

MANUFACTURING.
LABOUR.

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MARCH & NOV. 76.

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MARCH. - OCT. 78

Your servant to cost more

By PATRICK LAURENCE
EMPLOYERS of African
servants will have to pay
an additional 50c levy a
month during the coming
financial year.

The ordinary householder employs more Africans than factories of commerce and will have to pay the biggest increase in levies to the West Rand Administration Board.

It was calculated yesterday that employers will contribute an extra R2,4-million to the board.

The board is responsible for the administration of Soweto and African townships attached to West Rand towns like Krugersdorp and Randfontein.

Its chairman, Mr Manie Mulder, said yesterday labour levies would be channelled into providing more and better services for the townships, including roads, high-mast lights,

stormwater drainage and recreation.

The board's executive meets tomorrow to consider its financial estimates for the 1975-1976 financial year. The estimates have already been presented to African urban councils and advisory boards for comment.

Although the board has not yet released its estimates, it is possible to calculate its increased revenue from labour fees.

Employers of African labour in industry, building, commerce, agriculture and government all have to pay an additional 30c per labourer per month. For the most part, the levy has risen from R1,50 to R1,80.

Employers of African servants have to pay an additional 50c — R1,00 a month.

253
231
22
31

Mining houses get big boost from stake in manufacturing

THE CONTRIBUTION of manufacturing industry to the earnings of many major mining houses has risen sharply in the past year or two.

In some cases, mining groups have taken advantage of depressed conditions in industry to pick up companies at bargain prices, or have increased their holdings in associated companies.

In others, the performance of the industrial sector has held up well while declining output and prices of metals such as gold or platinum has reduced the contribution of those sectors.

The biggest proportionate increase last year was at Union Corporation, where the industrial division's contribution to after-tax income rose from R5-million (14 per cent of the total) in 1975 to R15-million (38 per cent). As a result, General Mining, which now controls Union Corporation, also experienced an increase in the contribution to income of its

manufacturing

SEM. TRIG 29/5/77

THE STEADY growth of mining house investment in manufacturing industry has been accelerated in the last two years. Industrial editor TONY KOENDERMAN examines the trend in a series of articles, the first one of which is on Union Corporation's industrial interests.

commercial and industrial interests, from 15 per cent to 28 per cent.

However, among companies administered by General Mining, the policy of rationalisation and consolidation involved the disposal of some investments.

While total turnover rose from R180-million to R210-million, results were mixed. Trek Beleggings was among those which did well, although Dunswart Iron & Steel is experiencing severe liquidity problems.

At Johannesburg Consolidated Investment, the industrial investments contributed R8-million to total earnings, up from 21 per

cent the year before to nearly 25 per cent.

The contribution of the mining and mineral processing activities, however, fell from R19,6-million to R18,2-million (55 per cent).

A fifth of the industrial investments were managed by the company, and the performance here (major companies: Lening Holdings and Steelbrite) was good. Big portfolio investments are SA Breweries and Johnson Matthey.

Anglo American Industrial Corporation increased the book value of its investments from R90-million to R110-million last year, and despite a 43 per cent drop in

turnover to R318-million managed to improve earnings 5 per cent to R43-million.

The major expansion of the year was the merger between Anglo's motor-making subsidiary, Hings, with Chrysler, to create Sigma Motor Corporation, with assets of R100-million. AMIC has a 38 per cent stake in the enlarged motor company.

Anglovaal's industrial investment and finance company, Anglo-Transvaal Industries, turned over R394-million in 1976, an increase of 14 per cent.

But the profits of the industrial sections, as a

proportion of consolidated profits, stayed firm at 51 per cent, though there was some shifting of the balance between the sub-groups.

Thus the contribution of food and packaging industries rose from 10 to 24 per cent, building was unchanged at 3 per cent, engineering dropped from 10 to 9 per cent, and other industrial interests fell from 20 to 15 per cent.

Irvin & Johnson, T. W. Beckett and James Brown & Hamer are among Anglovaal subsidiaries.

Gold Fields of South Africa has relatively small investments in industry and commerce, amounting last year to 4,9 per cent of group assets.

But the contribution to profits of the industrial and commercial interests rose from 9 per cent in 1975 to 16 per cent last year.

African wages show a marked improvement

Financial Editor ARGUS 17/6/75

THE two years following the outbreak of strikes in Durban in January and February 1973 saw a significant improvement in the real income of Africans employed in manufacturing, an analysis of figures issued by the Department of Statistics shows.

See WAGLS

In the 12 months ended February this year, the average wage of Africans employed in manufacturing rose 23,3 percent to bring the increase in two-year period since February 1973 to 42,0 percent -- from just over R65 a month to just over R95 a month.

As the consumer price index rose only 14,7 per-

cent in the 12 months ended February and 25,5 percent in the two years from February 1973 it is clear that African wages in real terms have shown a worthwhile improvement.

However, the Africans to gain the most have been those employed in mining and quarrying. Their average monthly wage rose by 85,5 percent in the 12 months ended February this year and by 186,4 percent in the two years from February 1973 -- from R24,44 to R69,99.

Recently Africans working on the mines were granted another substantial pay rise.

Coloured and White workers employed in mining also enjoyed substantial pay rises in this two year period, with the average Coloured wage rising 64,9 percent and the average White wage by 40,6 percent.

Against this the figures show that the wages of Whites and Coloured people employed in manufacturing just kept pace with the increase in the cost of living over this period while the wages of Whites, employed in construction fell well behind the rise in the consumer price index.

The bureau's figures show that during this two-year period the number of Africans employed in construction and manufacturing rose by 86 000 to 1 035 000, while the monthly wage bill for Africans increased by R36-million to just over R100-million.

The following table shows average monthly wages and percentage changes in the two years since February 1973.

AVERAGE MONTHLY WAGES				AVERAGE MONTHLY WAGES — PERCENTAGE INCREASES			
WHITES				WHITES			
	1975 February rands	1974 February rands	1973 February rands	In 12 months ended February 1975		In 24 months ended February 1975	
Mining	584.63	517.65	415.93	Mining	12.9		40.6
Manufacturing	479.08	414.81	380.18	Manufacturing	15.5		26.0
Construction	461.40	422.11	399.90	Construction	9.3		15.4
COLOURED				COLOURED			
Mining	149.29	116.47	90.55	Mining	28.2		64.9
Manufacturing	122.45	107.32	98.44	Manufacturing	14.1		24.4
Construction	181.70	151.81	133.00	Construction	20.1		36.6

Factory D.D. 10/21/25 fires and watchmen

(1) 181
~~(2) 131~~

JOHANNESBURG — The Fire Protection Association of Southern Africa describes as "incredible" the fact that managements will leave millions of rands worth of plant, property and goods in the hands of untrained and illiterate watchmen, who are often completely unfamiliar with the premises.

The Association says in its latest bulletin that fires have actually been caused by watchmen's fires, and one such fire recently resulted in the deaths of a number of people sleeping on the premises illegally.

Another blaze which involved an industrial chemical warehouse was believed to have started almost an hour before it was reported, and although there was a telephone on the premises, the two watchmen failed to make use of it.

The most basic requirements for security staff on duty during shut-down periods, it said, were immediate access to a telephone or fire alarm, the provision of a suitable room for shelter and warmth and training in the use of first-aid and fire-fighting equipment.—SAPA.

1. 201
2. 181

CCI PLEA FOR AFRICAN WORKERS' FAMILIES

ARGUS

25/11/75

12. *tu* THE families of Black married migrant workers should be permitted to reside with them in urban areas, the labour affairs committee of the Cape Chamber of Industries says in its annual report.

The committee adds that in view of the serious lack of accommodation, Black people who have rights of residence in urban areas should be given priority.

ward by the CCI but not accepted by the authorities.

The report acknowledges that the authorities have been co-operative in meeting the labour requirements of seasonal industries. It says local Coloured labour is used to the fullest possible extent, but it is clear that over seasons, Black workers had to be recruited.

EXPANDING

The CCI realises the necessity for some form of influx control, particularly in the Western Cape where there is a large and rapidly expanding Coloured population.

However, Black labour is 'absolutely essential' as Coloured men are reluctant to perform heavy manual labour or work in conditions of heat and cold.

Industries employed 4 102 migratory Black workers in relation to 33 931 employed in the Peninsula, which is 12,08 percent of the total migrant force in the area.

13.

The report says a proposal for a small and controlled Black labour pool to meet the emergency labour requirements of employers in the Western Cape has been put for-

110 will lose jobs

Cape Times 11/3/76

ONE of the largest detergent manufacturers in South Africa is to close its Cape Town factory in a move which will put 110 employees out of work.

The managing director of Lever Brothers, Mr N J Clayton, said in a telephone interview from Durban yesterday that the factory would close towards the middle of this year. "The decision was taken following a recent study which indicated that

By **GORDON KLING**
Industrial Reporter

continued operation would be uneconomical," he added.

The Salt River factory, which produces a popular brand of hard soap, has been in operation since 1912.

The closure will affect 154 employees but a com-

pany spokesman said 28 sales personnel would be located elsewhere. Another 16 staff would go on early retirement.

The company spokesman said the shut-down should not result in an increase in the price of hard soap. There had been a gradual shift in demand away from this product to liquid detergents, powders and other household cleaners.

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~~183~~
~~3/5~~

250	376	358	730	728	621	275	203	297	171	138	165	126	38
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The first in a series of articles on how SA's regions are coping in the current economic climate

FIN MAIL 17/12/76 (1) 181 (2) 328

Industry smoulders in the Eastern Cape

It's going to be a far from Merry Christmas for automobile workers in the Eastern Cape. And for the many out of work due to the recession in the motor industry, prospects are bleak. The Department of Labour's divisional inspector, E A Cilliers, estimates that there are at least 15 000 in the area on short time. Most are in motor plants and most are Coloured.

Total unemployed at the end of October is over 11 000: 2 516 White, Coloured and Asian men and women (compared with 1 456 in October last year) and 8 651 Black men and women (7 640).

According to a recent report by the National Association of Automobile Manufacturers (Naamsa), since July the number of workers in the three Eastern Cape plants of Ford, General Motors and Volkswagen has dropped by 1 100 to 14 800. Most of the remaining workforce is on short time.

Ford and Volkswagen have been working a four-day week since August.

export orders are managing to keep production at reasonable levels," says a spokesman.

The three motor plants have closed for about a month, Ford from December 10-January 10; GM from December 7-January 5; VW from December 8-January 4. Many hourly-paid workers who were forced to take a week's paid leave earlier this year, when the plants cut back production to shift inventories, will now only have two weeks' paid holiday over Christmas. However, three paid public holidays should help — plus annual bonuses.

The recession naturally enough goes further than the car plants. Retailers report slacker business due to short time, unemployment, and to people's fear they'll lose their jobs and the consequent cut back on spending.

Further unemployment is certainly a possibility. A protracted four-day week is in many ways a humane measure. It would be undoubtedly cheaper,

skilled Coloured artisans has risen to 169 compared with 90 in October last year.

"The PE industry needs R40m of work a year to keep abreast of its commitments," says Dennis Scarr, president of the local Master Builders & Allied Trades Association. With work still expected, the 1976 total is estimated at R14m. And a survey undertaken by the Association shows that in the first six months of next year about R6m will be offered in 15 contracts. One saving grace, however, will be the R15m worth of work being put out to tender by the Department of Public Works in PE between now and the end of January.

The Department of Labour says that many more women are looking for work. A recent advertisement by a firm of architects for a "Girl Friday" drew an estimated 130 applicants.

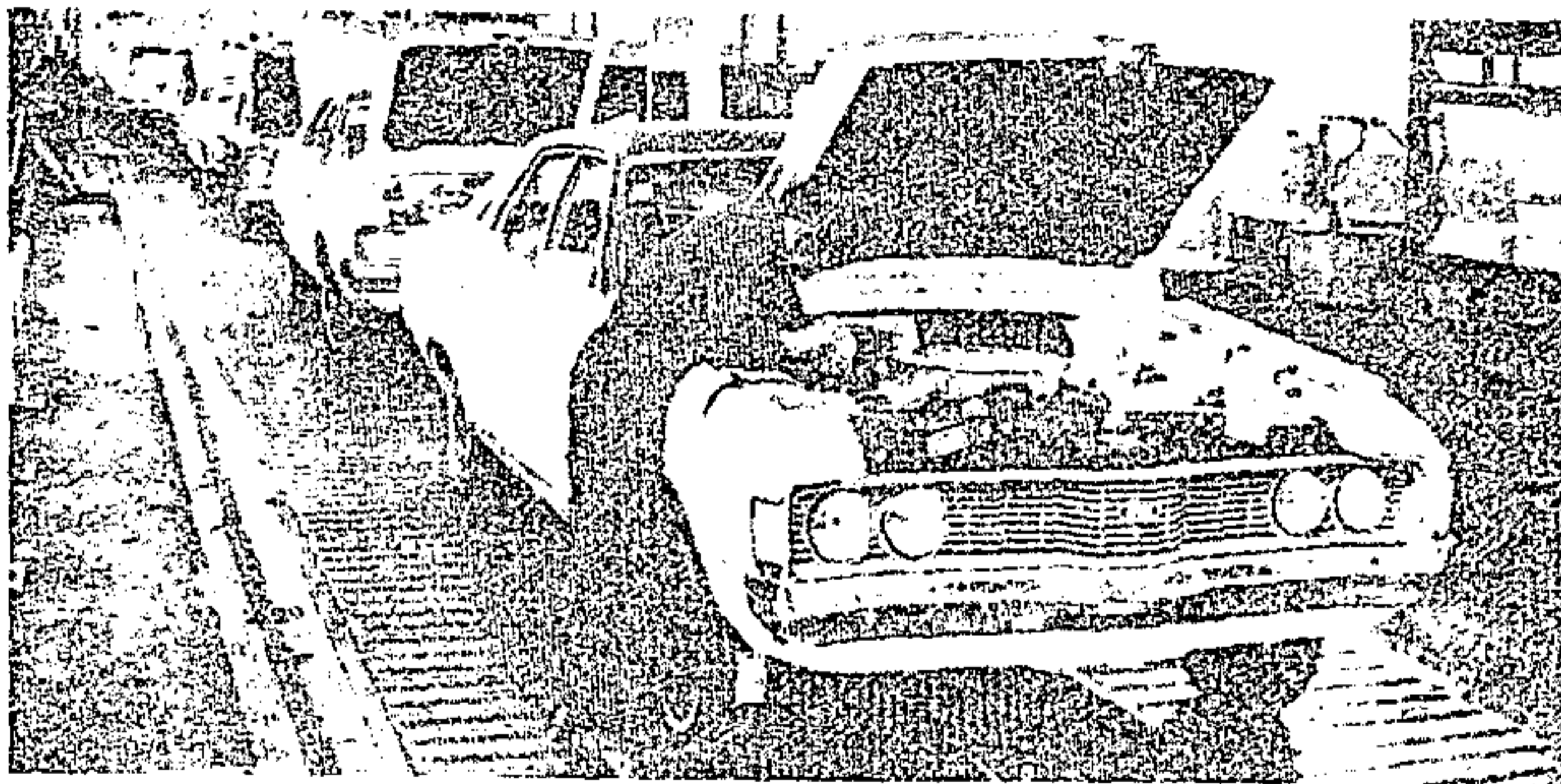
Cilliers says that the number of unemployed in the Eastern Province in October "is the highest we have had since records were first kept in 1960.

No doubt that figure would be much higher were it not for other more buoyant sectors and areas. "Many people forget that the PE area has a number of other industries besides motors and that many of these are doing exceptionally well," says Brian Matthew, assistant director of the Midland Chamber of Industries. These include furniture, heavy electrical equipment, paper products, metal containers, textiles, clothing, footwear, glass and pharmaceuticals.

Again, things are brighter in the East London area where business is being attracted by the new Iscor steel distribution centre, industrial development at Berlin and Wilsonia, and the city's closeness to Transkei.

Nevertheless, the Eastern Province is still too dependent on motors, and the car and truck slump has hit hard. "You can feel the depression and the anxiety," says one motor chief. "You can also sense the frustration and the anger," he adds, "and that is very worrying. One wonders whether we're sitting on a powder keg."

Other business leaders echo his fears. As one succinctly puts it: "It's one thing to experience and control politically-motivated unrest such as we've had. But hunger-inspired violence is quite another matter."



PE assembly plant . . . stuck in second gear

Ford has 3 400 hourly-paid workers, all on short time. VW has 2 500 hourly-paid men, also all on short time. GM has 3 400, of which 50% are on a four-day week. General Motors explains that it is able to keep 50% of its workers on a five-day week because of its diversification (such as diesel-electric locos) and because it does a lot of its own components manufacture, where the work load can be spread.

There are no available figures for the motor components industry, but obviously this has been hit hard as plants cut production. "Only those components-makers who have good

as GM's MD Bill Mott admits, to cut the workforce and continue to run the plants five days a week. The motor manufacturers are trying their best to stave off any such decision, but sales prospects for next year are even gloomier than this year's disastrous results (see *Inside Industry*). How long can the plants hold out?

Meanwhile the building industry is also in recession. In the first 10 months builders have been awarded contracts worth about R6m compared with R40m in the same period last year. As a result some 1 400 Blacks have lost their jobs. The number of unemployed

1	2	5	10	20	50	100	200	300	500	1 000	2 000	5 000	10 000
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Kaymac plans R2m plant in Cape

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Manufacturing
Labour

Financial Editor

THE Kaymac Group, which is based in Pinetown, Natal, is to spend R2 million on the construction of a factory at Atlantis in the Western Cape, to manufacture non-woven polyester filter fabrics for the civil engineering industry.

The factory will provide jobs for about 40 Coloured workers, who will be trained, and a number of French technical people. The cost of the project will be funded from the group's own resources.

Mr. K. M. Mackenzie, chairman of the group, who made this announcement yesterday, said that a subsidiary, Kaymac Industries, had signed a technical assistance agreement with the Rhone-Poulenc Group of France and had placed orders for all the equipment which would be installed at the new factory.

FOREIGN EXCHANGE

Local production was expected to start about the end of this year. It would result in a considerable saving in foreign exchange as the fabric was, at present, imported from France.

"As we expect production at Atlantis to be in excess of South Africa's requirements, the balance will be committed to certain export markets by agreement with Rhone-Poulenc.

"This will supplement the output of the French group's production plants, which are in France and Brazil."

Mr. Mackenzie added that the use of filtration fabric had become standard practice in many civil engineering operations.

DRAINAGE

It was used to surround drainage material, such as small stones, in sub-soil drains. The fabric prevented the drain from becoming choked.

Other applications were on the walls of a dam — the water could filter through without damaging the wall — and for road building.

where the ground had to be stabilised owing to wet conditions.

Mr. Mackenzie said that another company in his group, Noel P. Hunt (Pty) Ltd., which was importing the French fabric, would continue to handle technical sales and distribution. Large stocks would be maintained in Natal and the Transvaal.

skakerings van 17de-eeuse Nederlands; soos uit die oorsig meeste "kenmerke" van Afrikaans voortsettings van die dialekvorm of tendensie in 'n dialek wat in Nederland self wngsfaktore teëgewerk is of verdwyn het. Daarnaas het die die talie vreemdlinge aan die Kaap 'n rol gespeel. Ook hier 't by uitsondering een groep sprekers isoleer en vir die 'n bepaalde taalvorm verantwoordelik hou. Ons kan bv. 'n hoever die Franse of Duise immigrante die Afrikaanse 'k beïnvloed het nie, of in hoever hulle die vereenvoudiging 'stelsel veroorsaak het nie.

as wat na 'n kompara-
f vir geesteswetenskappe,
58.
rbale vormen in het Neder-
van die Afrikaanse taal
an die woordeskat, klank-
Talle van die fyner

hier, soos die Nederlandse taalkundige J. L. Pauwels aantoon, met 'n oorgeërfde verskynsel te make, 1951
J. A. VERHAGE, „Dafige en gemeensame vorme in die sinsverband van ou Kaapse taal”, Tydskrif vir geesteswetenskappe, jg. 5, nr. 3, 1965,

wens van die Kaapse taal in die Argief in Kaapstad gevind is. Kort na die stigting van die GRA het die belangstelling in die herkoms en ontstaan van Afrikaans by taalgeleerdes begin posvat en aanleiding gegee tot die ponering van verskillende teorieë oor die ontstaan van Afrikaans. Th. Hahn se *Horrentots-teorie* van 1882 was die eerste posering 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 Winkler, wat die *Frans-teorie* voorstaan. Volgens dié teorie sou Afrikaans onder die invloed van die Franse Hugenote ontstaan het, maar D. C. Hesseling het die teorie in 1897 al weerlê. 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-Portugeses en Maleis-Portugeses, op moontlike kreool-
D. C. Hesseling
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es-teorie
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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 laerstaande taal binne 'n kort tydperk 'n drastiese reduksie, struktuurverandering en vereenvoudiging ondergaan, praat 'n mens van kreolisering. Hesseling moet eger self erken dat die tipiese kenmerke van kreolisering 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.

Ongelukkig het Hesseling destyds nie oor die nodige direkte taalgegewens beskik nie; 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.

1. Teorieë 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

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Mercury
Mercury, Friday, September 9, 1977

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MORE RETRENCHMENTS

JOHANNESBURG — More firms are working short time and more employee retrenchments are looming without any sign of an early economic upturn, says the July business conditions report of the Steel and Engineering Industries Federation (Seifsa).

Reports from the metal and engineering industries indicate no revival as yet of demand for capital goods, it says.

However, since March, the general downtrend of demand, though not of production, has shown signs of levelling out. The rate of cost escalation in the first half of 1977 has slowed appreciably compared with the previous two years. — (Sapa.)

Lead by government?

Is the public sector leading the field in narrowing the racial wage gap? Figures just published by the Department of Statistics suggest that it might be.

The absolute gap between white and African earnings in central government, electricity, and the SAR has narrowed in the past year. But in mining, manufacturing, and construction it has widened.

It has also widened among employers

of provincial administrations, local authorities and the post office. **ough of going to work in a city?**

Expressed as a ratio, the racial discrepancy in pay has narrowed in several sectors (see table) -- the result of the fact that African pay grew faster last year than white. **'t you?**

The exceptions were the post office and the construction industry -- where the ratio actually widened.

In mining, notwithstanding the relatively large black wage increases between 1974 and 1976, whites still earn more than seven times as much as Africans. An African miner gets R108 a month on average -- a white R809. **k (if any) would you rather do - either**

According to the Natal Chamber of Industries, there was a sudden increase in the wages of unskilled Africans in the manufacturing sector in the second half of last year. **omewhere else?**

The sample from which the Chamber's wage index is compiled covers 12 000 workers in 43 firms. From June 1975 the index grew at a snail's pace of 1.4% a quarter on average -- until the sudden jump of 5.8% in the September 1977 quarter and 6.1% in the final quarter. **ou like your children to do?**

The end-of-year index of 178 (December 1973=100) represents a weekly cash wage of R31.99, and applies to the bottom grade of unskilled labourer.

THE FRUITS OF THEIR LABOUR

Sector	* Monthly earnings (Rands)		*Gap	% increase (Sept/Oct 1976-Sept/Oct 1977)	
	Whites	Africans		Whites	Africans
Central government.....	496	160	336 (337)	0,13	0,63
Provincial administrations	482	116	366 (358)	0,21	5,58
Local authorities.....	596	118	478 (465)	5,82	19,51
Electricity.....	600	153	447 (457)	-0,02	6,58
SAR and H.....	540	118	422 (441)	-2,19	6,26
Post Office.....	429	113	316 (300)	3,73	0,8
Mining & quarrying.....	809	108	701 (628)	11,87	14,07
Manufacturing.....	629	141	488 (453)	8,14	9,28
Construction.....	655	120	535 (458)	15,7	11,03

* 1976 figures in parentheses.
† Including overtime and bonuses.
Source: Department of Statistics.

(3) .dn't you go to school?

oling: Why didn't

**n your working
rs, holidays)**

in your living conditions? (ncusing, recreational facilities)

RETRENCHMENTS

Bottoming out?

FM 17/3/78

335
181
33

At last — some good news on the unemployment front. Most large manufacturing industries report that retrenchments are tailing off, and in some cases have stopped altogether.

In the steel and engineering industry, Seifsa director Errol Drummond reports that "the tempo of lay-offs has dropped considerably, but not dramatically." In some skilled trades, firms are actually looking for men.

Trade unionists confirm Drummond's impressions. The SA Boilermakers' Society notes that "the big problem has always been with semi-skilled workers and the trend seems to be smoothing out here." SA Electrical Workers' Association general secretary Ben Nicholson reports that short-time working has been dropping steadily.

The trend in engineering is confirmed in the motor industry. Motor Industries Federation deputy director Denzyl Vermooten tells the *FM* that both the repair trade and the components manufacturing industry "have reached the bottom of the trough." He adds, however, that any upturn in employment will be "slow but sure" and that "there are no real positive developments yet in employing additional labour."

Textile Federation director Stanley Schlagman says, "We hit rock-bottom round about October or November. It's not a very broad movement yet, but there is a reversal. However, there've been few re-engagements thus far."

The trend in the construction sector is less clear. Building Industries Federation director Johan Grotius notes that artisan unemployment has dropped slightly but argues that this is chiefly the result of jobless men having left the industry — or the country. "There is still a drop in employment and the tempo hasn't slowed

over the past few months." The number of building plans passed has shown little increase. Even if it were to pick up, adds Grotius, it would take six to nine months for the process to filter through into job opportunities.

By contrast, Richard Beech, general secretary of the Amalgamated Union of Building Trades Workers, says that his union has managed to place 132 artisans in jobs so far this year.

These few encouraging signs do not, of course, mean that total unemployment is decreasing. On the contrary, it is rising as new people come on to the jobs market. Nor is the decline in lay-offs going to help last December's school-leavers who are seeking jobs right now.

Moreover, firms would have to start re-engaging workers at a very rapid pace before a significant dent is made even in the numbers laid off during the recession who are now in the job queues. According to Department of Statistics' figures, manufacturing jobs were extinguished at the rate of 1 000 a month between September 1976 and September 1977. In construction, the figure was 466.

So the backlog is enormous. Nevertheless most industries canvassed by the *FM* seem confident that the situation has at least stabilised.

efused?

rk?

PROBLEMS with workers on this or on

or thought of joining together to get something

and contract workers only

come back to this farm?

Why/Why not?

LABOUR LAW

On the hook?

A rarely tested point of industrial law was due to come before the Johannesburg Magistrate's Court as the *FMI* went to press at mid-week.

The case concerns SA Meat Supply (Pty) Ltd, which was due to be charged with locking out its African workers after a wage dispute last year. A lock out is an offence under the Industrial Conciliation Act.

It is virtually unprecedented for African workers to lay a complaint with the Department of Labour alleging a lock-out by their employer, but this is precisely what SA Meat's workers did



last year — hence the impending action. If the state secures a conviction, it could be the first time an employer has been convicted of locking out African workers. There may also be a charge of making workers work excessive overtime in contravention of the wage determination for unskilled workers.

(1) RECOGNITION
 Unilever in a lather
 181.
 FM 20/10/78

It is only a matter of days before an unprecedented week of international trade union action against multinational Unilever gets under way. But the dispute which sparked off the action — between Unilever and the unregistered Sweet, Food and Allied Workers Union — is

OF THAT —
 it is stressed in the rural an expenditure. 32% of development million and P20 or P38 million compared with a during the three ditures that av
 The National De capacity to imp than the shorta problems shows There is a need and in unusual
 stated that "much innovation"³ is required by is disturbing. It appears in full clarity in each project, Government must be clear precise to assist, precisely what it can achieve, and this".⁴

The insistence on precision jars with the rural objectives set for rural development, with the sparseness of Botswana's rural population; with the high risks which attend agricultural production; with the pervasive poverty; with the ill-effects on family production of large numbers of men away as migrants in South Africa; and with the admitted limited capacity of Government and the general lack of skilled or suitably experienced people.

(2) still unresolved.
 The week of action, organised by the International Union of Food and Allied Workers (IUF) is due to begin on Monday and IUF claims that Unilever workers in Sweden, Finland and Italy have agreed to strike in support of their SA colleagues' demand for union recognition. Protest action will take place in at least 10 other countries, it says.

According to IUF, Unilever is a "highly centralised transnational" with "British and Dutch headquarters exercising tight control over its world wide operations." It thus holds Unilever "globally responsible" for the labour situation in its plants.

The dispute itself centres around the union's demand for recognition at Unilever's Durban and Boksburg plants. The union originally asked for access to factory premises, but has since submitted a document asking for union recognition which has been rejected by Unilever management.

On the question of access to premises, Unilever has insisted that the union deal with its liaison committee at the two plants. The Boksburg committee turned down the request, whereas the Durban committee allowed the union into the plant for four hours a day, two days a week, for three weeks earlier this month.

The union is still sticking by its demand for full access at pre arranged times. Union secretary Skakes Sikhakhane argues that the Durban trial period was unsatisfactory because his officials were not allowed free access to workers. He also says workers fear victimisation by the company. Unilever chairman Alex Bury says the union agreed to the Durban arrangements.

(3)
 He argues that the question of union access should be handled by management, not the committee. Bury replies that the committee has been elected by the workforce and that the decision should rest with it. The union is about to ask again for access to the Boksburg plant, but that request will once again be channelled through the committee.

The recognition document is another bone of contention. Sikhakhane says it asked only for in principle agreement from management and provided for recognition in stages — depending on the union's strength in the plants — leading up to full recognition when the union represented the majority.

This is a procedure favoured in many companies — Anglo American is the prime SA example — but Bury denies that the union ever put its request in this form. "They simply asked for full recognition — we can't give them that if they don't represent the majority."

Sikhakhane argues that management is making it impossible for the union to garner the majority by denying it full access at times agreed on between it and management. He adds that Unilever workers fear victimisation because a Unilever worker who was active in the union was dismissed some time ago. The IUF claims that workers have been told they will lose their jobs if they join the union.

Adds Sikhakhane: "Management still believe the workers don't need a union. As long as they believe that, we're going to remain under-locked."

Bury retorts that Unilever is "neutral." And he dismisses the victimisation allegation as "unproven." The allegedly dismissed worker was dismissed for performance reasons, he says, and management has repeatedly told workers that they are free to join the union. The fact of the past dismissal, he claims, has had no bearing on the union's offer. They had full opportunity to comment. Durban workers offered little response. "Conditions in the company are such that workers see little advantage in the union," he claims. He adds that UK workers will not join the protest because they "accept the local conditions."

Unilever could have some tough times ahead if the union is successful.

1. Para. 4.3 page 67
2. Para. 4.5 " "
3. Para. 4.4 " "
4. Para. 4.5 " "

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MANUF. - Labour

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WAGE DEMANDS Battle looms

Heated wage battles between employers and unions are on the cards in two large industries.

On the mines, the Council of Mine Unions, representing the artisan units as well as Arnie Paulus's Mine Workers Union and other production workers asking for a 12.5% rise, plus fringe benefits improvements, including a 9% rise in employer and worker contributions to the industry's pension fund.

Financial Mail March 23 1979

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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."

increases in nylon raw material costs," says Joffe. "This should put local products on a level with the imported item."

Despite opposition from mass distributors, who import on a large scale, producers are confident the application will go through fairly soon.

The home leisure industry is in better shape. Sales of braais, gas cookers and outdoor furniture are expected to show an increase this year.

"Those outdoor products not restricted to camping, such as braais and gas cookers, have not been affected by reduced demand," comments Cadac MD Stan Findlay.

CONSTRUCTION

Pulverising news

A total saving of R16m a year could be made on energy and other costs if the construction industry made optimum use of pulverised fuel ash (ash from coal burnt in power stations) as a building material. This is the estimate of Paul Bates, director of D&H Ash Resources

within the Darling & Hodgson group, which is promoting the use of pfa in SA.

While there is nothing new in this concept — ash from older stoker boilers is used for clinker bricks and some is being used as backfilling in mines — there is abundant scope for increased use. Escom's 18 coal-fired power stations dump about 10 Mt/year.

Bates reckons SA could comfortably use about 1 Mt/year in cement mixes, road construction, and backfilling open-cast mines. Costs of extracting pfa aren't high. "To produce 0,5 Mt of cement costs around R100m, while the same tonnage of extracted pfa would cost R0,5m," he calculates. Plant already installed by D&H, with an extraction capability of 50 000-70 000t/year, has cost in the region of R100 000 — mainly materials handling and storage facilities.

Of Escom's stations that burn coal to the pfa stage, only Grootvlei has an extraction plant, while plans are on the drawing board to handle dry ash at the Duvha station near Witbank. There is plenty of room for expansion, with only four not fitted with electrostatic precipitators that produce pfa to consistent fines suitable for use with cement.

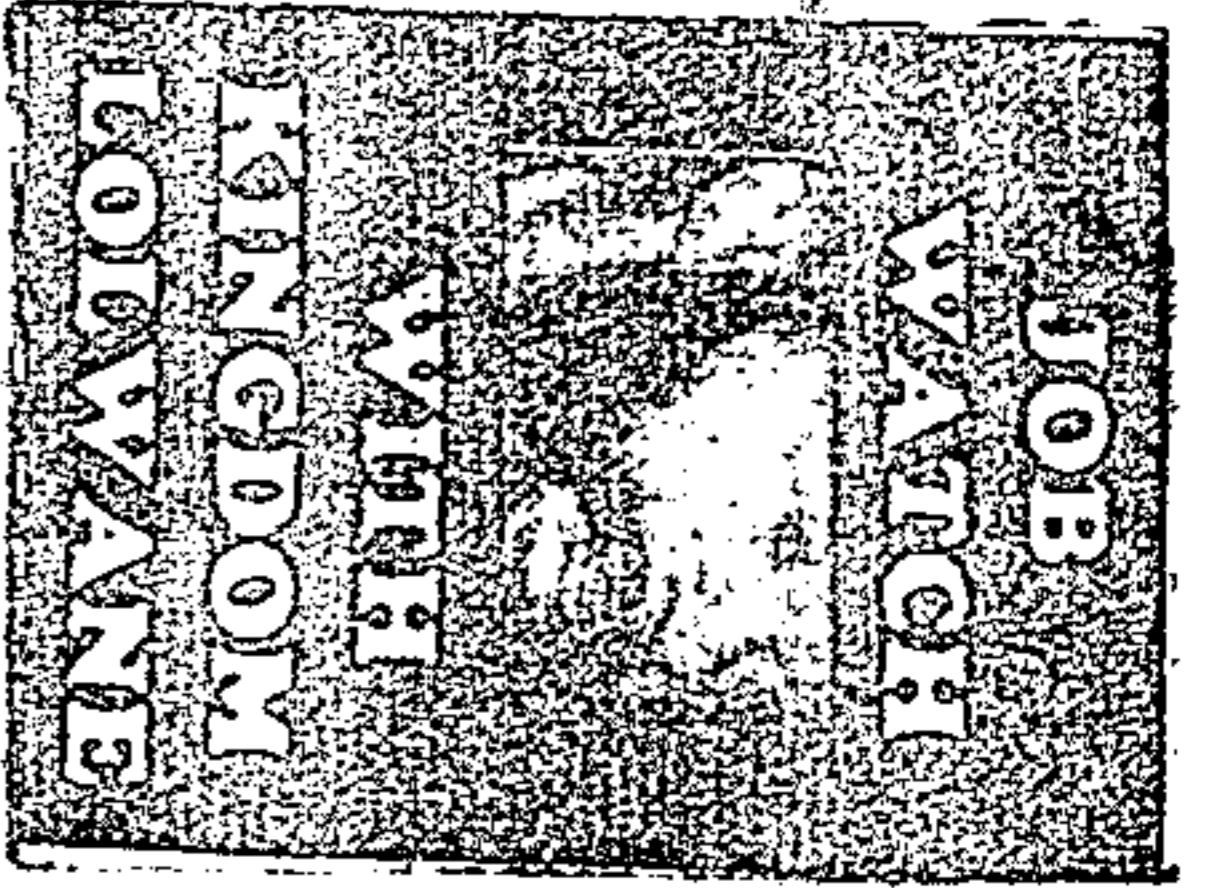
SA is ahead in using pfa as a filler in mines, but lags in other applications. France uses some 4 Mt/year and by law some cements have to have up to 45% pfa content. About 6% of materials used in major construction in the US is pfa, or fly ash as it is known there.

