in the workers' interest"

Taylor also criticised the Government for its proposed pension fund legislation calling at "ill-timed, if not ill-conceived in the context of the basic rights of employers and employees."

INTEREST RATES TO RISE

INTEREST rates are going up again. The bankers' acceptance rate, which peaked at 15.5 percent in August, then fell to 13.5 percent earlier this month, has started to climb again and is now standing at 13.75 percent.

There is pressure on the rate, say the discount houses, which have now borrowed R396 million from the National Finance Corporation.

The earlier easing of the rate was due to an inflow of cash from abroad. The discount houses went "off-shore", that is, borrowed money from the United States and the inflow eased the money supply and forced the b/a rate down.

Now the situation is tightening again and bankers predict that the rate will continue to firm until March next year.

State may act to curb 'closed shop' abuses

Political Staff

THE National Manpower Commission has found strong support among workers and employers for the introduction of measures to limit the possible abuse of closed-shop agreements. It has also found in a survey of employer and worker organisations that "the closed shop is seen in many cases as the cause of discrimination which takes place".

These findings are contained in the commission's report, tabled in Parliament, on closed shops. Although closed-shop agreements take many forms, they basically involve agreements between unions and employers that limit employment in specific plants to members of the unions involved in the negotiations.

The National Manpower Commission recommended that closed-shop agreements be retained — provided potential workers give 30 days in which to join the union concerned

The Government, in a White Paper issued after the fifth report of the Wiehahn Commission, accepted the recommendation of the commission but gave a 60-day period of grace to workers to join the unions concerned.

In its report the commission gave the results of a survey conducted among unions — both registered and unregistered — employer organisations and individual employers

Prevent

The survey revealed it is fairly generally believed that, when a trade union which made provision only for whites concluded a closed-shop agreement with employers, the employers could not employ people of colour in the occupational categories affected by the agreement

When trade unions which were not open to all races had negotiated closed-shop agreements, the effect was "to exclude certain population groups from those job categories and to prevent workers from such groups from entering the categories concerned in the course of time".

Among those groups which supported closed-shop agreements, mainly trade unions and certain employer groups, it was argued that the system was a "well-known and established practice in South Africa and it promotes employee representation, discipline and stability, which, in their turn, make an important contribution towards the promotion of industrial peace".

Restrict

The commission said those opposed to closed-shop agreements included the great majority of individual employers and employer associations

"To this group the principle of the closed shop and freedom of association cannot be reconciled

"According to them, closed-shop agreements restricted the freedom of choice of the individual in the first place in regard to whether he wants to belong to a trade union or not, and, in the second place, in regard to which trade union he wants to join."

They also felt the agreements had a negative effect on the supply and demand for labour and that they restricted the development of certain race groups. The commission came to the conclusion in the end that "although there are strong philosophical and practical objections to the closed shop, it is a long-established practice in South Africa the retention of which, on balance, will probably have more advantages than disadvantages".

Regulatory

It came to this conclusion in spite of finding that Government policy involved "the maintenance and promotion of individual economic freedom and competition. The principle of freedom of association and its converse, the freedom not to associate, are immediately involved here"

The commission also found that Government policy involved the promotion of individual economic responsibility through "the principle of maximum self-governance"

"The role of the State is mere regulatory; it provides the broad framework within which the various parties will act.

"This has nothing to do with control over, for instance, the activities of trade unions in fact, the opposite is true and the legislator aims at the maximum self-governance — including trade-union autonomy as regards membership and office bearers," the commission said

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Booses advised to talk to the Press over strikes

Ev Post 30/9/52

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Post Reporter

THE managements of firms where strikes occur should talk to the Press to clarify the situation and help prevent inaccurate reporting

This is the opinion of the head of the Department of Industrial Relations at the University of Port Elizabeth, Professor Roux van der Merwe

He was commenting on the refusal of several firms to give information to the Press about strikes

Prof Van der Merwe said his advice in management training courses was that, in the event of a work stoppage companies should deputise a properly briefed representative to make statements to the Press

Small companies were often caught off guard by industrial unrest, and instead of making statements which would clarify the situation,

they tried to wish the Press away

"It is not good practice, however, to conduct one's negotiations through the medium of the Press," Prof Van der Merwe said

"Trade unions are prone to conduct their business through the Press — it is obviously to their advantage"

He said managers often complained that the Press was biased and hostile towards them "Trade unions are always prepared to speak, and if managements are not one obviously gets a one-sided picture

"However, the Press also has a responsibility not to be biased in its reporting," he said

The executive director of the Midland Chamber of Industries, Mr Brian Matthew, said the South African Press tended to "over-report" work stoppages which, in countries where they were common, would not receive coverage at all

If fair labour practices were merely the "right thing," discussion on them would probably be restricted to the pulpits on Sundays. The fact is, they are good for business, and it is essential for the future safety and stability of our society that we rid ourselves of our peculiar forms of discrimination and the gross injustices flowing from them.

As businessmen, we are charged by our shareholders with the task of safeguarding, building and drawing a satisfactory return from their assets — not just this year, but for the foreseeable future.

The distinction drawn by some in our society between the hard-nosed business realist, totally dedicated to the moulding of this year's profit-and-loss account, and the "do-gooder philanthropist of social responsibilities in business," is both purblind and dangerous.

The Anglo-Vaal group, which employs more than 90 000 people in financial, industrial and mining undertakings, was built — we felt — on enlightened personnel policies. With the widespread strikes in Natal in 1973, the movement of blacks into more important jobs and the growth of black self-awareness, circumstances had changed.

In 1973, a new group policy was announced to all group chief executives in a document from the holding company Board, signed by the chairman. In December 1977, our group endorsed the Urban Foundation/Saccola code, which was then developed more specifically for our own use.

In the area of wages, our major challenges in

Fair labour practices are good for business... they are also essential for future stability and security, for, whether anyone likes it or not, black opinion will have an increasing impact on companies' decision-making in the future.

Business's top challenges

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the industrial companies are:

- The upgrading of wages beyond mere subsistence level to the stage where they are compatible with the maintenance of viable living standards. Our goal should not be the maintenance of minimum living standards, but equitable and comparable living standards.

- The closing of the skills gap as the initial step in our endeavour to narrow income distribution at the higher skills levels. Here I have in mind skilled operative and technical jobs on the one hand and managerial positions on the other.

On the issue of collective bargaining our major challenges are to enter mutually acceptable recognition agreements with unions, to determine settlement of disputes procedures with unions and to get on with the job of collective bargaining on conditions of employment.

Progress in the mining industry has been slow, owing mainly to prolonged negotiations between the Chamber of Mines and the trade unions.

These negotiations have centred on some of the basic principles embodied in the Code — such as equal pay for work of equal value, non-

discrimination in the employment, training and advancement of all employees and the recognition and exercise of universal labour rights.

Progress has, however, been achieved in some companies, notably the upgrading of minimum wages in line with the objective of reaching common pay structures, greater uniformity in conditions of employment and the advancement of employees on the basis of skill in areas where there are no legal or union-agreement restrictions.

Whether anyone wishes it or not, black South African opinion will have a greater and greater im-

act on decision-making in our companies and country in future.

If companies are seen to be grasping, anti-social instruments of apartheid or even benignly neglectful, it could spell the doom of flourishing business in South Africa.

Let us not fool ourselves. Some black South Africans already see business in this way, and when police are called in, when informers are used among the workforce and when victimisation of labour organisers and the labour force itself occurs, we are verging on management by coercion.

A final, possibly contentious, point is that companies, however enlightened, are working within the context of laws and regulations which impinge on the implementation of our codes. Thus companies have to give serious attention to often "politically charged" matters and should not shrink back with pitiful muttering about "sticking to our last".

Mr C Menell is deputy chairman and administrative director of Anglo-Transvaal Consolidated Investment Company Limited.

NEXT: Mr Chris Griffith, chairman of Sigma Motor Corporation, in an article specially written for The Star, writes about the need for responsibility and the major communication challenge employers face.

Companies have to grasp the nettle

Stg 1/10/87

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by C Griffith

Important rights have been given to black workers — rights to form and join trade unions. I believe it to be the reciprocal obligation of black workers to exercise these important rights. Apathy or indifference leaves trade unions open to takeover by small pressure groups.

These groups can vary widely in their affiliations and objectives. They can be political or quasi-political elements, they can arise spontaneously or be part of a local or foreign controlled organisation, and their action plan can be based on anything from opportunism to extremism.

Given the current political environment in South Africa the takeover of unions by small pressure groups also implies a consequent risk of intimidation of the majority of workers. Our workers have in the past requested protection against such intimidation. Part of the answer lies in their own hands to exercise their right to be represented in their work environment by people and organisations of their own choice.

The preservation of an enterprise is important, both to the workers and to management, and requires close co-operation between these groups. I have previously stated, and will repeat, that Sigma is committed to the principle of bilateral negotiations in all matters affecting conditions of employment.

Furthermore, we believe that such bilateral negotiations are most effective if conducted with a responsible trade union representing a clear majority of the workers. Our workers should understand that even if conditions of employment are so good that there appears to be no reason for them to belong to a trade union, indifference on their part could allow minority groups to take over and create difficulties for them and for management.

What has been written so far is easy to understand in the context of a white free enterprise

Workers' duty to form unions

It is absolutely essential, both for management and for labour, that workers fully and responsibly exercise their trade union rights. But it is up to management to make the facilities for this available to the workforce.

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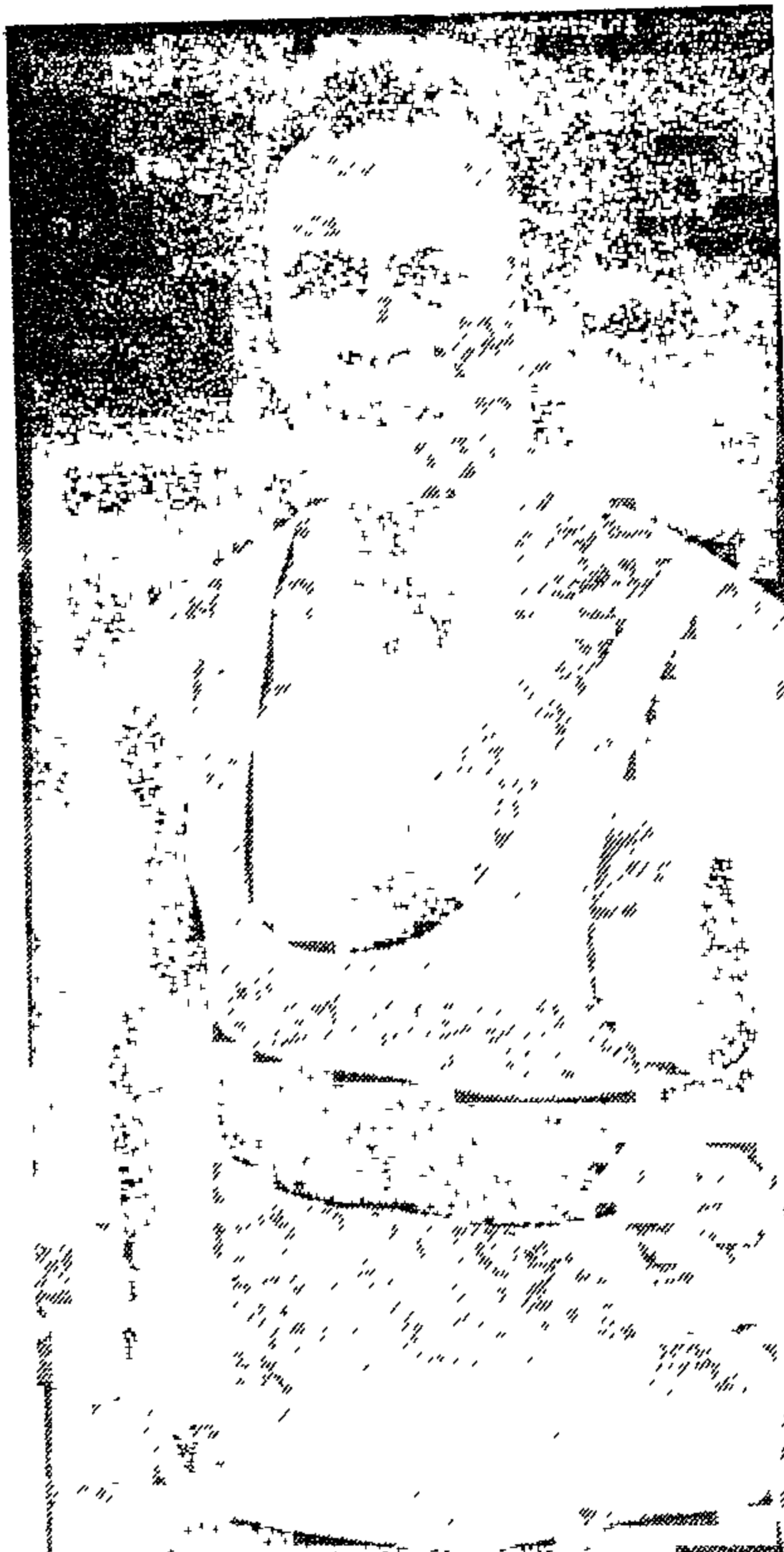
society. It is not easy, however, to project oneself into the individual or collective mind of our black people. What will their reaction be to what has been written? In the context of current South African society, I expect they might consider it irrelevant.

Our task is, therefore, complex. Not only do we have to accept and to initiate these important changes, we have to communicate them to our workers and educate them to see their relevance. We have to teach them to use such change for their benefit and hence my urging that they make use of the rights granted to them. We face a major exercise in communication — communication across a cultural gap which adds to the difficulty.

Whatever we do will be affected by the media

Well-informed Press reporting is vital, sensational or partisan reporting is highly counter-productive and tends to make a difficult job virtually impossible. I believe that responsible, informed and balanced reporting is not only the reciprocal obligation that freedom of the Press implies, it is also the best guarantee that this important freedom is maintained.

In April 1981 Sigma suffered a work stoppage. The cost to the corporation was in excess of R7-million and the cost to the workers in excess of R700 000. In retrospect, the reason for the strike is still not clear. The slogans and pamphlets suggesting exploitation of the workers were doctrinaire and failed in their credibility when applied to a company where advanced conditions of em-



Griffith: worker apathy or indifference leaves them open to takeover by groups with dubious motives

ployment and training were the prime element of company policy.

The strike was certainly not associated with wage negotiations as these had been in progress with the negotiating committee and no deadlock had been reached.

Our relationship with the union was good, and in August 1980 Sigma and the union successfully negotiated a recognition agreement with the company providing for:

- Check off facilities;
- The presence of their representative on Sigma property;
- Graduated representation on the negotiating committee until union membership exceeded 50 percent of the workforce, at which time the union would be accepted as the sole negotiating party on behalf of the workers.

One benefit of the strike was a dramatic increase in union membership which rose from 22 percent to 46 percent. Although an element of "persuasion" had been used, the end result was welcomed by management as we perceived it to be in our interests to have a strong and responsible union to represent our workers.

Subsequent to the strike we have:

- Negotiated the 1981 agreement with the union;
- Negotiated a shop steward agreement with the union, and conducted an election at which 43 shop stewards were elected;

Given shop stewards time off for training, and participated with the union in arranging for such training. Considerable progress has also been made in the training of our black and coloured employees and 130 have been advanced into supervisory and

skilled positions through our general programme of development. Another 200 are in various stages of development in a programme aimed at training them for more responsible and administrative positions.

Notwithstanding these positive aspects of our relationship with the union there have been sharp fluctuations in union membership and if current trends persist they will not reach 50 percent membership within the next six months. We view this as a serious matter. With whom will we negotiate next year if union membership is representative of a minority of our workers?

The negotiating committee which had worked so well at Sigma for four years under an independent chairman was intimidated and destroyed during the April work stoppage. Nothing has been developed to take its place should the union fail to qualify to negotiate for the workers. It would be ironic if we had to fall back on a system of unilateral determination. It would also be ironic if in 1982 the company and the workers were again to lose, through strike action or work stoppage aimed at "rectifying" the situation.

Now more than ever, it is important that common sense and reasonableness should prevail among all parties. Management has already accepted the commitment of playing its part according to the rules of reason and fairness.

We believe that the union leadership also takes a responsible attitude. An important role has to be played by the workers themselves, and it is vital that they exercise their rights on the workshop floor. There is no room in these times for apathy or indifference. The shop stewards will have a significant part to play and we hope that they can respond in the time available to them.

The authorities also have a responsibility. Living conditions in Mamelodi do not complement the standards to which our workers can aspire. Our workers are important members of the community, making an important contribution in a strategic industry. They earn good money, which, in turn, helps to generate growth in our economy. They can afford, and deserve, better housing, and they equally deserve more consideration as members of the South African community outside of their places of work. Promises have been made and the time is overdue when such promises should be met.

Finally, those who have the task of reporting on the daily events of our lives also have an important part to play. However this complex story unfolds in the months and years ahead, let us hope that it will be reported on fairly and with impartiality.

CHRISTMAS CHEER

132 FM 6/11/81

Beer drinkers who went thirsty last Christmas can take heart. The shortage over last year's festive season is unlikely to be repeated this year, thanks to an additional 3m hl brewing capacity now coming on stream.

This is part of a R200m SA Breweries (SAB) expansion scheme which should raise beer production 58% by the end of 1983.

Breweries battled last year to cope with an unexpected 34% rise in beer sales. With national economic growth levelling off, SAB expects a smaller increase this year. The new production capacity should therefore be adequate to meet demand.

SAB opened its new 676 000 hl/year plant in Bophuthatswana last month, and will add another 2,28m hl/year from its expanded plant at Chamdor in the next few weeks.

The Chamdor project cost R30m and will more than double this brewery's capacity which was 936 000 hl/year when SAB took it over from Remgro's Intercontinental Breweries (ICB) at the end of 1979. It never worked to full capacity while under the ICB banner.

The Chamdor facilities will be on stream only 13 months after first being mooted. SAB beer division GM Peter Lloyd is justifiably chuffed that full production from existing plant was maintained throughout the building programme.

It involved, among other things, replacing the three old boilers with larger models, re-laying a rail siding and installing a new electrical reticulation system.

DD 9/18/81

Bosses urged: don't use force

132

UMTATA — The state and employers should encourage the use of legitimate pressure by workers.

This would help workers accept negotiation as a strategy, the head of the industrial relations unit at the University of Port Elizabeth, Prof R. van der Merwe said in a lecture at the University of Transkei

It was crucial workers saw that responsible bargaining was better than irrational confrontation and violence, he said

He questioned statements by senior South African security policemen that they would not tolerate "wildcat strikes" or other industrial "actions against the law"

It seemed the authorities were defining "actions against the law" as any industrial action outside the established machinery which could cover all conflicts involving unregistered unions

He called on employers to commit themselves to settling disputes by negotiation — not state intervention.

"It is equally important that the state shares this commitment, and does not interfere in this process as a result of misunderstanding of its fundamental nature"

Some government officials apparently still believed lasting labour peace could only be achieved through consensus and common purpose among employers.

However, "black labour's aspirations, and indeed any labour aspirations in a free enterprise society, can only be explained and managed via a conflict model at present" As a result a very serious gap in strategy was becoming apparent

"For example, the state's involvement in breaking strikes via police action and the arrest and

detention of worker leaders, is its reaction to what it sees as a threat to consensus

"By using force more overt conflict is created, and the system moves further away from constructive solutions, based on the limited conflict of collective bargaining."

This was not in the interest of employers.

It was unfortunate that too many employers still found the strike-breaking reaction convenient in the short term.

"Any such ill-conceived tactics are ultimately destructive both economically and politically," he said. —
DDR

by Roux van der Merwe

If one reads marxist critique of capitalist society then it becomes clear that there are a number of things which we do which can be used to show that capitalism is a co-ordinated plot for the exploitation of workers, and that the manifestations of this plot are there for all to see

From trade union history in many countries comes evidence of employer-state collusion in order to "smash" the emergent worker organisations. This would include the use of informers, punishment of "activists" by dismissal, blacklisting and even imprisonment, and an overt (or at best a thinly-disguised) anti-union bias in legislation and in the courts

There is evidence of all this in South Africa today (except for the last point, for the courts in South Africa have mainly shown a commendable independence to date)

This is an area in which the State should be particularly sensitive to what the marxists are saying. Regrettably, the labour conflict issues that do arise are all too often articulated from an employer-state perspective, thus strengthening the view that these two are in collaboration

As a result, those who are trying to sustain the system, however honestly and sincerely, run the risk of making it less and less acceptable to the persons within it. By their actions they strengthen those elements who may actively work to undermine and overthrow the system.

For example, while management and the State are emphasising central bargaining on industrial councils, workers are directing their pressures for a greater share of control at the level of the workplace. Yet this is precisely the level at which we should be prepared to accept free collective bargaining, for it is preferable to link workplace power to a trade union than to have it free-floating.

To curb its expression at the workplace, whether by overt opposition or by bureaucratic structures, is to leave rank and file pressures unresolved,

Giving strength to suspicions about capitalism

A view from the "outside": a top academic warns management — and the State — that if worker grievances and deprivations are allowed to be seen as rooted in society's structure, it will be almost impossible for moderate trade union leaders to function.

Star 12/10/81 (27) 132

Business's top challenge

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Van der Merwe . . . the State should be particularly sensitive to what the marxists are saying.

happy if only the leadership didn't egg them on.

But there is plenty of evidence — especially in South Africa today — to suggest that trade union leaders frequently act as a buffer to contain the very real pressures from their rank and file, and that the trade union as we know it can be as much a force to defuse subversion as to foster it.

As this statement is contradictory to some people's "conventional wisdom," let's consider it. The central dilemma of the trade union in a capitalist society (and particularly stressed by the marxists themselves), is that as it becomes more established, the power of its leaders grows. This becomes a "power over" the membership, rather than "power for" and as such can become a force directed towards accommodation and moderation. This accommodation serves to increase predictability and regularity in

militancy — which is a cornerstone of radicalism. It is, in the final analysis, better to have recognisable leaders who manage the status quo, rather than unidentified pressure groups working for its overthrow.

So what does a strong, legitimate and legally sanctioned (but not State controlled) trade union do for a free enterprise society? Let's list some of the advantages:

- Workers' behaviour is made more predictable, and in employer terms, manageable
- Resentments arising out of the inevitable conflicts of an unequal system, are siphoned off
- Where members of the trade union can be committed to an agreement, they are more likely to abide by it.
- Legalisation mutes some of the radicalism associated with "outlaw" status, encouraging moderation and limiting the pressures to transform the social order

trade union movement throughout the world despairs of "free enterprise" trade unions, as in America and Germany. For by co-operating with the capitalist system via collective bargaining, they fail to challenge the system itself. They may relieve the symptoms, but they do nothing to cure the "underlying malady"

Sure, we do still have options. But — and it's a big but — if grievances and deprivations form a totality, if they are seen to be uncompromisingly rooted in the structure of society and there seems to be little evidence or hope of improvement, then social consciousness is advanced and it is that much easier to progress a radical ideology. Regrettably, negative experiences of the status quo must be all too frequent for the black worker particularly, with a resultant strengthening of class consciousness

Tax returns are

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The key factor in the formula for progress

by Dennis Etheridge

The job security of white employees on the mines has become frontline news with the issue of the Wiehahn 6 report and the white paper stating the views of Government. Within the mining industry itself, job security has long been recognised by both management and labour as a crucial issue for the future progress of the industry and peace with and among its workers.

Regrettably, there is a credibility gap in the industry in that everyone on the management side is totally conscious of the fact that our white workers will continue far into the distant future to be the backbone of the gold mining industry but a number of trade unionists seem to think that we have a deep and dark plan to eliminate whites from the mines in favour of blacks because then our profits will improve as labour costs reduce.

That credibility gap has to be overcome. Hopefully in the period that lies ahead the Chamber of Mines and the official associations and trade unions will find a basis for agreement which will meet the requirements of Wiehahn 6 and the white paper.