Main drawback has been transport costs in bringing the pfa from outlying power stations to where it is needed, but with gravel (used in road construction) shortages in urban areas foreseen, this could change. Another problem is lack of innovation by provincial and city authorities, borne out by the fact that no practical trials using pfa on blacktop roads have been undertaken (except as a filler), although it was used on the landing strip at Secunda.

Escom emphasises both cost and environmental factors. "It'll reduce unsightly dumps and can be used to fill the holes being dug on opencast mines," says a spokesman. "It'll also stop road-builders carving up hillsides for their gravel requirements."

It remains to be seen how the R240m a year cement industry, currently operating at about 70% capacity, reacts to the idea.

profile



Gillette says it is moving away from apartheid

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POST, Friday, August 10, 1979

Page 9

Mr J I MILNE, personnel manager of Gillette SA — an American company manufacturing razor blades — says his company is pressing for social and economic change in South Africa.

Mr Milne was replying to questions put to him by POST on what his company had done so far to upgrade its black staff.

He said he was aware that blacks in South Africa did not enjoy the same privileges as whites as far as training was concerned and that Gillette was doing everything possible to get blacks trained for more senior positions.

The company is currently training 15 blacks as managers and accountants. There is another team of 20 blacks being trained as clerks and supervisors.

In the last three years the following positions at the company have been occupied by blacks: wage clerk, invoice clerk, personnel clerk, marketing trainee, depot storeman, territory representative, laboratory technician, trainee salesman, buying clerk, cook, sharpening operator — blades and security officer.

This year nine blacks at the company went through on-the-job training — over a period of six months.

The company employs 143 Africans, 110 whites, 37 coloureds and seven Indians.

There are two grading systems at the company — Scale A and Scale M. Scale A runs from Grade 6 to Grade 13 (highly skilled people) and Scale M runs from Grade 1 to Grade 9 (unskilled, semi-skilled and skilled).

The table below shows the two scales and the number of people in each grade by race:

SCALE A		SCALE M	
Grade	Africans	Whites	Coloureds and Indians
6	1	1	1
7	1	1	1
8	1	1	1
9	1	1	1
10	1	1	1
11	1	1	1
12	1	1	1
13	1	1	1

The committee meets once a month to discuss all problems affecting workers.

POST: What is your attitude to trade unions?

Mr Milne: We believe that workers have the right to form unions. But our enlightened employment practices render negotiations with unions unnecessary. For example, our conditions exceed the negotiated minimum in such areas as salaries, annual leave, sick pay, annual bonus, life assurance, provision of health services and pension.

Mr Milne says they were approached by a black trade union for recognition.

"We explained to them that we were neither for nor against them. But we believe they served a great purpose in the world."

Mr Milne says they made it clear to their workers what their attitude is to trade unions. Toilets, canteens and other facilities in the company are completely integrated.

POST's Job Watch team was taken around the factory. We came across the Sullivan Principles well displayed on notice boards.

"We cannot afford to be having all types of fancy arrangements separating blacks from whites," Mr Milne says.

Asked if they have not had any hostile reaction from their white workers to integration, Mr Milne says they have had complaints but that these were unimportant.

"We told everyone from the beginning that we were moving away from apartheid," he says.

The company has not encountered any legal restraints to integration.

What is the company doing towards the improvement of the quality of life in the township?

Mr Milne says they will have established a multi-racial club by the end of this year. They will also be contributing to the Urban Fund and other government sponsored schemes, including a works group in order to determine the needs of blacks in these areas.



Mr J I Milne, personnel manager at Gillette ... is aware that blacks do not enjoy the same privileges as whites.

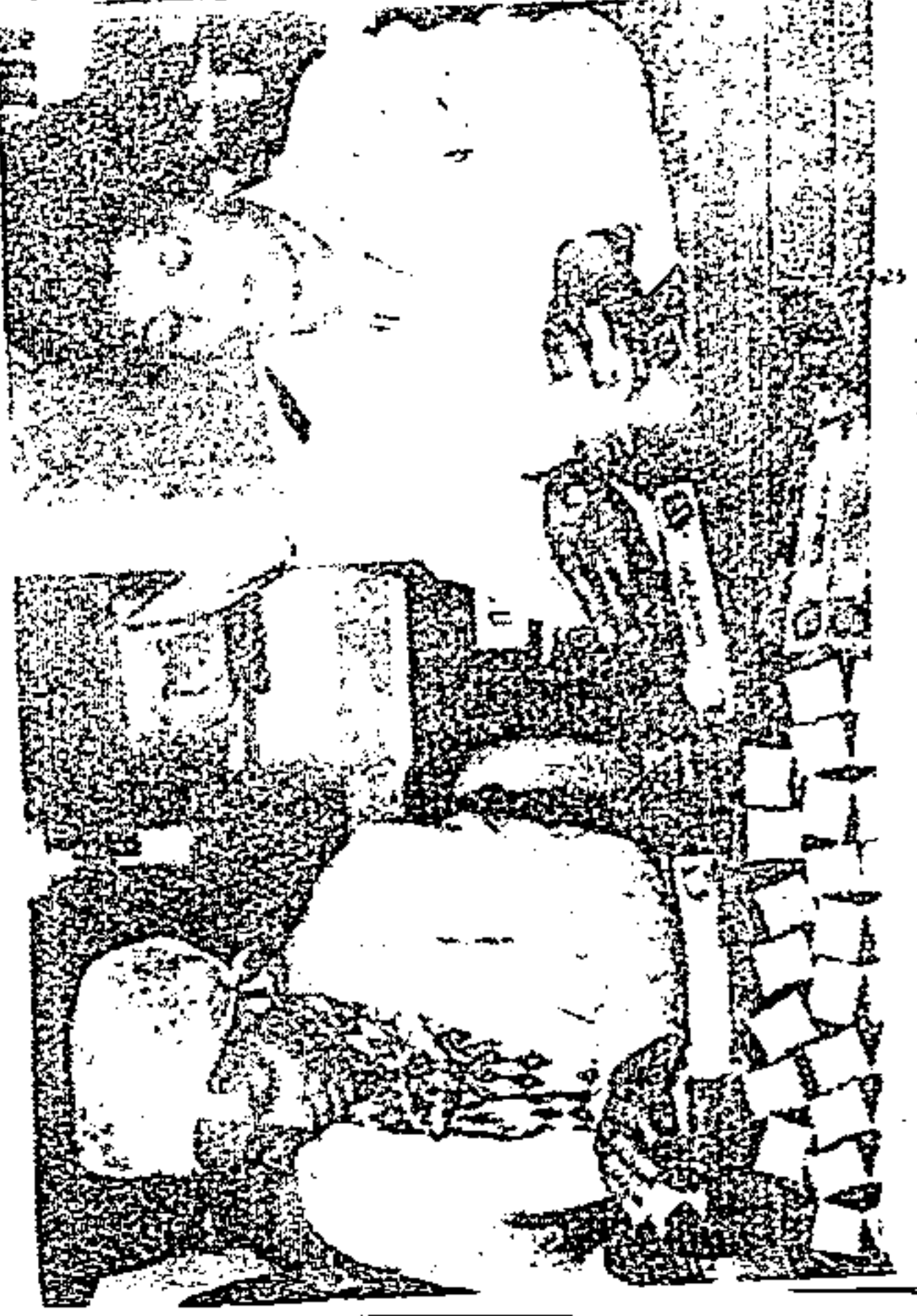
of programmes that address the educational needs of employees, their dependants and the local community. Mr Milne says financial assistance is available to any employee who wishes to further his studies in a recognised course of a job related nature. He says educational assistance is also available to the dependants of their employees who earn less than R200 a month and in addition the company offers a number of courses to blacks. ... We have adopted the courses in KwaZulu Natal and it is our intention to upgrade the facilities at these schools steadily." he

10
12
13
The remaining five grades belong to all the company executives.

SCALE M

Grade	Africans	Whites	Coloureds and Indians
1	43	1	10
2	40	2	13
3	35	12	13
4	16	6	1
5	4	4	2
6	—	1	—
7	—	—	—

The remaining two grades --- Grade 8 and Grade 9 --- have 15 whites and no blacks.
 Mr Milne admits that there is still a great number of blacks on the lower grades.
 The company has no blacks in positions where they supervise whites.
 The company is signatory to the Sullivan Principle. This is cash," Mr Milne said.
 The minimum pay does not include bonus, subsidised meals, pension and other allowances.
 There are nine blacks and no whites on this minimum. The least paid white earns R277 a month.
 The company is signatory to the Sullivan Principles and bases its minimum pay on the Minimum Living Level calculated by the Johannesburg Chamber of Commerce.
 In November last year the MLL for a family of five in Soweto was calculated at R182.31 a month.
 Mr Milne says they negotiate with their workers through a multiracial consultative committee which consists of six blacks and four whites --- all worker representatives --- and one management representative.



Workers at Gillette.



Gillette's canteen, toilets and other facilities are also integrated.

ALL CAUSES

NO.	W		A	
	M	F	M	F
0-1	21,76	16,18	40,44	27,11
1-4	1,17	0,94	2,42	2,39
5-24	1,05	0,46	1,31	0,74
25-44	3,02	1,47	4,33	2,48
45-64	17,46	9,49	26,27	18,72
65+	73,62	54,55	92,20	82,93
ALL	9,44	7,40	8,03	5,51
19600	15374	2828	1967	

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Cleaning women's toilets . . . this is what Mr Mohlaudi refused to do.

XVIII ACCIDENTS

NO.	W	
	M	F
0-1	0,85	0,64
1-4	0,49	0,21
5-24	0,71	0,22
25-44	1,18	0,30
45-64	1,25	0,42
65+	1,26	0,71
ALL	0,95	0,33
1973	677	

Packers fired for refusal to clean toilets

ERIC DAVIS and Fipps, a pharmaceutical company based in Doornfontein, Johannesburg, has fired two of its black male workers — allegedly for refusing to clean women's toilets.

Mr Levy Mohlaudi and another man known only as Albert, were dismissed from the company after they defied an order to tidy women's toilets. Both were employed as packers.

Mr Mohlaudi told POST that they had been called from their department and instructed to scrub the

1,34	0,91	2,19	0,90	1,02	0,53
0,95	0,29	1,91	0,56	0,89	0,20
333	104	2175	652	1868	324

floors and wash basins in the women's toilets. When they objected to the order they were laid off.

According to the Industrial Council agreement, a packer shall not do any type of work done by unskilled workers.

And a spokesman for the chemical workers in the Industrial Council confirmed this yesterday.

The spokesman said some companies order semi-skilled and skilled workers to do unskilled jobs, especially during low production periods. This the companies do to avoid laying off its workers.

The branch manager at Eric Davis and Fipps, Mr Kenosky told POST yesterday that he had heard of the sacking of two persons at the company but that he did not know the reason for their dismissal.

"I was not present when all this happened."

could represent a transitional phase. If there was a formal three phase industry nomenclature corresponding to the three expressions, ... interpretation or alter ... unit to



The 11 who refused to work.

11 sweet men in work stoppage

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subdivisions. ... understanding the range of observations already available ... aspects as built settlement patterns, economic specialization and patterns of site location which are some of the main aims of current research in Natal. In fact the archaeological units and the parameters of this research are being defined by aspects of the built and natural environment. For example there is a group of sites extending from the edge of the thornveld into the grassveld around Estcourt and

By JOE THOLOE

ELEVEN MEN at Beacon Sweets, Heriotdale, yesterday refused to work until deductions from their pay in the past two weeks are refunded and they are all reinstated.

Winterton which are defined by several hectar circular encl

The 11 alleged that the company had deducted R1 from their pay two weeks ago and R5,75 last Friday, allegedly for sweets eaten by workers.

be refunded before they start work.

They say they were promised the money, but were told three were being dismissed.

They refused to work until they could all get back to work.

When POST arrived at the company premises, the men were lounging outside the building.

They were later called to a meeting with an inspector of the Department of Manpower Utilisation and Management.

COMPLAINTS

They returned to the street saying that the company was now dismissing five of them.

Mr G-Lampert, a director, told POST that the men had stayed away on Tuesday and gone to the department without telling him.

"We are entitled to dismiss them, but we have offered some of them their jobs back," he said.

He said the men complained about certain deductions. The department had investigated the complaints and found the deductions were justified.

He refused to answer other questions.

The 11 allege that deductions were made from 28 of the company's 110 workers.

DISPUTE

"We cannot afford such hefty deductions," one said. "Some of us get only R28 a week."

The 11, all order makers, are: Mr Edward Mngqibisa, Mr Johannes Mkhwanazi, Mr Samuel Khanye, Mr Michael Mda-kane, Mr David Phalane, Mr Robert Kabi, Mr Jacob Letlopo, Mr Johannes Mgorosi, Mr Jackson Radebe, Mr Elias Mohohlo, and Mr Lawrence Mncela.

By last night the dispute was unresolved.

... until deductions from their pay in the past two weeks are refunded and they are all reinstated. ... The 11 alleged that the company had deducted R1 from their pay two weeks ago and R5,75 last Friday, allegedly for sweets eaten by workers. ... On Tuesday they went to the Department of Manpower Utilisation and to the Industrial Council for the Sweetmaking Industry. ... They reported to work yesterday, but demanded that the money deducted ... be refunded before they start work. ... They say they were promised the money, but were told three were being dismissed. ... They refused to work until they could all get back to work. ... When POST arrived at the company premises, the men were lounging outside the building. ... They were later called to a meeting with an inspector of the Department of Manpower Utilisation and Management. ... COMPLAINTS ... They returned to the street saying that the company was now dismissing five of them. ... Mr G-Lampert, a director, told POST that the men had stayed away on Tuesday and gone to the department without telling him. ... "We are entitled to dismiss them, but we have offered some of them their jobs back," he said. ... He said the men complained about certain deductions. The department had investigated the complaints and found the deductions were justified. ... He refused to answer other questions. ... The 11 allege that deductions were made from 28 of the company's 110 workers. ... DISPUTE ... "We cannot afford such hefty deductions," one said. "Some of us get only R28 a week." ... The 11, all order makers, are: Mr Edward Mngqibisa, Mr Johannes Mkhwanazi, Mr Samuel Khanye, Mr Michael Mda-kane, Mr David Phalane, Mr Robert Kabi, Mr Jacob Letlopo, Mr Johannes Mgorosi, Mr Jackson Radebe, Mr Elias Mohohlo, and Mr Lawrence Mncela. ... By last night the dispute was unresolved.

Coca-Cola keeps top on grades

COCA-COLA have flatly refused to give POST information regarding their grades.

During an interview with Mr Viljoen and the company's division manager for Southern Africa, Mr F J Meyer, we were told: "It is company policy not to publish detailed information regarding grades as this could put us in a competitive disadvantage."

POST had asked for the number of people in each job grade — both weekly and salaried — and their breakdown by race. This would give a picture of the upward movement of blacks into more senior positions.

All they say is that they have six grades (1 — 6) for weekly paid workers. Workers in these grades range from a janitor to a syrup supervisor. No whites belong to these grades.

Mr Viljoen says they have no grading structure for salaried staff. POST then asked to be provided with the number of people (the salaried staff) in each job category. This was also refused.

The company pays a minimum gross wage of R43 a week. This works out to R186 a month. Mr Viljoen says there are 212 people on this minimum pay.

Unisa's Bureau of Market Research calculates the Supplemented Living Level (SLI) for a family of five in Johannesburg at R185,88 a month. Coca-Cola uses this figure to guide them in determining their minimum pay.

The Sullivan Principles, to which the company subscribes, urge employers to pay their workers wages and salaries "well above the appropriate local economic level."

The company employs 2 660 Africans, 640 whites and a total of 500 coloureds and Asians.

It operates 39 bottling factories throughout the country. Of these only three are wholly American. The rest of Coca-

franchise from the company.

Asked if the company's franchise outlets also subscribe to the Sullivan Principles, Mr Viljoen says: "We do not have jurisdiction over them. We merely set an example."

Mr Viljoen says they have two canteens at each factory — one for the weekly paid workers and another for salaried staff. The latter is integrated. The same applies to the toilet facilities.

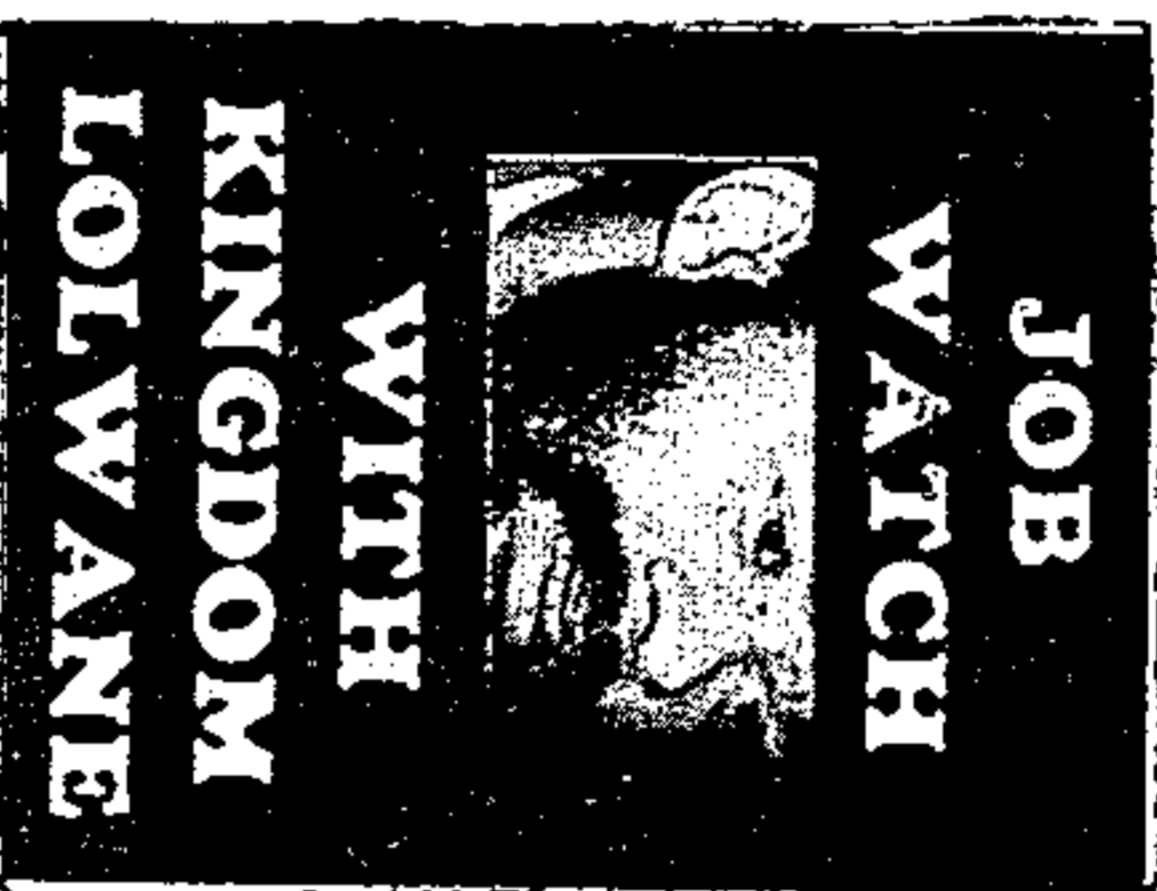
Asked why only canteens and toilets for salaried staff are integrated, he merely says: "We distinguish between weekly paid workers and the salaried staff, and that's company policy."

But Mr Meyer had earlier shown POST a memorandum which he says was sent to all their workers. The memorandum states clearly the policy of Coca-Cola on integration.

Section 3 of the memorandum stresses that there should be no segregation of the races in all eating, comfort and work facilities.

POST: Have you had any hostile reaction from your white workers to integration in the salaried staff canteen?

Mr Viljoen: "When we first opened one of these canteens to all races two years ago, only four whites in our employ came up to complain. We advised them to stay away from that canteen and for your information they are still boycotting this canteen up to now."



negotiate with its workers?

Mr Viljoen says they have liaison committees representing their weekly paid employees. The committees consist of six worker representatives and six management representatives. These meet once a month to discuss working conditions in the

company. For the monthly paid workers the company negotiates on individual basis.

The company has nothing against trade unions. During POST's visit to the Benrose, Johannesburg-based Coca-Cola depot, we were told by the general manager there, Mr N Isdell: "Our workers are not unionised. We have not even had any request for unionisation. But if the workers feel they want to form a union we shall have no objection at all to that."

The company has not been approached by any trade union for recognition.

About training of blacks in the company. Mr Viljoen says they only concentrate on three areas — sales and marketing, soft drink production and quality control.

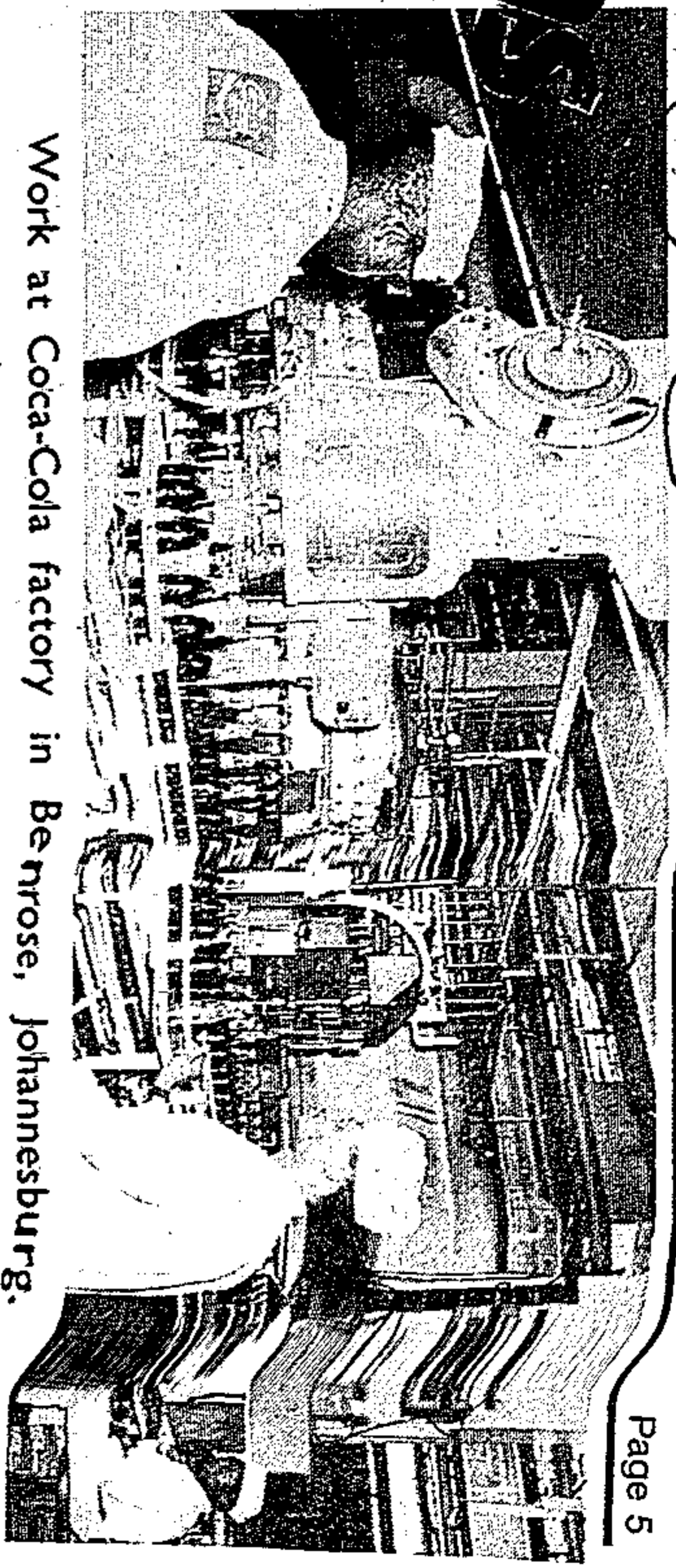
He says driver Salesmen, who call on and make deliveries to the company's customers, are initially put through a four-week training course that covers truck driving, book-keeping, techniques and basic sales principles. Last year the company trained about 50 for this job category.

The company further provides training in bottling, filling, inspection and packaging.

Mr Viljoen added that they train blacks for technical positions in their quality control laboratories. Candidates for training as laboratory technicians are required to have at least a certificate in science. This takes five years complete. Coca-Cola now employs 40 blacks as laboratory technicians out of a total staff of 60.

Mr Meyer says they have, through the Chamber of Commerce, donated towards the establishment of a technical high school in Soweto. They have also paid R3 000 to a school train retailers in Umtata. The company also grants bursaries to students of all races at universities throughout the country.

Work at Coca-Cola factory in Benrose, Johannesburg.



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the 'coloured' community for whom Male:Female is in 1970. For whites is in 1970.

8. Practical ... Death: Life Tables for National Populations, Seminar Progress, the
9. Sadie, J.H. (1970) : S. Afr. J. Economics, 38, 1.
10. Doll, R. (1976) : Monitoring of Government Statistics, In Community Medicine, Volume 2. Ibid.

Seminars

700 MORE FIRED

THE industrial unrest in the Eastern Cape continued yesterday resulting in 70 more people being fired from a paper mill and only four workers re-applying for the strike hit Ford plant.

This brings to nearly 1 400 the number of black workers who have lost their jobs in the last week in the Port Elizabeth area.

At Ford and General Tire enrolment of a whole new workforce started yesterday.

The exact number of workers dismissed at SA Adamas is still not known, although the management estimated yesterday that of the 170 due to go on the 6,00 a.m. and 7,00 a.m. shifts only 100 entered the plant.

Workers gathered outside the gates early yesterday and held several short meetings with manage-

RIREF

POST Correspondent

ment while police watched from a distance.

Notices were posted on the factory gates warning workers that the strike was illegal and that if they failed to return to work they would be immediately dismissed.

After holding discussions among themselves, the workers began trickling back into the firm, but many refused to enter. At Port Elizabeth's two other trouble spots, Ford and Gene-

ral Tire, employment of a total of 1 300 workers went ahead with indication of a massive stay-away by former Ford employees.

At General Tire, a spokesman for the workers claimed that the entire work force dismissed last week after a three-day strike reported again for work yesterday.

At Ford recruitment of 700 new workers started yesterday, but according to a former Ford employee at the

gates, only four former Ford employees re-applied for their jobs.

Meanwhile management of Adamas paper mill said yesterday there were signs of intimidation at the mill where some were dismissed after strikes.

General manager Mr C Malkin, said groups of workers indicated they were threatened with injury to their families and the destruction of their houses if they did not cease work, according to Sapa.



Mr Trozaniile Botha . . . leader of the workers.

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Let's look back at a

IT IS now a year since POST's Job Watch column started, which makes it a time to look back . . .

In his Amplified Guidelines to South African Statement of Principles, Rev Leon H Sullivan states: "It is intended that the activity associated with the principles will be of massive proportions and will promote programmes which can have a significant impact on improving the living conditions and quality of life for the non-white population, and will be a major contributing factor to the ending of apartheid."

One of the very first companies we visited in November last year — was Ford Motor Company in Port Elizabeth. Events there exactly a year later exploded the myth that the codes can contribute to the dismantling of apartheid.

When we visited the company, it appeared to be implementing the code — it was training blacks for senior positions, it had black graduate trainees for very senior positions, it trained African apprentices (although calling them workshop trainees because of the law), it was paying a minimum of 95c an hour when the then Industrial Council agreement laid down 77c an hour. It recognises the African trade union, the United Automobile, Rubber and Allied Workers' and it had integrated all facilities.

Ford was proving that the codes work . . . until the bubble burst. The whites complained that blacks were abusing the integrated facilities and blacks retaliated by complaining about the white workers. It is now back to traditional South African attitudes.

What went wrong? At the other extreme were companies that went on as if the EEC code was never penned. We found a company, Alfa Romeo, paying a minimum of 50c an hour, which worked out at R96,41 a month.

The personnel manager, Mr D J van Tonder, told us this minimum compares well with that of other manufacturers.



Our Job Watch investigations are a year old this month. POST Labour Correspondent, Joe Thlooe, looks back at a year of Job Watch in this article. The series will continue this and the coming year.

Throughout our interview with him, he called blacks natives — reminiscent of old imperialist tones. At the plant were signs — "Bantu Toiletts" or "Bantu Personnel Officer." Mr van Tonder told us these were old signs, but the workers we spoke to told us that apartheid was alive and kicking at Alfa.

In the past year we have been to 40 multi-national companies — subscribing to either the Sullivan Principles or the EEC code for European companies with interests in South Africa.

The picture that has emerged is that of a pyramid, with the European companies at the base and the American companies that subscribe to the Sullivan Principles at the pinnacle.

This was to be expected: The Sullivan Principles are voluntary, and usually it is the companies that think they match up to them who subscribe. The European code was drawn up by the nine governments in the European community and most companies resent this "imposition."

GKN SA's chairman, Mr R P M Holliday, told us that his company had two major objections to the EEC code: "The EEC code encourages trade unions and racially divisive unions and the code is unrealistic in specifying wages that companies should pay." Although most British companies fall far behind

the American companies, they are not as bad as the European companies.

When POST's assistant editor, Mr Joe Latagomo, visited Britain earlier this year, he found that British companies were bitter because they feel other governments do not play their part in implementing the code.

Some companies felt that the release of details of their activities in South Africa could be used to their competitive disadvantage.

The Job Watch team has come across the same problem here, ranging from companies refusing to talk to us to companies refusing with detail that can help one measure the amount of progress.

The latest to refuse with such details was Coca-Cola, who would not say how many blacks are in each grade.

UPWARD MOVEMENT

The areas we were particularly interested in were: the training and upward movement of blacks to skilled and managerial positions; negotiating machinery; pay; and the movement to integration.

We found lots of training — but mostly in areas that do not prepare workers for senior positions. Invariably the excuse would be that there are no suitable people to train for the senior jobs. Black education was blamed.

The upward movement that does take place is not because of any belief in "the ending of apartheid", but because of the shortage and upward movement of whites.

Most companies told us they would recognise any black trade union that was representative of the majority of their workers. They said they had told their workers about their attitude to trade unions. But again, invariably, they have liaison committees, which have been condemned by trade unionists over the years.

But the irony was companies that said they would prefer integrated unions when they are now having liaison committees, which are for Africans only. One such company was CDA, the manufacturers of Mercedes Benz cars.

FINANCE

MORE FIND WORK IN SA INDUSTRY

Financial Editor

THE number of people employed in mining, manufacturing and construction rose by about 61 000 in the 12 months ended October to 2 473 000, figures issued by the Department of Statistics show.

The figures also show that the monthly wage bill of these three sectors rose in the 12 months period by about R131,6-million to R751,1-million.

The mining industry was employing 693 200 at the end of October, the department reports. This was 17 600 more than a year ago. This industry's wage bill for October was R162,1-million, which compares with R135,4-million in October 1978.

CONSTRUCTION

The number of people employed in construction in October was 412 200, an increase of 19 400 on the year ago figure. In October the construction industry paid out R109-million in wages and salaries — R17-million more than a year ago.

The manufacturing sector was employing 1 367 700 at the end of October. This was 3 800 more than at the end of September and about 24 600 more than a year ago. This industry's wage bill in October was R479,8-million which was about R88-million more than a year ago.

These figures indicate there was a substantial expansion in economic activity in the 12 months to October. This trend is expected to continue.

GROWTH RATE

Speaking to a meeting of businessmen in Geneva at the weekend, Dr Schalk van der Merwe, Minister of Industry, said South Africa was expecting a 5 percent economic growth

rate this year and to accumulate a balance of payments surplus of R3 000-million, reports Sapa-Reuter.

In contrast with forecasts in some other industrialised countries, South Africa did not expect an economic recession nor a drop in its economic growth rate, said Dr van der Merwe.

	1-4	5-24	25-44	45-64	65+	ALL	NO.
0,01	0,01	0,02	0,11	0,09	0,42	1,16	430
0,03	0,03	0,39	1,60	1,61	0,33	1,16	56
0,04	0,04	0,41	1,31	1,91	0,33	0,33	370
0,10	0,10	0,72	2,44	0,16	56	56	21

DISEASES OF THE GENITO-URINARY SYSTEM

X

	W		A		C		B	
	M	F	M	F	M	F	M	F
0-1	0,02	0,03	0,00	0,10	0,25	0,10	0,04	0,06
1-4	0,01	0,01	0,02	0,00	0,12	0,14	0,02	0,04
5-24	0,02	0,01	0,04	0,04	0,02	0,04	0,03	0,02
25-44	0,02	0,05	0,06	0,09	0,17	0,13	0,06	0,08
45-64	0,23	0,19	0,44	0,37	0,36	0,36	0,34	0,25
65+	1,25	1,09	1,07	1,83	1,57	1,10	0,73	0,56
ALL	0,13	0,15	0,11	0,12	0,15	0,14	0,10	0,08
NO.	276	303	38	42	169	165	203	130

	M		F		C	
	M	F	M	F	M	F
0-1	12,46	9,07	16,92	11,55	29,22	24,78
1-4	0,02	0,02	0,02	0,02	0,02	0,04
5-24	-	-	-	-	-	-
25-44	-	-	-	-	-	-
45-65	-	-	-	-	-	-
65+	0,25	0,17	0,48	0,32	0,83	0,67
ALL	519	359	170	113	942	785
NO.						