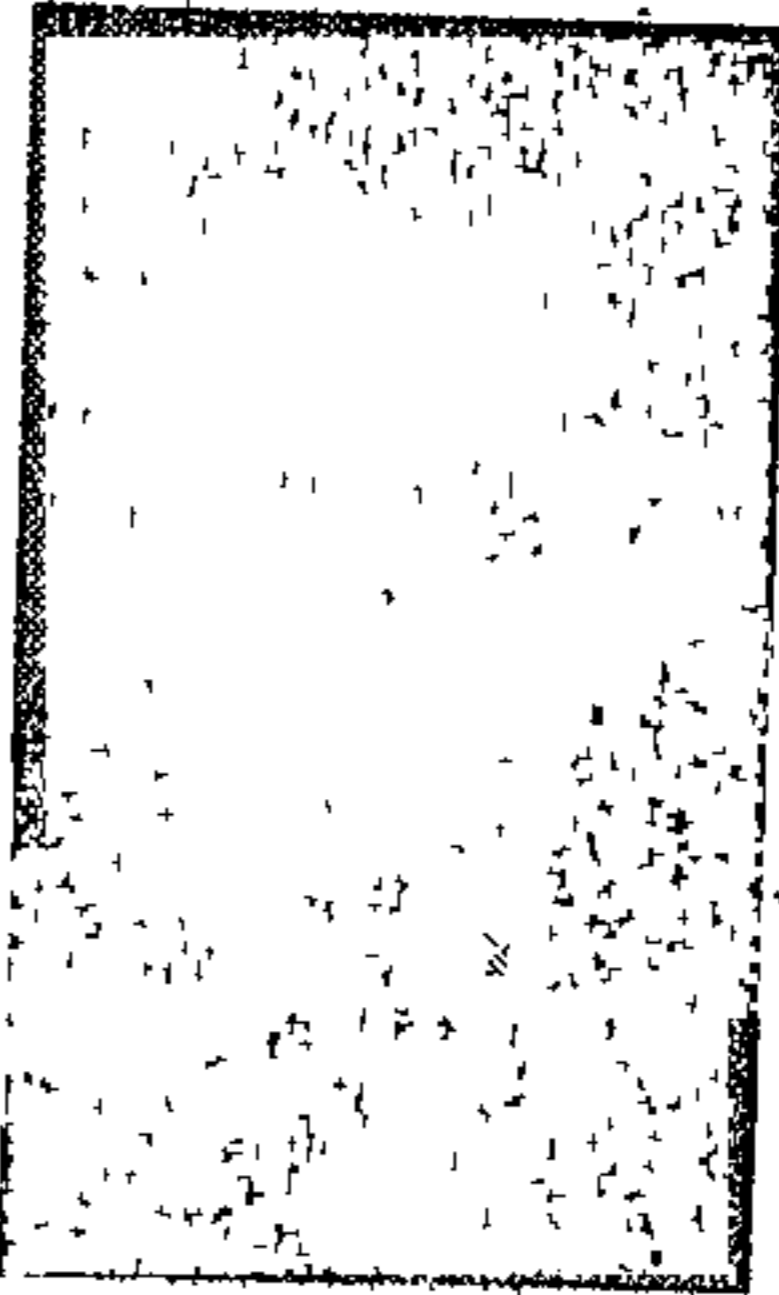
I want to deal here with a much more specific and less contentious aspect of job security as it affects the individual worker and his feelings of security or insecurity. In general, a worker at any level who knows he is doing his job well and effectively because he has been properly trained because he is always conscious of the duties he has to perform, because he plans and organises his job efficiently, does not feel insecure in his job.

He knows he is among the best in the business and that come who may, black, white, or any other colour on earth, he can hold on to his job. In other words, his real job security lies in doing his job well.

That is now how everyone works and there are those — not only in the mining industry — who feel insecure because they know that the job can be done better.

It was in this general situation that we decided in the Gold and Uranium Division of the Anglo American Corporation to introduce an Employee Development Programme — our EDP. The purpose of this programme is to give every employee the opportunity to determine in which areas his theoretical and practical knowledge may fall short of the

A man's job security depends on his own degree of self confidence in doing it. Such confidence comes from proper training. If he is left insecure he can become a disruptive influence on the shop floor. So it is in everyone's interests for attention to be given to training.



Etheridge . . . reduce the level of anxiety.

requirements of his job, and then to participate, at his own pace, in those modules of training which deal with those shortcomings.

Employees who are already at peak performance may make little use of such a scheme.

This type of personnel development programme is not something that can be forced on any man and therefore participation is voluntary. In addition, bearing in mind the severe manpower shortages which already exist on the gold mines, training facilities and instructors are being made available outside normal working hours and as conveniently as possible to give employees the best opportunity to benefit from the EDP.

None of this, of course, replaces the negotiating process highlighted by the Wiehahn 6 report and the white paper, but I feel sure that the level of anxiety which usually makes the finding of general solutions much more difficult, can be considerably reduced by training and development schemes which demonstrate beyond doubt that you, the manager, want your employee to perform at a level that does not leave his job security in any doubt whatsoever.

© Dennis Etheridge is chairman of Anglo American's Gold and Uranium Division.

Concern over position of white workers

Ev Post 14/10/87

(32)

Political Correspondent

CAPE TOWN — Concern over the position of white workers in South Africa's changing labour situation was clearly expressed by delegations from the Eastern Cape at the Cape National Party congress yesterday.

A Despatch resolution requested the Government to extend by two years the apprenticeship of all people who were not obliged to do military service — a suggestion clearly aimed at black apprentices.

The Uitenhage branch of the NP asked the Government to give positive attention to the position of the white worker in South Africa, and delegates called for improved channels of communication with workers.

Mr Hans Fourie of Uitenhage said much of the information presented to white workers was of such a nature as to cause confusion. He called on the National Party to set up a means whereby "our own people can tell the people what the policy is about".

Mr Fanie Botha, the Minister of Manpower, said the Government would not agree to extending apprenticeship periods for those who did not have to undergo military training as the country needed all the trained men it could get.

Those who did military service were in any case given eight months remission on their apprenticeship period while in the army.

The Department was keeping trade unions, workers and employers fully informed of developments.

Missing
M. ...
of ...

Negotiate, urges rail chief

RPM 15.10.81 (132)

THE granting of more effective rights to black workers would inevitably subject the existing industrial relations system to new strains, said Dr J G H Loubser, general manager of South African Railways, yesterday.

Addressing delegates at the annual congress of the Association of Chambers of Commerce in Durban, Mr Loubser urged employers to orientate their own staff to do their utmost to resolve their labour problems by using the machinery provided.

Similarly, he said, all workers and their leaders in trade unions should be encouraged to use every available negotiation method to bring about solutions in a peaceful manner.

"We in the transport section are only too aware of the importance of effective channels of communication between employer and employee if good relations are to be created and maintained," he said.

"The conditions which pertain in the work situation affect the outlook of the employee in a way that stretches far beyond his work place. The work environment and circumstances influence the employee's attitude to all problems, be they of a domestic or national nature."

The railways had left no stone unturned in an attempt to provide the machinery whereby its employees of all population groups could communicate and negotiate with their employer.

Future strategy

"I believe that this approach has in no small way contributed towards the industrial peace which has over the years been experienced in our organisation," he told the congress.

The railways' strategy for the future was based on a sound labour relations structure, the basic ingredients of which were to be found in its staff representation system.

The railways accepted that workers had the right to exercise collective muscle and to accord them this right would not disrupt a well-run enterprise.

Dr Loubser said it should never be forgotten that in developing a relationship with trade unions one was dealing primarily with people. It should be borne in mind that the law could not prescribe attitudes and behaviour.

It thus depended largely on management's attitude and approach to unions if the relationship was to be one of co-operation and trust.

Dr Loubser said implementation of the Wiehahn and Riekert reports would have far-reaching implications in labour relations.

Free association

His organisation had undertaken to adapt, in collaboration with the staff associations, its staff representation mechanism within the framework and in the spirit of the new labour dispensation.

The staff associations generally supported the philosophy of freedom of association within the concept of trade union autonomy, shown by the fact that three of the seven white associations had already decided to grant membership to coloured, Indian and black employees, he said. — Sapa

Beware the wrong course

132

FM 16/10/81

Labour observers can be excused for believing that within the next few years SA's major urban centres will be piled nearly a metre deep in brochures advertising courses in industrial relations (IR)

IR training has become a growth industry and IR practitioners have to keep fully abreast with latest trends and developments. There is also a growing need for line managers to be educated to deal with the issues and problems raised by government's labour reforms.

There seems to be no shortage of "experts" willing (for a fee) to help managements and their employees adjust to the new dispensation. So how does one make the correct choice? Senior IR advisers the *FM* spoke to offered some guidelines.

- Make sure that the course fits in with your company's IR philosophy. It is patently absurd for a company which believes in dealing with trade unions to send line managers on a course which teaches them the opposite.
- Make sure the course is appropriate to your company's particular needs. An IR training course which is relevant to one type of company does not necessarily meet the needs of another.
- Make sure that the right person goes on the course. A course which caters for the needs of a senior IR practitioner will not necessarily be of great help to a novice.
- Don't hesitate to ask the people running the course for names of companies who have used the course. Ask those companies for their views on the course.
- Try to find out whether the course provides up-to-date information. The labour scene has been changing so rapidly that many courses which were relevant last year now need to be rewritten.
- Make sure the course qualifies for tax

concessions

This latter proviso is going to become increasingly important in the future. Government is concerned about the quality of some of the courses being offered and intends setting standards — and those courses which do not meet the required standards will not qualify for tax concessions.

The Manpower Training Act which comes into effect in November stipulates that all IR training courses (other than those conducted by an employer specifically for his employees, a trade union for its own members, or by an industrial council or a bona fide educational institution) have to be registered with the department. Employers who make use of courses which are supposed to be registered, but which are not, will not obtain tax concessions.

The National Training Board which is provided for by the Act (and which will represent government, employer and employee interests) will set standards for courses.

The board has still to be appointed, so it is not yet known what standards it will set. But, according to sources in the department, some of the matters it can be expected to examine are whether a course really does help people to increase their IR skills, whether a course provides up-to-date information, and whether the fees charged are in proportion to the type of information being given to people on the course. (Some sources point to fees which are inflated because courses are held at extremely expensive hotels.)

Some senior IR practitioners are scornful of most of the courses on offer at present. Says one from the troubled eastern Cape: "The issues we face are so

complex that if you believe that you are going to learn how to handle a strike by attending a course held in the calm atmosphere of a lecture room, you are gravely mistaken."

However, "One can learn a lot by speaking to someone who has had to deal with a particular type of strike and finding out he dealt with it."

Several other IR managers the *FM* spoke to are, on the other hand, impressed by some of the courses which are available — especially those given by the business schools of various universities. They also believe that as long as managements take great care in making a choice they can find training which meets their needs. They have particular praise for courses offered by the Institute of Industrial Relations.

The institute's courses and the guidelines it offers to managements are approved by its executive committee which represents about 180 companies and 70 trade unions. In addition, the institute also consults unions which are not members, about these courses and guidelines. It offers a variety of courses for managements and unionists, has a full-time staff, but when necessary invites senior IR practitioners to give lectures as well. A measure of the institute's growing stature is that one of the most militant of the emerging black unions has approached it for training.

Manpower Minister Fanie Botha has pointed out that in Europe top managements spend between 30% and 50% of their time dealing with labour issues. In SA, he said, top managements have been spending only about one percent of their time on labour issues. They must prepare themselves for the problems which lie ahead, he warned.

Switzer 2/16/78 (137) 270

'Labour unrest likely to spread'

SOUTH AFRICA was likely to face an increasingly high level of industrial action by workers and much of it would take place outside the official conciliation system.

Business leaders were given that warning yesterday at a conference, by the chief executive of the General Mining Union Corporation, Mr Basil Landau.

He said the business community had to accept that the Government's dispensation "was not always viewed in the same positive light or perhaps even fully understood" by workers

"Some of the people involved in the unions are irremediably hostile to the entire established system," he said.

According to him, the unofficial nature of most disputes stemmed from suspicion of official procedures, but

that "an element of political agitation" was involved

Mr Landau commented that a number of multinational companies in South Africa had been "targets for industrial disputes in spite of their good labour relations records."

This had been done for international media exposure and the exertion of pressure by some minority overseas shareholders

Management had to improve its industrial relations.

"It's in everybody's interest to have stable, independent trade unions, and these will only develop if we can make demonstrable progress towards real and fruitful collective bargains."

Industrial relations 'a key field of study'

ST 24/10/87 132

Staff Reporter

IN THE face of growing worker militancy and the rapid growth of trade unionism in South Africa, it was vital that commerce and industry recognized the importance of industrial relations, 70 of Cape Town's top managers were told yesterday

Speaking at a seminar on "Training for Growth and Industrial Peace" at a City hotel, Mrs Gillian Godsell of the National Institute for Personnel Research (NIPR) said interest in industrial relations was sparked by the black strikes in Durban during 1973 and 1974

Increased awareness

The seminar — organized jointly by the Peninsula Technikon and the NIPR — heard that although trade unions for whites had been recognized by the State since 1924, it was only through "unrest on the part of black workers" that industrial relations became a key field of study

This had led to an increased awareness of the need for "employer-employee communication", and if management was not to be caught unawares, then solutions had to be sought with a longer-term basis other than simply increasing wages

Mrs Godsell said that following the 1973 strikes, solutions to labour issues were initially sought in the establishment of liaison

and works committees, but the pressure of black unionism after 1974 had altered this perspective.

The publication of the Wiehann Commission report in 1979 had given added impetus to changes in the industrial relations system

Advising management to be aware of "value differences" in the workplace and to allow employees more say in control over their work situation, she said employers should not make subjective decisions regarding workers

Militant trade unionism

The managing director of Murray and Roberts Building, Mr D N Fraser, said "legislated industrial peace" had insulated management against militant trade unionism and left them unaware of how to handle the changing labour situation

"We thus find ourselves in the negotiation situation with little experience on our side, more often than not complicated by our social attitudes, inbred racialism and fear of change, whilst the other side are deeply suspicious of the motives of management and of the whole free enterprise system

"We must clearly accept that the workplace is in fact a platform for expression or, even more so, a safety valve, through which frustrations — be they economic, social or political — are channelled"

RDM 27 10 81 (201)

Schoeman calls for recognition of black unions

THE emergence of black workers in trade unionism was an evolutionary fact which could no longer be ignored, the Minister of Transport Affairs Mr Hendrik Schoeman said in Cape Town last night.

Opening the congress of the Transport Staff Association, Spoorbond, Mr Schoeman said several staff associations of the SA transport services had amended their constitutions to accommodate coloured Indian and black members.

A staff association for Black Transport Workers established in April had more than 50 000 members, he said.

"The emergence of the black employee in trade unionism is an evolutionary fact which one dare no longer keep silent about," Mr Schoeman said.

Guidance

"We are aware of the delicate nature of the negotiations which you (Spoorbond) and other staff associations have experienced over the years, he said.

"You can, therefore, make a great contribution by guiding the black staff association in the direction of responsible trade unionism as we have experienced it through the years."

Staff relationships should be flexible, dynamic and growing. The attitude of the employer towards trade unions often determined if there would be conflict or mutual trust, he said.

He pointed out that payload transported by rail had increased by more than 77% in the past 10 years, while the number of passengers had increased by

more than 33% and cargo handled in the ports had increased by more than 63%.

Compared to this, the number of railway employees had increased by only 19,9%, he said.

This was proof that railway employees were orientated towards greater productivity.

Salaries had increased by an average of 9,6% a year.

But, he added, South Africa's economic and industrial progress could not be maintained satisfactorily by the available white labour force only — Sapa

29/10/87
Foundation
(132)
for labour
peace laid
— Minister

Own Correspondent

The Government was able to work with employers and employees in the labour field in spite of differences of opinion, Mr Fanie Botha, Minister of Manpower, said last night. Addressing the Benoni Afrikaanse Sakekamer, Mr Botha said the framework to ensure labour peace, competency, productivity and security for the years ahead had been laid in the past session of Parliament.

This had come about because employers and employees had been consulted and were prepared to work together not only in their own interests, but also in the interests of South Africa.

SIGNIFICANT

Mr Botha said it was significant that the Government and industry could discuss, plan and work together in spite of certain differences.

But there were a number of problems which still lay ahead.

One of these was the demand for trained and skilled workers and the shortage of such workers.

He said whites alone could not meet the demand, and other population groups would have to help.

He said it should be clear to any objective observer that a situation in which a large proportion of the population did not contribute a large enough — and to them satisfactory — role to the economy could hamper further economic growth and could also lead to open accusations of discrimination.

One of the immediate aims had to be a training programme with everyone making their contribution.

The Government was responsible for basic education and training while the private sector was responsible for the further proficiency of workers once the State had provided the legislative framework.

Mr Botha said the Government had provided in-service training centres but these were not being fully utilised by employers.

Mr Botha said a policy of fairness to workers was no guarantee of labour peace.

However, he was convinced that it could contribute to hamstringing those intent on trying to sow discord.

Time-honoured custom may be illegal

DO 29/10/87 (132)

Time was when many black workers feared the sack if they joined a trade union. Now many face a firing if they don't join.

The reason is the closed shop, a time-honoured custom whereby unions and employers agree that all workers in an industry must be union members.

This practice hit the headlines recently when 26 workers at the United Tobacco Company lost their jobs after refusing to join Tucs's African Tobacco Workers Union, which negotiated a closed shop with employers.

But the practice is also an issue in the metal, motor components, furniture and printing industries, where established unions negotiated closed shops which force blacks to join their unions.

It has already sparked a strike and there are fears it could spark others.

To add to the controversy, lawyers believe the established unions are negotiating closed shops which may violate labour law.

Closed shops are not new and many industries have them.

They are usually negotiated at industrial councils and compel members of unions on the council to work only for members of the party employer association and members of the association to only employ union members.

In some industries, such as metal, the closed shop affects only some jobs and workers may belong to any of the unions on the council.

But in other industries all workers must belong to a specific union.

And on the mines workers in a particular job must join a specific union.

Most closed shop agreements go back at least a decade.

Blacks could not legally join unions which bar-

gained on industrial councils and were thus not covered by the closed shop, which applied only to workers eligible for union membership.

But blacks are now eligible and are thus subject to the closed shop.

According to unionists and labour lawyers, this has given established unions a large (and unwilling) black membership at the stroke of a pen.

These unions simply applied to the Minister of Manpower to recruit blacks. He agreed, and they then amended their constitutions to allow blacks to join.

Blacks are then covered by the closed shop and must join that union.

But lawyers say this may violate labour law, which allows industrial councils to negotiate closed shop agreements.

The Minister can only approve such an agreement if he is satisfied that the parties who signed it are "sufficiently representative".

In the case of a union or unions, "this would certainly mean they would have to represent a majority," says the Industrial Registrar, Mr Matt Leonard.

And another senior Department of Manpower man, Mr Mike van Noordwyk, says that the department would not allow a minority union a closed shop.

When many existing closed shops were signed, the unions did indeed represent a majority — of non-blacks. These agreements have been ratified by officials and are legally binding.

When the union admits blacks, it simply incorporates them in the existing closed shop — which, after all, covers all employees — even though they are not representative any longer.

But, says a lawyer "They are using their representa-

tiveness in one situation to claim it in a changed one. The courts could overrule this."

Some industries, like metal, he adds, are granting exemptions from the closed shop but others are "backing minority unions by refusing exemptions".

At some stage, of course, these agreements will expire and the new agreement will have to be submitted to the department.

But then, says the lawyer, the unions will prove representative, by simply producing scores of black members — all of them forced to join under the old closed shop clause.

Nor do Government registration procedures prevent this, he adds. If no other registered union objects, an established union can win registration to represent blacks without proving that it actually represents any.

Mr Van Noordwyk confirms that some closed shops are extended in this way and adds "We cannot intervene until after November 1, when the new Act comes into force. Some closed shops might then not be renewed by us." He says officials will look at new closed shops on their merits.

But the problem doesn't end there. Black unions have constantly accused their established counterparts of "organising man-

agement, not unions."

By this they mean that some established unions use their relationship with employers to aid their black organising efforts.

This could simply mean allowing the union to address workers, while denying that right to other unions. But it has been known to include active organising efforts by the company personnel office.

Thus, black unions say, a registered union could represent a majority, but it represents a minority,

even if few workers joined voluntarily.

At UTC, where the company says ATWU represents a large majority, workers claimed they knew nothing about the

But while most registered unions support the closed shop, they say they only negotiate it when they represent a majority. The row has again highlighted the closed shop — a source of controversy both at

council agreements stipulated that only union labour could perform certain jobs. Because blacks were not permitted to become "union labour", they were barred.

The Wehahn Commission

rigidly applied — the tobacco closed shop was signed this year).

But its National Manpower Commission probed the issue and last month the Government accepted its recommendation that the practice be allowed.

The only change it recommended — which has been incorporated in a draft Bill — is that workers have 90 days to join a closed shop union.

Officials believe this gets round the job reservation problem, by actually getting workers into the job before the closed shop cogues into play.

Employers tend to back the abolition of the closed shop.

Thus, Mr Rod Ironside, chairman of the Federated Chamber of Industries' labour affairs committee, says his committee is to discuss the issue at its next meeting, but adds "Personally, I would like it abolished."

He cites the freedom of association argument and adds that the closed shop is "inevitably going to be regarded as a form of job reservation."

Mr Ironside also offers another criticism. "It means unions don't have to sell their services to workers. Closed shop unions have a very comfortable life and don't have to work at winning worker support."

The practice's chief supporters are registered unions. Their key argument is spelt out in Garment Worker Journal of the Garment Worker's Union, whose president, Dr Anna Scheepers, is president of Tucs.

It asks "why a free-loader should enjoy benefits won by other workers?" Its argument is that, where most workers join a union, that union will negotiate work conditions for all workers.

The majority will benefit from those negotiations, whether they join or not. They should therefore join the union and pay dues to it so that they do not enjoy the fruits of union members' efforts without contributing to them.

Mr Ben Nicholson, director of the Confederation of Metal and Building Unions, concedes that unions with a specific closed shop can enforce job bars by blocking black applications to join their union.

But where workers can join any union and there are black unions "they can always get the job by joining the black union," he says.

A key argument for the closed shop, says Mr Nicholson, is that it "aids industrial peace" by acting as "a bulwark against union militancy."

"Unions who have no closed shop have to blow up every issue to win support and demonstrate their muscle. We don't have to do that."

This, he says, is why employers agree to closed shops — despite their stated objections. Garment Worker also says closed shops aid "stability."

But he insists that this doesn't enable unionists to rest on their laurels. Members of closed shop unions can join other unions as well. And leaders of closed shop unions can be voted out of office.

Black unionists insist that "a system which doesn't keep a union on its toes is a bad system — being tested on every issue is what unionism is about."

Few black unions have taken a considered policy stance on the closed shop principle and they are not necessarily against it.

Fosah's spokesman says its union may, at some stage, consider demanding closed shops. But, he adds, "they must at least be free-ly negotiated by a majority union at plant level."

This even if a union represents a majority industry-wide, it should not be able to force membership "on a plant where most workers have not joined it."

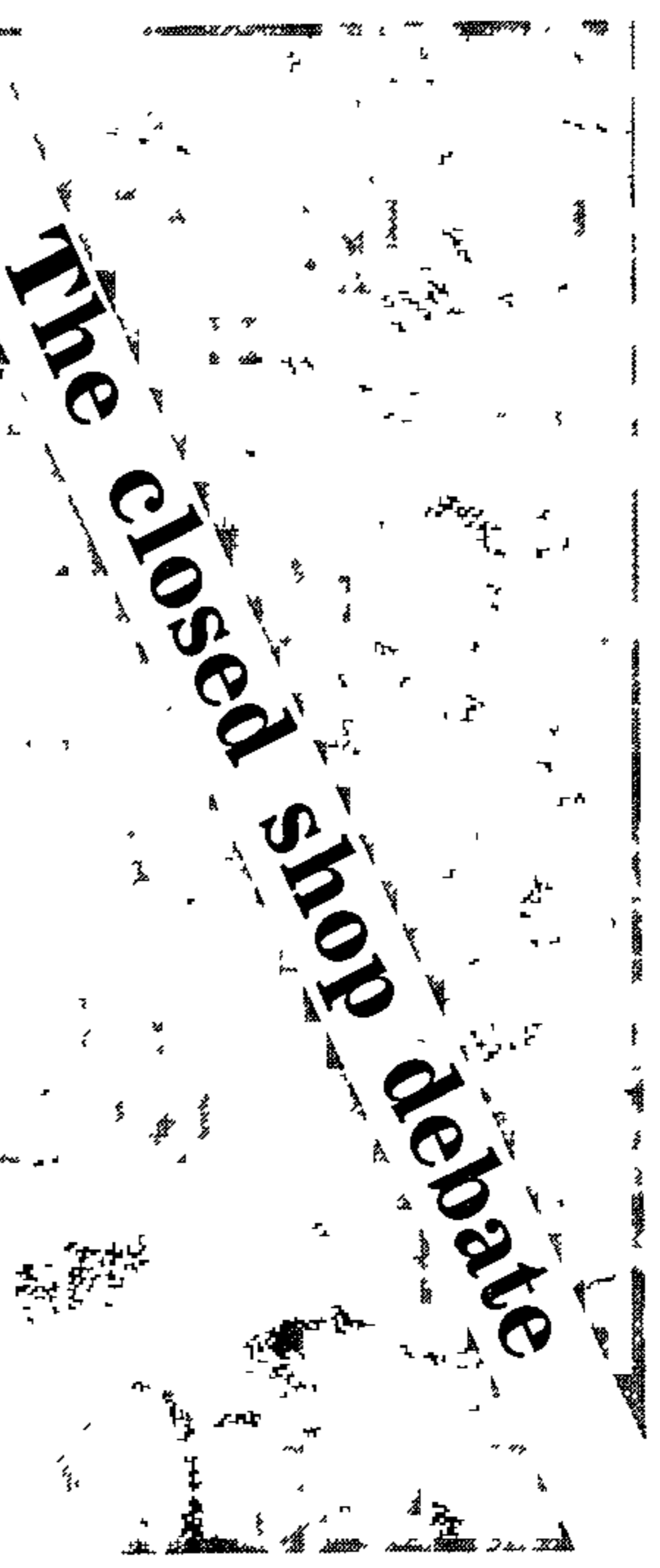
And black unions insist that, despite the stated opposition of employers to the closed shop, many are happy to sign such agreements because "it suits them very nicely by locking in a tame, compliant union."