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35
19/1/80
355

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DISEASES OF THE GENITO-URINARY SYSTEM

IX

Van said

2 (60)

13/2/80

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Factories: applications for establishment, extension

120. Mr. H. E. J. VAN RENSBURG asked the Minister of Environmental Planning and Energy:

- (1) How many applications in terms of the Environment Planning Act for the establishment or extension of factories were (a) received, (b) granted and (c) refused in respect of the Randburg municipal area during 1979?
- (2) how many potential Black employees were affected by the (a) granting and (b) refusal of these applications?

The MINISTER OF ENVIRONMENTAL PLANNING AND ENERGY

	Establishment	Extension
(1) (a)	9	2
(b)	8	2
(c)	1	nil
(2) (a)	92	10
(b)	50	nil

Answered

2 (60)

13/2/80

~~180~~
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Factories: applications for establishment, extension

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The MINISTER OF ENVIRONMENTAL PLANNING AND ENERGY

	Establishment	Extension
(1) (a)	9	2
(b)	8	2
(c)	1	nil
(2) (a)	92	10
(b)	50	nil

Fired because of 'deliberate absence'

By KINGDOM
LOLWANE

RELIABLE Production Company in Steeldale has reacted to allegations that it dismissed six of its workers for refusing to ride to work in an open truck during Tuesday's rainstorm.

Mr E A Simon, managing director of the company, said the men were sacked because of the production loss caused by the deliberate absence from work.

The workers told POST last week that they had refused to ride in an open truck during a rain storm. They said they had asked the white driver to wait until the storm had subsided, but that he had refused.

Mr Simon said the workers on night shift normally make their own way to work.

"However, a light truck is sent as a convenience

each evening to Jeppe Station to collect some of the men who choose to use it.

"The night shift foreman waited 20 minutes later than usual to allow the rain storm to abate. He then had to leave to start the night shift," Mr Simon added.

He said the foreman had assumed the six men would make their own way to the factory as normally happens when workers miss the truck.

He said the six neither made any attempt to get to work for even a portion of the shift, nor had they tried at Jeppe or elsewhere to speak to the foreman.

The men have not been reinstated.

Worcester, Somerset-West, Strand, Tulbagh, Worcester

Vredendal.

Beaufort West, Carnarvon, Fraserburg, Laingsburg,

Albert, Sutherland, Victoria West, Willoston, Britstown,

De Aar, Philipstown, Barkly West, Hartswater, Herbert, Hopetown,

Kimberley, Taung, Warrenton, Namaqualand, Vanrhynsdorp, Hay,

Kenhardt and Prieska.

(Report of the Commission of Enquiry into matters affecting the Coloured Population group, R.P. 38/1976).

2. Department of Agricultural Economics and Marketing, Agricultural Production and Economics Division, Karoo District, Opsomming van Finansiële Resultate van Studiegroepe in die Winterreën Karoo, Suidelike Karoo, Sentrale Bo-Karoo, Gemengde Karoo, Noord-Wes Karoo; 1974-75, roneo.
3. Report of the Commission of Enquiry into Matters affecting the Coloured Population group, (Theron Commission Report), R.P. 38/1976 p.138.
4. The case of this farmer is interesting: he lived only 6 kilometres from a town (Merweville) and found it cheaper to fetch casual workers from the town to help him at peak times than to employ a permanent labour force. He paid workers R1 for half a day (about 5 hours) plus firewood, fruit and vegetables and fetched them and took them back to town. The farmer said at these rates he could always find as many workers as he needed.

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84
s were taken as study groups):

Simonstown, Ceres, Paarl, Robertson, Somerset-West, Strand, Tulbagh, Worcester

Piketberg, Vredenburg, Caledon, Hermanus, Riversdale, Swellendam, Ladismith.

ay, Hankey, Humansdorp, Joubertina, e, Albany, Alexandria, Bathurst, Kirkwood, Jansenville, Steyterville, Willowmore, ver, Middelburg, Maraisburg, Murraysburg, mond, Somerset-East, Steynsburg,

Post 4/3/80

Women sacked

EIGHT Johannesburg woman working for Ultratex have been sacked without pay for allegedly being absent from work for two days in succession. They claim the manager had instructed them to stay home for those days as production had slackened.

The women are Mrs Eunice Smith, Mrs Peggy Mabena, Mrs Selina Madumo, Mrs Josephine Taupedi, Mrs Sarah Molefe, Mrs Florence Gama, Mrs Angeline Msibi and Mrs Lefinah Molefe.

The have been working for the firm for periods ranging from five to 22 years, earning from R17 to R22 a week.

The women also allege that they were general labourers, doing men's work like unloading railway trucks. Mrs Florence Gama claims she injured her leg

while unloading a truck.

Mrs Gama said: "I was never paid for injuries under the Workmen's Compensation Act, and I had to pay doctor's bills."

The managing-director of Ultratex, Mr David Margolis, said the women had been sacked for absenting themselves without his consent. He mistook their absence for a strike in sympathy with Mrs Josephine Taupedi, whom he had sacked earlier.

The women had a letter signed by Mr Margolis, where he refused to consider an increase for the workers and instead suggested that "it is you who must come forward with a plan on how we can work so that I can give you an increase, not I."

The Legal Resources Centre is investigating the dismissals.

Transkei migrant figures

CAPE TOWN — There were more than half a million Transkeians and half a million Bophuthatswana citizens registered to work in South Africa at the end of June 1978.

In addition, there were 2 655 657 South African blacks employed in industrial undertakings.

These figures have been disclosed in the annual report of the Department of Co-operation and Development.

The report said that of the 500 294 Transkeians working in South Africa, 154 615 were in mining, 71 441 in agriculture, 72 755 in manufacturing, 64 397 in government services and 48 750 in the domestic service.

A total of 1 474 Transkeians had regained their South African citizenship by the end of last year, the Minister, Dr Piet Koornhof, said yesterday.

One application for regaining South African citizenship had been refused so far, though "many others were returned for further motivation", Dr Koornhof said. — PC

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* TOTAL NUMBER OF STUDENTS 1						
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REGISTRAR (ACADEMIC)						

AS AT 29 02 80

PAGE 1

13130

REGISTRAR (ACADEMIC)

High cost of cha

STAR 18/3/80

By Charlene Beltramo
This year about 50 000 manufacturing artisans will change their jobs, a staff turnover that will cost employers about R80-million. This will reflect a turn-

over of 30 to 35 percent, which is average for blue collar workers, according to labour experts.

Mr Jon Cole, manager of the salary survey unit of P-E Consulting — management specialists — said that each artisan job

changeover costs the company losing the employee R1 500.

The rapid turnover of these people is mainly attributable to the scarcity of skilled artisans — partly due to job reservation — which gives these em-

ployees greater bargaining power.

Tool makers have, as an example, jumped in earnings from about R5 an hour to R7,50 an hour in the last six months, Mr Cole said.

A shortage of qualified

private secretaries (shorthand typists) has led to a situation where some employers were recruiting these women from overseas.

A private secretary as little as two years experience, can, present, command a salary of between R650-R750.

In their surveys, analysts analyse reasons for turnover. One of the primary turnover factors is people earning less than R400 a month is said. People earning more than that generally leave to improve career prospects.

An important part of turnover studies, is to determine the actual cost to the company in productivity.

A basic unskilled labourer will cost a company about R150 just to employ the man.

A school-leaver joining the mines or similar career will cost the company about R2 000, just to induct him.

These figures indicate the cost of recruiting, training staff, plus the loss in reduced productivity.

CONSERVATIVE

To replace a middle management man or woman costs a firm not less than about R10 000.

The major expense incurred in the "down" month after an original employee resigns when his or her productivity drops.

The next six weeks or two months after the employee starts work, productivity is generally fairly high as he takes the ropes of the job. It is often expended on other employees — the newcomer what?

The employer, particularly if looking for someone in a spe-

SUMMARY OF STAFF TURNOVER — JANUARY TO MARCH 1979.

CATEGORY	Annual staff turnover percentage	Median length of service of leavers in months	Percentage of terminations recorded as:		SIZE OF SAMPLE	
			Voluntary %	Dismissed %	Average number employees during the quarter	Total number of controllable terminations during the quarter
WHITES						
Male, Artisans	28,3	30,9	9,6	20,2	23,4	22
Male, salary up to R600 pm	17,7	19	21	16	18,3	142
Male, salary over R600 pm	6,7	6,5	5,7	5,2	6,1	90
Male, hourly/weekly paid	11,7	6,2	20,2	10,1	11,7	10
Female, salary up to R400 pm	17,1	23,8	20,9	12,3	17,8	249
Female salary +R400 pm	7,8	8,9	7,6	5,9	7,6	84
ASIANS						
Male, salaried	10,3	14,2	9,1	22,8	8,2	8
Male, hourly/weekly paid	4,7	2,0	8	—	3,8	
BLACKS						
Male, salaried	10,8	14,1	14,5	8,8	12,5	75
Male, up to R30 a week	30,8	24,9	12,4	5,9	28,6	91
Male, over R30 a week	16,9	12,3	12,9	20,6	13,3	142
Female, hourly/weekly paid	25,9	49,4	34,2	14,7	34,7	11
COLOUREDS						
Male, salaried	12,3	13,4	13,5	11,1	13,6	14
Male, hourly/weekly paid	6,4	16,2	8,5	6,4	10,1	7
Female, salaried	9,1	11,9	11,4	9,7	10,7	13
					45 646	960

Figures supplied by P-E Consulting (Pty) Ltd.

The graph clearly shows discriminatory wage and salary patterns and how turnover drops as these patterns subside.

(181) (173) (175) (247)

nging staff

NEGLECTED

Mr Cole and Ms Parson criticised the fact that most companies neglected to conduct termination interviews.

"There is a complete lack of company investigation into what is causing the turnover. If there are a lot of dismissals, for example, they must investigate their selective process, something must be wrong with that," Mr Cole said.

Ms Parson added that high turnover and dismissals from one department could indicate a boss who demanded more of his staff than they were skilled to do.

Professor van der Merwe said turnover rates for salaried white collar workers were approximately 18 percent a year.

Professional people have the lowest turnover of all groups at 10 percent a year.

Professor van der Merwe said his study had shown that racial differentiation in turnover had become much smaller.

"As soon as blacks become salaried workers, they follow the same mobility patterns as their white colleagues," he said.

However, P-E found that black hourly-paid women fall into the highest turnover category.

"They tend to be dismissed more often and many desert their positions — it's difficult to be loyal to a company paying a low salary (and black women tend to be the lowest paid workers)," Ms Parson said.

In an attempt to break

field, will, in addition, have to pay an attraction premium of about 20 percent on top of the previous employee's salary.

P-E Consulting works their replacement employee work cost calculations on five times the person's salary — which they say is a fairly conservative way of evaluating this.

Professor Roux van der Merwe of the industrial psychology department at the University of Port Elizabeth, has recently completed a four-year study into labour turnover.

"One of the factors that came through strongest in high turnover organisations, was the way companies administered pay," Professor van der Merwe said.

"A company that administers pay in a slipshod way, does not appraise workers or reward merit, will have a high turnover. One of the strongest and most immediate ways to rectify rapid turnover is to pay well."

Mr Cole and Ms Sue Parson of P-E Consulting, pointed out that some big companies could get away with paying less than others.

"But if they have a good training function and there are definite career paths, enabling the worker to see his future mapped out in the company, turnover is minimal," Ms Parson said.

She also stressed that human relations and communication were vital. "A good salesman doesn't necessarily make a good manager. he may be good at his job, but has no training in how to deal with staff," Ms Parson said.

down some of the problems of training blacks to become skilled artisans or labourers — primarily the because of job reservation — P-E has completed an interesting experiment in SWA/Namibia.

There is a critical shortage of artisans in SWA/Namibia.

A mining company with 15 white artisans and 25 black employees approached Mr Cole asking them to assist overcome their recruitment problem.

Instead, he broke down the technical training for artisans into modules. The labourers study a module at a time until they have

the equivalent qualification of an artisan.

A year later the company had four white artisans and 25 black workers.

The company had saved R1.5-million (in the white artisan salaries) and productivity had increased.

Motivation of the black workers soared, and now white school-leavers are also following the same module course.

"South Africa has such a shortage of skilled people in an incredible range of fields, that training is all important. The people we have, have to be really good in their field," Mr Cole said.

180 181

Industry may face capacity shortages

JOHANNESBURG — South African manufacturers are fast approaching the stage when they will not only encounter shortages of skilled labour and of raw materials, but will also start to run up against production capacity ceilings, says Dr Johan Cloete, chief economist of Barclays National Bank, writing in the latest issue of Business Brief.

"Indeed", he says, "the latest figures published by the Department of Statistics for capacity use in manufacturing industry, had already risen to 87,1 per cent, not far short of the figure of 88,8 per cent in November, 1974, at the peak of the previous business cycle upswing.

"And, with capacity utilisation having almost certainly increased further since last November, it is clear that manufacturing industry cannot have too much spare capacity left.

"It could, of course, be argued that, given sufficient demand, it should be possible for manufacturing industry to push capacity utilisation significantly above the 89,3 per cent attained in 1974, the highest level achieved during the 1970's as a

whole, but in a decade characterised by depressed demand conditions in most years.

"However," says Dr Cloete, it is doubtful that industry would be able to operate at a level of capacity utilisation much above 90 per cent without running into shortages of skilled labour and raw materials and even bottlenecks in infra-structural services.

"An increase in capacity utilisation much above the 90 per cent level would almost certainly be accompanied by excessive wage increases, over-time payments, rising raw material prices, and, hence, by accelerating inflation.

"On the other hand, by investing in additional production capacity, in time, as demand for its products expands, and by taking on additional batches of labour and working additional shifts, manufacturing industry could probably continue to operate along declining marginal and average cost curves, with beneficial effects for profits as well as for the inflation rate.

"The problem is manufacturers normally wish to confirm that an increase in demand is permanent before embarking on new

investment in additional capacity and by that time it is too late to avoid running into capacity shortages."

Similarly, Dr Cloete argues, manufacturers and, for that matter, employers generally, tend to reduce costs by cutting back on their labour force and its training during times of depressed demand.

"Such action is understandable, but it does mean they run into labour bottle-necks and consequently excessive wage demands in the ensuing upswing," he says.

Why a Rolls is vital

LONDON — A major advertising campaign was launched in London this week claimed that the Rolls-Royce motor car is not a self indulgence, but a vital commodity in Britain's export drive.

Rolls-Royce produced 3 344 cars last year, of which 60 per cent were exported. A thousand went to the USA and 1 400 were sold in Britain.

Despite the hard times in this country, the Corniche, which sells at R110 000, has eager buyers. And there is an 18-month waiting list for the Carmargue, at over R120 000.

One point Rolls-Royce makes in its new campaign is that it might cost a lot, but it is also "the one car that increases in value." — DDC.

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the insurance premiums an insurance company could get from voluntary insureds.

Risk Allocation by

Because of risks of losses of wealth from physical damage (such as from fire or flood or theft), people often insure. They share losses by spread-

Insurance: Pooling Risks

New Factories Act

will be colour-blind, seminar told

S TAR
(187) 21/5/80

The Government is rewriting the Factories Act, which will become "entirely colour-blind" and will have no mention whatever of segregation, a Pretoria seminar was told today.

This was said by Mr Theo Poolman, an industrial relations consultant, who was addressing the seminar on black advancement held by the School of Business Leadership of the University of South Africa.

Mr Poolman said the Government was already ignoring laws such as the Shops and Offices Act and the Factories Act where these specified segregation.

He said the Government was consulting employers in the drawing up of this Act.

The existing Factories Act specified segregation such as separate toilet facilities.

Mr Poolman said it was Government policy that there be no colour differences in the employment structure.

He disclosed that the declaration of the Wes-

tern Cape as a coloured preference area was "being looked at" and he predicted this would be "watered down."

Another speaker said codes of practice aimed at black labour advancement hindered black job advancement.

TRAINING

Mr Ron Marsden, a senior manager of a National Development Management Foundation project, said these codes encouraged companies to look for "high visibility programmes" such as spending money on racially integrated facilities.

Meanwhile, the companies ignored training and development, which was a long-term concept but constituted the greatest priority for South Africa.

Companies forced to increase their payroll often ended up by reducing their work force, he said.

Mr Marsden said: "Training and development are far more important than pulling down separate toilet signs."

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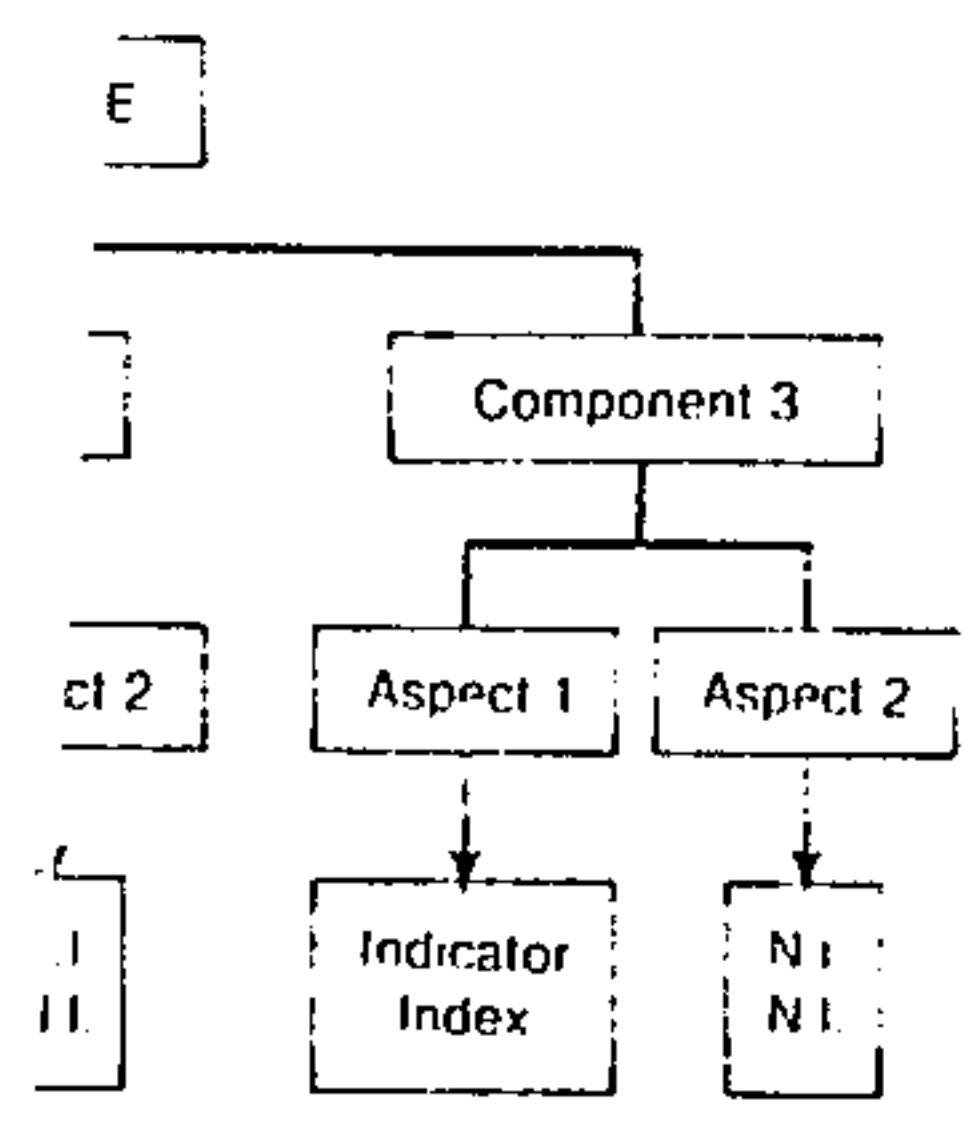
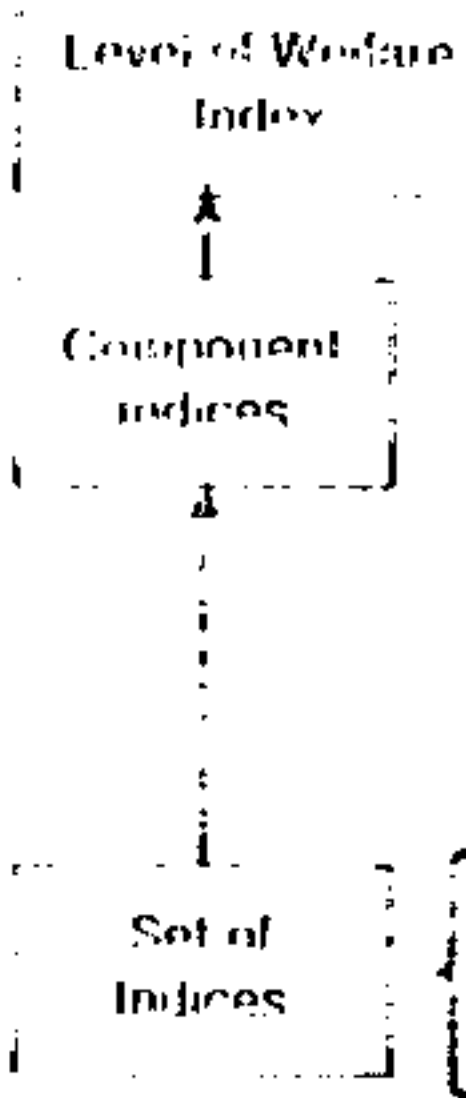
It's back ^{Post}
to work! ¹⁸¹

23/7/50

NONE of the 150 employees at the gutted Edenvale Mocom Plastics factory will lose their job, a spokesman said yesterday.

Mr Norman Kyndt, production manager at the factory, said one part of the factory was still running and the burned out section was to be rebuilt.

The 150 employees — mostly blacks — would be put to use on shifts and would draw their normal wages. They included operators, drivers and workers in the finishing department.



At each level of welfare, the indicator for each aspect of a component of welfare determines a (normalised) index. These aspect indices can be combined to form component indices, which can in turn be combined to form a Level of Welfare index. Some aspects or components may be unquantifiable (marked "N.I.", for "no indication"); some may be quantifiable but the data may not be available, and these are then marked "N.A." (for Data Not Available).

themselves and others. (c) National communication: extent to which national communication and educational channels are used to present the problems and aspirations of the group to the general public. (iv) *Recreational and cultural resources*. The broad variety of resources which facilitate self-actualisation may be included here (insofar as they are not already included above). (a) Entertainment: availability of theatres, cinema, music, opera, ballet, etc.; (b) Cultural: availability of libraries, museums, adult education centres, hobbies and specialised interest groups; (c) artistic: art galleries, art schools, artistic associations (writer's groups, photography societies, etc.); (d) Natural resources: availability of public and private gardens, parks, game parks; natural environments (mountains, lakes, seas, wilderness); (e) Travel: availability to the group of national and international travel opportunities. (v) *Living environment*. Congenial urban and rural environment for living. General quality of built and natural environment; and access to animal life (pets, zoos, farms, wildlife reserves) and 'green places' [77]. (vi) *Religious resources*. We list these separately because of their special relation to the goals and fulfillment of the group. (a) Access to meeting houses, churches, etc.; (b) access to information, and opportunity to meet, others of same persuasion or of different views; (c) resource uses associated in other ways with religion, e.g. sacrifices, or philanthropic uses of resources.

We have now considered the four major components of resource use. The two subsidiary components considered next are needed to make a complete accounting scheme possible.

5) Organisation. Resources are used in setting up, maintaining and re-organising the institutional and organisational structure which is the framework in which all the other activity takes place. Included in this component are organisational uses not considered in the other components at this level. (1) *Community organisation*. Use of the group's resources for organisational purposes enabling the other resources to be deployed effectively, but not accounted for in other components (time and expense involved in committee meetings; employment of policy makers, planners, legal draughtsmen, managers, administrative officers, secretaries, inspectors, etc.; keeping organisational.

27/7/80
Boom in

skilled

black

manpower

demand

expected

By Ben Temkin

DEMAND for qualified black manpower is expected to grow at about three times that for similarly skilled whites over the period 1979 to 1984, according to an analysis by the School of Business Leadership at the University of South Africa.

The project team, headed by Professor Martin Nasser, surveyed the demand for tertiary-educated manpower (university, technikon and trade) in the Pretoria-Witwatersrand - Vereeniging area. Data was collected through a survey questionnaire sent to a representative sample of 1 080 organisations and to group sessions for 103 managers from 71 organisations.

The team found that the greatest demand is for technikon qualified manpower especially in such areas as marketing, sales, accounting and computer science.

Next in importance is the demand for qualified tradesmen and finally the demand for qualified graduates. At all levels they found significant changes in patterns of demand, away from formerly popular disciplines towards more complex technical and commercial areas.

Problem

In their view this poses a particular problem for black manpower since the movement is away from areas of traditional occupational strength towards what are in many cases entirely new horizons.

The growth in demand for qualified black manpower over the period is seen at 129 percent while that for whites is seen at 44.3 percent.

Growth in demand for black university graduates is projected at 167.9 percent and that for whites at 44.4 percent. The particular need here is for white graduates in accounting and mechanical engineering and for black graduates in accounting, chemistry and industrial psychology.

The team points out that while the growth in demand for black graduates is high in percentage terms it is relatively low in absolute numerical terms.

It therefore concludes that it would be unnecessary to establish a separate black university in the PWV urban area.

Tradesmen

In the qualified tradesmen sector, the team found that there was a decline in demand for the lower technology trades of carpenter, bricklayer and welder and an increase in demand for electricians, fitters, fitter and turners and mechanics. A shortage of white tradesman was highlighted since the supply is declining faster than the demand in line with decreasing interest in trade qualifications by whites.

The study highlighted the need for a total re-look at manpower requirements as future demands were revealed to be not generally in the direction of past patterns of supply. It concluded that this called for a sound regional and national manpower planning effort, probably under the umbrella of the Manpower Commission.

Some specific recommendations to achieve this are:

- Greater investment in education and training — particularly in uplifting the present black education base.
- Equalisation of black and white education, training and employment opportunities.

It is interesting to note that Professor Nasser has had considerable success in training blacks to orientate towards the free enterprise system.

30/7/80 ARYUS

Labour output lags

(181)

as capital input soars

THE DIRE need for South African industry to improve the productivity of its work force has again been emphasised by Dr S W van der Merwe, Minister of Industries and of Commerce and Consumer Affairs.

Between 1970 and 1979 the labour productivity had risen by a mere 10 percent, he told the 1979 National Productivity Award winners in Johannesburg.

He said this was in spite of an 82 percent increase in capital inputs as measured by the fixed capital stock.

In this period the overall productivity of capital and labour combined declined by 9 percent.

ALARMING

The tendency for South Africa to become more capital intensive without commensurate benefits was alarming. Between 1969 and 1977 the real fixed capital stock in the manufacturing sector increased at an average rate of 7.4 percent while real output grew at only 2.3 percent a year.

FINANCE

Wages had also grown at an alarming rate without any commensurate improvement in productivity. Between 1965 and 1979 wages increased by 270 percent, but output per worker increased only by 24 percent.

WASTE RESOURCES

In the light of these figures there was no way South Africa could evade inflation.

'We cannot continue to waste resources and rely on economic windfalls such as the increase in the gold price to carry the day for us.'

Dr van der Merwe's remarks come at a time when the Japanese have

just reported that labour productivity in the country's manufacturing industries rose by 12.1 percent last year.

This brought the average annual increase in productivity since 1972 to 7 percent.

However, the increase in productivity has been achieved mainly by maintaining or increasing output with a smaller work force.

In the past seven years the labour input in man-days has dropped almost 20 percent while physical output has risen 30 percent, reports the Fuji Bank in its latest newsletter.

It is hoped that the reduction in employment

in this sector will be offset by increased employment in the tertiary sector.

AWARD WINNERS

One of the winners of the productivity awards was Malcolm Toyota, at East London, which increased the productivity of its motor repair workshop by 136 percent. This resulted in a 238 percent rise in its profits.

The number of mechanics employed has dropped from seven to five while the average turnover for each mechanic has risen from R1 147 a month to R2 500 a month.

Another award winner was Dr N Hurter of the Fruit and Fruit Technology Research Institute at Stellenbosch for his new plum cultivars which give three to four times more fruit a hectare than the original strains with a gross income of up to eight times as much.

Labour in the Eighties

181
 134

FM 8/8/80

Fred Ferreira, the industrial relations director of Ford, speaks to the *FM*.

Will spontaneous strike action be a characteristic in future? If so, why?

Yes. The reason is that people find they have been short changed, and on top of this, they are articulating underlying aspirations — particularly concerning wages and union recognition. These factors will continue to precipitate wildcat strikes.

What steps does management have to take if such strikes are to be avoided?

I doubt whether they can be avoided. But incidents can be diminished through greater willingness by management to discuss worker grievances, show a greater degree of flexibility and shed old prejudices. If management accepts that the



dispensation for black workers is unacceptable and has to be improved, this will automatically lead to greater stability.

Are there too many controls on strike action?

Yes, there are — and too many controls will result in a negation of the law.

There must, however, be some form of control because we're dealing with people who have been denied this right. But in the same light, there is a volatility of worker feeling that needs to be accommodated within the structure.

Can unions operate as a force for stability?

Yes. If there is a groundswell towards establishing a union, management should recognise it. Employers should not be forced into creating a union, either by employers or by an outside group. Unions can help stability, provided they are allowed to develop naturally.

Is enough being done to facilitate the organisation of SA's black labour?

I would say yes — with a few reservations. The machinery for its development has been created. The questions are whether black unions are prepared to move into governmental acceptance and apply for registration with all the red tape involved — a major deterrent — or whether, in fact, too much suspicion has already been aroused for the present system to be acceptable to black workers.

Do the restrictions imposed by government on the movement of black labour impair the peaceful development of industrial relations in SA?

No. But I have to concede that in certain situations the law does create problems for black workers. Where migrant workers are involved, their repatriation breaks down the natural sequence of union development. Workers who have been removed could have formed the backbone of a legitimate workforce and formed a representative union.

Has government played too large a role in crushing or attempting to settle industrial disputes?

Yes — where the police force is involved. But I must qualify this.

The role of the police should be seen as the maintenance of civil law, i.e. the protection of property, etc. But in the event of a strike, their presence could be inferred as an intrusion and be resented. It has been said before they appear to be creating an "unholy alliance with the agencies of government."

I feel this should be deprecated.

What should be government's role, if any, in industrial disputes?

It should facilitate machinery to resolve disputes between the parties involved. For the rest, it should maintain an aloof stance. It should only implement the broad framework of legislation — a settlement should be between employers and employees.

In the event of civil unrest, government interference through the police is obviously necessary.

Did government play too large a role in putting an end to the Johannesburg municipality strike?

I am too removed to answer this specifically, but I feel the need to question the necessity of the municipality allegedly not showing preparedness to negotiate with people who appear to represent a significant number of workers. I also question the necessity for it to invite government intervention.

As a spokesman for management do you feel confident in the present industrial

institutions established by the government? Do you think workers feel confident in the system?

I feel fairly confident. However, I feel the details of an industrial relations system ought to be allowed to develop within the broader concept of what Wiehahn recommended.

The mass of black workers in SA have never participated in any labour system and I feel we need a developmental and educational approach if the system is to be one in which workers and employers can develop a confidence as time goes by.

How important do you rate union representation on the factory floor?

Very highly. In my experience in my own company, this has proved absolutely essential and has shown it is the place



unions ought to be. It is a structure that assures quick negotiations between union leaders and their members.

The advantage to management is that in a dispute it has the assurance that it is negotiating with an organisation that is effectively representative of its workforce.

Why did Ford introduce full-time shop stewards?

We did this to strengthen the union structure. It ensures a continual flow of information from members to their union and then ultimately to management.

Did Ford's multinational status and its adherence to the Sullivan code bring pressure to bear on management to reach an agreement?

I don't think its multinational status did, but I can't say it had no influence at all. It definitely created a consciousness on the part of management to resolve the dispute.

As far as the Sullivan codes are concerned — yes. A company cannot adhere to the theory alone, and when the crunch comes, not implement the principles it has been expounding.

examination book(s) are used.

4. Do not write in the left hand margin.

Any dishonesty will render the candidate liable to disqualification and to possible exclusion from the University

Neglect threatens health of millions

STAR
21/8/80

KPM
185

By Craig Charney

Many of South Africa's nine-million workers needlessly risk death or serious illness on the job, because too little attention is paid to occupational health.

An extensive two-month CARE investigation has revealed:

● Though the Erasmus Commission found four years ago that "industrialists spend very little money on and do not devote much time to the prevention of occupational diseases" — bureaucratic infighting has stalled Government action since then.

● Only one factory in 30 has even minimal industrial health care facilities.

● Despite certain improvements, monitoring of occupational illnesses remains haphazard, while manpower shortages prevent strict enforcement of existing laws.

● The various laws enacted to protect workers' health do not even apply to 5,75-million workers — including 2,5-million farm workers.

"Very little attention" has been paid to the whole area of industrial health, according to Dr Bernard Faneros of the Federation of South African Trade Unions. "By and large, it's tended to be swept under the carpet."

Dr E Potgas, former Transvaal chairman of the SA Society for Occupational Health, estimated that of South Africa's 30 000 factories, fewer than 1 000 had basic industrial health facilities.

Monitoring

Monitoring of hazardous substances in industry has also remained inadequate in many firms. Professor Ian Webster, director of the National Centre for Occupational Health (NCOH), said:

"We're doing a bit more on industrial metals, more on asbestos, more on quartz dust, but I wouldn't say that regular monitoring has increased very much since the Eras-

mus report."

Little more is done to keep track of industrial diseases. Because of this, it is impossible to estimate their incidence in most cases.

But the patchy evidence available is worrying enough:

● Since the Erasmus report, the NCOH has found that one-fifth of the workers in several mercury amalgamation plants and one fluorescent light factory are exposed to potentially disabling amounts of mercury.

Autopsy

● A ferro-manganese producer did not reduce its workers' exposure to the metal, despite four years of NCOH findings that many of its workers had too much of it in their blood.

● Even in the mines, with a history of attention to disease control, three-quarters of long-serving miners are found at autopsy to have had compensatable occupational diseases.

● Prof Cora Erasmus of the Germiston Health Department once came across a small firm that broke up old lead-acid batteries outdoors. "Even the neighbours had lead poisoning," she said.

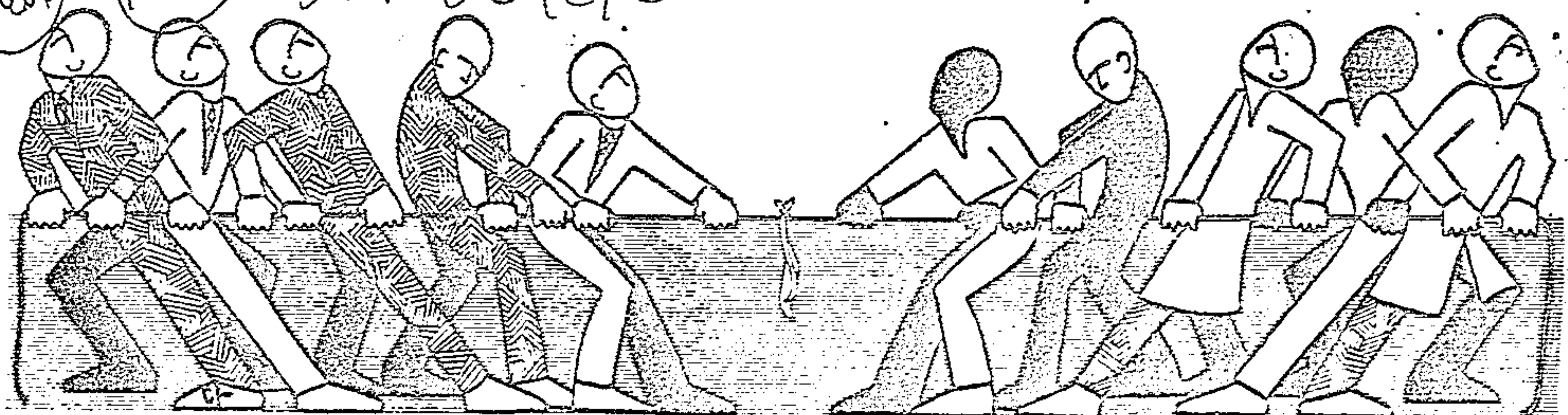
Nevertheless, "a lot of people are spending a lot of money, and they are doing a lot of good," said Mr I Mulder of the Occupational Safety Division of the Department of Manpower Utilisation. "I don't think it's as bad as it was in 1976."

● Briefing — SA firms fail the lead test.

Red-tape 'batt.

MAN (S) STAR 20/8/80

Bureaucratic infighting and manpower shortages are just part of the reason for the failure of South Africa to adequately protect workers' health. The root causes lie deeper: in employers' ignorance and profits.



Employers don't know about hazards — and don't want to know

Employers often don't know about the hazards in their factories — and many don't want to know.

An analysis in the SA Labour Bulletin concluded last year, "For many industrialists it is cheaper to continue with existing practices (than to make factories safe), especially as most occupational diseases manifest themselves only many years after employment and thus do not impair workers' fitness during employment."

The migrant labour system contributes to the problem, making it easy to shuffle away ill workers and find cheap replacements. In many cases, diseased workers are dismissed instead of treated, said a doctor who should be in a position to know. "If blacks die of tuberculosis in Lesotho and Transkei, nobody gets very worried here because they don't see the deaths," commented Mr Halton Cheadle, a labour lawyer.

"We're in a situation where the profits are high and the dust levels are also high, and a bit of the one could be used to reduce the other," said one industrial health researcher. But many managements continue to see industrial health spending as unnecessary overheads, according to another expert.

They have been allowed to neglect it by a second key failure: trade unions.

While unions have spearheaded the drive for occupational health laws overseas, and acted as watchdogs on work practices once they were

passed, the white trade unions historically have paid so little attention to the issue here that the SA Labour Law Bulletin has accused them of "abdicated their responsibility to their membership." Blacks, needless to say, have largely been unorganised.

The need for trade union action in the field was underscored by Ms Nombusa Dlamini, secretary of the mostly black Chemical Workers' Industrial Union. She cited a case where one of her members was ordered to go inside and clean a big hot chemical kettle as soon as it was shut off, even though work rules called for a two-hour cooling-off period before anyone entered. Only the direct involvement of workers and shop stewards could ensure safe practices were followed in such cases, she emphasised.

LAWS INADEQUATE

Government, too, has not lived up to its responsibilities.

"The whole question has not been looked at, the laws are quite inadequate," says Dr Bernie Faneros of the Federation of South African Trade Unions. "It's very difficult to find standards that have been prescribed." Where they have been, they are far laxer than those in Scandinavia, the UK, and the US," he added.

While the Labour Department has never had enough factory inspectors to keep on top of plant conditions, it has also been unsympathetic to efforts by the Health Department and a few

Profits of doom in occupational diseases

unions to supplement its activities.

The Metal and Allied Workers' Union requested a Government investigation when it feared that members handling fibreglass might develop dermatitis. The investigation was done but the Labour Department inspector involved refused to give the union the results, saying it was "strictly a matter between the employer and the Government." (The workers say the firm did nothing after his visit.)

Even when prosecutions have been brought for bad factory conditions, the penalties have been ridiculously low. As one official pointed out, in the face of a fine of R5 or R50, it pays a company not to clean up.

Ultimately, of course, industrial health is a political question, and what is done about it reflects the balance struck between workers and other interests. As long as most of the workers have no voice in the political process, the scales will tip against them, as Dr Neil White of Cape Town noted.

Nevertheless, three

significant factors are coming to favour the protection of health on the job.

The first is a degree of awakening in the trade unions. Black trade unions are growing in power and strength, and those of the Federation of South African Trade Unions, the most important, are making industrial health an organising issue. Some of the white unions, too, are paying it greater heed.

The second factor is the growing role skilled black workers are expected to play in the economy, because replacing such workers is far more costly. A study by P-E Consulting concluded that it costs a firm R150 to replace an unskilled worker, but R2 000 in search costs, administrative costs, and lowered productivity to replace a school-leaver. "Look at the history of the Factories Acts in the UK," says Mr Cheadle. "When you're losing skilled labour in ghastly accidents, you get attention to factory safety."

The third element is the gradual spread of basic knowledge about industrial hazards among

employers — though this remains a slow process.

Perhaps the most extensive industrial health programme in the country is that of AECL, which employs highly dangerous processes.

According to Dr E Bougas, the company's Chief Medical Officer, the programme begins with a pre-employment physical, then continues with regular check-ups in the firm's large, well-equipped hospital. In addition, all toxic chemicals used in the plants are listed, and their concentrations monitored periodically. His men advise the company about the health aspects of plant erection or alteration, and they call for discipline if workers break health rules.

A particular focus of his efforts is occupational stress. More occupational illness is caused by psychosomatic stress than physical factors, Dr Bougas believes.

Pressure for more action could come from the proposed new Department of Manpower Utilisation industrial health regulations, unveiled at the National Safety and Health Convention in April, which, if promulgated, may take effect next year.

PENALTIES

Some of the old rules have been tightened significantly, such as those on space, ablution facilities, and heating, and penalties will rise from a maximum of R600 to a stiff per diem fine.

Most of the standards for toxic substances will remain the same as at present, however. These

values, calculated by the American Conference of Intergovernmental Industrial Hygienists, were based on the scientific knowledge of several years ago, have been superseded by stricter rules in many countries. In the US for instance, the legal limit for lead in plant air is just one-third the South African limit. In West Germany it is two-thirds.

The draft legislation is also receiving criticism

for relaxing the rules now governing industrial noise, one of the few areas where South African laws are strict, and one which has been strongly complained of by industry. The new rules would drop the requirement of an annual hearing test for workers.

Despite the criticisms, the draft regulations clearly reflect a new interest in coming to grips with the issue. But there is a very long way to go.

Tomorrow: the hazards of lead

e hits workers

In the quiet corridors of the Department of Health in Pretoria, and the whitewashed offices of the Department of Manpower Utilisation, a war has been going on for more than 15 years. The weapons are memos and battlegrounds are conference rooms. The stakes are the control of occupational health regulations — and the interested bystanders include 9-million workers. CRAIC HARNEY reports in the first of a three-part series.

"The problem is a hassle between certain powers-that-be who controls what," says one insider. "This should never have happened. It's a disgrace."

The Department of Manpower Utilisation administers the Factories, Machinery and Building Work Act of 1967, granting sweeping power to regulate industry since it was amended in 1967. But the Occupational Safety Division, which enforces the Act, is hopelessly understaffed, with just one factory inspector for 200 thousand factories.

So early as 1964, the Health Department began casting envious eyes on the domain. But by 1968, the Secretary for Health was lamenting: "No-one is anxious to receive any assistance in the sphere of industrial health."

In answer to the suggestion of the head of the Medical Research Council, the Government appointed the Erasmus Commission to look into the field. Its 1976 report diagnosed the failure of occupational health control in Africa — but Labour men saw it as a Health Department power grab. Its witnesses were mostly health men and doctors, and it recommended vesting authority for industrial health in the Health Department under a comprehensive new statute.

Thus round one went to Health — but Labour began a bureaucratic defence in depth. The matter went to Cabinet, which pushed the conflict back to the officials.

But the result of the power struggle, a Government source says, was that the programme stagnated as officials were distracted.

Inspectors did their jobs on an ad hoc basis. "We couldn't go in and begin legislating," he added. "We would have had everybody down on our necks."

"I got the impression that industry adopted a wait-and-see attitude because of this," says another insider.

It appears Manpower Utilisation said industrial health was a technical matter for mechanically trained inspectors, while Health said it should belong to doctors. Manpower also argued it would inspect factory work conditions in any cases, creating potential duplication, and stressed its good relations with both business and labour. Health would overrate hazards and ignore costs they said — while Health pointed a finger at the failure of their efforts.

Finally, in 1979, the two departments signed a truce, dividing responsibility, which the Commission on Administration is still mulling over.

It is expected to consider both the Erasmus Report and a forthcoming report from the Wiehahn Commission, due in October, which will also touch on industrial health.

While Wiehahn's recommendations are secret, it is known Government advisers are considering vesting control of occupational health — and safety — in a new directorate in the Department of Manpower Utilisation, with more inspectors. The Health Department's role, in this view, would be to advise Manpower, and diagnose and treat patients. (That Department still wants a bigger role).

Whatever Wiehahn suggests, after the report a decision will be taken by the Commission and the Cabinet, bringing hostilities to a permanent end.

26/8/80

MS

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POS-7

Starvation wages

By NORMAN NGALE
HUNDREDS of workers in Babelégi are still paid "peanuts" — more than a year after POST first exposed starvation wages in Bophuthatswana's largest industrial complex.

Some women told us they were paid as little as R7,50 a week and some men R12,50 a week.

Many workers in the complex were reluctant to talk to POST, alleging they had been warned by their managers after the expose early last year. Those who did speak, asked for their names to be withheld for fear of reprisals.

Firms found to pay low wages included Leetric Element and Academy Brushware (R7,50 for female and R12,50 for male employees), Craft Press and Vel Skin Products (R10 and R15 for women and men respectively) Car Part Industry, and Sports Metal, who paid between R9 and R14 weekly wages to some employees.

Two women employed by Springbok Clothing Factory said they were paid R9 weekly. They said 50c of this was deducted for tea.

These two and several others, said they had to pay R1,50 for season tickets to travel between work and home.

Most of the workers in Babelégi are from the Moretele district of Bophuthatswana.

The technical director of Springbok, who refused to give his name, said he had no comment to make and referred us to the Babelégi Industrial Association.

The chairman of the association, Mr Carlos Marruchi, said the matter had nothing to do with his association and referred us back to individual managers.

A white woman at the Academy Brushware, who answered the call from POST, said working conditions at her firm had nothing to do with anybody else and refused to call her manager.



Workers in Babelégi wait for buses home after the day's work — but some earn "peanuts."

Workers earn peanuts

From Page 1

Mr H U Sterk, manager of Car Part Industry, confirmed that some of his workers were paid between R10 and R14, but said that POST informants did not disclose several incentive bonuses offered by his firm.

"Workers prepared to work hard and report for duty regularly carry between R25 and R40 a week home," Mr Sterk said.

Other firms said to be paying similar wages of between R9 and R15 a week were Woolf Tools, Heritage Sawing Factory and Tiger Clothing. These three could not be reached for comment.

According to workers, General Electric Company is one of the better paying companies in Babelegi since June this year. Workers said they now earn between R21 and R27 a week there after a strike over pay in April.

The POST investigation followed complaints by some workers that they still earned "peanuts".

It was the second such investigation by POST in Babelegi. During the first investigation last year, the three-man team of Thami Mkwanazi (reporter), Walter Nkosi (driver) and Thomas Khosa (photographer) were arrested by the Bophutha-Tswana Security Police.

They were released after charges were withdrawn.

QUESTION 3

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Reporter

A KWA-THEMA man who has worked for a company in Springs for 20 years was dismissed for refusing to work overtime last weekend.

Mr Jacob Ntlangoti (42) was dismissed when he declined the production manager's suggestion that he work on Saturdays. He was dismissed although this was his first clash with the company in 17 years.

This week, a spokesman for the company, Carborundum Universal, confirmed Mr Ntlangoti's dismissal but said he had been fired for insolence and for threatening the production manager.

Mr Ntlangoti was the company's security officer until last December when he was transferred to

Springs man fired for refusing to work overtime

burning waste paper.

"Last Friday I was approached by the production manager who asked me to work on Saturday. When I objected he summarily dismissed me and told me to leave," Mr Ntlangoti said.

He said he had wanted

to rest at weekends because he found his job tiring. "I have to be near the oven burning papers and it is too hot," he said.

Mr Ntlangoti said the company's personnel officer, Mr Lazarus Sikwane, had accused him of running to the Press.

Mr Sikwane alleged Mr Ntlangoti had threatened the production manager with physical violence because he was angered by the request to work on Saturday.

The plant manager confirmed Mr Ntlangoti's dismissal but said he was dismissed for insubordination and for threatening the production manager.

Asked why, after so many years, Mr Ntlangoti had not been given another chance, Mr Pearce said threatening violence was a serious offence.

APOLOGY TO KLEENEM BRUSH WORKS

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POST
26/9/80

IN our issue of March 20, we published an article captioned "Kleenem Workers Fired". In this article we stated that 29 Kleenem workers had lost their jobs because they spent too much time in the toilets. In addition, the article alleged that the owner

of the firm dragged workers, including women, out of toilets and pushed them back to their work positions — one woman, so the story alleged, was dragged semi-naked out of the toilet, smacked and pushed onto some boxes.

After a complaint by

the owner of Kleenem, POST has ascertained that the article was incorrect in a number of respects, and more particularly that all the actions referred to in this correction report and other alleged reported actions did not occur at all.

POST, its Proprietor, Editor and the reporter concerned, take this first opportunity to correct the offending article and to apologise to the owner of Kleenem Brush Works for the inconvenience and embarrassment which the article caused him.

EAC urges end to black-white worker ratio law



By HAROLD FRIDJHON

EVERYTHING possible should be done to ease or eliminate the physical limitations on the growth capacity of the South African economy, says the Prime Minister, Mr P W Botha, in a statement commenting on the September meeting of the Economic Advisory Council.

Mr Botha said in a statement issued in Pretoria yesterday that a growth rate of more than 7% in the gross national product for the 1980 calendar year could not be ruled out, but that in 1981 the growth rate might be appreciably lower.

Against the background of factors such as the present momentum in the economy, the short-term physical limitations in the growth capacity of the economy, the easy liquidity conditions and the dangers of overheating, the Economic Advisory Council could see no point in a further positive encouragement of growth by stimulating demand at this stage.

But everything possible should be done to eliminate the physical limitations on the economy's growth capacity.

"With this in mind the opinion was expressed that, particularly in view of the high utilisation of the existing production capacity and the necessity for the private sector to increase production capacity and its desire to do so, the repeal of Section 3 of the Environmental Planning Act should not be put off any longer."

(This section of the Act controls the ratio of black workers to white workers in various industries situated in urban areas.)

The statement said the repeal of Section 3 could also help to ease the continuing high unemployment figure in the cities. But the council also took note of "certain preconditions which have to be met before the section can be repealed".

Immigration could help to ease bottlenecks caused by shortages of skilled workers. The council did not see immigration as conflicting with the necessary emphasis on the training of South Africa's own workers. It said that it was complementary, especially in fields where the training process might still take time.

The statement says: "In cases where employers experience difficulty in recruiting and obtaining immigrants, they can negotiate with the Department of Internal Affairs to speed up the administrative process."

Because of the high gold price and the acceleration in economic activity, the council

expects that gold revenue for the current fiscal year will considerably exceed the estimates.

As the scope for Government expenditure may be greater than has been the case recently, the council singled out as preferred areas for greater expenditure education and training, housing and community development.

"In addition, the present high economic growth rate may call for greater real Government expenditure to obviate bottlenecks in the physical and social infrastructure than has been necessary during the slow economic growth of the past few

years."

Mr Botha's statement is gloomy on the question of inflation. It says that there are still forces in the economy which may increase the upward pressure on prices.

The reason for the lower rate of increase in the consumer price index in July 1980 as compared with June is that in July 1979 the cpi rose by 3,1% mainly as a result of the sharp rise in the oil price. This means that the June to July decline is of a non-recurring nature, and "this does not mean that further similar declines will necessarily follow".

ACCOMMODATION CRUNCH

Scramble for cover

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FM 5/12/80

Hard-pressed families looking for roofs over their heads are facing tough new competition. Government corporations and major industrial companies are pouring millions into private property purchases in a bid to accommodate employees.

The search for skilled staff overseas is compounding the problem. Without guaranteed housing, they won't come. And the shortage, already serious, is now critical.

Rand Mines has set the pace with a R4,5m outlay on seven blocks of flats and a number of houses in Boksburg. Existing tenants have been, or will be, moved out.

The properties were bought to house additional employees needed to service the R300m expansion programme at ERPM. A spokesman says it was far cheaper to buy than build and, without accommodation to offer, "we found we were not competitive in the labour market."

ERPM's move has raised the inevitable storm. Some 200 tenants are involved and, to soften the blow, they have been given until the end of January to vacate. The company has also undertaken to consider special cases.

Gencor confirms that it also has out feelers. Artisans are already difficult to come by, says property manager Noel Edkins, and unless there is something to offer in the way of housing they won't sign up.

But the approach will be different. Without the immediate problem faced by ERPM, Gencor feels it can buy flats and wait for the space to fall vacant through effluxion of time. "We certainly won't buy and then insist that tenants vacate," he says.

All mining groups are probably looking at similar propositions, and the industrial sector, too, is climbing into the private residential market.

Just one of them is electrical group LH Marthinusen (LHM) which is looking for about 15 flats to house specialist workers it is hoping to recruit from overseas. A company executive tells the *FM* the local employees are still expected to look after themselves.

But immigrant workers, he says, are usually offered at least a month's free accommodation on arrival. And with the present crush in hotels and boarding houses, flats look like the only answer.

LHM, he says, has been looking at possibilities but finds little value for money at the prices being asked for old or refurbished stock. But like other companies, it will have to take what is available

or fail in its recruiting campaign.

And the problem isn't confined to the Reef. Marthinusen is looking for accommodation for branch personnel as far afield as Welkom and Witbank. Apart from five houses it has managed to pick up in Welkom, it has had no luck.

The confusion in the sectional title conversion market, the spokesman points out, has done nothing to help. Until the dust settles, buyers in many blocks won't even know if or when transfer will be given — even if the flats are uncontrolled.

General Electric is yet another contender for flats. But there are many others, not least Government departments.

The Post Office (Sapo) has just bought a R500 000 block in the southern suburbs to add to properties it already holds in Robindale and Parkview. Sapo's Joe de Jager says the scale of buying is small, but it is essential to have housing on hand for transferred employees and newcomers from overseas.

The Defence Force is another major customer, and its needs are being serviced by the Department of Community Development.

In saner times such high-powered interest in the private residential sector would be welcome. In present circumstances it's no more than a drain on a critical national resource.

MANUFACTURING — LABOUR

1981 — 1985

1986 — 1988

WET OP FABRIEKE, MASJINERIE EN
BOUWERK, 1941

VRYSTELLING. — BESTUURDERS, ONDERBESTUURDERS, SENIOR BESTUURS-, PROFESSIONELE, TEGNIESE EN ADMINISTRATIEWE PERSONEEL EN VOORMANNE

Ek, Stephanus Petrus Botha, Minister van Mannekragbenutting, stel hierby kragtens artikel 54 (1) van die Wet op Fabriek, Masjinerie en Bouwerk, 1941, en met ingang van die tweede Maandag na die datum van publikasie van hierdie kennisgewing, alle werkgewers wat houers van fabriek in ondergenoemde gebiede is, vry van die bepalings van artikels 9, 19 en 20 van genoemde Wet ten opsigte van die volgende klasse werknemers in hul diens, nl. bestuurders, onderbestuurders, senior bestuurs-, professionele, tegniese en administratiewe personeel en voormanne, indien genoemde werknemers gereeld 'n besoldiging van minstens R10 200 per jaar in Gebied A, R9 300 in Gebied B en R8 400 in Gebied C ontvang: Met dien verstande dat enige onderhouds- en vervoertoelae ontvang nie as besoldiging beskou word nie.

Vir die doel van hierdie kennisgewing beteken—

(a) "Gebied A":

Transvaal.—Die landdrosdistrikte Alberton, Benoni, Boksburg, Brakpan, Delmas, Germiston, Heidelberg, Johannesburg, Kempton Park, Klerksdorp, Krugersdorp, Nigel, Oberholzer, Potchefstroom, Pretoria, Randburg, Randfontein, Roodepoort, Springs, Vanderbijlpark, Vereeniging, Westonaria en Wonderboom en die munisipale gebied van Witbank;

FACTORIES, MACHINERY AND BUILDING
WORK ACT, 1941

EXEMPTION. — MANAGERS, SUBMANAGERS, SENIOR MANAGERIAL, PROFESSIONAL, TECHNICAL AND ADMINISTRATIVE PERSONNEL AND FOREMEN

I, Stephanus Petrus Botha, Minister of Manpower Utilisation, hereby, in terms of section 54 (1) of the Factories, Machinery and Building Work Act, 1941, exempt, with effect from the second Monday after the date of publication of this notice, all employers in the undermentioned areas, who are occupiers of factories, from the provisions of sections 9, 19 and 20 of the said Act, in respect of the following classes of their employees, viz. managers, submanagers, senior managerial, professional, technical and administrative personnel and foremen, if the employees of the said classes are in receipt of regular remuneration of not less than R10 200 in Area A, R9 300 in Area B and R8 400 in Area C per annum: Provided that any subsistence and transport allowances received shall not be regarded as remuneration.

For the purpose of this notice—

(a) "Area A" means:

Transvaal.—The Magisterial Districts of Alberton, Benoni, Boksburg, Brakpan, Delmas, Germiston, Heidelberg, Johannesburg, Kempton Park, Klerksdorp, Krugersdorp, Nigel, Oberholzer, Potchefstroom, Pretoria, Randburg, Randfontein, Roodepoort, Springs, Vanderbijlpark, Vereeniging, Westonaria and Wonderboom and the municipal area of Witbank;

Kaapprovinsie.—Die landdrostrikte Bellville, Die Kaap, Goodwood, Kuilsrivier, Oos-Londen, Paarl, Port Elizabeth, Simonstad, Uitenhage en Wynberg en die munisipale gebied van Kimberley;

Natal.—Die landdrostrikte Durban, Inanda, Pinetown en Pietermaritzburg en die hele provinsie Natal slegs ten opsigte van die nywerhede vir die vervaardiging en raffineer van suiker, die vervaardiging van hardbord en die vervaardiging van pulp en papier;

Oranje-Vrystaat.—Die munisipale gebiede van Bloemfontein, Odendaalsrus, Sasolburg, Virginia en Welkom;

(b) "Gebied B":

Transvaal.—Die munisipale gebiede van Middelburg, Nelspruit, Pietersburg, Rustenburg en Secunda;

Kaapprovinsie.—Die landdrostrikte George, Knysna, Mosselbaai, Oudtshoorn, Somerset-Wes, Stellenbosch, Strand, Vredenburg, Wellington en Worcester en die munisipale gebiede van Grahamstad, King William's Town en Queenstown;

Natal.—Die landdrostrikte Camperdown, Dannhauser, Dundee, Eshowe, Estcourt, Glencoe, Kliprivier, Lower Tugela, Lower Umfolozi, Lionsrivier, Mtunzini, Newcastle, Port Shepstone en Umzinto, maar nie ten opsigte van die nywerhede vir die vervaardiging en raffineer van suiker, die vervaardiging van hardbord en die vervaardiging van pulp en papier in "Gebied A" vermeld nie;

Oranje-Vrystaat.—Die munisipale gebiede van Bethlehem, Harrismith en Kroonstad;

(c) "Gebied C" enige gebied wat nie in paragrawe (a) en (b) hiervan ingesluit is nie;

(d) "bestuurder" 'n werknemer wat deur die werkgewer belas is met die volle toesig oor, verantwoordelikheid vir en leiding in verband met die werksaamhede op die persele van 'n fabriek en die werknemers wat in verband daarmee in diens is;

(e) "onderbestuurder" 'n werknemer wat deur die werkgewer belas is met die toesig oor, verantwoordelikheid vir en leiding in verband met die werksaamhede in 'n departement, afdeling of seksie van die werksaamhede van 'n fabriek wat in sodanige departement, afdeling of seksie uitgevoer word en van die werknemers wat in verband daarmee in diens is;

(f) "senior bestuurs- en administratiewe personeel" werknemers wat in opdrag van die werkgewer werk verrig wat verantwoordelikheid meebring vir die neem van besluite van 'n administratiewe aard by die uitvoering van die werksaamhede van 'n fabriek;

(g) "tegniese en professionele personeel" werknemers wat deur die werkgewer belas is met die verrigting van werk van 'n tegniese of professionele aard;

(h) "voorman" 'n werknemer wat aan die hoof staan van die werknemers in 'n bedryfsinrigting of afdeling van 'n bedryfsinrigting, wat beheer oor sodanige werknemers uitoefen en wat daarvoor verantwoordelik is dat hulle hul pligte doeltreffend verrig;

Goewermentskennisgewing R. 1664 wat in die *Staatskoerant* van 26 Augustus 1977 gepubliseer is, word ingetrek met ingang van die tweede Maandag na die datum van publikasie van hierdie kennisgewing.

S. P. BOTHA, Minister van Mannekragbenutting.

Cape Province.—The Magisterial Districts of Bellville, The Cape, Goodwood, Kuils River, East London, Paarl, Port Elizabeth, Simonstown, Uitenhage and Wynberg and the municipal area of Kimberley;

Natal.—The Magisterial Districts of Durban, Inanda, Pinetown and Pietermaritzburg and the whole of the Province of Natal in respect of the sugar manufacturing and refining, the hardboard manufacturing and the pulp and paper manufacturing industries only;

Orange Free State.—The municipal areas of Bloemfontein, Odendaalsrus, Sasolburg, Virginia and Welkom;

(b) "Area B" means:

Transvaal.—The municipal areas of Middelburg, Nelspruit, Pietersburg, Rustenburg and Secunda;

Cape Province.—The Magisterial Districts of George, Knysna, Mosel Bay, Oudtshoorn, Somerset West, Stellenbosch, Strand, Vredenburg, Wellington and Worcester and the municipal areas of Grahamstown, King William's Town and Queenstown;

Natal.—The Magisterial Districts of Camperdown, Dannhauser, Dundee, Eshowe, Estcourt, Glencoe, Klip River, Lower Tugela, Lower Umfolozi, Lions River, Mtunzini, Newcastle, Port Shepstone and Umzinto, but not in respect of the sugar manufacturing and refining, the hardboard manufacturing and the pulp and paper manufacturing industries referred to in "Area A";

Orange Free State.—The municipal areas of Bethlehem, Harrismith and Kroonstad;

(c) "Area C" means any area not included in paragraphs (a) and (b) hereof;

(d) "manager" means an employee charged by the employer with the overall supervision over, responsibility for and direction of the activities carried on in the premises of a factory and of the employees engaged therein;

(e) "submanager" means an employee charged by the employer with the supervision over, responsibility for and the direction of the activities of a department, division or section of the activities of a factory carried on in such department, division or section and of the employees engaged therein;

(f) "senior managerial and administrative personnel" means employees who are charged by the employer with the performance of work entailing responsibility for taking decisions of an administrative character in the conduct of the activities of the factory;

(g) "technical and professional personnel" means employees who are charged by the employer with the character;

(h) "foreman" means an employee who is in charge of the employees in an establishment or section of an establishment, who exercises control over such employees and who is responsible for the efficient performance by them of their duties.

Government Notice R. 1664 published in the *Gazette* of 26 August 1977 is withdrawn with effect from the second Monday after the date of publication of this notice.

S. P. BOTHA, Minister of Manpower Utilisation.

within his legal rights not to do so.

Although the case was settled out of court, the Industrial Court broke new ground by ruling that an unregistered union had *locus standi* to represent its members before the court. An earlier Supreme Court judgment held that unregistered trade unions had no such standing.

The respondent said the applicants could have sought a civil remedy — through a magistrate or Supreme Court.

A dispute of this nature, the respondent said, ought to be settled through the Industrial Council and, until the applicants explored this avenue fully, the court was not in a position to act.

The applicants argued that the Industrial Court could deal with the matter as it had the same jurisdiction as a court of law. They conceded that the court did not have the power to decide on criminal cases, but argued that this did not exclude any case in which an alleged offence arose. The court, they said, had not been asked to make an offence out of the alleged offence, but to deal with a civil case.

The applicants said the case had been referred to the Industrial Council but that that body did not see the matter as one that was "disputable" — an interim interdict.

The court ruled neither on its jurisdiction nor on the application for an interdict.

Cumbersome

As yet the powers of the Industrial Court have not been defined. Outlining its function last week, the court said: "The court will have jurisdiction in relation with a wide range of industrial matters, the hearing of which would be hampered by the complexity of legal practice and other issues of a legal nature in the labour field. The new court should develop a body of case law, should have no criminal jurisdiction at this point in time, should have a less formal procedure, should be open to all persons, groups and organisations, should be inexpensive and its decisions should be subject to appeal to the Supreme Court of SA."

Some labour observers argue that seeking redress through the court is proving expensive and cumbersome.

A further criticism is that key issues such as wage claims, reinstatements or compensation for victimisation could be excluded from the court's jurisdiction. Also, that discrimination on the basis of race, sex or religion is neither defined nor specifically prohibited in the legislation.

Then there is the problem that, according to the Industrial Conciliation Act, allegations of unfair labour practice must first be referred to the relevant industrial councils, which can either refer cases to the court or attempt to resolve them.

In industries with no industrial councils, cases can only be referred to the court if both parties agree. If there is no agreement, a conciliation board has to be called which can then refer the case to the court.

The court has only heard one major case (Richard Mupony vs Precision Tools) in which it heard allegations that an employer, who had refused to renew a migrant worker's contract, was guilty of an unfair labour practice although he was

FM 30/1/81

INDUSTRIAL COURT

Workers waiting

The Industrial Court — established on Professor Nic Wiehahn's recommendation as a body to settle worker grievances — sat to hear its second case last week (Moses Madimeng and others vs Raleigh Cycles) and reserved judgment indefinitely without ruling on the urgent application for an interim interdict the applicant had called for.

The case arose as a result of a strike at Raleigh Cycles in November 1980 when 700 workers lost their jobs. Of these, 206 workers asked for an interim interdict compelling the company to re-employ or reinstate those who had been fired — an action the applicants argued was an unfair labour practice and/or lockout.

Neither did the court rule on the applicants' application for interim protection which would have prevented the respondent employing new workers until the court had ruled on the first application.

The respondent argued that the court was not entitled to adjudicate on the matter of an interim interdict because this concerned an alleged offence; and because the court did not have criminal jurisdiction, it was not entitled to adjudicate.

Many exemptions from pension freeze plan

Pretoria Bureau
 Many workers will be exempt from proposals aimed at preventing employees from cashing their pensions when they resign.

Mr J-Louw, Registrar of Financial Institutions, said yesterday that the draft bill on the proposals had been misunderstood.

Exemptions from enforced preservation of pensions would include:

- Contract workers from outside the public, including those from Bophuthatswana, Transkei and Venda.
- Workers in any industrial sector which requests exemption "for sound reasons."
- Women members of pension funds who are married or get married after joining the fund.

ce Lewis

Osborn Prize
 For the best work in fourth

S A Read

General J B M Hertzog Prize
 For the best final year student.

D H Pryce Lewis

David Haddon Prize
 For the best student of Architecture (or Quantity Surveying) in the subject of Professional Practice.

Miss C Tredgold

Molly Gohl Memorial Prize
 For the best woman student in third year.

P A Rappoport

Helen Gardner Travel Prize
 For a student who has satisfactorily completed 1st, 2nd and 3rd major courses.

P F Duncley

Sixth Year

Cape Provincial Institute of Architects' Prize
 For the best student in :-

FINE ART & ARCHITECTURE

ARCHITECTURE

After experiencing a volatile year of labour relations, Port Elizabeth motor companies face an added force this year: a new union seeking widespread community support, the Motor Assemblies and Components Workers Union of SA (Macwusa), will officially be launched in New Brighton township this weekend.

Macwusa, which initially began organising in the Ford Cortina plant last year where it now claims 97% membership, also claims substantial representation at General Motors and component factory Feltex.

The union has emerged as the first opposition to two well established unions in the area — the United Automobile Workers Union (UAW) and the National Union of Motor Assembly Workers (Numarwosa), both affiliated to the Federation of SA Trade Unions (Fosatu). The two unions merged at the beginning of the year.

In the past, Macwusa spokesmen have criticised the Fosatu unions for playing a limited union role by failing to serve their members' needs outside factory premises. Dumile Makanda, Macwusa organiser, says: "We are a union, but are also very involved in community issues. We would not like to divorce the two roles."

The first hints of a new labour movement which would have close affiliations with community issues and organisations surfaced after the Ford strike in December 1979. Thozamile Botha, prominent in the Port Elizabeth Black Community Organisation (Pebco), became a union leader almost overnight. He was subsequently banned and fled the country. Macwusa clearly wishes to align itself with a growing tendency among certain unions to be

charismatic, militant and to have mass appeal.

The union's guest list for the opening congress reflects this. Thozamile Gqweta, SA Allied Workers Union (Saawu) national organiser, and Joseph Mavi, organiser of the Black Municipality Workers Union, have been invited to the launch.

Macwusa adheres to at least one principle which is the cornerstone of both Saawu and the Black Municipality Workers Union — refusal to register. Says Makanda: "We think, under the present system, we will stay unregistered."

A number of unions throughout the country have stoically refused to register. They are the Western Province General Workers Union, the African Food and Canning Workers Union, Saawu, and the Black Municipality Workers Union.

Macwusa has also adopted a similar approach to these unions — an emphasis on factory floor representation and a high degree of worker involvement in union activities. Makanda says: "We want to form one united front — on the shopfloor."

The union says it will apply for recognition from companies in which it feels it has satisfactory representation. In the case of Ford and GM, the union may face difficulties as UAW and Numarwosa are well entrenched in the area.