The closed shop is set to become a key labour issue — and a source of unrest — as black workers reject unions which have been "forced" on them.

Some also say the issue is a source of dissatisfaction for employers who want to work out an accommodation with black unions free of industrial council influence — the councils apply the closed shops.

Where closed shops are aimed at keeping representative unions out, they are likely to have as little success as other measures aimed at the same thing — as black workers reject unions which have been "forced" on them.

And industrial councils may find it increasingly difficult to maintain closed shops in the face of growing black workers' disenchantment.



Closed shops — agreements whereby workers have to join a trade union — recently hit the headlines when workers at a Johannesburg company lost their jobs for refusing to join a union. But the issue is sparking unrest in several industries and lawyers believe existing closed shops may be illegal. Steven Friedman reports.

union and had never met its officials.

While the union's secretary, Miss Christine du Preez, says they joined voluntarily, UTC says it did grant AYWU facilities, like the right to approach workers during breaks. This may have led them to believe they had to join.

Black unions thus see the closed shop as a "tactic" by registered unions to win members they could not otherwise win because of black resistance.

That claim is given substance by the mining unionist who recently complained about employers' unwillingness to grant him a closed shop.

"Recruiting workers without a closed shop is expensive and time-consuming," he said.

Here, the issue has received attention from government policy-makers — chiefly on the closed shop's role in enforcing job bars.

In the pre-Wehahn era, job reservation only applied to about three per cent of jobs. But industrial

son's first report, nothing that there were at least 49 closed shop agreements in existence, decided that the practice is "so firmly entrenched in South Africa that it cannot be abolished."

But five commissioners signed a strongly worded minority report recommending that the Government not approve new closed shop agreements. They labelled the closed shop the "commonest form" of job reservation.

Dr Scheepers, Tucs chief

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Industrial relations audit: views differ

Or Post 5/11/81 (132)

By SANDRA SMITH
EASTERN CAPE employers and unionists are at odds over the idea of an independent monitor of their industrial relations

Employers and unionists were asked their opinion of the evaluation service offered by the Johannesburg-based Institute of Industrial Relations

Some major employers support it, but most trade unionists are wary of what they see as "outside interference"

They suspect that such monitoring would merely duplicate one of their own functions

The service was explained in a telephone interview by the institute's director, Mr Henk Botha

At the request of a company, and with the consent of the trade union or unions concerned, the institute will investigate both management and worker perceptions of industrial relations in the company

"For example, we look at the way grievance and disciplinary procedures operate, and we examine the pay struc-

ture and conditions of employment," Mr Botha said

The channels of communication between workers and management were evaluated, and the results then submitted to the company

"The evaluation service should not operate during a dispute, as some or all parties will view it with scepticism and dispute its credibility" The institute would conduct such a monitoring service based on principles approved by both management and the union or unions involved, and therefore was "not going to be biased towards either party"

The public affairs manager at Volkswagen, Mr R Els, said the principle of using an outside agency on a consultancy basis was sound

Volkswagen's co-operation with the Department of Industrial Relations at the University of Port Elizabeth (UPE) had proved valuable

The director of industrial relations at Ford motor com-

pany, Mr Fred Ferreira, said there was a role for an independent monitor not associated with either the employer, employee or union

However, he mirrored the attitude of the majority of unionists in doubting whether a useful purpose could be served by "someone holding the hand of the unions - to conduct an investigation which the unions are quite capable of doing themselves"

A spokesman for General Motors said the company regarded industrial relations as being of the utmost importance, and as a result had its own large industrial relations department

The head of the Department of Industrial Relations at UPE, Professor Roux van der Merwe, said there were many companies in Port Elizabeth which would benefit from an independent audit of their industrial relations

A few companies did have the resources and expertise to conduct their own evaluations, but others were in need of

such a service

He said an evaluation of the situation in a company by either a union or management would be unacceptable to either party, and that both could therefore benefit from an independent survey

Of six unionists approached, representing a cross-section of registered and unregistered, affiliated and independent unions operating in the Eastern Cape, only one supported the principle of an independent monitor

The regional trainer of the South African Chemical Workers' Union, Mr T Lupondwana, said that while he supported the idea, the function was performed by the union's own urban training project

The general secretary of the National Union of Motor and Rubber Workers of South Africa (Numarwosa), Mr Freddy Sauls, said that although he served on the institute's Board of Trustees, he did not think the union would have any need of its facilities.

Two top union officials said they could not see the usefulness of an independent survey to pin-point problems in a company's industrial relations. The unions did this already.

The organising secretary of the Motor and Component Workers' Union of South Africa, Mr Government Zini, said managements would have to adjust to the new period beginning in industrial relations.

"They would have to recognise the validity of trade unions, instead of employing outside agencies"

The secretary of the Eastern Cape Branch of the Garment Workers' Union, Mrs Katie Gelyan, said she would not allow any "outsiders to interfere" in factories where the union had members.

"We are quite capable of handling our own grievances," she said

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C W von Doring

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subject of Building Con

K Strong

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of the first year.

M P Morkel

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REGIONAL
PLANNING

AECI urges response to the unregistered

Liaison committee system 'a failure'

Industrial councils will have to respond to the growing demands of unregistered trade unions.

This was the view of Mr W J Botha, group industrial manager for AECI, at a labour relations seminar held in Johannesburg this week.

A growing number of black trade unions were not represented on industrial councils, Mr Botha said

He cited the recent example of the Steel Engineering Industries Federation of SA which announced on Monday that the organisation would hold informal talks with unions not represented on the council but active in the industry.

Such moves could eventually lead to the disappearance of the industrial

A one-day seminar on labour relations was held in Johannesburg this week.

A wide range of subjects were covered by industrial relations officials, unionists and labour lawyers. TONY DAVIS reports on a few of the speakers. . . .

council system, Mr Botha warned

There were a number of reasons why some trade unions rejected the council system These were

⊙ The councils covered black workers only from 1979 when the definition of "employee" was extended in labour legislation

⊙ The councils were seen as unrepresentative because only a portion of the workforce was represented on them

⊙ Councils were thought

to represent mainly skilled workers and not general industry workers

⊙ The councils were seen as too large and bureaucratic

⊙ Unions had to be registered to belong to councils and a number of "independent" unions had rejected registration

Mr Botha said industrial councils had served industries well, but employers had to watch for the growth of bureaucracy in the system and lack of contact with workers

Liaison committees and works committees introduced as an alternative to trade unions had failed dismally, the industrial relations manager of Henred Fruehauf, Mr Brian Allen, said at a labour relations seminar this week

Mr Allen said organised labour was a function of industrialisation and could not be legislated away.

The committees were imposed from above and were not recognised by workers.

Where managements still resisted trade unions the committees were sometimes taken over by union shop stewards

Mr Allen added that the old committee system was legislated away on November 1 by the new Labour Relations Act which repealed the earlier Act

"The Act is silent on the subject of works committees and one can only wonder what will happen to those in existence"

"My guess is that they won't go away but will continue to operate as points of entry for unions where employers have resisted trade union incursion"

⊙ Labour lawyer Mr Halton Cheedle and the general secretary of the SA Electrical Workers Union, Mr Ben Nicholson, also addressed the seminar

Recognition 'a wedge for future demands'

Once recognition was accorded to a trade union it was foolish to believe that the union would limit itself to its initial demands.

Industrial relations consultant Mr Andrew Levy told delegates at the labour relations seminar that recognition was a giving away of the right of a company to manage in certain areas.

A recognition agreement was a "wedge" which would increase in time, he said.

In a "good" agreement unions were bound to help in strikes outside the terms of an agreement

Recent disputes showed some unions had lost control of their workers.

Labour deals: the spirit counts most

The spirit of an agreement between management and union is more important than its mechanics

This was the view expressed by Ford's industrial relations director, Mr Fred Ferreira, at a one-day labour relations seminar.

He said it was essential that management should not try to "second guess" a union and that management should have the right to withdraw from an agreement

Mr Ferreira said the emergence of "sympathy strikes" was a new feature of labour unrest. There were four reasons for disputes over union-company agreements: ignorance, differences in interpretation, employer error and the union "flexing its muscles"

Decade of SA labour unrest predicted

DD 12/11/81

132

PRETORIA — South Africa's industrialists face a decade of "extremely difficult" labour relations, with black workers increasingly using their trade union power to secure political and social goals, a top Anglo American Corporation executive said yesterday.

The executive director of AAC, Dr Zac de Beer, warned a conference of public relations that efforts by businessmen to improve the lot of their workers could be stymied by government intransigence over political rights.

He pointed to the rapid urbanisation of the black population, and said millions were living in towns and cities surrounded by the social luxuries they saw whites enjoying, but unable to procure these

luxuries for themselves. Industrialists, he said, would have no success in persuading urban blacks that "it is the political system which is responsible for what is bad in the life of the urban black man, and that it is the economic system which brings that which is good."

"The young, black township dweller in particular identifies only one system and sees it as embracing his social and his economic life together."

South Africa would face a rising tide of black demands for universal franchise, and trade union rights were almost bound to be used for political purposes.

"Deliberate use is

going to be made of the industrial relations system to gain political and social aims," Dr de Beer, said. It would not be enough for managers merely to provide decent working conditions and wages.

"We have to restrain our natural sense of outrage that the sins of the politicians are going to be visited on management," he said. "We have to accept that, unjust though it is, it is likely to be the order of our lives in the 80s."

Dr De Beer called on South Africa's industrialists to concentrate on forcing social and political change to "defuse" the pressure of black political frustration.

— SAPA

Employers 'will have to account for unfair tactics'

25/11/81 ARGUS 132

MANAGEMENTS which continue to use unfair methods against their workers will increasingly be forced to defend their actions before disciplinary committees and the industrial court.

This was said today by Professor S M Swart of Stellenbosch University Graduate School of Business, at the labour relations seminar of the South African Institute of Public Administration in Cape Town.

Professor Swart said if one accepted the principle of the free market for the management side, one also had to accept it for workers. This implied the freedom of association in trade unions, the freedom of labour mobility, and the freedom to sell one's

labour at the best place and price.

Strikes, he predicted, would probably increase. At present 15 percent of black workers in the private sector belonged to registered or unregistered unions and this, too, would increase.

One should accept, he said, that the labour terrain — the direct worker-employer relationship — would be used for 'other purposes' as well. The solution for the labour terrain was a political solution, otherwise labour relations would become unmanageable.

Managements would in future have to be oriented towards negotiation of wages and service conditions as well as procedures.

'UNFAIR'

Professor Swart said about 50 percent of recent strikes were the result of procedural problems, such as 'unfair' dismissal. He knew of many cases where firms acted unfairly or inconsistently with laid-down procedures.

The success of labour relations would depend on human relations and management could increasingly be forced to explain their actions.

Academics warn of more strikes

CAPE TIMES 26/11/81 (132) (18/11/81) (16/11/81)

By NEVILLE FRANSMAN

TOP-RANKING Afrikaans academics yesterday warned that strikes in South Africa would become more frequent, that managements would increasingly have to learn to negotiate at local worker level and that there was no other choice but to turn to people who were not white to wipe out the country's serious manpower shortage.

Professor S M Swart of the Stellenbosch University Graduate School of Business said that if a political solution was not found in South Africa the labour problems of this country would intensify.

He was one of the speakers at a labour relations seminar for local authorities organized by the Western Cape branch of the South African Institute of Public Administration (SAIPA).

Union numbers

Professor Swart said that almost 20 percent of black workers belonged to trade unions. This percentage would rise with new legislation easing restrictions on workers organizing themselves in a free enterprise system, and pressures on managements to negotiate with workers would increase.

He pointed out that 55 percent of strikes had their origin in unfair handling of workers and procedures used in conflict situations. Employers would in future be forced to reconsider their internal policy measures (beleidsmaatreels) on a reg-

ular basis, and the success of the labour force would depend on good human relations and behaviour.

Free enterprise for management also implied free enterprise in trade unionism, Professor Swart said.