Managements, too, will have difficulty in dealing with the new union as UAW and Numarwosa are registered and have representation on the Industrial Council. Whether they will be prepared to recognise Macwusa remains to be seen. Meanwhile the unions will be fighting for worker support.

'Fanakalo' may be used to aid training

STAR 3/2/81 (21) (10) (5)

The National Manpower Commission is looking into the possibility of extending the use of "fanakalo" — the lingua franca on South Africa's mines — into other industries.

At a Press conference held after its first triannual meeting in Pretoria last night, NMC chairman Dr Henrie Reynders said the dialect could be used in commercial and industrial enterprises to improve the training and productivity of workers.

The NMC was set up on the recommendation of the Wiehahn Commission to advise the Government on labour issues.

Another topic discussed by the commission yesterday was the use of television for training purposes, Dr Reynders said. The matter would be thrashed out in talks with the SABC over the next few months.

CHEMICAL

L Mengaldo

Drawing

Awarded to the student with the best classwork in Engineering
Sammy Sacks Memorial Prize

J H Rens

Civil Engineering

Awarded on results of final examinations to the best male student in Land Surveying or
Professor George Henzies Prize

B F McClelland

J H Rens

D P Weeks

T J Cumming

P M Salmon

Fourth Year (Gold Medal)

Miss N C Davidson

Third Year (Silver Medal)

Miss G C Littlewort

Second Year (Bronze Medal)

For the best student in each of the 2nd, 3rd and final years.
Corporation Medals

FM 6/2/81
MIGRANTS
Contracted out

More than ever, migrant workers in the Western Cape are getting a raw deal. Already, African workers are subject to

the coloured labour preference policy which limits the number of Africans in the Western Cape to 10% of the population. Now employers are allegedly invoking the housing restrictions of the policy to terminate contracts — particularly where workers are being unionised.

Late last year contracts of some 100 workers, many of whom who had been employed for well over 10 years by Irvin & Johnson, were not renewed. They have all been replaced by coloured workers. The workers claim the retrenchments resulted from their involvement with the unregistered African Food and Canning Workers Union and the subsequent presentation of a set of grievances and demands for better working conditions.

Management has countered union allegations of victimisation by saying that permission to employ blacks in the Western Cape is only granted by special government exemption — depending, among other things, on the availability of housing.

Says Hein Ehlers, I&J group personnel manager: "We have to prove we cannot find coloured people to do the job, and since the 'single' quarters in Langa are being converted to married accommoda-

tion there is no other accommodation available."

However, the union contends that a memo was circulated at I & J last year stating that "it was now the policy of the trawling division to employ coloured labour as opposed to Bantu labour." The memo went on to say that if departments wanted to employ African workers, they would have to get the permission of the personnel manager.

Allegations of victimisation are difficult to prove as there is no obligation on behalf of employers to renew contracts. But other unions in the Western Cape endorse the claims.

Unionists point to the meat workers' strike last year when migrant workers were dismissed after they had gone on strike. This left them with the mandatory 72 hours to leave the Cape and return to their "homelands." "Management clearly used the precarious position of migrants to get rid of what they called 'trouble-makers.' They continue to resort to this measure by terminating contracts where they previously renewed them," claims one unionist.

The I & J workers also point to the fact that management introduced a representa-

tive of the Trawler and Line Fisherman's Union to them once they had expressed interest in joining the African Food and Allied Workers Union. The Trawler and Line Fisherman's Union is affiliated to the Trade Union Council of South Africa (Tucsa).

Says one unionist: "By its actions, management was clearly trying to oust a representative union and replace it with one that was more acceptable to it."

But management contends that it will talk to any "representative" union, despite the fact that it continually refused to meet with the African Food and Canning Workers Union throughout the year.

August 26/2/91
Sex laws

also for

industrial

workers

— Minister

Parliamentary Staff

LEGISLATION similar to that passed by the Assembly yesterday — repealing sex discrimination in Wage Board investigations and recommendations — will be introduced in respect of the Industrial Conciliation Act during the next session of Parliament.

This was announced by the Minister of Manpower Utilisation, Mr Danie Botha, when he replied to the second reading on the Wage Amendment Bill.

Mr Botha said it would be 'logical' to extend the provision to industrial workers.

The announcement was welcomed by Mr Helen Suzman (PFP, Houghton), who said it would have far-reaching consequences because there were even more women affected under the Industrial Conciliation Act than there were under the Wage Act.

DETERMINATIONS

Mr Botha said there were 35 wage determinations in operation. The phasing out of sex discrimination in wages would thus take time — at the most two or three years. The phasing out process would begin immediately.

During the third reading of the Bill, Dr Alex Boraine (PFP Pinelands) said there was no doubt that sex discrimination existed in South Africa. The new measure would leave employers, who in the past had hidden behind legislation, without any cover.

As the Minister had indicated, there were 37 300 women affected by wage determination

cover.
As the Minister had indicated, there were 37 300 women affected by wage determination — it would take three to phase discrimination out but he was happy the Government was on the right road.

FACULTY OF ENGINEERING

For the best student in each of the 2nd, 3rd and final years.

Second Year (Bronze Medal)

Miss C C Littlewort

Third Year (Silver Medal)

Miss N C Davidson

Fourth Year (Gold Medal)

P M Salmon

T J Cumming

D P Weeks

J H Krens

B F McClelland

Professor George Menzies Prize
Awarded on results of final examinations to the best male student in Land Surveying or Civil Engineering.
J H Krens

Sammy Sacks Memorial Prize
Awarded to the student with the best classwork in Engineering Drawing.
L Menegaldo

A F & C I Prize
For the first year student obtaining the highest average mark.
G L Cragg

5/3/81

SOWETAN

Pensions: black workers reassured

By Z B MOLEFE

BLACK workers need not fear they will lose their provident fund money when leaving their places of employment, a spokesman for the office of the Registrar of Financial Institutions has said.

There were fears that workers would no longer receive their provident fund contributions when they left their jobs after the publication of the first report of the inter-departmental commission of inquiry into certain specific pension matters.

The spokesman told SOWETAN the Government has not committed itself to the commission's recommendations: "At the moment these must still pass through Parliament."

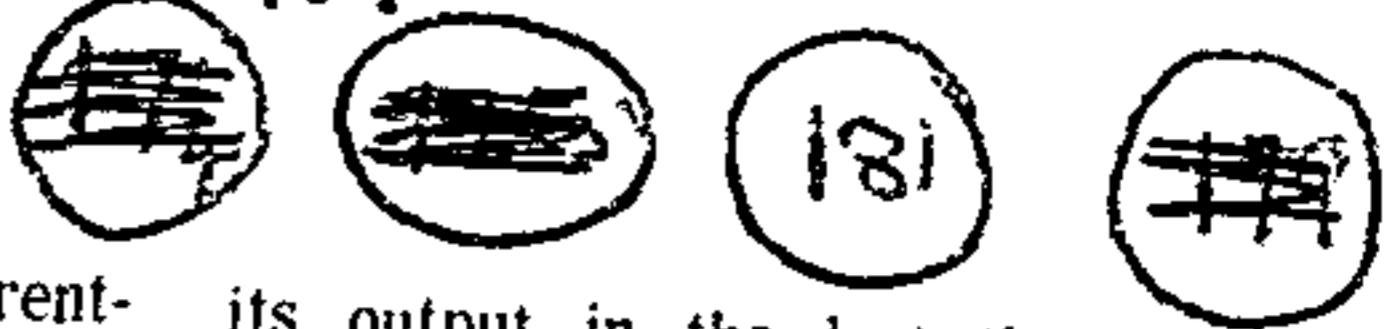
He also sounded a hopeful note when he said there would be sufficient opportunity for most black workers to be considered for exemption. Even though the recommendations were incorporated into the proposed legislation.

"There are also other factors to be considered," added the spokesman, "like that most black workers view the accumulation of pension in a special light. There is also their special circumstances to be considered."

● Mr Wynand Louw, Registrar of Financial Institutions and the man responsible for administering laws affecting provident funds, has already assured the Clothing Industrial Council that the proposed legislation will not affect garment workers.

Spreading the blame

FWM 20/3/81



The shortage of skilled labour is now so severe that the immigration authorities themselves have not got the staff to process would-be immigrants to SA.

The problem has its roots partly in the current economic boom and partly in massive strategic projects initiated by government and the public undertakings.

Construction at Sasol 2 and 3 is currently employing around 26 000 workers, most of them skilled or semi-skilled. Thousands more are working on projects such as Escom's giant new power stations, new facilities for the Uranium Enrichment Corporation and coal hauling facilities for the Railways. Armscor has nearly trebled

its output in the last three years and 90 000, obviously mostly skilled, are now employed in armaments manufacture.

Government policy on local manufacture by the private sector has also led to heavy demand for skilled labour. The motor industry is an outstanding example and General Motors MD Lou Wilking says

that labour requirements have nearly doubled in the past two years.

"In 1979, about 8 000 different items totalling 135m pieces were produced locally for motor vehicles," he says. "Next year, the local content programme will require 18 000 different items totalling 265m pieces.

"An industry cannot digest a 100% growth in two years without labour strain and inflationary effects."

Many employers blame the skills shortage on government's immigration procedures, which require a three-month period to process the application of a would-be immigrant.

A government spokesman, however, says, and quite rightly, that companies which cannot plan their manpower requirements on a three-month lead time have no right to criticise others.

"And if they think that three months is a long time," he says, "let them try emigrating to Canada or the US where it can take a lot longer."

Chief director of immigration Rudolf de Wet says that immigration procedures are being streamlined. He points out that 29 228 immigrants entered SA in 1980, just short of a government projection of 30 000 immigrants for the year and more than 50% above the figure for 1979.

Last year the department increased its staff complement and currently employs more than 30 British nationals at the London office alone. De Wet says that he needs more SA staff, presumably for the more sensitive aspects of the work.

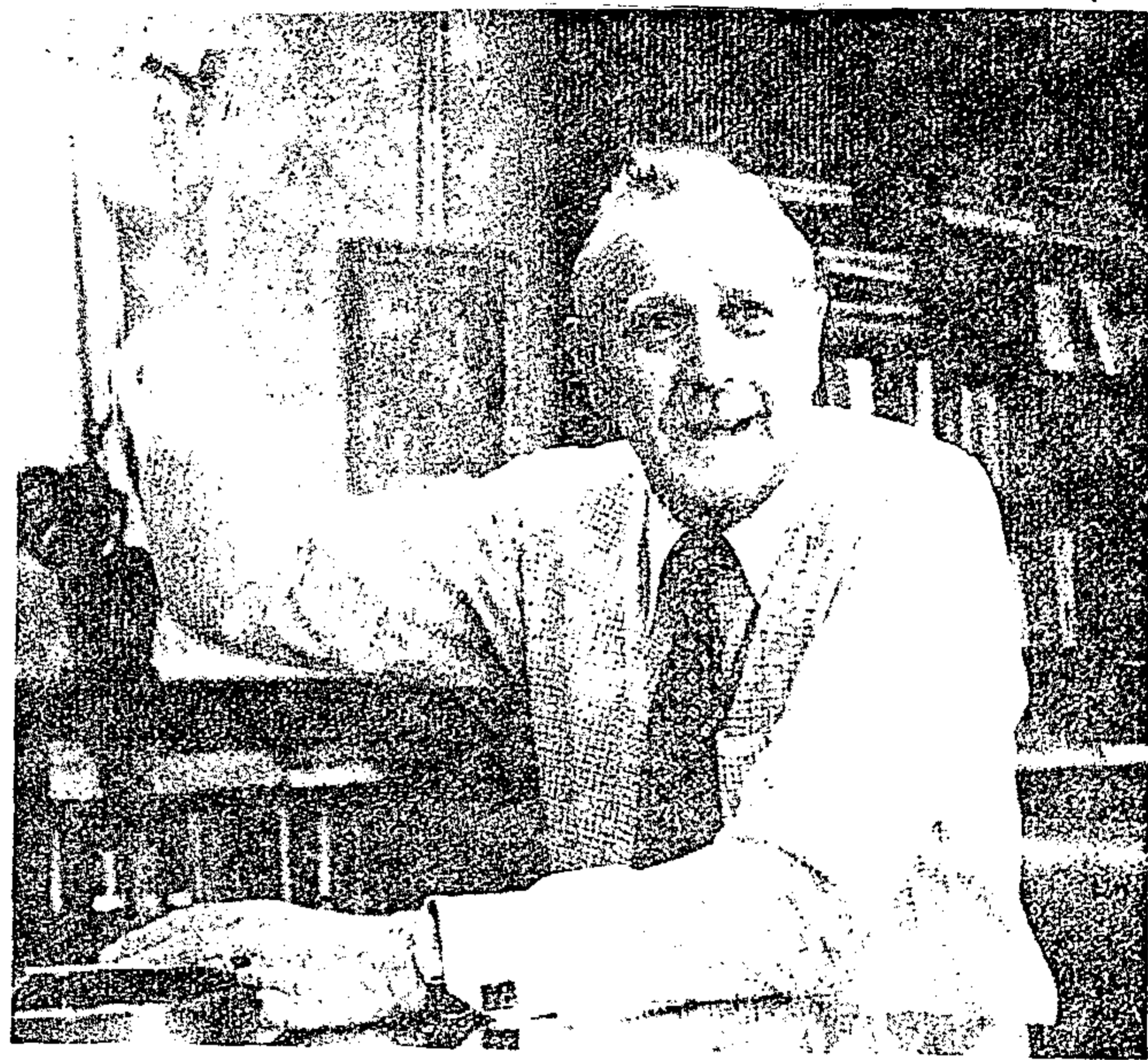
Even so, he believes that more than 30 000 immigrants will arrive in 1981, although immigration will probably not be as high as the figure of 50 000 immigrants for 1975. This is partly due to the department's own staff shortage, and to what De Wet describes as the little known fact that despite the unemployment in the UK, skilled workers are still not easy to find.

Government also has the view that employers should not be given too much incentive to take the easy way out of their staff shortages by importing labour.

Emigration dropped from 15 171 in 1979 to 10 129 last year, making the net gain of 19 099 last year more than six times the figure for 1979. De Wet says: "For each application, we have to ask ourselves if there is a South African, of any colour, available for the job."

Many immigrants are people of SA origin from Zimbabwe who have a legal and natural right to live in SA. According to De Wet, most of them are suitable for employment here. He says that his London and Salisbury offices are the most busy. But whereas the London office is actively recruiting immigrants, the Salisbury office has its hands full dealing with the flood of unsolicited applications.

Immigrants are also exacerbating the housing shortage, says De Wet, and this is now particularly bad in the PWV complex,



Manpower's Reynders . . . industry must play its part in the training process

where 70% of them find jobs.

The problem clearly runs deeper than immigration red tape. Arthur Hammond-Tooke, of the Federated Chamber of Industries, says that the skills shortage poses a serious dilemma for the country of resolving the conflicting needs of a short- and long-term problem. "The present circumstances could be used to justify the wholesale importation of labour," he says, "but the more we import, the smaller will be the incentive to train our own people. Production workers in developed countries spend about 15% of their time receiving paid, on-the-job training. In SA, we are still light years away from that figure."

Government, industry and the professions must share blame for not having done enough to develop local talent.

For example, precious little has been done to arrest the decline of interest among youngsters in the engineering profession, where shortages are particularly acute. Professor Dirk de Vos, president of the SA Council for Professional Engineers, estimates that there were 690 first-year engineers in 1973, but only 300 in 1979; and that there will be only 250 engineering graduates from SA universities in 1980-81 to fill between 400 and 600 vacancies.

President of the SA Association of Consulting Engineers, Ken Andre, says that engineering organisations are not doing enough to attract and train engineers of all races and that the shortage is due neither to a brain drain of skills away from the country nor to poor pay. On the

contrary, he believes that engineers are very well paid and that their remuneration has been boosted by the spiralling wages of draughtsmen and technicians, who are also in short supply.

Chairman of the Manpower Commission, Dr Hennie Reynders, also castigates employers for not fully exploiting indigenous labour resources. "There are still problems regarding the theoretical training of black artisan apprentices," he concedes, "but last year less than 100 black apprentices were registered by the private sector. And there are still a number of unemployed black matriculants. Industry should go out and look for them and not assume that they do not exist."

There is clearly a need for government, the private sector and the professional associations to devise a national policy on immigration and training as the problem has business, social and political implications. One suggestion is that a "local content" labour programme be devised where employers are given "labour import permits" on the basis of the commitments they make to develop local resources.

In the short term, at least until the present boom has passed, government should encourage getting in more workers on one- or two-year contracts. Hammond-Tooke says that government should distinguish between immigrants, who are future South Africans, and contract workers, who are here to do a job and then leave.

If the red tape required to get in contract workers was cut, the present labour squeeze would be greatly eased.

Some stay away but business as usual

11/6/81
Argues
23
27
186
ST

Staff Reporters

CAPE TOWN construction companies were hit to a limited extent by a stayaway of labourers today, the anniversary of the 1976 Soweto riots.

Industry and commerce in general were unaffected but some small businesses have been hard hit in cases where none of their staff arrived.

This trend has been repeated in other major centres like Johannesburg, Pretoria and Durban.

Transport spokesmen said there were fewer passengers on rail and road systems.

Major construction firms reported that the stay-away had affected their contracts. A spokesman for Murray and Roberts Building said most migrant workers had not reported for work and an LTA construction spokesman said work was still going on but at a reduced rate.

Guarded

The Divisional Commissioner of Police in the Western Cape, Brigadier Daniel Nothnagel, said he had received no reports of violence in the Peninsula.

In the Peninsula, although hundreds of workers obeyed the stay-away call, thousands went to work as usual.

A REVIEW OF THE FIRST TEN YEARS OF THE CENTRE FOR INTERGROUP STUDIES

Studies (gratis)

IN OORLOEG VAN DIE BERS

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THIRTEENTH ANNUAL REPORTS/HERORUKKE

(Continued on Page 3 col 1)

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Verdere Toeliggting met 'n Steekproef van Stud

18 Van der Horst, Women as an Economic Force in

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PLEASE CIRCLE ITEMS REQUIRED

For publications obtainable from the Centre for Intergroup Studies, University of Cape Town, Rondebosch, Republic of South Africa, 7700

Name and Address:

(Continued from Page 1)

drivers had turned up for work, but added that buses on normal schedules were carrying 'noticeably' reduced loads.

Buses on contract trips from the black townships had travelled virtually 'empty' he said.

Most businesses in townships throughout the Peninsula were closed.

In some areas not a single shop was open. These included Athlone, Langa, Guguletu, Crossroads, Nyanga, Lansdowne Road and Hanover Park.

Some businesses were open in Bishop Lavis, Elsie's River and Retreat while in Grassy Park only the bottle store and a few

Business as Usual

isolated shops remained closed.

Police generally maintained a low profile and were not in evidence other than at selected railway stations. A police sergeant in a van outside the main Mitchell's Plain station estimated that more than three-quarters of the normal number of commuters had boarded trains by 7.30 am.

Buses filled to capacity passed queues of workers at bus stops along Welte-

vreden Road, Halt Road and Lansdowne Road.

There were two police vans at the Kalksteentfontein Station, but the policemen reported everything normal and no incidents.

Spokesmen for major employers in the clothing, textile, and food processing industries said work was proceeding normally today.

Dairies and bakeries completed their rounds as usual, spokesmen said and supermarkets reported normal staff turnout.

Conflicting reports on the extent of the stayaway there have emerged, with companies reporting negligible absenteeism.

However, a spokesman for Puteo said passenger

capacity from Soweto was down by 50 percent this morning.

According to reports from Soweto, scores of residents did not report for work today while many more slept in the city for fear of intimidation.

TRAINS

Commemorative services are being held in Soweto and Lenasia.

The South African Railways reported their trains were running to schedule and a spokesman said commuter traffic appeared normal.

The stayaway in the Pinville and Klipspruit area was estimated to be 60 percent with few commuters using trains at peak hour.

One bus was stoned in Soweto today outside the Morris Isaacson School in central Western Jabavu and five windows were shattered.

Another Puteo bus was stoned at Eldorado Park outside Johannesburg while last night a petrol bomb was thrown through a window of the Etiko High School in Sebokeng in the Vaal Triangle causing extensive damage.

Also in Sebokeng last night, two buses from the Vaal Transport Company were petrol bombed causing thousands of rands damage.

The buses were fully loaded and passengers had to escape through emergency exits and windows. No one was injured.

STONED

A truck was stoned and hijacked in the coloured township of Coronationville, near Johannesburg.

A policespokesman said the driver and crew of the truck ran away when the crowd in the township began stoning them. The vehicle was later found abandoned.

Petrol bombs were hurled through the windows of two buses in Sebokeng township near Vereeniging last night, causing passengers to flee through the windows and emergency exits.

A police spokesman said a petrol bomb was also thrown through a school window in the township but caused little damage.

Earlier in the day two buses were stoned and set alight in the neighbouring township of Evaton. Nobody was hurt.

It is reported from Durban that unsuccessful attempts were made to set fire to three offices there today.

For each of the outputs in the demand set the gross value of the crop in each year gross value. Plot this schedule on the s curve. (It will be a curve of unit elast

- (5) From the demand curve find the total amount on the market in order to fetch the price. From these amounts make a schedule showing would have to buy or sell for each total
- (6) Draw up a schedule showing how much the government have to buy or sell in each of the ten successive years. Does the stabilization of the gross value of a crop

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FM 10/7/81 33
LABOUR RELATIONS 152

Why they strike 139

181 134
"Wages were the single most important factor causing strikes and work stoppages in 1980," according to the latest annual report of the National Manpower Commission. More than 88 involved wage issues and 140 000 man-days were lost.

But wages were far from the only factor — and overall they featured in a minority of disputes. Wage demands figured in 38% of strikes but 62% occurred for reasons such as union recognition, suspected intimidation, disciplinary measures, working conditions or fringe-benefits. Many strikes were probably politically motivated but possibly some could have been avoided by improved handling of sensitive non-wage issues.

There is no doubt that strikes are becoming a daily reality and a harsh fact of life for managements. Last year, 207 strikes and work-stoppages resulted in the loss of 174 615 man-days. By comparison, 101 strikes and work-stoppages in 1979 lost 67 099 man-days. According to one labour observer "1981 figures already reveal an average of more than one strike a day this year."

Although the recognition versus registration argument continues, it appears that unregistered unions have been using increased muscle. According to the report, "statistics are not available, (but) it is known that nearly all trade unions involved (in strikes) were unregistered."

In 1979, membership of registered trade unions represented 35% of white, coloured and Asian workers outside agriculture. With the inclusion of blacks post-Wiehahn, union membership now represents 15.3% of all population groups outside agriculture.

Trade union membership can be expected to increase rapidly but already it is not that much out of kilter with the international scene. According to Kate Jowell, assistant director of UCT's Graduate School of Business: "Approximately 30% of the economically active population in Germany and Japan belong to trade unions, 22% in the USA and 50% in the UK."

Sectoral analysis shows that some sectors like manufacturing are more strike-prone than others. The majority of strikes (57%) took place in industry and involved 41 391 workers. The second significant area of strike action was construction with 5 802 workers involved. The majority occurred in the Port Elizabeth/ Uitenhage: East London area followed by Durban/ Pietermaritzburg. However, the 20 708 workers who struck in the PWV area represented the greatest number of workers, but a smaller number of individual strikes.

SA lost only four days/1 000 economically active people through strikes and work stoppages between 1975 and 1977. By comparison Germany lost 24, the UK 249, and the US 387. But according to Jowell, "even with the large increase in the number of strikes in 1980, only between 15 and 20 man-days/1 000 economically active persons were lost — which still compares favourably with other countries. SA thus appears to be relatively fortunate in its labour relations. But as things are going, there's no room for complacency."

FACTORY DEMOCRACY (131) (131)
Workers at the Sigma motor assembly
plant near Mamelodi elect 41 shop ste-
wards to represent them in negotia-
tions with management, in terms of a
unique new agreement negotiated by
their union, the National Union of Mo-
tor Assembly and Hanger Workers

EM 7/2/81

NEGOTIATION PACT ~~181~~ (181)

Trade union demands to negotiate wages and work conditions with employers outside the official industrial council system receive a major boost as Barlow Rand's Premier Paper agrees to negotiate directly with the Fosatu-affiliated Paper, Wood and Allied Workers' Union, at its Kliprivier plant.

FM 7/8/81 7/8/81

Extending the MWU

FM 7th Aug 1981

The potential for conflict in SA's white labour movement is growing as more white unions open their doors to black, coloured and Indian workers or accept some of the government's labour reforms. Leading the rightwing backlash is the Mineworkers' Union (MWU) which claims it is being inundated with applications for membership from dissatisfied white workers.

Not only is the MWU likely to provoke the ire of unions which have decided to become multiracial, but there is growing

friction between it and the SA Iron, Steel and Allied Industries Union, which, like the MWU, is affiliated to the SA Confederation of Labour (Sacla). Union leaders in the steel industry are angry about MWU efforts to represent Iscor workers.

MWU general secretary Arrie Paulus says bluntly that in the wake of the Wiehahn Commission recommendations (aimed at eliminating race barriers in labour) the MWU realised it had to "take the lead in the fight on behalf of all white workers, irrespective of the unions to which they belong."

The union has now embarked on a campaign to extend the scope of its activities and has already obtained permission from the Industrial Registrar to allow Escom workers to join it. In an article in the MWU journal, the *Mineworker*, Paulus claims that hundreds of Escom workers have already joined his union and many more applications are being received.

Iscor workers

The MWU has also applied to the Registrar for extension of scope to include Iscor workers at Vanderbijlpark where, it claims, 1 600 white workers have applied for membership of the union. It is also planning to make similar applications to the Registrar for the Iscor Pretoria and Newcastle works.

"The MWU is determined to have as many white workers in its ranks as possible," says Paulus. "The stronger our union is, the better we will be able to protect the interests of white workers." He says it is obvious that many white workers are only now realising the implications of the Wiehahn recommendations and are complaining to their leaders, who are blaming the MWU for creating the discontent. Paulus emphasises that, unlike other unions in the engineering industry, the MWU has refused to agree to a clause in a recent wage agreement which

particularly concerned about the MWU. Henry Mallet-Veale, general secretary of the Technical Officials' Association (TOA), and Ike van der Watt, general secretary of the SA Boilermakers', Iron and Steelworkers' Society, say they are not aware of any defections from their unions to the MWU.

Wessel Bornman, general secretary of the Iron, Steel and Allied Industries Union, is, however, perturbed by the MWU's expansion plans and says his union has opposed the MWU's application for extension of scope to represent white workers at Iscor's works. He tells the *FM* that the MWU's attempt to move into the steel industry "can only cause harm" and could also result in serious friction between "personalities" in Sacla. (Bornman is secretary of Sacla, while Paulus is its vice-chairman.) Bornman says his union, which was established by Iscor workers 44 years ago, has remained a white union and has a proud record of guarding the interests of white workers. He feels aggrieved that the MWU is now recruiting its members.

Some observers believe the MWU's expansion efforts are due to the desire of its leaders to create a strong, centralised organisation which can oppose government labour reforms. Others say the MWU's motives for expanding are due to fears that future labour reforms could severely retard its growth within the mining industry and that it could even become a dying union.

Relations between the MWU and some unions threatened by it are deteriorating rapidly. Already there are some unionists

who are warning that they may begin to recruit members in the mining industry in retaliation against the MWU. Says an angry unionist: "In the past we have been approached by MWU members who are dissatisfied with their union. But we have not encouraged them to join us because we have not wanted to create divisions. We might change our minds about this in the future, but I hope it will not be necessary."

OFFER CLOSES
hours on 31st August, 1981, when the
2001
JOHANNESBURG
Bree Street East
LAYS NATIONAL BANK LIMITED
st be lodged with:
23-7367 (during the hours from 9 am to 5 pm)
JOHANNESBURG
269 Bree Street

SUGAR STRIKE FM 21/8/81

More than 1 000 Black workers at the Tongaat Group's sugar mill and animal feed plant at Tongaat go on strike and 500 workers at Packaging and Paper Industries in Pretoria down tools over a pay dispute. Meanwhile, at Richards Bay, 500 striking construction workers decide to return to work, with a union-management meeting scheduled tomorrow.

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FUNCTION, S M A R A Y ( Z R A Y )
DIMENSION, Z R A Y ( 1 0 0 )
S M A R A Y = 0 . 1 0
D O , 2 0 , K = 1 , 1 0 0
S M A R A Y = S M A R A Y + Z R A Y ( K )
I F ( ( S M A R A Y . G E . 0 . 0 ) , R E T U R N
S M A R A Y = - S M A R A Y
R E T U R N
E N D
    
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(3) This function subprogram also returns a value through one of its dummy arguments. Given the three sides of a triangle, it calculates the area and returns a value for the perimeter.

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SUM, =, S M A R A Y ( A R R A Y ) , + , S M A R A Y ( B R A Y )
DIMENSION, A R R A Y ( 1 0 0 ) , B R A Y ( 1 0 0 )
    
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The referencing program unit contains:

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FUNCTION, S M A R A Y ( Z R A Y )
DIMENSION, Z R A Y ( 1 0 0 )
S M A R A Y = 0 . 1 0
D O , 2 0 , K = 1 , 1 0 0
S M A R A Y = S M A R A Y + Z R A Y ( K )
I F ( ( S M A R A Y . G E . 0 . 0 ) , R E T U R N
S M A R A Y = - S M A R A Y
R E T U R N
E N D
    
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LABOUR CHANGES Fm 18/9/81

Seifsa finalises major changes to its labour policy in an attempt to meet the demands of black unions which have rejected the official bargaining system. Informed sources say Seifsa continues to favour the industrial council system but also supports a "decentralisation" of bargaining with representative unions and direct negotiation on the factory floor.

121



BLACK HOUSING

Home at Chromeville

Chromeville is one of the largest black housing projects yet developed by private enterprise. Nearing completion near Middelburg in the Transvaal, the R12m project, undertaken by Middelburg Steel & Alloys (MS & A), will provide accommodation for 3 000 people.

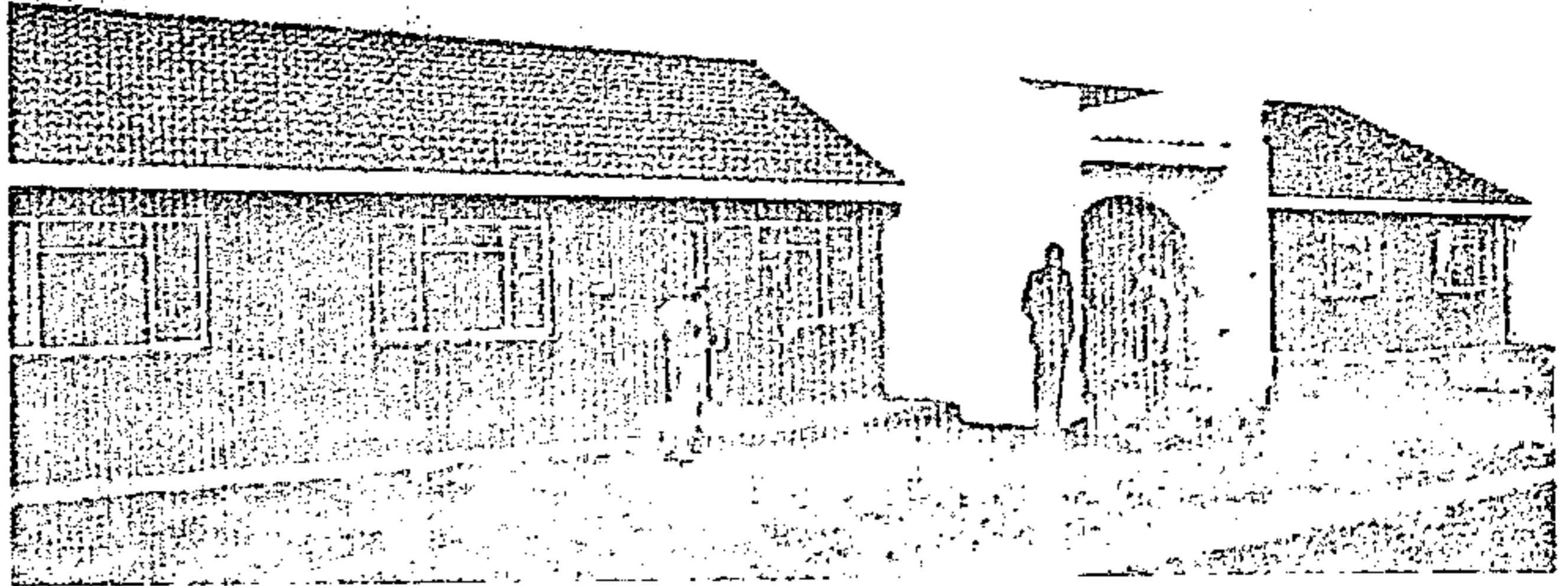
MS & A decided to embark on the project because of parent-company Barlow Rand's commitment to move away from all facets of discrimination in company policy — including housing policy. Although MS & A

has traditionally provided housing for white employees in Middelburg, both "single" (contract workers living on a single basis) and married black employees have been accommodated in the conventional township-type "matchbox" houses of Mhluzi township. MS & A has now committed itself to developing housing in Mhluzi equivalent to that provided for whites.

At present, there is a critical housing shortage in Mhluzi for married couples. In addition, the standard of housing for "single" employees is inadequate and does not conform to even the minimum standards set down by parent company Barlow Rand.

The housing MS & A is now providing for "single" men is a far cry from conventional compound or hostel concepts. All housing provided has been designed with the possibility of conversion to family housing at a later date. However, the design omits to provide facilities for visiting wives and families.

Sixty-five units for "single" persons are being built at a cost of R53 400 per unit. Each will house 24 men in 12 double bedrooms. The units are built in low, rambling, cottage-style and, in addition to the bedrooms, have a large living room equipped



MS & A housing ... a quantum leap in standards

with television, ablution facilities and a verandah. No cooking facilities are provided in the units but meals can be purchased in a restaurant-type canteen.

Housing provided for married employees is indistinguishable from that in any white middle-class suburb. Two grades of family housing are being provided at an average cost of R28 000 per unit. All houses have three bedrooms, built-in cupboards, separate lounge and dining room, fully equipped kitchens, separate bathrooms and toilets.

Although all employees are eligible for housing benefits, housing will be allocated on a points system with criteria such as length of service and seniority taken into account. The high cost of these units precludes most employees from purchasing them and they will be charged nominal rentals of R35 a month including electricity. However, in addition to this development, MS & A plans to develop stands in an adjacent area to be sold to employees when leasehold rights are available.

The existing scheme, located on a 35 ha site, has been designed as an integrated village with a balanced spread of community services such as churches, schools and recreation facilities. Open space has been liberally incorporated into the plan and a system of pedestrian walkways will offer safe and easy access throughout the development. A further R1m will be invested in the construction of a shopping complex and community facilities in 1982.

The township will be fully serviced with tarred roads, sewerage, water reticulation and electricity.

Blacks employed in Western Cape

382. Mr. P. A. MYBURGH asked the Minister of Co-operation and Development:

- (1) (a) How many Black persons are employed in (i) agriculture, (ii) industry and (iii) domestic service in each specified magisterial district in the Western Cape and (b) how many such persons are (i) migrant workers and (ii) permanent residents in terms of section 10 (1) (a) of the Blacks (Urban Areas) Consolidation Act;
- (2) What are the estimated average figures in respect of each such category for the preceding period of 10 years?

The MINISTER OF CO-OPERATION AND DEVELOPMENT:

- (1) (a)(i) to (iii) Figures are only available on a regional basis which are as follows:

Region	Agriculture	Industry	Domestic
Ashton	591	521	32
Cape Town	2 160	10 875	5 686
Ceres	1 172	596	33
Hermanus	3 620	616	313
Malmesbury	2 199	1 715	28
Paarl	420	2 673	66
Springbok	33	5	—
Stellenbosch	1 961	5 715	514
Worcester	780	84	—

- (b)(i) Transkei: Figures are only available in respect of migrant workers from the Transkei which are as follows:

Region	Agriculture	Industry	Domestic
Ashton	160	224	9
Cape Town	2 149	3 384	366
Ceres	609	365	—
Hermanus	2 854	453	187
Malmesbury	1 717	1 410	4
Paarl	210	1 037	3
Springbok	20	4	—
Stellenbosch	1 651	4 829	224
Worcester	656	64	—

- (1)(b)(i) (Ciskei), (ii) and (2) Figures are not readily available as it has not as yet been computerized and will take a considerable time to obtain if still needed.

SEIFSA GUIDELINES (181) (234)

New labour guidelines released by Seifsa affirm its opposition to negotiating with unions not on an industrial council.

FM 6/11/81

FM 6/11/81

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152 300 181

About 1 000 workers at the Dely plant in Durban lose their jobs after they refuse to resume work until their pensions are paid out. FM 6/11/81

Hans 10
9/10/81
Border area: manufacturing industry
*3. Mr. M. A. FARR asked the Minister
of Statistics:

What is the total annual salary and wage bill for the manufacturing industry in (a) the Border area (Region 0602) and (b) Ciskei (Region 1301)?

*The MINISTER OF MINERAL AND ENERGY AFFAIRS (for the Minister of Statistics):

(a) R61 504 000.

(b) R360 000.

Latest available information—1976 Census of Manufacturing.

Negotiation needed

As strike action by black workers over government's planned pensions legislation spreads, the Federated Chamber of Industries (FCI) has issued guidelines to its member chambers in an effort to defuse the mounting turmoil over the issue.

Labour unrest over government plans to enforce the preservation of pension benefits has spread to Natal where crushing has been halted at four of the five Hulett's sugar mills in the province.

The Durban Chamber of Commerce and the Natal Chamber of Industries recently proposed that the pensions legislation should be postponed for three to five years to allow industrialists time to explain its provisions to black workers. Amid growing concern among managements in Natal, Registrar of Financial Institutions Naas van Staden will meet a broad spectrum of the province's employers in Durban on Friday.

The FCI perceives that many black workers have a legitimate reason to be concerned because they see the compulsory transfer and preservation of pensions as depriving them of access to "savings" on which they can rely in times of unemployment. It emphasises the need for meaningful negotiations between managements and employee representatives over the issue.

It is opposed to a lengthy postponement of the implementation of the legislation and has issued guidelines which could help employers defuse unrest over pensions in the short term. It believes that employees should be offered a choice of:

- Remaining in the existing pension fund without being paid out.
- Resigning and claiming pension contributions, despite the attendant loss of long-term benefits.
- Agreeing to opt for a "savings fund" which would have similar benefits to a pension fund, but which would give workers the option of receiving a lump sum payment on resignation.

The FCI believes that these three options give employers the opportunity to defuse unrest in the short term through negotiation with employees. Once an accord has been reached in the short term, managements will be in a better position to achieve the long-term goal of convincing employees, through negotiation, of the advantages of preserving their pension benefits.

The issue is a complex one and to enable employers to have effective negotiations with their workers, it is likely that the Bill will have to be amended. Government appears to be amenable to the savings fund option, but the implications of this still have to be explored, including the tax implications.

Meanwhile, there have been charges that the misunderstanding over the Bill is the result of a lack of liaison between manage-

ments and workers. Hulett's group public relations manager Ron Phillips denies these accusations vigorously, saying "Nobody could have tried harder than we did to inform workers of the changes in our pension plan." He blames the government's sudden presentation of the Bill for the recent unrest. "There was no consultation with employers. Suddenly they sprang it on us," he claims.

Hulett's workers have asked the company to suspend pension deductions from their pay packets and refund all their contributions to date. This is in spite of assurances from the company that the money will be invested in a separate trust account until the provisions of the Bill can be clarified.

The strike, which has come at the height of the milling season, has caused cane to pile up at the company's idle mills. Efforts are being made to divert cane to other mills outside the Hulett's group for crushing. Phillips tells the *FM* that the company is not too concerned about the situation at this stage because production losses can be made up by simply extending the length of the crushing season.

Artisan routes

FM 23/10/81

181

A new artisan training agreement reached in the metal industries makes it possible for more blacks to enter skilled jobs.

The Steel and Engineering Industries Federation (Seifsa) and registered unions in the industries have ratified the agreement, which lays down new criteria for non-apprentices to become artisans.

During the past 20 years, through the journeyman recognition scheme, non-apprentices have been able to become artisans, but now these applicants need to have an agreed educational level and must pass trade tests before they can become artisans.

Both Seifsa and the registered unions concede that the agreement has tightened the criteria for workers to become artisans without first becoming apprentices, but they reject claims that this will result in blacks being kept out of skilled jobs.

"In fact, the effect will be quite the opposite," says Ben Nicholson, director of the Confederation of Metal and Building Unions. Without a clear commitment to maintaining standards, there would have been strong resistance from white artisans to the training of blacks — a problem which has retarded this training in the past.

"We have sounded out a lot of people and they have said they are willing to train blacks, providing the same standards apply to all," he says.

Nicholson is pleased that the old journeyman scheme is being phased out because it provided few incentives for training. Now each trade will decide at industrial council level on the minimum requirements needed for people to qualify and on the kind of training which will be given. New, sophisticated forms of training will be introduced, he says.

Claims that blacks will be hampered from becoming artisans through the new agreement arise from fears that because of deficiencies in black education, many will

not be able to meet the necessary educational requirements. However, both Seifsa and the unions say they will be placing greater emphasis on institutionalised training on a non-racial basis.

A Seifsa spokesman emphasises that the new training agreement should not be seen to be detracting from the normal apprenticeship route, which is still regarded by the vast majority of employers as the most important option. The new agreement does, however, place on a non-racial basis the way in which people can become artisans, if for some reason it is difficult for them to follow the apprenticeship route.

national boereorikes competition. His follow-up is *Haci Laet Waai*, and a spokesman for the recording company, EMI, said it was "selling well". Neels not only plays boeremusiek, but jazz and light country music as well, to which can be attributed his popularity in South Africa.

RESULTS OF OUR fun competition in Weekend Post tomorrow.

Labour leaders to fight layoffs in motor industry

By SANDRA SMITH
 DESPITE denials by the motor and component companies, labour leaders predict widespread layoffs in the industry this year — and unions have vowed to fight them.

Last week the Datsun and Sigma motor factories near Pretoria fired or laid-off excess labour — 850 workers at Sigma and an estimated 150 at Datsun. Layoffs have also been reported in the metal industries.

Further trimmings of workforces are expected as the downsizing in the economy occurs, and a major Fosatu union, the National Automobile and Allied Workers' Union (Naawu) has urged employers to use other methods of cutting production.

These include short time, where a company works a

shorter week and cuts all workers' wages instead of laying off staff, cutting overtime and slowing down production.

Naawu has also urged employers to negotiate re-trenchment with workers.

A union spokesman said this week many companies felt short time created worker resentment.

Union spokesmen interviewed tended to prefer a drop in workers' wages to a situation where the unemployment situation worsened by large numbers having no jobs at all.

The Naawu spokesman said in the event of layoffs becoming inevitable, the union wanted one month's notice so negotiations could start on how layoffs would occur.

Naawu also wanted an objective standard for choosing who would go. The union preferred the method

whereby a worker's length of service was the only standard.

A spokesman for the Motor and Component Workers' Union of South Africa (Macwusa) said the union also preferred short time to layoffs, and urged management to discuss the issue with them.

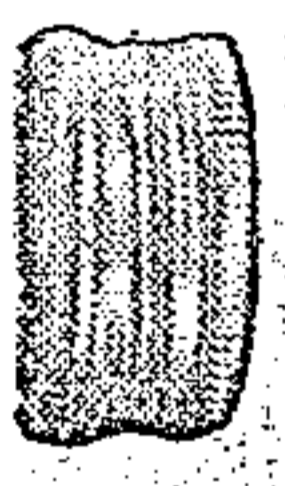
A spokesman for the General Workers' Union, mainly operative among stevedores in the Eastern Cape, said the present situation was one of tremendous economic hardship for workers and a volatile political climate.

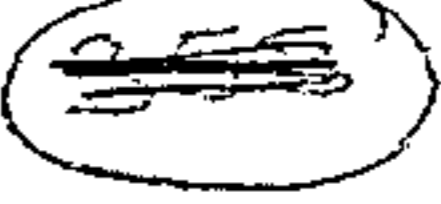
In the event of layoffs at Volkswagen, Ford and General Motors, workers would receive a Supplementary Unemployment Benefit Fund bonus in terms of an Industrial Council agreement which came into operation in 1979.



AWM Police officers do it's a fair cop. More

Play Weekly
Insportmarket
 HUNTERS RETREAT





No wage demand dow

Managements hoping that union pay demands will be modest this year because of fears of lay-offs, due to economic contraction, might be in for a rude awakening.

The message coming from the shopfloor in several industries is that workers are going to insist on substantial pay increases, even if some union leaders doubt the wisdom of pressing managements too hard at this stage. Workers have already started putting on pressure. For example, work stoppages have occurred in the garment and metal industries on the very eve of wage negotiations.

Dr Anna Scheepers, president of the Trade Union Council of SA (Tucsa), warns that wage negotiations will be "very, very tough this year." In industries such as the garment industry, where there have not been layoffs, workers believe they are entitled to substantial increases, she says. These employees are not concerned about the possibility of a recession and believe it is the duty of employers to compensate them for inflation.

Garment industry employers this year face demands that would be daunting in even a boom year. Unions want a 50% across-the-board wage increase, an annual holiday bonus equal to two weeks' wages, equal pay for men and women, and some other benefits.

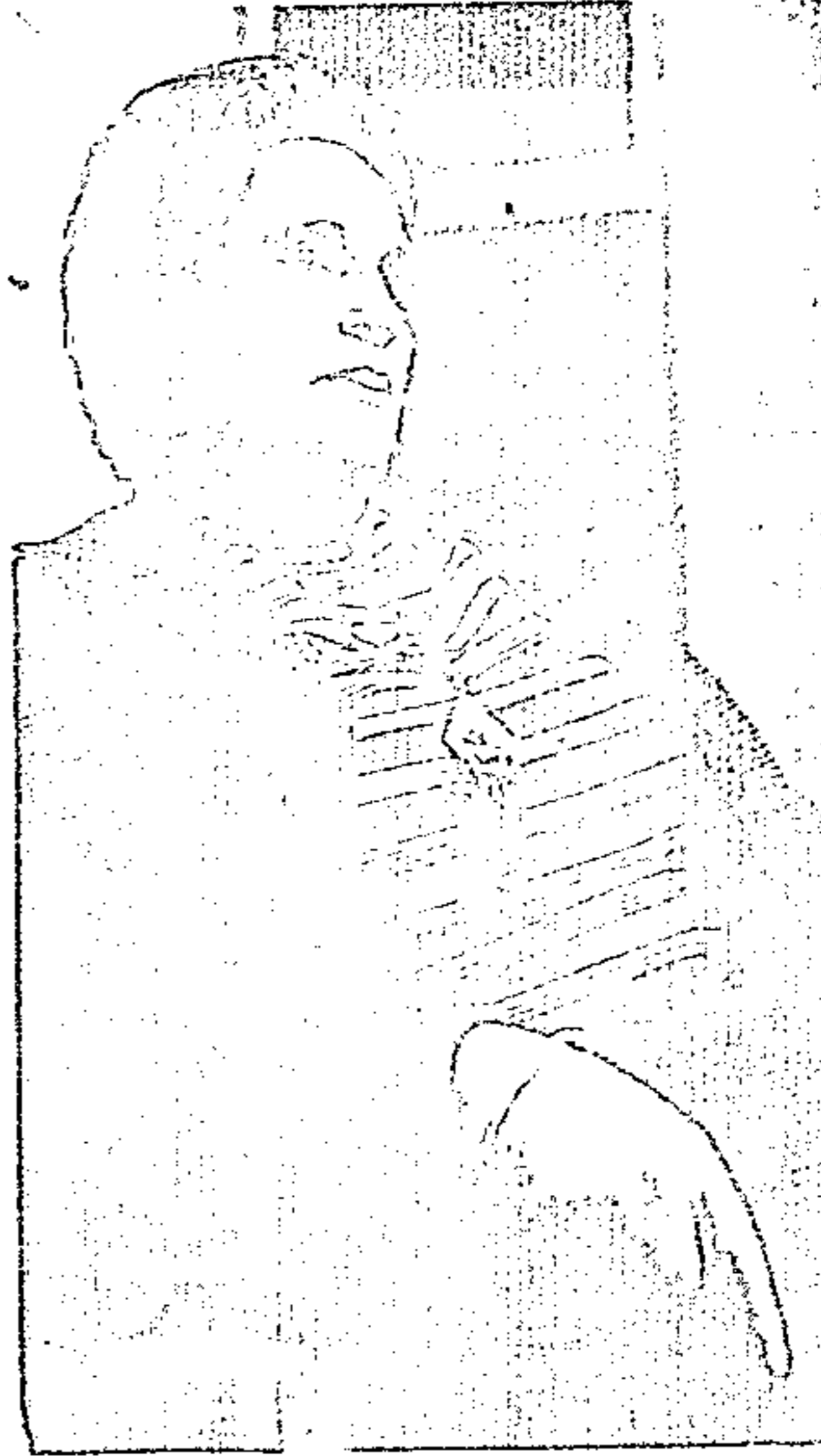
Scheepers emphasises her commitment to avoiding confrontation with managements or unions breaking agreements with them. But she warns that there could be an increasing number of applications for legal strikes or arbitration.

Talks deadlocked

Pay negotiations in the metal industries, which cover more than 400 000 workers, are deadlocked. Unions are demanding that legal minimum wages be raised to R2 an hour this year — almost double the present minimum. At talks this week they rejected the employers' pay offer. Negotiations will continue next month.

An important feature of this year's talks is that three unions, which do not belong to the metal industries industrial council, have accepted an invitation to take part. They are the Black Allied Workers' Union, the Engineering and Allied Workers' Union, and the Eastern Province General Workers' Union.

The Metal and Allied Workers' Union (Mawu) has, however, refused to participate in the negotiations because it is opposed to the industrial council system. An affiliate of the Federation of SA Trade Unions (Fosatu), Mawu grew rapidly last year and now has branches in most major



Tucsa's Scheepers ... "a tough year"

centres. By the end of the year it had about 23 000 members — almost double its membership at the end of 1980. It is therefore an open question whether a wage agreement reached without Mawu's participation will result in labour peace. Some observers doubt that it will, but say it is significant that the R2 an hour the metal industry unions are demanding is a much-publicised Fosatu target.

Negotiation holds the key

In labour matters, conventional wisdom is that unions try to boost wages during a boom, while in times of recession they become more concerned about job security. Employers in some important industries can therefore be excused for being startled by wage demands confronting them this year.

Many have hoped for modest demands from labour. After all, profits are going to drop as the economy slows down. In addition, foreign markets remain depressed and this year companies have to contend with a tax increase.

Despite this, wage increases ranging from 50% to 100% are being demanded by unions in the metal, clothing and laundry industries and sections of the motor and chemical industries. In many cases, the gap between what unions want and what employers are offering is alarmingly wide. Even in the mining industry, where unions' demands are modest compared with those in several other sectors, the gap is substantial. Unions want a 15% increase (down one percentage point from their initial demand) while employers have indicated that they will agree to a 5% pay rise (up two points from their original offer).

During the past week disputes have been declared by registered unions in both the mining and the metal industries — the first step in the process which can lead to legal strikes. There is no denying the seriousness of this impasse in the two largest industries in SA, other than agriculture.

The deadlock in the mining industry involves eight unions affiliated to the Council of Mining Unions (CMU), which essentially represents the interests of white miners. While unions try to achieve wage increases which counter the effects of a 15,2% inflation rate for last year, mining houses point to the fact that gold has been selling at less than \$350 an ounce for most of this year.

Unionists have dismissed the employers' offer as "absurd." Employers, on the other hand, believe that the unions must face economic realities. Sharply declining earnings of gold mines and rising costs mean that there is less money available for wage increases.

There are, however, important differences between this dispute and what is happening elsewhere. It is now three years since government granted trade union rights to blacks. While only a very small number of blacks belong to mining unions, many have been unionised in other industries. Where in the past blacks had little direct say in wage negotiations in these industries, they are now making their presence felt — and the result is discomfiting for employers and even some unionists.

There are a number of related factors behind these wage demands:

□ The sharp rise in the cost of living in the past year. In most parts of SA the household subsistence level (HSL) for blacks (one measure of the minimum needed by a black family) has risen faster than the consumer price index. The University of Port Eliza-

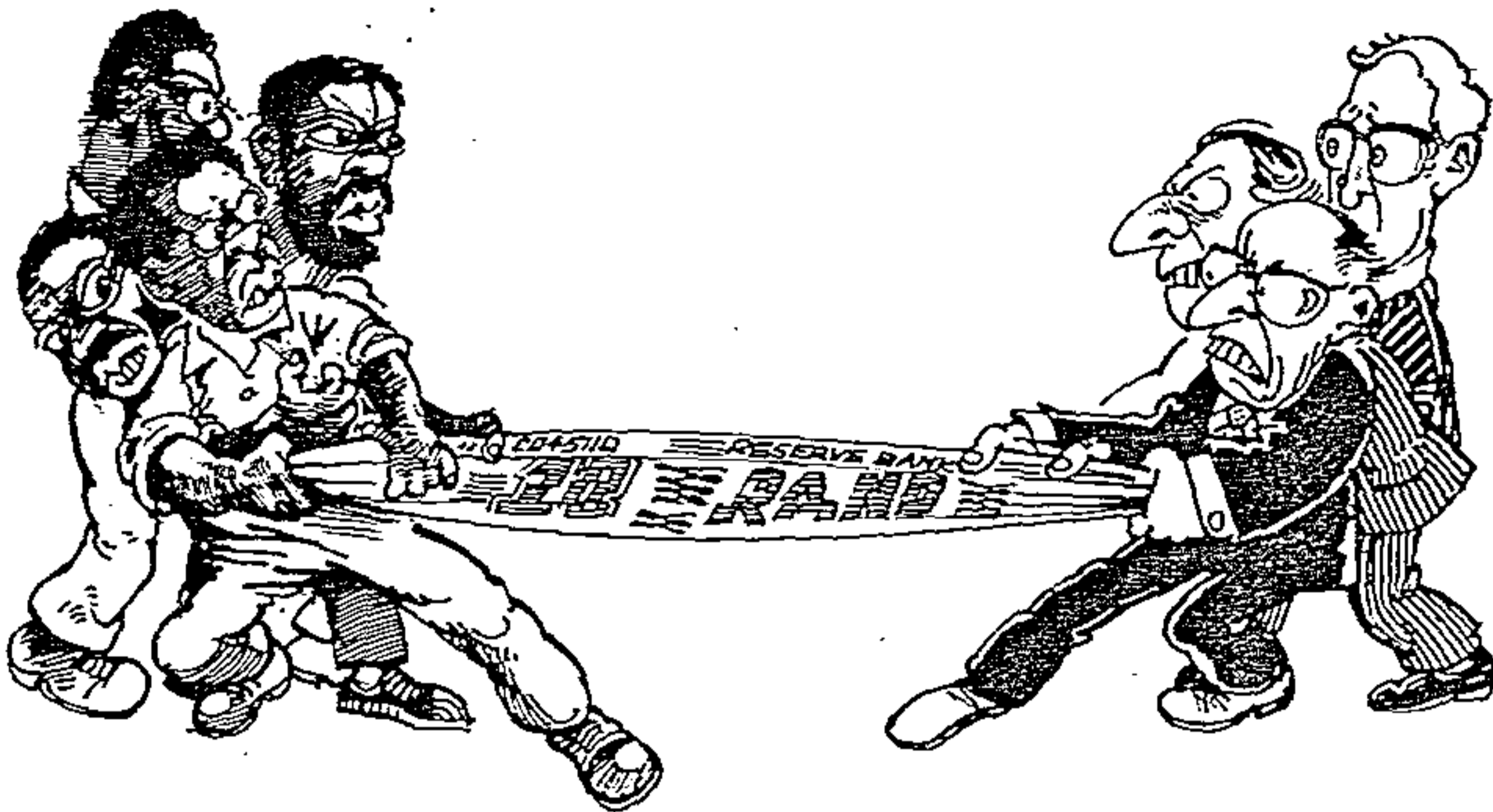
beth's Institute for Planning Research has found that the HSL for many blacks on the East Rand, for example, has risen by about 20% in the past year. The average increase for major urban centres during the past year is the highest recorded for a 12-month period since the start of the institute's surveys 10 years ago.

□ Demands to close the large wage gap between skilled and unskilled workers. A respected industrial relations practitioner estimates that in many SA industries, for every rand an unskilled worker earns, a skilled worker — an artisan — earns between R5 and R7, and sometimes even more. In Europe this ratio is more realistic, ranging between 1:2 to 1:3. At the other end of the scale, the ratio in the troubled US motor industry is 1:1,5 — something which obviously does little to encourage skills training and productivity.

He points out that closing this gap in SA is not going to be easy. The shortage of skilled labour during the past boom has resulted in high wages for artisans, and because there is still a strong demand for these skilled workers, their wages will continue to rise. The demand for unskilled labour remains comparatively slack.

To a great extent, employers are suffering the consequences of government policies which for many years prevented or discouraged blacks from entering skilled occupations. "The only way we are going to close the gap is through training, training and more training," he says.

Cont →



Training is, however, a long-term solution to the problem. In the meanwhile, some employers face high demands. For example, the National Automobile & Allied Workers' Union (Naawu) has proposed that minimum wages be increased by up to 75% as a starting point for negotiations between the unions and employers.

□ Black workers' ignorance of economic realities. Some veteran trade unionists are having a torrid time convincing black workers that a demand for a drastic wage increase is unreasonable in a period when the economy is entering a period of contraction. "They know nothing about economics," declares one. "But they are feeling the effects of inflation and when they hear that the company they work for has made good profits they get angry. Some are so desperate that even when they are warned that high wage increases can cause unemployment, they don't seem to care."

A recent survey of attitudes to labour relations by the University of Natal's Economic Research Unit has revealed that only 22% of unions believe there is a trade-off between rising wage rates and job creation.

□ Intense rivalry between unions. New black and multiracial unions are growing at a phenomenal rate and are penetrating industries traditionally occupied by established unions. High wage demands are a

strong attraction to workers being wooed by competing unions.

A fascinating example of this is to be found in the current conflict in the metal industries, which employ about 450 000 people. A vigorous newcomer, the Metal & Allied Workers' Union (Mawu), has been responsible for numerous stoppages in the East Rand metal industry during the past year. An affiliate of the Federation of SA Trade Unions (Fosatu), its membership doubled to 24 000 last year. It refuses to take part in wage negotiations at industrial council (IC) level, preferring plant-level bargaining.

This year the established unions in the metal industries invited Mawu and other unregistered unions to attend the IC wage negotiations. Mawu turned down the invitation. When the established unions met employers they demanded that a R2 an hour minimum be implemented by the end of the year. The present minimum is R1,13 an hour. The demand startled employers, but it is interesting to note that a R2 an hour minimum wage is a widely publicised Fosatu goal.

Employers, represented by the Steel & Engineering Industries Federation of SA (Seifsa), have offered a 25c across-the-board increase. However, this has been rejected by the unions, which have declared a dispute.

Can the official dispute-settling mechanisms resolve the conflict in the mining and metals industries? The procedure is the following: The party which declares the dispute has to ask the Minister of Manpower to appoint a conciliation board. If the Minister refuses to appoint a board, the next step is for the union members to vote on whether to strike. If a board is appointed, it tries to achieve a reconciliation between the parties. Should it not achieve this, the unions still have the option to hold a strike ballot.

This procedure has been effective in defusing some disputes in the past. However, it has not been particularly successful in the mining industry. It has worked best as a forum in sectors where there is a low level of union activity. When it is used to settle a dispute involving well organised white workers it can, in the words of one observer, merely result in a "rerun of the same issues and actors" who were involved in the original negotiations.

Neither mining and metals industries employers nor the unionists doubt that tough bargaining lies ahead.

Will employers in other industries where high demands are being made be able to reach an accord with union leaders? Although some employers are alarmed by the size of the demands and fear that workers' expectations are unrealistically high, some observers are optimistic.

Professor Blackie Swart, of the University of Stellenbosch's Institute for Industrial Relations, says he has participated in negotiations where large demands have been considerably modified. Indeed, there are indications that Naawu, for example, is willing to discuss the possibility of its 75% wage increase being phased in over a fairly lengthy period.

There are several other observers who believe that unions may be willing to compromise, providing employers show they are committed to a policy of upgrading black wages as fast as possible. One must not confuse an initial demand in a negotiation with what will be an acceptable settlement, says industrial relations consultant Andrew Levy. Now that black labour begins to make its voice heard, he believes that, for the first time, negotiation is becoming a meaningful exercise in SA.

Holidays are cut this year

CAPE TIMES 6/7/82

(181) By GORDON KLING

THE CHRISTMAS holidays have been officially cancelled this year and the New Year break trimmed to a single day, in the gloomiest combination of dates that could possibly befall the festive season.

But there are some breaks for those employed in industry, and building workers stand to gain.

Sympathetic bosses who try to help will be up against the Public Holidays Amendment Act of 1980, which says holidays falling on a Sunday are not automatically to be carried forward to Monday.

Combine that with December 25 and January 1 falling on Saturdays and you've lost some holiday time.

Notes the Cape Chamber of Industries in a recent bulletin: "Of particular interest is the official disappearance this year of the Christmas holidays."

Even Kruger Day, October 10, falls on a Sunday and many of the work-weary will not automatically get the 11th off since it is not a public holiday in terms of the Factories Act, although various Industrial Council agreements do treat it as a paid holiday.

That Cape institution, "Tweede Nuwejaar", is definitely not a public holiday in terms of the Public Holidays Act, but just about everybody will still get it. Under the Cape Provincial Shop Hours Ordinance, local authorities may issue orders for closing shops on January 2, or on the 3rd when the 2nd falls on a Sunday, and the Cape Town City Council has already ruled that January 3 next year will be a compulsory closing day.

Mixed canteens prove successful

ARGUS - 15/6/82

~~121~~ (181)

Consumer Reporter AN increasing number of local firms are switching to racially mixed works canteens and staff dining rooms — and there have been no problems, Mr W Malzer, regional manager of a national catering firm, told The Argus.

ing is done by Fedics now had multiracial canteens. "They are mostly firms with overseas connections," he said. "They include insurance firms and engineering and clothing factories. "Their canteens are fully integrated and there have been no hassles. "Multiracial canteens are very much the trend today, particularly where firms are re-designing their catering facilities. "It is very much cheaper in terms of service and space to have one canteen for all races. "Space in a building costs money, particularly today." Mr Malzer was commenting on an interview with Mr David Wigley, managing director of Fedics, published in the current issue of the trade magazine Hotelier and Caterer. Mr Wigley said that companies moving towards multiracial canteens were generally "pleasantly surprised with the lack of problems they experience."

201 18/8/83 (181) (181)

Glass plants recognise union

Labour Correspondent

THE Chemical Workers Industrial Union, a member of the Federation of South African Trade Unions, has won recognition from three plants in the Plate Glass group in various parts of the country, a union statement announced yesterday.

According to the statement, the three companies are Plate Glass in Germiston and the Shatterprufe Safety Glass plants in Pretoria and Port Elizabeth.

According to the CWIU, workers at the Port Eliza-

beth plant were previously represented by Tucsas Glass Workers Union but resigned and joined CWIU when "they heard about (CWIU's) progress in glass factories in the Transvaal".

Comment from Plate Glass could not be obtained yesterday as the group's executive in charge of industrial relations was not available.

According to the union, all three agreements accord the union full recognition, including full collective bargaining

rights on wages and working conditions.

CWIU says the Plate Glass agreements are the first it has won in the glass industry since it merged with the Glass and Allied Workers Union, another Fosatu union, late last year.

Besides wage bargaining rights, the agreements also cover recognition of shop stewards, access for organisers, stop order facilities, and procedures for handling grievances, discipline, retrenchment and disputes, according to CWIU.

Star 1/9/83

14 workers lose jobs after protest

Labour Reporter

Fourteen workers at International Metal and Machineries Enterprises in Johannesburg are today without jobs as the result of a "misunderstanding" with management.

The workers, some of whom had been with the company more than 15 years, allege they were dismissed after protesting that they had not received increases they had been promised.

One of the workers said they had been put on four-day week since May, with reduced wages. Management had promised that after two months a five-day week would be re-introduced and wages re-adjusted. "When we asked what was happening we were told that we would be working a five-day week but there would be no increases. Management told us if we did not like it we should get out."

A spokesman for the company said: "We explained to them that we could not afford increases as well as a five-day week. One was upset and said he would resign. The managing director said that those who wanted to resign could do so, and the lot walked out."

in

Mercury 9/8/84 181

Asbestos 'no threat in Natal'

Mercury Reporter

NATAL factories which use asbestos in manufacturing processes observe stringent safeguards to ensure the safety of their workers.

A spokesman for the Department of Manpower in Durban says many factories have taken extra measures to ensure complete safety.

'All machines involved in the processing of asbestos have to be completely covered, dust filters are used and doctors keep a constant check on the health of all workers', he said.

'We test conditions in factories throughout Natal every six months and watch them carefully.

'The only cases we have had of people contracting asbestos-related diseases

are people who have worked in mines or in old factories a long time before the regulations were brought into operation.'

The Chief of National Air Pollution, Mr R Lloyd, said yesterday it was highly unlikely there were any asbestos fibres in the air in Natal.

'It is not mined anywhere in Natal and the controls on industry are very stringent. The only other possibility would be from the brake linings of cars,' he said.

Diseases

He added that a recent survey in Johannesburg had shown that the level of asbestos fibres in the air, as a result of car brake linings, was 'minimal'.

An intensive study carried out recently established that asbestos was potentially harmful if inhaled over several years and — in very exceptional cases — over a shorter period.

Diseases such as asbestosis, lung cancer and mesothelioma (a form of peritoneum or pleura cancer) were found in persons — depending on their individual vulnerability — who had been exposed to asbestos fibres and dust.

It said proper handling and transportation of fibre-cement products (such as heaters, flower pots and oven linings) would not pose any danger as no respirable dust would be released.

Industry bears jobless brunt

RBM 18/10/84

181

NEGATIVE real economic growth last year resulted in many more jobless, says the National Manpower Commission.

About 86 000 (1,7%) fewer people were employed in the non-agricultural sectors in 1983 than in 1982, the chairman, Dr Hennie Reynders, adds in the organisation's annual report.

Although most sectors had decreases in employment the government, insurance and electricity sectors took on more people.

In manufacturing 81 700 jobs were lost.

It is worth noting that the manufacturing, construction, transport, communication and commerce sectors which were responsible for increases in employment in 1981-82, showed relatively sharp decreases in 1982/83, and that employment in the Government and services sectors showed a sustained increases."

All branches of manufacturing had large absolute and percentage employment decreases, with the exception of the liquor and tobacco

industries, which showed small increases.

The largest jobs decrease was in basic metals (13 500), motor vehicles and transport equipment (10 100) and textiles (9 300).

Toward the end of last year there were signs of smaller decreases.

The number of registered unemployed whites, coloureds and Asians rose by 9,9% in the 12 months to October 1983, while a downward trend in unemployment started in May 1983, although it was still relatively high.

The number of registered unemployed whites was 25% higher in October 1983 than in the same month in 1982.

The report said the number of registered black work-seekers was not an accurate reflection of the unemployment situation among blacks.

"It is interesting to note the number of registered unemployed blacks is less than 10% of the number of those unemployed according to the Current Population Survey."

The number of unemployed blacks rose from 455 000 in November 1982 to 456 000 in November last year.