Professor Ampie Muller of the University of the Western Cape (Dept of Industrial Psychology) repeated the warning that the number and duration of strikes would "in all probability increase in the foreseeable future".

He added that managements must adapt to a climate in which they could not continuously run to the government for protection, and in which they would have to move away from domination as a method to resolve conflict. Instead, management would be forced towards a policy of mutual problem-solving.

Earlier he said it was "a reasonable assumption" that the existence of separate trade unions for different race groups in the municipal service could contribute to labour conflict because of the increased emotional component of negotiation.

A Stellenbosch University economist, Professor J L Sadie, said it had become impossible to fill the posts in the civil service with white persons. "This is an unpopular statement," he said, "but even higher salaries will not create more people. The country has no choice but to look to other race groups for its manpower needs — there are simply not enough whites."

He added that more workers could be drawn from the

homeland areas, the alternative being the destitution and starvation these workers would suffer. He could not agree that the homelands would be robbed of labour if blacks were allowed into white areas.

Training centre

Dr L J Fick, personnel director of the Cape Divisional Council, proposed the establishment of a training centre which could serve local authorities of Greater Cape Town on a regional basis, the down-grading of vacant posts so that lower qualified people could be employed and the provision of regional services in the Cape metropolitan area.

Opening the seminar yesterday, Mr Herrie Kriel, MEC for local government, said that 225 000 people were employed by local authorities in South Africa.

Emphasizing the "overwhelming need" for healthy labour relations in all facets of government, he said "a fine and delicate balance" had to be maintained between employer and employee. He criticized the fact that, with some local authorities, the ratio between the wage bill and other expenditure was "totally out of proportion".

"Healthy labour relations at local government level were based on the worker negotiating responsibly so that he does not antagonize his employer's source of income. On the other hand, the local authority must recompense his worker so that he can live comfortably," Mr Kriel said.



FCI's Van Zyl ... 'a vital conduit to government'

ment and workers to secure their objectives"

Van Zyl said businessmen have to accept that black workers see their trade unions as a means through which they can achieve certain community objectives, such as better housing, education and a fuller participation in the decisions governing their daily lives

Over decades, managements have been conditioned to believe that the industrial relations function stops at the factory gate. There has thus been a tendency to label issues such as transport and housing as overtly political. "Clearly this is too purist a stance for the Eighties," said Van Zyl

He added that it was realistic to realise that employers are being confronted with issues which really lie in the province of government, and over which they have no control. He suggested that in such circumstances it is inappropriate for management to stand in as a proxy for government. "But cool heads are needed. All that management can reasonably expect to do is to act as a conduit, indeed a vital one by which these pressures can be transmitted through to government."

bargaining at enterprise or plant level in SA," he told the FM's annual investment conference last week.

Van Zyl touched on an important — and very sensitive — labour relations issue. Emerging black unions are hostile to industry-level bargaining through industrial councils and place great emphasis on plant-level negotiation over wages and working conditions. Many managements fear that this could destroy central collective bargaining structures and result in chaos.

Van Zyl said many employers have become used to thinking of industrial relations in industrial council terms. It should be remembered, he said, that a council is a voluntary institution and can continue to exist only as long as it meets the needs of employers and employees in an industry and is seen to be doing so.

"Reality points towards recognising the need for and the advantages of negotiating at enterprise level, at least in certain circumstances," Van Zyl said, pointing out that in many developing countries this is the only form of bargaining that exists. In the field of labour relations SA is very much a developing country, he said.

"At the same time, we should examine closely how the disadvantages of enterprise-level bargaining can be minimised, as well as how bargaining at this level can be fitted into a structure that complements industry-wide bargaining rather than replacing it," he said.

"Only when negotiation, at whatever level, remains an option is the situation kept sufficiently fluid to enable both manage-

LABOUR RELATIONS

Away from ICs?

It may be necessary for SA's businessmen to re-examine their strong preference for industry-level bargaining with trade unions, warns Dr Johan van Zyl, executive director of the Federated Chamber of Industries (FCI).

"My own feeling is that, whether we like it or not, we shall see a rapid escalation of

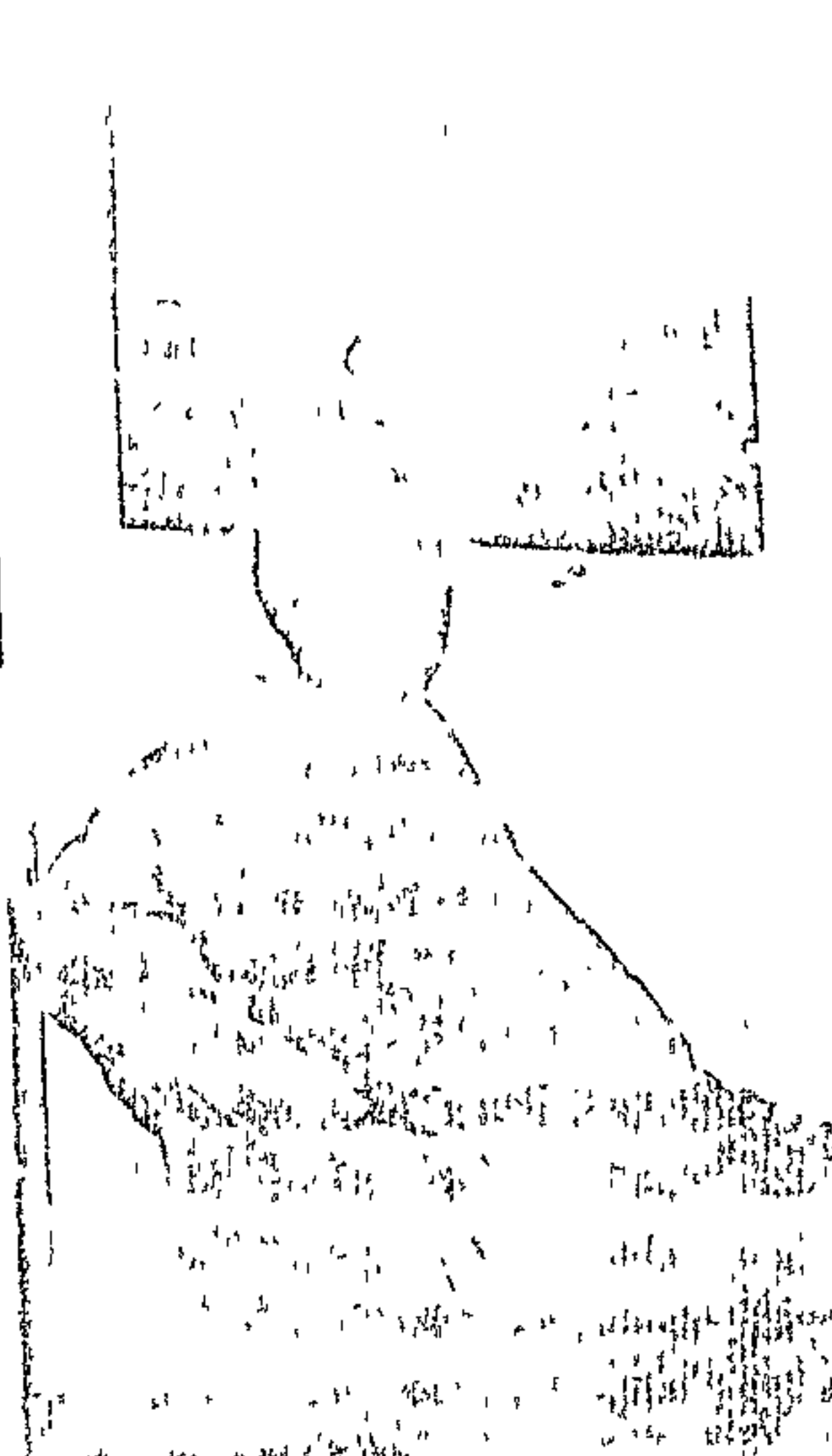
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LABOUR FM 4/12/81
The lessons of '81

Industrial relations practitioners have learned valuable lessons from events in SA's turbulent labour arena during the past year — a year in which they increasingly had to cope with the effects of government's decision two years ago to grant trade union rights to blacks

"Our world has changed from the bottom up as a result of the sweeping changes in labour legislation," said Dr Johan van Zyl, executive director of the SA Federated Chamber of Industries (FCI), at the FM's investment conference recently "Many of the institutions which appeared to be so firm and strong a few years ago have already lost their underpinnings"

Industrial relations specialists to whom the FM spoke believe a number of important conclusions can be drawn from the year's events



Kalamazoo's Kgosane ...
'employers must be patient'

Black unions will continue to grow at a rapid rate and it is no longer possible (as it was in the Thirties, Forties and Fifties) for government to suppress them or halt their growth by detaining their leaders. In addition managements will have to cope with

an increasing number of sympathy strikes and consumer boycotts, as well as issues which have not been on negotiating agenda in the past

"Employers will have to be patient because blacks have no other platforms which they can use to air their frustrations," says Henry Kgosane, personnel manager of Kalamazoo Business Systems

He warns that many members of the "class of '76" — the generation of young blacks radicalised in township riots — graduate from university at the end of this year. Employers will have to gear themselves to cope with the demands of this new generation of blacks entering white-collar jobs

The industrial council system is going to come under increasing pressure from black unions and will have to be reformed and adapted to suit the needs of all its participants. But as Reinald Hofmeyr, Barlow Rand's executive director responsible for industrial relations, points out "Even if unions enter the industrial council system, some are going to insist on parallel bargaining at plant level" The possibility exists of creating a system in which industry-wide minimum wages are set at council level, with unions still having the right to negotiate further at company level

Trade union registration will continue to be a vexed issue "All the weaknesses of the present system have been underlined in the

past year," says Henk Botha, director of the Institute for Industrial Relations. As it stands, registration remains unattractive to many black unions and government needs to create further inducements to persuade them to register

Black unions' continuing opposition to registration and industrial councils will result in their continuing to sign recognition agreements with individual companies. This creates the danger of two separate industrial relations systems evolving

An increasing number of employers are finding that harmonious relations can be established with black unions. Says Stuart Pennington, industrial relations manager of Freight Services "One of the major lessons we have learned is that it is possible to create a workable and sound relationship with emergent unions, no matter how radical they seem to be. The unions in our industry have acted with a great deal of responsibility, both in terms of meeting the aspirations of their members and in appreciating the problems which managements face"

The willingness of the authorities to detain trade unionists will continue to cause headaches for employers who suddenly find that they either have no-one to negotiate with or have to negotiate with junior union members who lack bargaining experience

It appears inevitable that black workers' mistrust of government's motives (vividly

illustrated by the pensions issue) will persist. Indeed, a large number of industrial relations specialists are beginning to speak out forcefully against too much government intervention in labour affairs. Labour legislation, they say, should protect the interests of both management and labour. It should not define the kind of relationship they should establish with each other

Employers will have to be flexible, patient and aware of the need to consult black employees over issues affecting them. "Next year is going to be a tough one and there are no text-book solutions to the problems which lie ahead. Employers are going to have to keep all channels of communication open," says Kgosane

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LABOUR

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The lessons of '81

FM 4/12/81

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an optimum way to meet the "needs" of an expanding population. It is here one feels that economists may be able to make a contribution.

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From our paychecks for medical aid. must deduction is compulsory.
Generally speaking this scheme is welcomed, and though one might not choose this precise scheme given freedom of choice, it can be argued that for many people it is a satisfactory scheme. We note, however, that it is compulsory and are forced to conclude that if it were not so a

1981 - more union harassment, more militancy

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By SELO RABOTHATA

THE past year had witnessed an increase in trade union harassment and a growing militancy among the country's workers, the Federation of South African Trade Unions says.

In two recent cases Fosatu workers had been charged under a long neglected clause of the Riotous Assemblies Act which allowed for five years' imprisonment for interfering with a fellow worker in any way, Fosatu said in its annual report which was released in Johannesburg this week.

Police have been called in to a number of Fosatu strikes, have used teargas to break up meetings, and have banned general meetings of workers Security branch officers have on a number of occasions interrogated and threatened Fosatu shop stewards and officials.

The Bophuthatswana Government has broken up a meeting of striking BMW workers and prosecuted VAAWU National Automobile and Allied Workers Union officials for an illegal gathering.

And according to the National Development and Management Foundation (NDMF) 95 000 workers were involved in 101 separate strikes between January and August 1981. An important aspect of strike activity in this period is the extent to which the demands precipitating stoppages have been won. Out of about 90 strikes, more than 53 have been won.

Equally significant, there were only 13 factories where workers were victimised and selectively re-employed. Since most strikes lasted one to two days, it may thus be concluded that workers have now won the limited right to strike.

Perhaps the most noteworthy aspect of the distribution of stoppages was that the overwhelming majority were directed towards union recognition and restricting the arbitrary and unilateral power of management on the shop floor.

Fosatu unions of non-racial unity on the factory floor, but obstacles continued such as in Pietermaritzburg where there were racial and skill divisions and half the workers (Indians) belong to the Boiler-makers Union and the other half (Africans) to the Metal and Allied Workers Union (Nawu).

The Motor Industries Combined Workers Union and the EWTU had attempted to stop Coloured workers resigning from their unions, by



HARASSED: An increasing number of worker meetings such as this have been broken up by police or banned.

an industrial council closed shop and by withholding pension benefits from resigning workers, it added.

"Despite these and other obstacles, considerable progress has been made. In the Eastern Cape a majority of Coloured workers have resigned from Trade Union Council of South Africa affiliates and joined fully in non-racial Fosatu unions. In Natal the National Union of Textile Workers (NUTW) has had the bulk of Indian workers joining the union

and several of their shop stewards and executive elections," the report said.

And in a positive to more 75 white workers at the Volkswagen plant in Uitenhage had resigned from the white-only union to join the National Automobile and Allied Workers Union (NAAWU) because of its non-racial policy.

The main issues which have confronted, or have been taken up by Fosatu this year

were industrial councils, solidarity actions, pensions, the living wage demand, and the fund raising bill.

Fosatu unions have indicated that while they were not averse to multiparty, region wide bargaining, they saw serious short-comings in most existing industrial councils. They had, as a result, refused to be coerced into joining. Among the principal objections expressed by Fosatu were that:

1. The strength of Fosatu unions lay on the factory floor and in plant based negotiations yet industrial councils were designed to prevent plant based negotiations taking place.

2. With one exception, Naawu, Fosatu unions were at present not representative of the majority of workers in their industries. To form an industrial council in these circumstances would mean committing a majority of workers in the industry to an agreement in which they had no say and had no accord with the basic employer demands that unions prove their representativeness.

3. Industrial councils had in the past secured privileged conditions for a minority at the expense of the majority of black workers and with their present structure would easily continue to do the same, even if black workers trade unions joined.

Colgate workers refused to accept the company's proposal both for the reasons outlined and because Colgate was already paying wages far above the industrial council minima. The CWU argue that this would in effect perpetuate a situation where the company had unilateral control over wages and working conditions.

The Colgate-Palmolive dispute was a turning point in the country's industrial relations. It punched a great hole in the collective solidarity of employers.

The report also said that at the end of 1980 Fosatu had a membership of 60 000 and this grew by 60 percent to 95 000 which makes it the biggest independent union in the country.

PIET VAN DER MERWE

Labour perspectives

F.M. 18/12/81

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The *FM* spoke to Dr Piet van der Merwe, who at the beginning of this month took over the key post of Director General of Manpower

FM: There are fears that the increasing number of recognition agreements being signed between companies and emerging black unions will lead to a labour relations system which competes with the industrial council system. Could you please comment?

Van der Merwe: In SA we have become used to industry-level bargaining, but we should not forget that plant, or enterprise-level bargaining is the most common form of bargaining in the world. In countries such as the US, Canada, Japan, most socialist nations of Europe, as well as the emerging African states, enterprise-level or plant-level bargaining is the most common form of bargaining. Even in West European countries where industry-level bargaining used to be very much in vogue, enterprise-level bargaining is increasing.

Therefore I think one must not look at it as the industrial council system versus enterprise-level negotiation. One must try to marry the two. I think, particularly in situations where you have emergent trade unions with little experience of negotiating, it is the natural thing to go for enterprise-level bargaining. It bears a much closer relationship to the world of experience of the worker and is a better known area to him. Industry-level bargaining is an abstract concept to the worker.

I think this is a natural development which should be allowed to run its course. Perhaps at a later stage it will on its own move to a higher plain of industry-level bargaining.

There has been much criticism of the regulations dealing with trade union registration. Some industrial relations specialists argue that there are not enough inducements to emerging unions to register. What are your feelings on this issue?

I think the whole question of registration is very much over-emphasised. In terms of the most recent amendments to the labour legislation, registration re-

mains voluntary and is therefore no longer the crucial issue it has been made out to be. What has become much more important than registration is really whether a union, registered or unregistered, complies with obligations imposed on it in the new Labour Relations Act. The new legislation in effect provides for the existence of unregistered unions and imposes on them certain obligations which they have to meet. Providing they meet these they can function and can also enter into enterprise or plant-level bargaining with employers on terms they reach agreement on.

We know there are criticisms and problems concerning the registration process. The National Manpower Commission is investigating the whole registration procedure and it has issued a preliminary document for comment by all parties. In the light of that there may no doubt be adjustments.

What is your reaction to complaints that the large-scale detention of unionists is eroding the important reforms which have been made in labour?

Detentions do not take place in terms of labour legislation, they take place in terms of laws outside the purview of the Department of Manpower. That these detentions do have an effect on trade union activities and labour relations one cannot deny. But of course, unless one knows what the reasons for the detentions are one cannot really evaluate whether they are justified or not. One must presume that they are justified, but one cannot really judge on the merits of them unless one knows the full facts, which one normally does not. But inevitably they do effect relations between employers and employees and they do cause tensions between the department and the trade unions involved.

What is your response to complaints that the Industrial Court has not lived up to expectations?

There has been quite a lot of criticism levelled at the Industrial Court, some of it stemming from a misunderstanding of what the court is really supposed to do. I think one must regard the court as a new institution which must still develop. One of the main criticisms has been that the court is not as easily accessible as people thought it would be. But one does

have to take into account that it is a court in the proper sense of the word and that certain procedures have to be followed to get access to it.

The whole functioning of the court and ways and means of access to it are also being investigated by the National Manpower Commission in conjunction with the court itself. We hope that in the light of these investigations, most of the criticism which has arisen can be removed in future.

What do you regard as your main priorities?

The main priorities facing the Department of Manpower lie in the field of training and productivity. Larger numbers of people have to be trained — and trained in the right direction. We also have to make sure that the trained labour pool that is available is utilised to the best advantage.

In the area of social security the department will of course continue to lay down certain minimum standards which are necessary for the protection of workers. In the field of industrial relations the department will provide a broad framework. However, industrial relations is essentially something in which the employer and employee parties, rather than the department, are involved. Therefore, as I see it, the main thrust of the department will be in the direction of training and the effective utilisation of the available stock of trained people.

What do you believe are the most important qualities needed by people involved in industrial relations?

One must be honest, sincere and sympathetic in one's dealings with either the employer or employee parties. One must be objective and deeply impartial. In other words, one cannot have any preconceived ideas about what needs to be done. One has to be knowledgeable, not only about industrial relations issues, but also about all those other issues which either directly or indirectly have a bearing on industrial relations. In other words, one must look at industrial relations problems not only in the context of the work environment, but also in the context of the social and political environment in which industrial relations has to function. It is a difficult area to work in and courage is needed.

(132) Sowetan
28/12/81

Unions: Here to stay

By SELLO
RABOTHATA

THE labour scene this year has had much activity with trade unions and managements clashing head-on resulting in strikes, disputes, work stoppages and lock-outs.

Most of the worker unrests during the year were caused by various factors such as wages, dismissals, management worker relations (e.g. over demands to dismiss oppressive or racially prejudiced foremen, personnel officers and production management), union recognition, the pensions bill and over working conditions generally.

It is, however, also appropriate to mention that in some of the cases management deemed it fit to call in riot police to "bring the situation under control". A number of strikers were arrested and union leaders detained or banned.

More than 200 trade unionists were detained in the State's crackdown on unions, the fastest growing black organisations in the country. But the State's actions against leaders and members of the unions seemed to instill more militancy in workers as hardly a week passed without a strike or work stoppage for some reason or other.

Most of the unions affected by the State's actions were key unions such as the South African Allied Workers' Union (Saawu), Media Workers' Association of South Africa (Mwasa), Food and Canning Workers' Union (FCWU), and the Commercial and Catering Workers' Union (CCWU).

Among unionists who have been detained are Mr Thami Mazwai, general secretary of Mwasa, and its former president, Mr Zwelakhe Sisulu, Mrs Emma Mashinini of the FCWU and many others who are being held without trial. Some of them have been detained for more than six months.

Another significant aspect of strike activity in this period is the extent to which demands precipitating stoppages have been won. According to the Federation of South African Trade Unions (Fosatu) out of about 90



STRIKES: Here to stay.

strikes, more than 53 have been won. Equally significant, there were only 13 factories where workers were victimised and selectively re-employed. Since most strikes lasted one to two days it may thus be concluded that workers have now won the limited right to strike and management is ready to negotiate with worker representatives.

Although labour unrest was spread throughout the country, Natal and the East Rand emerged as centres of workers' discontent. The East Rand had an average of at least two strikes per month. Most workers resorted to work stoppages or strikes in protest or solidarity with firings or other demands.

The Industrial Councils were another issue which brought matters to a head to some unions and were cause of a number of stoppages. Fosatu unions have insisted that the systems cannot be reformed from within as some employers have argued, according to Fosatu this did not offer any solution and has thus led the battle to have the existing Industrial Council system removed.

The crucial breakthrough was made by Colgate-Palmolive workers of the Chemical Workers' Industrial Union (CWIU) in July. The company refused to negotiate wages and working conditions outside of an Industrial Council. The workers refused to accept the company's proposal both for the reason outlined and because Colgate was already paying wages far above the Industrial Council minima. The CWIU argued that this would in effect perpetuate a situation where the company had unilateral control over wages and working conditions.

The CWIU therefore called a Conciliation Board which

quickly deadlocked, and prepared for a legal strike 30 days thereafter. Had it occurred, this would have been only the second legal strike by black workers in the last 20 years. The CWIU also appealed for help to Fosatu since the outcome of this struggle was likely to serve as a precedent throughout the country.

Fosatu responded by calling a boycott of Colgate-Palmolive products which together with the impending strike action, and massive adverse overseas publicity, led the company to capitulate two days before the strike was due to have occurred. Colgate then agreed to negotiate an agreement with the CWIU but were again so intransigent and dilatory in the negotiations that it required an illegal two-day strike before they conceded satisfactory terms.

Recently, even the Steel and Engineering Industries Federation of South Africa (Seifsa), the largest employers' federation in South Africa, and the most unrelenting exponent of Industrial Councils, has indicated its willingness to consider reforms in the system. Fosatu's largest affiliate, the Metal and Allied Workers' Union (Mawu), together with CWIU are presently involved in discussions with the federation to this end.

Another issue which caused a number of stoppages and labour unrest was the Government's Pensions Bill. This was one of the hottest worker issues of

1981. Ever since the legislation was unveiled early this year, aimed at preventing the withdrawal of pension contributions prior to the age of 65, the factories have been seething.

Workers' opposition to the law puzzled many Government and business observers who saw the legislation as a broadly progressive move. However, the only serious study of the problem showed that workers had well-founded objections both to the new law and to pensions in general. The study revealed that workers were not ever consulted about pensions, and ignorant of their workings, but usually drew out of pensions funds less than they put in.

Solidarity actions were also part of the labour scene with the major solidarity action taking place in support of Colgate-Palmolive workers. Fosatu called for a boycott among affiliates of the company's products. The boycott campaign was reportedly strikingly successful and within two weeks it was beginning to bite.

In the 1500-strong Alusaf factory at Richards Bay, in the 7000-strong Volkswagen plant in Uitenhage, the 2000-strong Salcast in Boksburg, workers went to work with boycott stickers plastered all over their overalls. Other major solidarity actions in 1981 were those undertaken in support of Leyland workers in Cape Town and Union Co-op workers in Natal.

Labour: good and bad news

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Star
29/12/81

Labour Reporter

The forecast for labour relations in South Africa next year sounds a bit like a weather bulletin — storm clouds ahead, a few turbulent periods and a gradual settling down again.

Labour and Government officials predict another year of labour unrest, but there will be less legislation than in 1981.

Department of Manpower officials said it was natural that there would be a "cooling off" period while newly emergent unions found their place in the industrial relations system.

The general secretary of the Trade Union Council of South Africa (Tucsa), Mr Arthur Grobbelaar, said 1982 would be a year of consolidation of recent labour legislation and for a number of trade unions.

"There will be some measure of industrial unrest but not that serious."

"We are moving towards a much more positive industrial relations system and the dust is starting to settle," he added.

The next 12 months are also seen as an important period in the mining industry where on-going talks are being held between the Chamber of Mines, mining unions and officials' associations on the subject of scrapping job reservation.