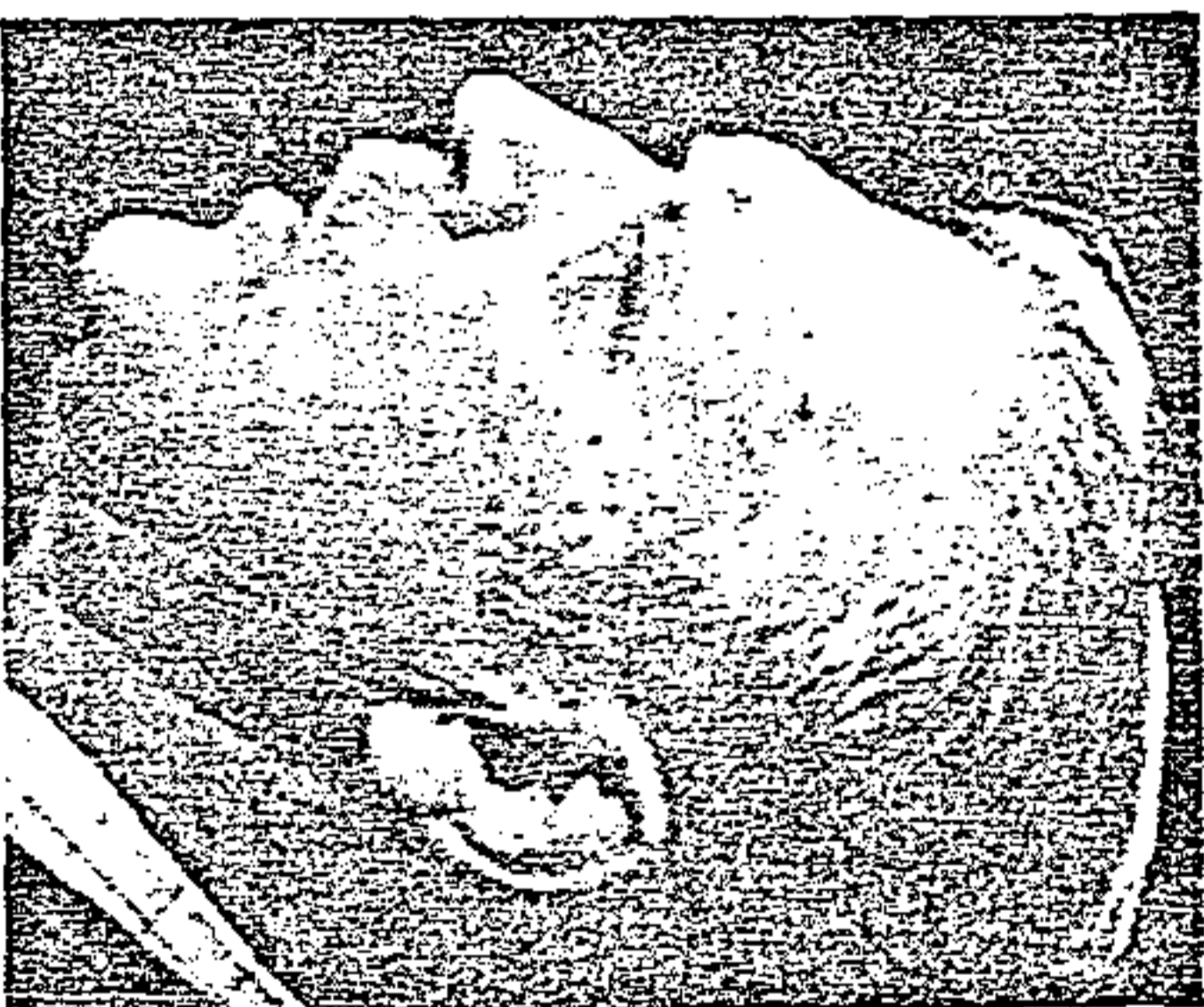
"It would appear, at least in as far as this trend is influenced by the business cycle, that the turning point of the economic cycle has been reached and that a further improvement in the unemployment situation can be expected."

Dr Reynders drew attention to the employment creation strategy announced by the Government last year.

"More specifically, it should be mentioned that from a policy viewpoint it is of the utmost importance to remember that the unemployment problem is to a certain degree a structural phenomenon.

"This means that unemployment in the long term can only be overcome through structural adjustments to the economy."

Apart from the employment creation strategy, this matter was already receiving attention in various ways, one being the expansion



HENNIE REYNDERS... manufacturing is the hardest hit.

sion of the formal and informal small business sectors.

Others were the introduction of schemes for the training of work-seekers, and the introduction of incentives on a regional basis to stimulate the development of certain depressed areas. — Sapa.

Jobs policy

'costs SA

billions'

28/10/84 S. Staw

Malcolm Fothergill

PRETORIA'S policy of discouraging employment creation is costing the country billions of rands.

The Government is deliberately keeping up the price of industrial land in the metropolitan areas and discouraging the creation of new jobs, claim three researchers from the University of the Witwatersrand.

They say the reason is the Government's commitment to apartheid.

The researchers — Dr R Tomlinson of the Wits department of town and regional planning, Mr M Addleson of the Graduate School of Business Administration and Mr F Pretorius of the department of quantity surveying — say the purpose of the Government's industrial decentralisation policies is to increase the proportion of black workers who can live in the homelands.

"The Government has argued that the social costs of more rapid urbanisation exceed the private benefits to recent migrants, and hence that a decentralisation policy is desirable.

"But the literature, as illustrated by World Bank reports, rejects such a position.

"Another popular view is that the rural poor are better off than the urban poor, but this is definitely not the case.

"The Government, via frequent public comment and also via official documents, has also claimed that the cities are becoming 'too large'.

"Here too the literature is sceptical, and the claim was refuted more than a decade ago."

The researchers say the Environment Planning Amendment Act of 1977 is being used to limit the supply of industrial land in the metropolitan areas, to drive up the price of such land and thus to cause industrialists to seek land elsewhere.

"An indication of the effects of the policy as regards the price of

industrial land is the fact that industrial land in Atlanta, Georgia, a city which has a similar industrial structure and size to Johannesburg, apparently costs one tenth that of Johannesburg."

Hundreds of thousands of jobs have been lost because of Government action, the researchers say.

"In 1969, for example, the Minister of Labour claimed that through controls on the zoning of industrial land and restrictions on the use of that land, the creation of a further 220 000 jobs was foregone.

"...The Government has chosen to actively discourage employment creation in a country with high levels of unemployment."

The cost to the country runs into billions of rands, the researchers say.

As one researcher pointed out last year, the loss by the Transport Services in 1983 of R750 million was caused largely by the subsidised transport of black labour from uneconomic residential sites.

Decentralisation Board spending cost South Africa R13,19 million in 1975 and increased steadily to R110,9 million in 1982/83 and R162,2 million in 1983/84.

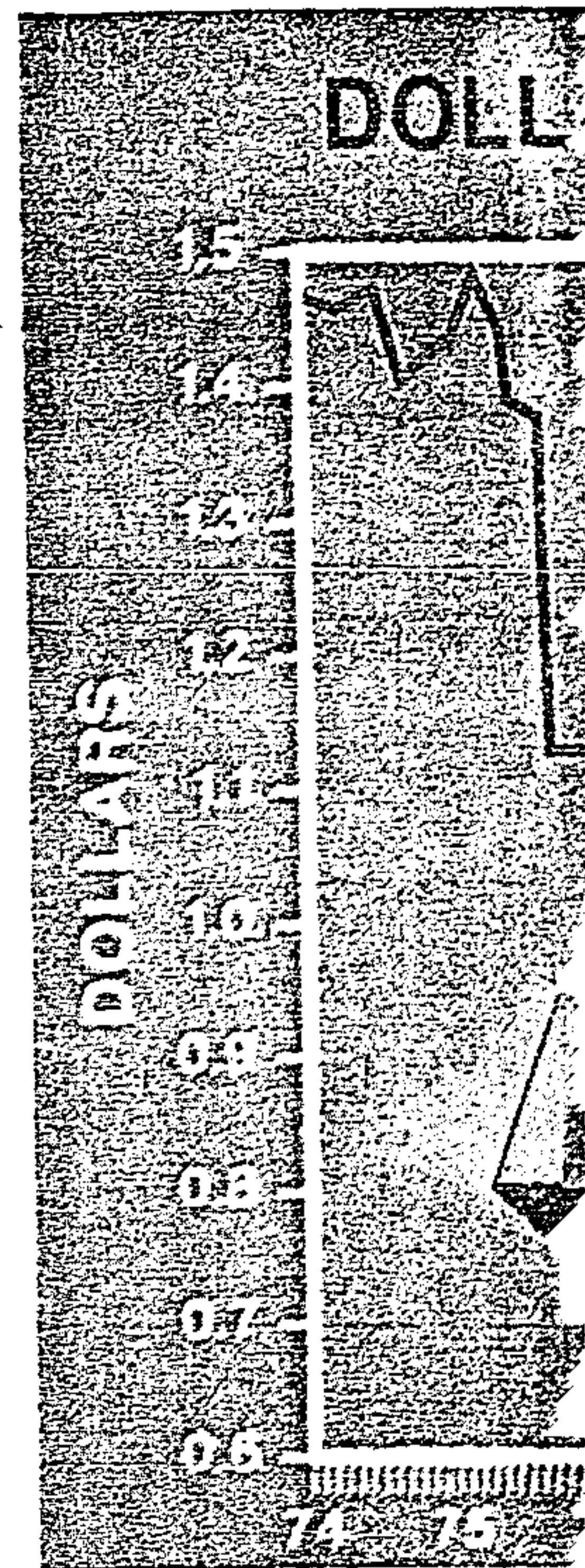
"The bill... is exorbitant.

"The duplication of bureaucracies such as in the north-eastern Transvaal — Venda, Lebowa, Gazankulu, KaNgwane, the provincial administrations — and the retention of the black population in the rural areas creates a need for aid (that is) rapidly growing, and currently exceeding R2 billion a year."

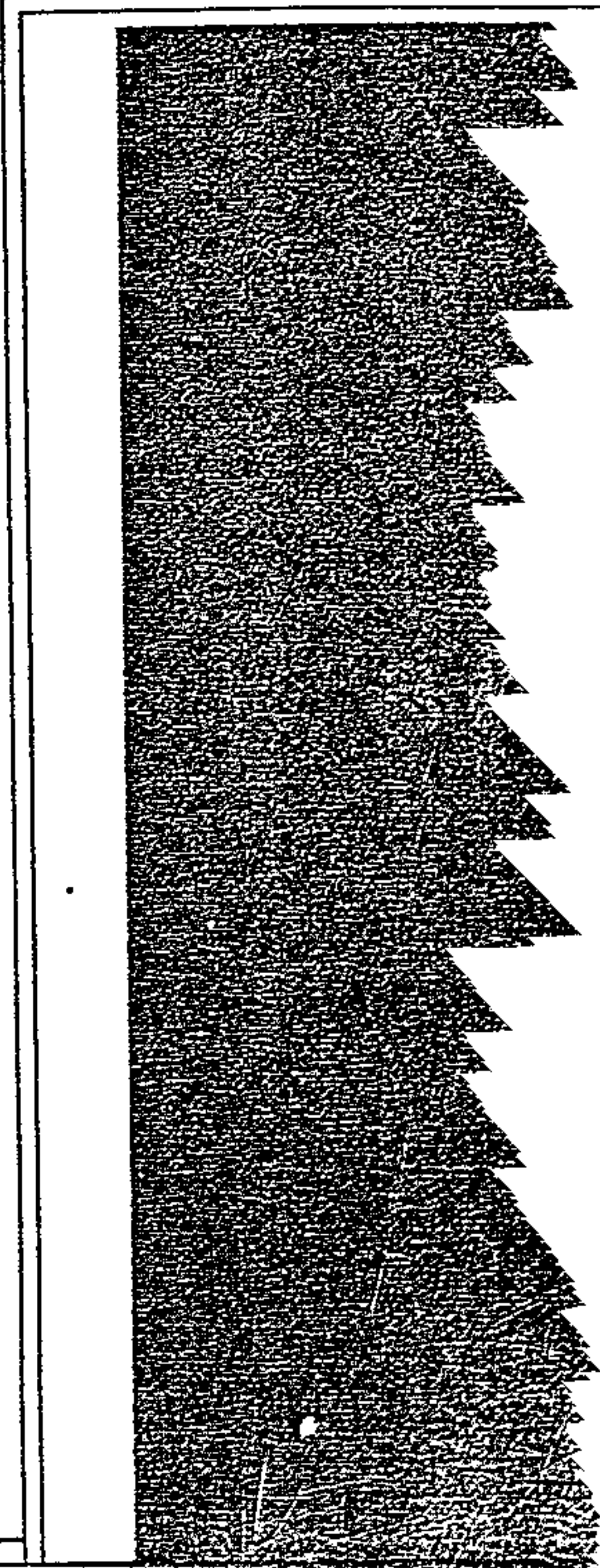
The new relationship between Government and capital "reflects the Prime Minister's shift in constituencies, most obviously away from the Afrikaner right wing.

"But it also appears to represent private sector involvement in and commitment to the new forms of implementing apartheid.

"...The private sector is no longer supporting a liberal facade, one distant from the politics of apartheid. It is immersed in it."



The rand's precipitate slide as (compiled by JD Anderson & 1980. The mild advance prior strength of the gold price at



181
RBM 21/2/85

Homes hot but work cooler

MUCH of Alrode's labour is drawn from the black townships of Katilehong and Tokoza and, in view of recent developments in the East Rand townships, industry can consider itself fortunate to have escaped the side-effects.

Since September, these and other townships have been wracked by public violence originating in residents' grievances over, among other things, sharp and continual increases in rent and service levies.

Serving as backdrops to the violence have been political resistance to the creation of municipalities in these townships — which most residents rejected through stayaways from the polls, and the effects of deepening recession in which many workers have lost jobs.

Alrode has been hit by two major one-day stayaways by workers in the months since violence broke out last September: the first reduced the workforce by about 75% and caused noticeable industrial slowdowns on the day; the second had considerably less impact. Ultimately, the long-term effect was negligible.

The greater danger would be strike action, but this is a diminishing threat particularly in view of the recession. The black communities from which Alrode's workers are drawn have been mobilised into protest and action against the civic authorities, but this has not spilled over into concerted industrial action because jobs are at greater risk in the present economic climate.

There are pressing demands for the upgrading of township infrastructure — Katilehong and Tokoza need better housing, roads, electricity and other essential services as a prerequisite for improvements in the quality of life of their residents.

It is clear that, while there is a measure of co-operation between industry and the townships, more may be required of industry if it is to achieve a relationship with its black workers based on inherently more stable factors than simply recession and

establishment by Government of the planned regional services councils, which will be responsible for providing metropolitan services. This would be financed by levies on company turnovers and numbers of employees, with resources being allocated to areas on the basis of needs.

Katilehong's outgoing mayor, Mr Alfred Khumalo, said his council's intention to develop closer relationships with Alberton and Alrode was being held up as all parties waited for the implementation of the regional service councils.

So far, contact between Katilehong and Alberton has been limited to infrequent consultations on, for example, transport links between Katilehong and Alrode.

On the other hand, Mr Khumalo said, Katilehong had developed a good working relationship with the Germiston Industries Association; the two bodies met regularly to discuss questions of labour, accommodation, township rentals and other factors which affected the black workforce.

Historically, Katilehong has always had closer ties with Germiston, even though Alrode is on its western boundary — literally over the road. Mr Khumalo said it would be most helpful if a similar relationship could be developed with the Alberton Industries Association.

"It makes sense, Katilehong, Germiston, Wadeville, Tokoza, Alberton, Alrode — we all belong together," Mr Khumalo said.

Katilehong is one of the oldest and largest black residential areas on the East Rand. A conservative estimate of its population is about 235 000; it has about 18 500 houses and twice the number of shacks; electrification plans are well advanced; but residents are unhappy about the township's cleanliness, and have already forced the council to postpone rent increases.

Tokoza, with a population of about 65 000, is in a relatively more advantageous position vis a vis Alrode. The township was administered by Alberton until 1973 when an administration board took over until the township was proclaimed a

two towns is more extensive than that between Alberton and Katilehong.

The Alberton Industries Association meets regularly with representatives of the Tokoza Town Council. Projects under discussion include the purchase of houses for employees and assistance in the provision of more housing and recreational facilities. So far there are about 4 700 houses in the township.

The Council hopes for example, that the AIA will support residents in the rebuilding of the town hall which was burnt down during the 1976 riots.

Individual AIA members have also given a measure of support to schools in Tokoza. In general, Tokoza could do with even greater input from its neighbouring industrial employers, and has placed its hopes in the regional services councils as at least one mechanism to achieve this. Officials recognise, however, that the economic climate hardly favours greater industrial contributions at this stage.

While the Tokoza Council has met with opposition from residents in a degree similar to that experienced in other East Rand townships, labour relations with Alrode remain relatively stable.

The recent stayaways have not formed part of any pattern in labour relations; economic pressures are sufficient to persuade workers that other forms of industrial action would be impractical, at least for now.

Mr Stan Savage, chairman of the AIA, said the fact that Alrode had a good mix of industries was likely to keep employment as high as could be expected, given the recession. Which bodes better, if not well, for Katilehong and Tokoza.

The AIA is debating the question of further links with Tokoza but opinion is divided on how this should be achieved. The AIA does not, however, see this as one of its primary responsibilities, believing that good labour relations are the onus of individual companies.

The future of relations between labour



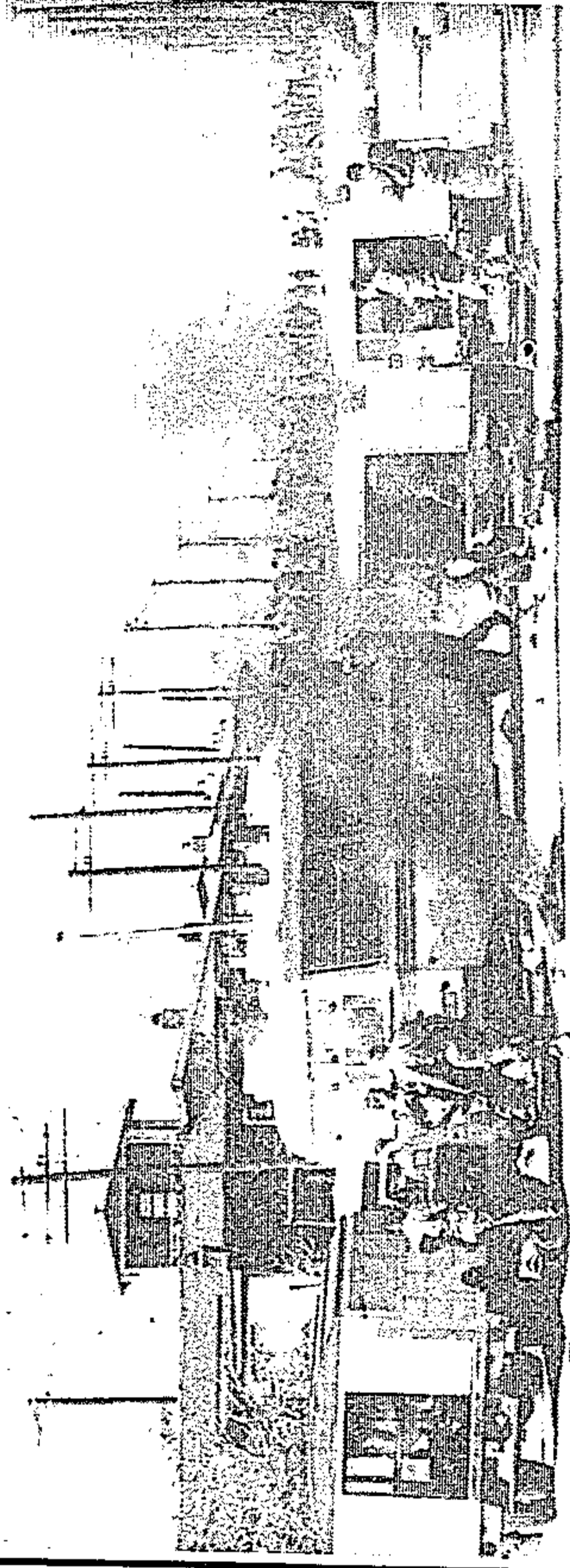
ALFRED KHUMALO... his hopes for closer relations are being held up.

This process may well begin with the

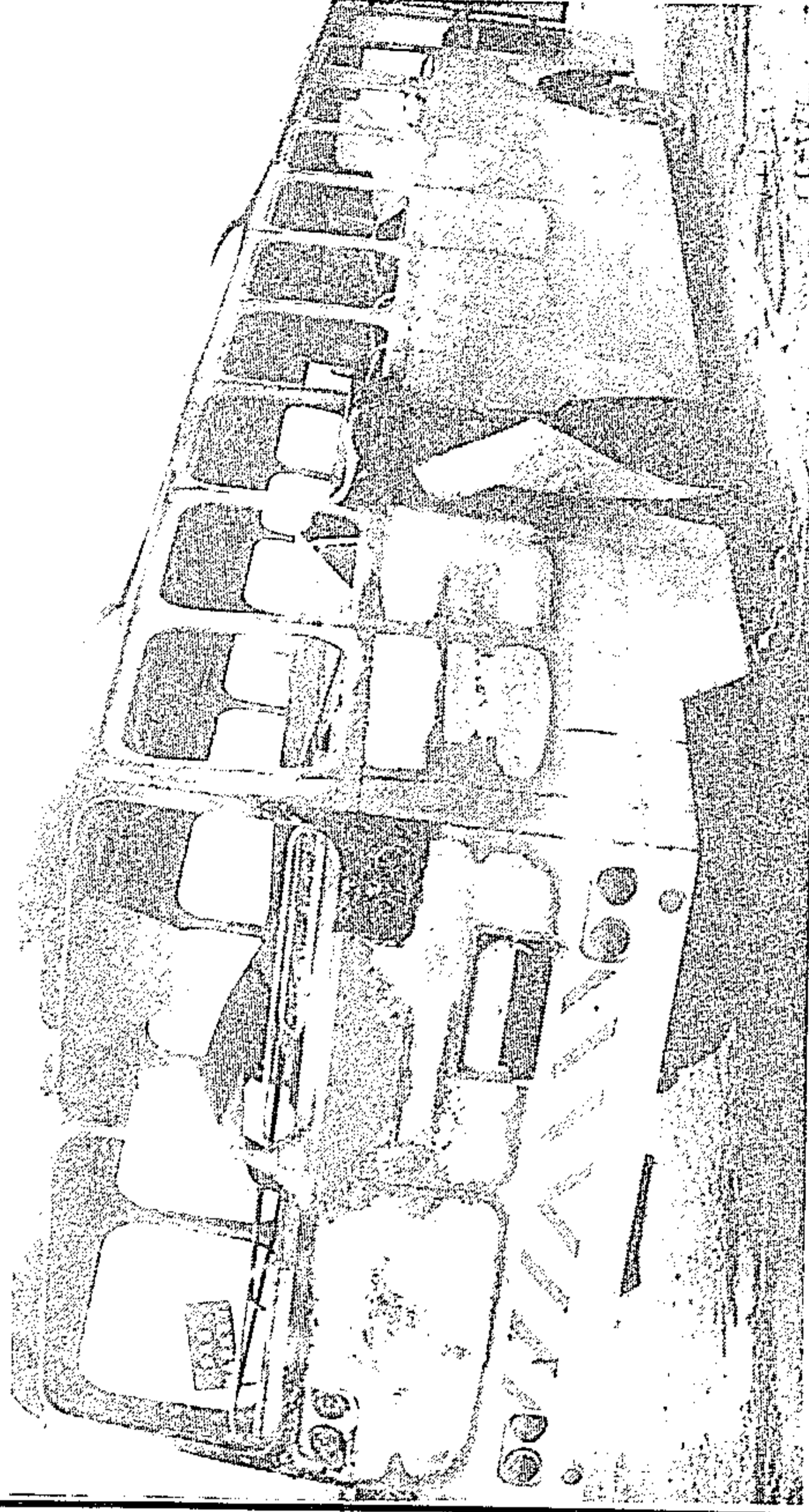
injury-fledged municipality.

As such, the relationship between the

velopment of a cohesive and comprehensive strategy -- to the benefit of all parties.



A typical scene of street violence during the disturbances on the East Rand late last year. Stones litter the street and police take cover behind their vehicles as residents vent their anger beyond.



The shell of a burnt-out bus, set alight by angry mobs in Kattlehong at the height of the October violence.

The MINISTER OF FINANCE:

- (1) Nil.
- (2) Falls away.

Heum and Q. 601. 1563

900. Mrs H SUZMAN asked the Minister of Law and order:

How many persons in possession of South African reference books were arrested by the South African Police on suspicion of being illegal immigrants in each month from 1 January 1984 up to the latest specified month for which figures are available?

The MINISTER OF LAW AND ORDER:

January	1984—	30
February	1984—	19
March	1984—	22
April	1984—	31
May	1984—	58
June	1984—	39
July	1984—	54
August	1984—	43
September	1984—	34
October	1984—	34
November	1984—	33
December	1984—	263
January	1985—	180
February	1985—	102
March	1985—	69
April	1985—	43

Reference books/influx control

903. Mr E K MOORCROFT asked the Minister of Law and Order:

What total number of Black persons was arrested by the South African Police in the area of the Eastern Cape Development Board for offences relating to reference books and influx control from 1 September 1984 up to the latest specified date for which figures are available?

The MINISTER OF LAW AND ORDER:

1 September 1984 to 30 April 1985: 5 Persons.

181 Heum and Q. 61. 1564 2/15/85
911. Mr P C CRONJE asked the Minister of Trade and Industry:

(1) Whether any applications have been received for the extension of factories in terms of section 3(5)(c) of the Physical Planning Act, No 88 of 1967; if so, (a) how many, (b) from whom, (c) in respect of how many Black employees and (d) when in each case;

(2) whether any applications were refused; if so, (a) how many and (b) what was the reason for the refusal in each case?

The MINISTER OF TRADE AND INDUSTRY:

Section 3(5)(c) of the English text of the Physical Planning Act, 1967 contains only a definition of the word "extension" and it is assumed that the honourable member requires particulars of applications in terms of section 3(1) of the Act, which are as follows for the period 19 January 1968 to 14 May 1985.

- (1) Yes.
- (a) 15 452 of which 11 applications are under consideration at present.

(b) Apart from the fact that the information is of a confidential nature, the honourable member will appreciate that it would be an impossible task to furnish the particulars in respect of 15 452 applications.

(c) 429 818.

(d) The information is not readily available for the reasons mentioned in the reply to (1)(b).

(2) Yes.

(a) 1 495.

(b) Information in respect of individual cases is not readily available. In general, the applications were refused because of an unacceptable labour ratio or proposed extensions on non-industrial land.

Heum and Q. 61. 1565 2/15/85
915. Mr P R C ROEGERS asked the Minister of Law and Order:

(1) How many national servicemen (a) rendered their national service in the South African Police in each of the latest specified five years for which figures are available and (b) were accepted by the South African Police from the 1985 intake;

(2) (a) how many members of the South African Police are currently rendering their national service and (b) in respect of what date is this information furnished?

The MINISTER OF LAW AND ORDER:

1 (a) 1980—234.
-1981—343.
1982—235.
1983—167.
1984—161.

(b) 61.

2 (a) 294.

(b) From July 1983 to date.

Own Affairs:

Amount spent on schools/pupils

75. Mr R M BURROWS asked the Minister of Education and Culture:

What amounts were spent by his Department on (a) school textbooks, (b) li-

brary books, (c) hostel accommodation subsidies, (d) pupil transport subsidies, (e) school audio-visual equipment, (f) school buildings, (g) stationery and (h) school furniture during the latest specified period for which figures are available?

The MINISTER OF EDUCATION AND CULTURE:

It is not possible to furnish the information since records are not being kept of expenditure items, in the form requested.

WEDNESDAY, 22 MAY 1985

† indicates translated version.

For written reply:

General Affairs: *Heum and Q. 61. 1566*

22/5/85
800. Dr M S BARNARD asked the Minister of Health and Welfare:

Whether his Department keeps statistics on the incidence of (a) kwashiorkor and (b) marasmus in the Republic; if not, why not; if so, (i) how many patients suffering from (aa) kwashiorkor and (bb) marasmus were admitted to hospitals in the Republic in 1983 and 1984, respectively, and (ii) what other statistics in this regard are kept by his Department?

The MINISTER OF HEALTH AND WELFARE:

No. This would have to be based on notification. It is regarded that such procedure would not give scientifically usable data.

Heum and Q. 61. 1566 22/5/85
804. Dr M S BARNARD asked the Minister of Health and Welfare:

(a) How many claims in respect of occu-

Illegal Immigrants

*8. Mr T LANGLEY asked the Minister of Justice:†

- (1) Whether any cases of the employment of illegal immigrants by farmers in the Messina District have been referred to his Department for prosecution purposes since 1 January 1985; if so, how many;

- (2) whether his Department has instituted prosecutions in respect of all these cases; if so, (a) against which persons and (b) what was the outcome of the prosecutions in each case; if not, (i) against which persons have prosecutions (aa) been instituted and (bb) not been instituted, (ii) why have prosecutions not been instituted in certain cases and (iii) what was the outcome in the cases in respect of which prosecutions were instituted?

†The MINISTER OF JUSTICE:

- (1) Yes, four.

- (2) No.

- (i) (aa) Messrs W P Esterhuizen, A P Van Aardt and R P Baxter.

(bb) Mr C T H Fischer.

- (ii) The public prosecutor has still to take a decision in regard to Mr Fischer.

- (iii) Mr Esterhuizen was convicted of contravening section 51(a) of the Admission of Persons to the Republic Regulation Act, 1972 (Act 59 of 1972) and sentenced to a fine of R60 or 20 days' imprisonment.

Mr Van Aardt was prosecuted for an alleged contravention of section 26 of the Black Labour Act, 1964 (Act 67 of 1964). He was acquitted.

Mr Baxter was prosecuted of contravening section 51(a) of the Admission of Persons to the Republic Regulation Act, 1972. The trial has been postponed until 23 May 1985.

Howard
Kannemeyer Commission
21/5/85

*9. Mr D J N MALCOMESS asked the Minister of Justice:

- (1) Whether the matter which arose during the course of the proceedings of the Kannemeyer Commission in connection with a certain person, whose name has been furnished to the Minister's Department for the purpose of his reply, has been referred to the Attorney-General; if so, (a) when and (b) what is the (i) name of this person and (ii) nature of the matter in question;

- (2) whether any action has been taken in this regard; if not, why not; if so, (a) what action and (b) when;

- (3) whether a decision has been reached on the matter; if not, when is it anticipated that a decision will be reached; if so, what is the decision?

The MINISTER OF JUSTICE:

- (1) Yes.

(a) 3 May 1985.

(b) (i) Mr N Anderson.

- (ii) A possible contravention of regulation 14 read with regulation 15(c)(ii) of the Regulations promulgated with reference to the Commission in *Government Gazette* 9674 of 22 March 1985.

- (2) Yes.

(a) The matter has been referred to the South African Police for investigation.

(b) 6 May 1985.

- (3) No. After the completion of the police investigation.

Howard
Physical Planning Act 21/5/85
21/5/85

*10. Mr P C CRONJE asked the Minister of Trade and Industry:

- Whether any prosecutions have been instituted in terms of section 3(1) of the Physical Planning Act, No 88 of 1967; if so, how many as at the latest specified date for which figures are available?

† The MINISTER OF TRADE AND INDUSTRY:

Prosecutions are instituted in terms of section 11 of the Physical Planning Act, 1967, and in respect of contraventions of section 3(1) there were 21 prosecutions during the period 19 January 1968 to 14 May 1985.

Howard
Mulholland Q. 6/1. 1537
21/5/85

*11. Mr P G SOAL asked the Minister of Health and Welfare:

- (1) Whether he or any member of his Department has at any time received any applications from the residents of Mathopestad for the provision of (a) clinics and (b) any other specified health facilities; if so, (i) on what dates and (ii) what was the nature of the facilities requested in each case:

- (2) Whether these applications were granted; if so, (a) what facilities were provided and (b) on what dates; if not, (i) why not and (ii) what health or medical facilities are available to the residents of Mathopestad;

- (3) whether his Department (a) has received any requests for, and/or (b) has been involved in, the provision of any health facilities at the resettlement area on the farm Mimosa No 81 J Q, near Onderstepoort; if so, (i) (aa) by whom and (bb) when were these requests made, (ii) what was

the nature of (aa) his Department's involvement and (bb) the facilities provided, (iii) when were these facilities provided and (iv) what was the total cost involved;

- (4) whether he will make a statement on the matter?

The DEPUTY MINISTER OF HEALTH AND WELFARE:

- (1) (a) No.

(b) No.

(i) Falls away.

(ii) Falls away.

- (2) (a), (b) and (c) (i): Falls away.

(b) (ii) Department of Health and Welfare mobile unit visits every 5 weeks.

District Surgeon at Koster available for consultations. Koster Provincial Hospital. Leratong Provincial Hospital.

- (3) (a) Yes.

(b) No. Village unoccupied.

- (i) (aa) Department of Co-operation and Development.

(bb) 12 February 1985.

- (ii) (aa) Nil to date.

(bb) Mobile clinic available when required.

- (iii) Available for use from 13 March 1985.

(iv) No cost to date—awaiting movement into resettlement farm.

- (4) No.

Mr P G SOAL: Mr Spenker, arising out of the hon the Deputy Minister's reply,

Merry 11/1/85 (275) (181)

Jobs axed now above 100 000

JOHANNESBURG— The number of jobs axed by manufacturers hit by the recession has risen above 100 000 as the fall in consumer spending forces a slowdown in production.

Thousands of other industrial workers are trekking back from the Christmas/New Year holiday to find themselves on short-time.

The toll on jobs is expected to worsen when other business sectors, such as commerce, mining, building and agriculture, add their counts.

The Steel and Engineering Industries Federation (Seifsa) confirmed yesterday that member-firms had slashed 80 000 jobs from their combined labour force, now down to 374 000 from a 1981 peak of 454 000.

Executive director, Mr David van Coller, warns that no significant turnabout from the recession is expected until early 1986.

More than 25 000 jobs have been axed by the motor industry and its satellites. The National Association of Automobile Manufacturers estimates that the labour force of the main car and truck assembly companies has dropped from more than 48 000 to about 41 500 in the past year.

Director Mr Nico Vermeulen said it was believed that component suppliers and distributors had, in turn, been forced to cut back at a far sharper pace, meaning the loss of a further 26 000 jobs.

Most motor workers are returning from the holiday break — deliberately prolonged by several manufacturers with thin order books — to find themselves working only three or four days a week.

'The job cutbacks have been felt from top to bottom,' said Mr Vermeulen. 'If there is no stimulation of the economy, there may be worse to come.' — (Sapa)

PASS LAW REFORM

Shakeout for industry

(Handwritten notes and signatures)
 181
 27/9/85
 Ld
 1984

Government will have to rethink its decentralisation programme if influx control is eased in line with the recommendations of the President's Council. And one of the most significant implications involves industrial land in the metropolitan areas.

Some of the less popular border areas and deconcentration points could well be scrapped, in which case concessions to develop more industrial townships around the major cities is seen as inevitable.

It's all *ifs and buts* at the moment and many feel that a liberalisation of the pass laws will not lead to the rush to the cities which some seem to expect. Brokers and developers are thus reluctant to guess what it would mean for prices. But if labour does take up its right to move more freely into the urban areas in any numbers, first to score will be holders of existing industrial rights.

Against that, of course, there could be a run of new development which, in the longer term, could act as a price depressant.

Rudolph Fockema, executive chairman of Gypsum Industries and former president of the Transvaal Chamber of Industries, agrees that the new policy raises several questions. But whatever happens, he predicts the decentralisation policy will never be the same again.

"More land will have to be proclaimed for industry in the established metropolitan

areas. I can't see any alternative," he says. "People will flock to the cities in search of employment.

"The belief is growing in some official circles that the bigger metropolitan areas will benefit if they are allowed to grow. More people will mean more prosperity."

He feels government may continue to develop the well-established growth points, but that it may have to abandon some of the newer projects — especially those which are badly located.

As Fockema says: "Industrialists generally want to be as close as possible to their biggest markets."

He feels a lot will depend on the regional services councils due to be established next year. Logically, they will have to control any influx of job-seekers to the urban areas, as well as the creation of new urban industrial areas.

"There has to be some control," says Fockema. "We cannot have shantytowns sprouting up willy-nilly around our bigger cities. We may see a lowering of the initial standard of housing provided or allowed, but services such as water and sanitation have to be provided."