The go-ahead for the talks came in the Government's recommendations on the sixth Wiehahn Commission report tabled in Parliament.

The challenge to the Chamber of Mines will be to assure the Mine Workers' Union for instance, that white miners will not suffer when job reservation is scrapped.

However, no timetable was laid down for resolving this issue.

For some trade union leaders 1981 was such a hectic year — with all the unrest and legislation — that they have not yet committed themselves to an outlook for 1982. "Give me a break," was an oft-repeated, friendly rebuff.

There is no sure barometer for labour relations, and 1982 could spring some surprises.

© Page 13: Gains and losses in labour relations.

The Star's labour reporter,
Tony Davis, takes a look at a hectic
year in labour relations in
South Africa.

The past 12 months have been a turbulent and exciting period for labour relations in South Africa

● Turbulent because there were countrywide strikes and work stoppages, arrests of workers and subsequent court appearances, mass dismissals. Companies lost millions through production losses or withdrawal of pension contributions

● Exciting because employers and workers were still trying to resolve a new future for industrial relations, the result of a plethora of labour legislation since 1979

Confusion was to be expected, according to Department of Manpower officials.

They have called for "cool heads" to prevail. Trade unionism, denied for so long to black workers, enjoyed another year of strength as the ranks of all-black or predominantly black unions swelled significantly

Employers learnt that dismissals or police activity were not always the best way of resolving disputes and in several cases had to break ranks with their colleagues and negotiate with unions outside the industrial council framework.

Pension unrest

"Pension" was the keyword in labour relations during the year

What started out as draft legislation on the preservation and transferability of pensions erupted into widespread labour unrest and prompted criticism from the business community

In January the Firestone tyre plant in Port Elizabeth was hit by a pension strike when about 1 000 workers demanded payouts of their contributions

Workers said they feared Government intentions and that they needed the funds for purchases and as something to tide them over during times of unemployment

The Firestone workers were dismissed and this was usually the case in many pension-related disputes during the year

The Federation of South African Trade Unions (Fosatu) released proposals on the controversial issue and pointed to the fact that worker dissatisfaction with pensions went far deeper than the proposed legislation

The Chamber of Commerce in Durban, Chamber of Industry of Natal and the influential Federated Chambers of Industry (FCL) called on the Government to shelve the Pension Bill and sugges-

ted alternative measures to satisfy worker demands

The Government did back down — in stages — allowing employers to seek exemption from any pension legislation, delaying implementation of legislation for several years and finally shelving the Bill.

Sympathy strike

An interesting facet of the pension unrest was the emergence of the solidarity or sympathy strike in South Africa

Workers at Ford and General Motors in Port Elizabeth downed tools in support of their colleagues at Firestone who went out on strike for a second time in May

Several thousand workers were involved in the sympathy strike and management at Firestone eventually agreed to renegotiate the dispute and take on dismissed workers as vacancies allowed

The sympathy strike also emerged in Port Elizabeth as a result of a dispute over wage demands at the nearby Dorbyl components firm in Uitenhage

Workers at motor assembly plants in Port Elizabeth said they would not handle Dorbyl parts after 1 000 workers were dismissed by Dorbyl

More than six firms in the Pretoria industrial areas of Rosslyn and Walfredo were the scenes of wage disputes in January

As in the case of many of the strikes during 1981 workers demanded wage increases over and above determinations reached by the relevant industrial councils

The East Rand was another scene of labour unrest this year

A large number of the disputes involved the Fosatu-affiliated Metal and Allied Workers Union (Mawu) but only a few involved wage demands

Many of the disputes arose from what the union described as "arbitrary action" taken by managements in dismissing workers, often union members

The Mawu disputes were usually characterised by lightning stoppages often started on the shop floor and in about half of the 23 disputes during July to November Mawu won its demands

The union sought to circumvent the industrial council for the engineering industry and negotiate wages and working conditions for its members at shop floor level instead

The motor industry this year saw widespread disputes involving another Fosatu affiliate the National Automobile and Allied Workers Union (Naawu)

At Sigma near Pretoria, Leyland in the Cape and Dorbyl in Uitenhage the union sought a R2 hourly minimum starting wage

Gains and losses in labour relations

Union recognised

After a protracted dispute at Sigma the union was recognised and granted the status to become party to future wage talks

The disputes at Leyland and Dorbyl were not as successful and there were mass dismissals of workers in both cases

An end of year "bonus" for Naawu was at BMW in Rosslyn where 1 300 workers were involved in a dispute which saw management and workers settling for a 30c increase for starting workers from next year to R2,10 an hour

October was perhaps the worst month for labour unrest with more than 20 000 workers involved in strikes or work stoppages at more than 40 firms countrywide

Many of the disputes were related to the pension unrest

While unions came under fire from the Government and employers for resorting to the "strike weapon" instead of legislated channels for conflict resolution — which unions saw as too cumbersome and loaded with red tape — employers opted for mass dismissals as a solution to disputes

Seen as a new tactic by labour experts, employers resorted to dismissing entire work forces and then selectively rehiring workers

Union shop stewards were usually not taken on again

The largest mass dismissals occurred at Sigma, Leyland, Dorbyl, Ilco Homes, Firestone, Wilson-Rowntree and Dunlop Flooring

In many disputes employers did not call on police for help, though this was sometimes forthcoming nevertheless

A large number of unionists were arrested and held by police, often on charges under the Riotous Assemblies Act

There were mass arrests in October when workers involved in disputes at

The past year saw growth in trade union membership in various federations.

Perhaps the most significant was in Fosatu, which grew to about 90 000 members.

The ranks of Tuca were greatly swollen by the addition of the Artisan Staff Association with its 22 500 members in the railways, harbours and airways.

Union strength was highlighted in August when more than a dozen unions representing more than 200 000 workers met near Cape Town to show their solidarity in their opposition to proposed Government legislation and police activity towards unionists

the Post Office and SA Bottling Company in Port Elizabeth were arrested. Court appearances are continuing

Senior trade union leaders were held by Security Police in a swoop in Johannesburg and Durban late last month

They are still being held under section 6 of the Terrorism Act

The unregistered South African Allied Workers Union (Saawu), based in East London and with a local membership of about 20 000 workers, was the subject of police action in South Africa and by Ciskei homeland authorities

Leaders jailed

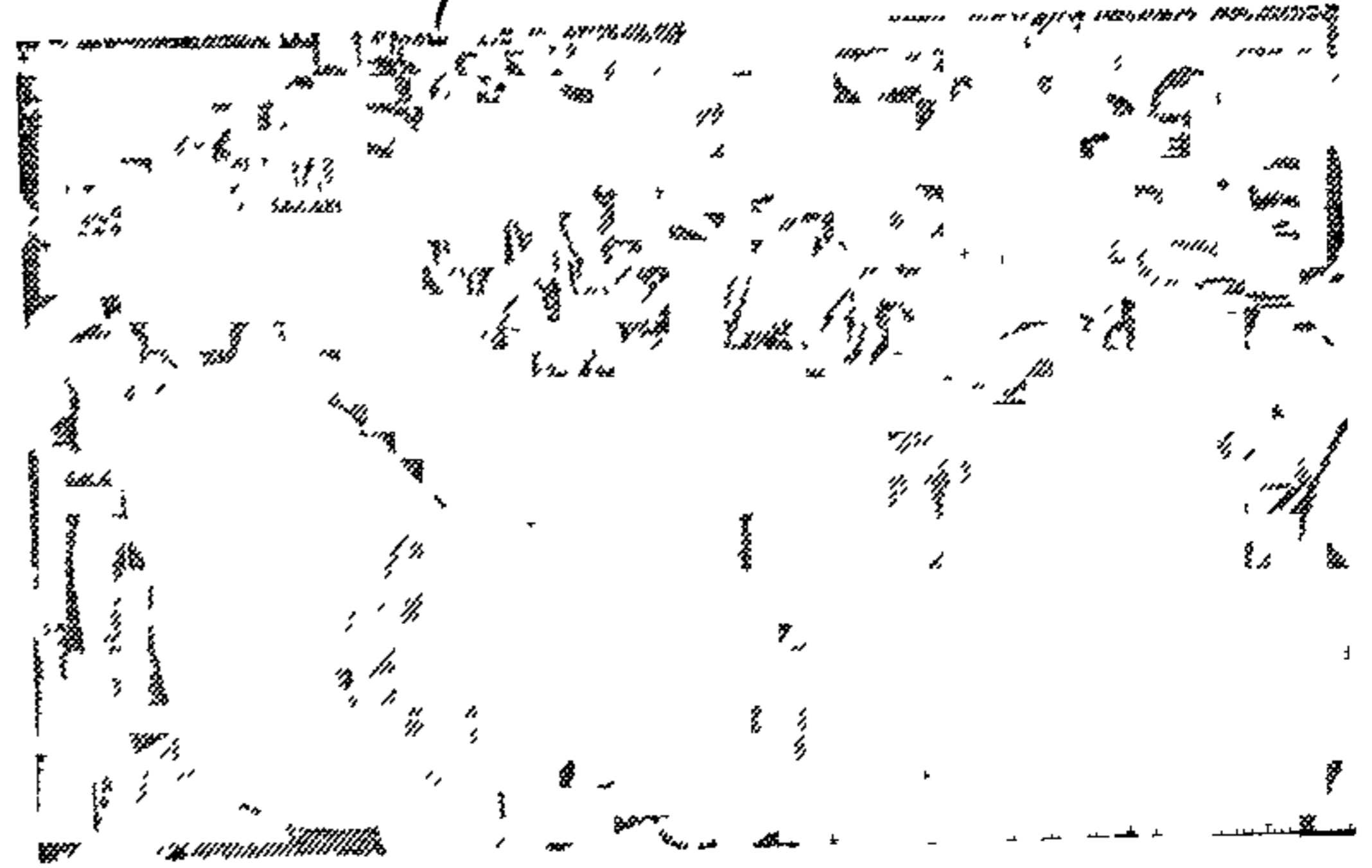
Its leaders were jailed several times by Ciskei police this year and it was disclosed in Parliament that a member of the SAP was involved in circulating incriminating circulars about Saawu to East London employers

In May several Saawu detainees in the Ciskei were hospitalised during a hunger strike

About 205 unionists, many of them Saawu members, were detained by Ciskei police in October after they had attended a union meeting. Court cases are still continuing

Late this year tension between Saawu and Ciskei has increased and it is feared that the homeland's recent independence may spell trouble for Saawu and other unregistered unions there

During 1981 the South



Workers demand shop floor negotiations on wages and working conditions — not at industry level.

African Government was also seen to be taking a hand in controlling trade unions after the Minister of Health, Welfare and Pensions, Dr Munnik, amended the Fund Raising Act, effectively preventing Fosatu from raising funds locally and overseas

This came after a Natal judgment which overturned an earlier restriction on Fosatu's raising funds

Bargaining guidelines

The past year saw employer organisations speaking out on a wide range of labour issues

The FCI in January, and much later Barlow Rand, issued guidelines calling for changes in employers' bargaining stances

Unregistered unions which were representative could no longer be ignored, they argued

Barlow Rand's executive chairman, Mr Mike Rosholt, ruled that individual group directors had to inform him what progress had been made on a yearly basis in improving employer-worker relationships

The Chamber of Mines issued and later re-issued its industrial relations guidelines on the touchy subject of union rights in the mining industry

The giant Steel, Engineering Industries Federation of South Africa (Seifsa) released last month a set of guidelines on plant level talks and also a recommendation that unions not rep-

resented on the industrial council be consulted on important labour matters

Seifsa, though, played a controversial role during the pension unrest because it did not allow members to pay out contributions to workers because of a preservation retirement clause

The industrial council system came under fire with unions complaining that the councils did not represent a majority of the country's workers, let alone employers

Unions said they could obtain the best wages and conditions for workers through plant-level negotiations

Supporters of the council system argued that negotiations at every plant in the country would lead to industrial chaos

At the annual conference of the Trade Union Council of South Africa (Tuca) in East London in September delegates declared their support for the "tried and true" council system — but noted that reforms could still be made

South Africa nearly saw a legal strike this year over negotiations between management and union at plant level

At Colgate in Boksburg members of the Fosatu-affiliated Chemical Workers' Industrial Union fought with management over the issue

The dispute went to a conciliation board but the parties were not able to resolve their differences

The three-month dispute saw workers out on strike and a call for a consumer boycott of Colgate-Palmolive products

Eventually a settlement was reached on plant negotiations and union recognition before a legal strike materialised

All the strikes this year in South Africa were, technically, "illegal" strikes

● Tomorrow: The spate of legislation.