Pat Flanagan, MD of RMS Syfrets, sees the new deal leading to a relaxation of the strict control of industrial rights in metropolitan areas.

"This is the feeling of estate agents dealing in the industrial sector," he says. "Employment opportunities have to be created in the metropolitan areas to cater for local populations. That's a logical reason why more industrial ground should be created to cater for them."

But Transvaal Chamber of Industries president Joe Annegarn is keen to see the decentralisation policy maintained.

"I support decentralisation," he says. "If we get many more factories in the metropolitan areas, it will place additional burdens on the established infrastructures. Most are already straining under the weight of what they have to support."

"I certainly do not want to share my infrastructure with any more industrialists than those I have to share it with now."

Annegarn says he is particularly concerned about the supply of water in the PWV area. Industry cannot operate without water, he points out, and every factory imposes an additional burden on the existing supply. Another drought would be catastrophic.

His information is that by the end of the century another two cities the size of Johannesburg will be needed in SA.

"Clearly, the size of a city like Johannesburg cannot be trebled. Its boundaries and built-up areas are already touching the boundaries of neighbouring towns."

"That is why the authorities are looking at areas such as Bapsfontein, which is surrounded by veld and, I believe, does not have to rely on the Vaal River catchment for its water."

But, for the moment, the Decentralisation Board is sticking to traditional policy. Says chief director Coenie de Villiers: "As a board we're still implementing policy as it stands. We're trying to divert the development away from the main metropolitan areas."

"As far as we're concerned, the decentralisation policies are working well. The industrialists who have moved are, for the most part, delighted with the productivity they are getting from the locals they recruit and train."

"A Republic of China industrialist tells me local workers are giving him 80% of the productivity he gets from his workers in Taiwan."

One problem in keeping track is the lack of statistics, but De Villiers says the board is computerising its data and hopes to be able to give up-to-the-minute information by early next year.

Available figures, however, show that between April 1982 and March this year, 3 180 applications were received by the board. And by June this year, 1 214 of those had taken physical form. ■

GUIDELINES

Landmark's Nick Collins has negotiated the sale of two RMP stands fronting Main Reef Road in Selby Extension 19, Johannesburg, for R662 000 or about R115/m². The buyer is an unnamed Indian-owned company. The stands are zoned Commercial 2, which allows for warehousing. The sale means that 17 of the 21 stands on offer in Selby Extension 19 are now sold.

Medical aid operator NBC Administrators has taken 638 m² in General Accident building, corner Simmonds and Jorissen streets, Braamfontein. Net rentals are R11/m² plus R1,50 service charge and a 9% annual escalation. Richard Ellis handled the letting.

Richard Ellis has also signed Blakemore Morris, pension fund consultants, for 467 m² at 11 Wellington Road, Parktown, at R9,60/m².

It has let eight parking bays at R90/month in the same building.

More than 30% of the space in the recently-

redeveloped 94 President Street office block has been let by Landmark in a series of tenant-tailored deals. Kuoni Travel has signed for 475 m² at an initial net rental of R9,50/m² plus escalations. Other tenants include Trust Bank, Avis Rent-a-Car, and M Bertish & Co.

Cape Town's suburban Tannery Park office complex in Rondebosch is 92% let after 18 months following a new lease with Southern Life's pensions department. The rental, R12/m² for 2 000 m² and concluded by DRE, compares with R13/m² recently achieved for 150 m² and 169 m² lettings in the development.

Developer Henry and Lynette Louw's restored 76 Long Street national monument building has been fully let to the Siltek computer group by Menno Brouwer at R9,50/m² for office space and R15/m² for the shops. Refurbishment of the historic Cape Town building is due for completion at the end of the month.

CAPL TINKS 9/6/86
181

Industrial sabotage rife'

JOHANNESBURG. — Black workers are so antagonistic to the free-enterprise system that industrial sabotage is becoming a major cause of low economic productivity in South Africa.

This is one of the warnings sounded by top business leaders in a report released yesterday by Project Free Enterprise.

The report said interviews with black managers had made it clear that covert industrial sabotage was taking place on a large scale in many, if not most, industrial plants in South Africa.

It mentioned incidents in which metal objects were dropped into moving machinery, kilometres of conveyor belt were ripped apart by the attachment of a sharp object at one end of the system and vehicles were derailed by modern-day Luddites.

"A potentially life-threatening situation occurred when highly inflammable gas escaped through an outlet which was supposedly sealed by welded plugs. In another instance scheduled medicines were purposefully mixed up," the report said.

Workers do not stand to gain

Go-slows, not reporting mechanical problems and the loss or destruction of company property such as overalls and stationery were also symptoms of negative attitudes by workers to the private sector.

A black manager quoted in the report said those in the black workforce knew they could work faster and better. "But they ask themselves why they should contribute to organizational efficiency if they do not stand to gain from it as well.

"The social frustration that we (blacks) are experiencing due to the years of discrimination is now being vented on the companies. The latest reforms have done nothing to alleviate this frustration."

The report contains a comprehensive programme of political and economic reforms designed to counter the negative perceptions that workers have of the business sector and to promote an identification with the system of free enterprise. — Sapa

Statistics reveal 10-year squeeze on workers

291 000 jobs have been chopped in two sectors

By Sheryl Raine

More than 291 000 jobs have disappeared in the manufacturing and construction industries in less than 10 years, according to Government figures.

Worst hit were black workers, but no race group has been spared.

In its latest set of employment statistics for these two sectors for June 1976 to December 1985, the Central Statistical Services (CSS) in Pretoria reported that 1982 was the best year and 1978 the worst for manufacturing. For the construction industry, the best year was 1976 and the worst 1985.

Facing tough times

In both sectors, the overall employment situation was worse at the end of 1985 than in 1976. Both sectors still face tough times.

In 1976, the peak for the construction sector, 466 409 people were employed. By the end of 1985, only 302 700 had jobs. A total of 163 709 jobs had disappeared. Most had belonged to blacks (126 359), followed by whites (18 496), coloured people (17 985) and Indians (869).

In manufacturing, at the end of 1976 there were 1 355 000 people employed. By the 1982 peak, the number had grown to 1 454 000.

Three years later 127 400 jobs had disappeared. However, the CSS figures showed the situation at the end of last year was not as bad as in 1978 when only 1 312 000 people were employed in this sector.

Hardest hit in manufacturing were blacks who lost 83 100 jobs from 1982 to 1985. During the same period about 18 300 jobs for whites, 20 500 for coloured people and 5 500 for Indians also disappeared.

Some manufacturing sectors were more deeply affected than others. Significant job losses from 1982 to the end of last year were recorded by:

- Food industry — 9 700 jobs lost.
- Textiles — 13 000.
- Clothing — 6 700.
- Furniture — 2 000.
- Chemicals — 7 800.
- Plastic products — 3 400.
- Basic metals — 12 700.
- Transport equipment — 19 500.

More coloured and black employees have suffered through loss of jobs in the transport equipment sector than other races.

In 1982 there were 55 700 blacks employed in this sector compared with only 46 600 three years later — 9 100 jobs lost. Among whites 3 500 jobs were lost, among coloured people 6 000 and among Indians, 900.

w/6 Argus 22/11/86 (181)

Wages soar as i

Industry recovers

By DEREK TOMMEY
Finance Editor

THE long-awaited upturn in business activity in the manufacturing sector, the country's biggest employer, is under way.

Economic indicators published this week show that output of manufactured goods is rising strongly — though from a low base.

The figures also show that wages and salaries in manufacturing have starting rising at a faster pace than inflation.

This is putting millions of extra rands into factory workers' pockets and boosting their standard of living for the first time for several years.

This increase in purchasing power is reflected in the retail sales figures which have been rising steadily since March.

However, the economic indicators are disappointing in one respect. They show only a small increase in the number of people in employment.

While this situation should change in time, it does reflect the move in manufacturing to mechanise and reduce the number of unskilled workers employed.

Marking the recovery in the manufacturing sector was the sharp rise in production in September. Figures issued by Central Statistical Services show the physical volume output index jumped 2,9 percent to 103,3.

This is the highest level reached by the index since the end of 1984, and indicates an increase in manufacturing output of 9,2 percent since March this year.

Retailers have been saying

they do not know where the money is coming from to finance the unexpected increase in spending they are experiencing.

They need look no further than the latest wage figures for the manufacturing sector.

These show that as production increased so did wages. The average monthly wage of blacks in manufacturing rose by R27 or 5,7 percent in nine months to June this year.

But in the next three months to September it jumped R88 or 17,8 percent to R583, resulting in an overall increase in average monthly black wages in the 12 months ended September of R125 or 24,6 percent.

Wages of coloured people employed in manufacturing showed a similar trend. In the nine months to June the average monthly wage rose R49 or 9,9 percent to R567.

In the next three months it rose R75 or 11,1 percent to R632 — bringing the increase for the 12 months to R116 or 22,5 percent.

The average monthly wage of whites in manufacturing has tended to grow more steadily.

The average increase in the nine months ended June was R141 or 7,7 percent to R1 966. In the next three months the average wage rose by R147 or 7,5 percent to R2 113, making the total increase for the 12 months period R288 or 7,5 percent.

As a result of these wage increases, manufacturing industry's wage bill rose to R1 261,9-million in September. This was R129,9-million (11,5 percent) higher than in June and R238,9-million or 19,8 percent higher than in September last year.

Among reasons given for the growth in manufacturing sector's pay packets since June are greater overtime payments, increased rewards for stint workers and, according to employers and trade unionists, a general increase in basic wage rates.

The increase in earnings understandably has rubbed off on the retail trade. Retail sales have been rising steadily since March's low point, Government figures show.

Preliminary figures show that in October the volume of goods sold was 6 percent higher than in March and the amount of money of money going through the stores was about 19 percent higher.

The boom in mineral production has been a major factor in the upturn in manufacturing. In the three months ended August South Africa's mineral production was worth R7,6-billion, an increase of 17,2 percent on the same three months last year.

The devaluation of the rand has played an important role in the increase in mineral sales. But economists also expect it to play just as important a role in further stimulating the manufacturing sector.

The low rand is expected to greatly increase exports of manufactured goods and also again to turn manufacturers' attention to making import replacements.

Until the rand's decline there was considered little scope for enlarging the import replacement industry. But now increased attention is being paid to this area of manufacturing and substantial developments are expected here during 1987.

FCI to press for workers' rights

9/11/86 City Press 18

THE Federated Chamber of Industries plans to ensure that its Business Charter of social, economic and political rights is implemented in member companies and intends to "work very closely with government" to minimise sanctions damage.

The chamber held a two-day conference on sanctions this week.

The FCI's Business Charter says "everyone, without discrimination, has the right to equal pay for equal work" and "everyone who works has the right to fair remuneration".

The FCI undertakes to "abolish injustice within business organisations".

Christo Nel, newly appointed assistant to the FCI Chief Executive, said business was frequently criticised by workers for making "meaningless" political gestures while not implementing their publicly announced principles in the workplace.

He said business had to get its own house in order, and stop its pre-occupation with the issues of broader politics.

"Business must look beyond politics, at the sociological processes which can be established, from which solutions to the country's political problems may later flow.

"Only within business is there is grassroots contact between the African National Congress and the Afrikaner Weerstandsbeweging. Only business has the experience of negotiation necessary to build new alliances and a new sociological order," he said.

FCI President John Wilson said: "A lot of time and effort has been devoted to introducing the Business Charter within companies to ensure that businessmen support its concept."

He said the charter campaign had been clouded, however, by the enforcement of economic sanctions.

"Business has got to be able to work effectively against sanctions with government. Otherwise, the effects could be enormous. As boycotts bite, export earnings will decrease and our balance of payments will be affected. There will be much less ready cash.

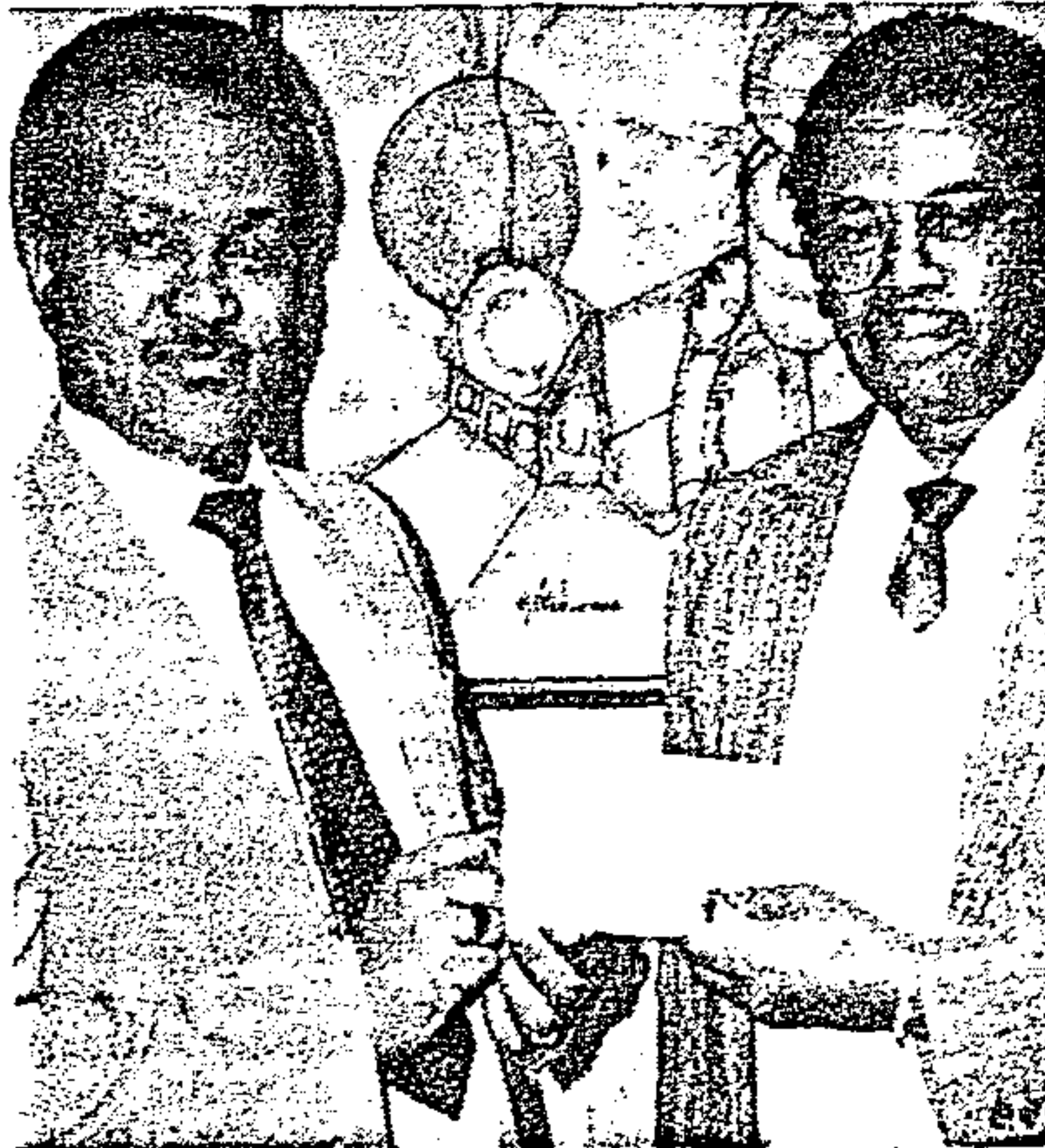
"It's imperative to determine priorities for that cash, and business hopes to work in very close consultation

with government.

"Change in SA is necessary, but business needs an extremely close and fruitful association with government to minimise the effects of sanctions.

"There's no way business in South Africa is going to go down the tube. We have to survive," he said.

FCI executive director Johan van Zyl said the federation has completed computer-aided forecasts of the economic effects of sanctions, and the results are frightening.



Federated Union of Black Artists director Sipho Sepamla receives a cheque for R6 000 from South African Breweries Community Affairs Manager Windsor Shuenyane for the establishment of a special school of arts.

According to Sepamla the project will enable senior school students to sit for recognised art examinations.

They will enrol for a five-year course which will consist of nine subjects: Arts (music, drama and fine arts), English, an African language, History of Arts, Mathematics, History, Biology, Business Economics and Afrikaans. The first three subjects are compulsory subjects to obtain a diploma.

Sepamla said that Fuba was encouraging students to study on a part-time basis "so we can start on at least a Grade Three level in 1987".

Shuenyane said the donation had been made as "the community has needed this facility for a long time".

Students should apply to Fuba Centre in Newtown, Johannesburg.

Stop up nightshifts — Saffo

By TOM HOOD
Business Editor

CAPE manufacturers are being urged to work extra shifts to use idle plant in their factories and export the additional output.

A campaign by the SA Foreign Trade Organisation (Saffo) is gradually being adopted by a number of industrialists elsewhere, said general manager Anne Moore, who visited Cape Town this week.

Many exporters have warned that soaring inflation in South Africa has offset the advantage of the rand's low exchange rate and that they are being priced out of overseas markets.

But Saffo believes the inflation factor could be countered by reducing unit costs through shift working in factories.

"This year's export award winners, Firestone, were able to build up their exports because they were running multiple shifts, including weekend shifts. Without it they would not be able to make their exports pay," she said.

Major obstacles were travel problems for staff, training additional labour and stretching management.

"Those additional shifts have to be managed and it is not easy," she said.

Some companies have given

up in the face of these difficulties but a number in several industries have coped successfully and expect to see increased profits from exports.

"You must take the interest of employees to heart. If you are able to improve their take-home pay, they will usually go along with shift working," said Mrs Moore.

"You cannot compensate people entirely in terms of pay so they must be given other privileges."

Additional leave benefits, flexible shift rotations and promotion opportunities must be spelt out clearly.

Some companies got round travel problems by providing transport — and the employees benefited by not having to pay to get to work.

Full support was needed from trade unions to ensure that they saw this as a progressive way of creating more employment.

"We will be holding seminars and talking to interested groups next year," added Mrs Moore. "We will be working with anyone who feels this is worthwhile to promote."

Saffo's chief executive, Mr Wim Holtes, said too many exporters were shooting themselves in the foot.

"Several hundred export traders and their thousands of associates abroad are experiencing frustration because South African producers are not supplying foreign market requirements now that the domestic market has improved," he said.

Stop-go exporting of some South African producers could be far more damaging than export losses through sanctions, he said.

(See Page 3)

'Step up nightshifts'

(From Page 1)

"There is puzzled criticism from abroad that in some product areas South Africa is actually renegeing on its export commitments because production is being diverted to the home market.

Several public companies have openly admitted this, either apparently proud of the fact or endeavouring to pacify impatient local customers.

He said many excuses were given why South African companies in general were not more export dedicated.

These issues ranged from politics to exchange rate fluctuations, from distance from world markets and transport costs to sanctions and boycott threats.

However, many highly successful South African companies had overcome all those arguments against exports and were today referred in stock exchange terms as an "export hedge", meaning they were perceived to have a cushion against local market vicissitudes.

In many manufacturing industries a huge increase in exports could be achieved by establishing export-dedicated production through a second or third shift — and at the same time provide many more jobs.

"It may take up to two years to get the full support of staff and to reduce overhead costs to desirable levels," said Mr Holtes.

"But after that substantial rewards were enjoyed in the form of increased volumes and margins."

MANUFACTURING — LABOUR

1989

~~XXXXXXXXXX~~ — ~~XXXXXX~~

To qualify for a duly performed certificate, a student must attend and participate in all tutorial classes, complete all tests, essays and assignments so that a minimum of 35% of the total marks available for class work is obtained.

D P Requirements:

The final mark will be the average of the two marks obtained for each semester. A minimum of 40% is required for each semester.

The first semester class test will cover the general management module and aspects of the human resource module. The second semester class test will cover the production management module and aspects of the marketing management module.

	100%	100%
Mid-semester class test	25%	25%
Essays and assignments	15%	15%
Final examination	60%	60%
	<u>100%</u>	<u>100%</u>
	1st Semester	2nd Semester

The overall evaluation of students will be based on the following mark allocation:

Student Evaluation:

between all areas of management in respect of the coordination of the activities of business.

THE need for more education and training in the technical field has been highlighted by two experts.

The first is authoress Monica Bot in a publication entitled Training on Separate Tracks. She says there will not be enough skilled workers to underpin economic growth unless there are dramatic improvements in black education, particularly technical.

On present trends, with only a 2% average annual growth rate, by the year 2000 there will be a shortage of 200 000 skilled workers. Her view is similar to predictions

Years the locust is sowing

181
108
109A
SB
S/Times 1/11/89

by Manpower Minister Pietie du Plessis.

She says that by 2000, 77% of the economically active population will be African and only 11% white.

Although SA will then depend on skilled black workers and managers who should now be in training, Miss Bot says the recession has led industry as a whole to cut spending on training.

Another problem is the

emphasis on academic schooling and a general lack of interest in vocational education among students of all races.

"While skills training is becoming a growing priority, only 10% of South Africa's manpower is being trained in a technical field while 75% should be trained to meet manpower requirements."

KwaZulu Training Trust managing director Brian Stewart looks at the importance of training artisans in the December issue of the IPM journal.

Describing the artisan as a dying breed, Mr Stewart says that to replace him it is important to assess industry needs in the light of changing technology, the cost of training and the appropriate skills.

He paints a gloomy picture of SA — a decline of 5,5% in the number of people employed in manufacturing industries since 1980, a fall of 5,6% in real output in them,

and an average annual "growth rate" of gross domestic product per capita from 1981 to 1986 of minus 2,1%.

"As the investment in plant, equipment and facilities for apprentice training is high and training is by its very nature a long-term process, employers, industry boards and institutional training bodies will have to re-assess their responsibilities in light of future trends in the provision of skilled workers for the South African economy."

Report reveals ^{Southern} racial wages

January 1989.

WHITE employees in the manufacturing industry, numbering 294000, collectively earned R805 million last October, while their 716900 black colleagues took home just R563 million, says the Central Statistical Service (CSS).

This means that the industry's white workers pocketed, on average, more than three times their black counterparts' earnings.

The figures are contained in a CSS report focusing on the size of the workforce in the mining, quarrying, manufacturing, construction and electricity industries for the period June to October 1988.

Last October, white employees in the construction industry, numbering 42100, earned R116 million, while the industry's 217900 black workers received R118 million, according to the CSS.

Contrast

The collective earnings of the electricity industry's 24200 white workers, were, at the same time, pegged at R69 million. The sector's 29500 black employees, by contrast got R33 million.

Total salaries and wages paid to workers in the five sectors stood at about R2802 million in August 1988.

The CSS said a total of 1349500 people were employed in the manufacturing industry last October, 312500 in construction and 57070 in the electricity industry.

Altogether, 2425334 people were employed in all five sectors in August 1988, with just over 712000 finding employment in the mining and quarrying industries.

Wednesday January 4 1989

Wage differences revealed

By Mike Siluma, Labour Reporter

White employees in the manufacturing industry, numbering 294 000, collectively earned R805 million last October, while their 716 900 black colleagues took home just R563 million, says the Central Statistical Service (CSS).

This means the industry's white workers pocketed, on average, more than three times their black counterparts' earnings.

The figures are contained in a CSS report focusing on the size of the workforce in the mining, quarrying, manufacturing, construction and electricity industries for the period June to October 1988. *Star 4/1/89*

Last October, white employees in the construction industry, numbering 42 100, earned R116 million, while the industry's 217 900 black workers re-

ceived R118 million, according to the CSS.

The collective earnings of the electricity industry's 24 200 white workers, were, at the same time, pegged at R69 million. The sector's 29 500 black employees, by contrast, got R33 million. ~~118~~ ~~69~~ ~~33~~ ~~181~~

Total salaries and wages paid to workers in the five sectors stood at about R2 802 million in August 1988.

The CSS said a total of 1 349 500 people were employed in the manufacturing industry last October, 312 300 in construction and 57 070 in the electricity industry.

Altogether, 2 425 334 people were employed in all five sectors in August 1988, with just over 712 000 finding employment in the mining and quarrying industries.

Chemical industry under spotlight

Star 20/11/89
181 By Paula Fray

The recruitment of manpower and industrial relations in the chemical industry came under the spotlight yesterday at the 30th biennial convention of the South African Chemical Institute in Johannesburg.

Mr B Wegerly, group human resources manager of Middelburg Steel and Alloys, told delegates the best level of output

would depend on the people employed.

After years of talks on human resources there should have been significant change in the industry. However, the national productivity figure was still "dismal", there was no easing of the skills shortage, little black advancement and no absence of strikes — to name a few, he said.

Mr Wegerly said there

was a "dangerous tendency to practise single issue management" instead of integrating policies.

There was also a lack of human resource know-how from top management and a poor linkage between people policies and technical advances.

Quoting Mr Clem Sunter, he said, "the future (trade) war will be fought more on knowledge and less on raw materials, that is, we are moving into the 'knowledge intensive era'."

Human resource policies and methods of recruiting would have to adjust accordingly.

Dr M W Rose, marketing director of Sentra-chem, told delegates of the increase in union membership since 1980.

Union membership amongst black workers increased from about 700 000 in pre-Wiehann Commission days to about 2½ million members today.

The change in the relationship included new fairness, integration on the factory floor, negotiation with representation rather than unorganised workers, negotiated procedures instead of instructions and a "living wage" rather than cheap labour.

Dr Rose said the unionisation also encouraged automation as workers were paid higher wages and so less staff were employed. There was also increased productivity per worker.

D. KAY TURVEY

PREMIER Foods has begun laying off staff as part of a restructuring of the group. (1&1) (105)

Premier Food Industries CE Willem de Kok said the move was aimed at creating a leaner, more self-sufficient division.

He denied market rumours that the retrenchments involved several hundred people. The retrenchments formed part of group strategy to allow each division to stand alone, although a separate listing for Premier's food interest was being considered only in the longer term.

Premier Group deputy CE Gordon

Premier Foods lays off staff

B/D at 23/1/89 (238)

Utian said he could not put a figure on the number of staff to be made redundant, as final decisions were still being made. It was hoped to place many of the staff in other areas of the group.

The retrenchments follow the recent sale of the group's marginal poultry interests and involve staff in the broiler and egg division and personnel from the 430-strong head office. The cutbacks are expected to have a positive impact on earnings in the year to March 1990.

SAB strikers
stenc 31/1/89
back at work

EAST LONDON — South African Breweries said 250 striking workers at its East London and Perseverance, Port Elizabeth, depots returned to work yesterday.

However, about 160 Port Elizabeth brewery workers were still on strike. (181) (SAB)

SAB's human resources director, Mr Rob Childs, said although the strikers who had not returned to work had not met a Friday deadline to accept an offer of arbitration, "SAB was hopeful they would."
— Sapa.

Haggie's resilience beats year's labour disruptions

By Day 10/2/89 (181) (181)

HAGGIE's pleasing export growth helped offset the labour disruptions which plagued the engineering group in the year to December.



● FEEK

Earnings increased 12% to R61,5m (R54,9m) or 319,7c (285,4c) a share, compared with a 20% increase a year ago.

Nevertheless, the 2,5 times dividend cover has been maintained and a final dividend of 94c (86,5c) has been declared. This brings the dividend for the year to 128c (114c).

Group MD John Feek said yesterday that Haggie had shown remarkable resilience in an extremely disruptive year.

Overall sales volumes only fell marginally since 1987 as pleasing export growth offset a decline in domestic sales. The decline was due to industrial stayaways and plant lockouts, rather than to a lack of available orders.

Turnover increased 10% to R874,7m

TANIA LEVY

(R794,1m) but labour disruptions and general cost increases caused a 1,1 percentage point drop in margins, resulting in operating profit of R116,8m, just 1% up on the previous year's figure of R115,5m.

A reduced tax charge accrued from the rand-hedge benefits of improved export volumes and a partial recoupment of previous year's assessed tax losses.

Taxed profits therefore increased 9% to R74,4m (R68,1m). Haggie's gearing is a modest 19,4%.

Strong currencies

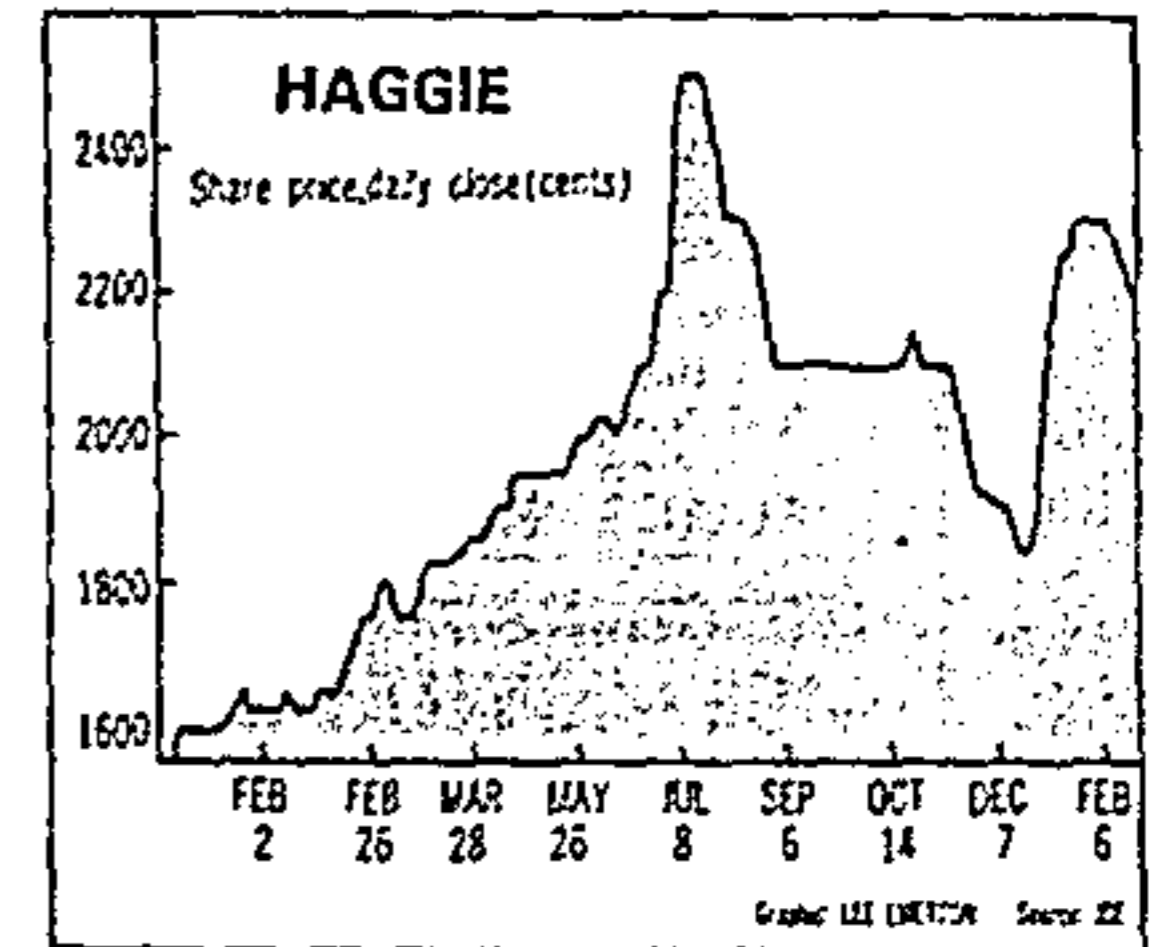
Feek estimated that Haggie's exports had increased by about 7% in volume but said it was difficult to quantify the improvement because of the different performances by the various companies under the Haggie banner.

He declined to disclose the amount earned by Haggie through exports but said the group had been allocating 20% of production to the export market for a long time.

"We would like to see that 20% realised in sales in the future," he said, "and

will concentrate on markets with strong currencies like the yen."

Over the past 10 years exports have experienced a 13% compound growth as



opposed to a mere 3% domestic growth rate, explained Feek.

"We will continue to focus on exports without neglecting our local market," he said.

Haggie became the controlling partner of hacksaw-manufacturer James Neill SA in Cape Town this year.

Last year it disposed of Jackson's Metals and Osborn Aluminium, realised its remaining investment in Chloride SA and increased its interest in Copalcor to 100%.

More hope for jobless

181

percent more than in December 1987. Retailers were forecasting a 20 percent rise in retail sales in January.

This was possibly achieved since Woolworths reported this week a 21 percent rise in the first six weeks of the year.

CONCERN

Some concern has been expressed over the three percent drop in new car sales in January, compared with a year ago.

But economists say the cost of money has risen 38 percent in the past 12 months and that a three percent fall in sales in these circumstances can be regarded as encouraging.

any quarter since the late 1970s.

CSS figures show that the number of people in work grew by 12 500 in the first quarter of last year, by 6 300 in the second quarter and then jumped by 42 190 in the third quarter.

This is an important development considering that private-sector employment in 1987 grew by only 17 000, while, at the same time, state utilities laid off about 23 000 workers.

It was only a 50 000 increase in the number of

government workers that led to 1987's employment total growing at all.

The employment record has, in fact, been abysmal for the whole of the decade.

Between 1980 and 1987 the number of people at work in the private sector fell by 3 600.

In state utilities, the decline was even greater — 53 000.

Again it was only a 272 000 increase in Government employment that resulted in jobs in seven years growing by 215 000 — about 30 000 a year.

Sectors accounting for most of 42 190 increase in employment in the September quarter were: mining — 8 600 (1,3 percent increase); manufacturing — 9 800 (0,7 percent); construction — 3 000 (1,0 percent); wholesale, retail, catering and accommodation — 8 200 (1,1 percent); community, social and personal services, including laundry

and dry-cleaning — 10 700 (0,9 percent).

The number of people employed at the end of September last year is estimated at 4 984 300 earning a collective R5,9 billion a month.

More bullish news is contained in the latest retail sales figures issued by the CSS.

By Derek Tommey

Investors have been questioning the strong rise in industrial share prices on the JSE in recent weeks.

But there is evidence that the recovery is deepening and growing more strongly than was ever expected.

This can be seen in the latest employment figures, which show that the rise in industrial activity is at last generating a large number of additional jobs.

QUARTER

Figures issued by Central Statistical Services (CSS) show there was a major increase in employment in the third quarter of last year — probably the biggest in

THE number of people employed in civil engineering rose by 12% last year compared with 1987.

In the same period turnover for the sector increased by 10%, after allowing for inflation, to R3,6bn.

The SA Federation of Civil Engineering Contractors executive director Kees Lagaay said yesterday the total value of new contracts last year was up 45% on 1987. He added this was a 25% rise in real terms.

This improvement was from a low base after five years of declining output but, Lagaay said, it was still satisfactory. Much of the work from last year's contracts would be completed this year so order books at present were well filled.

He said several big contracts would be awarded soon for the Mos-

Civil engineers on firmer foundation

RICHARD BARTLETT

sel Bay natural gas project but its sensitive nature made it impossible to divulge details.

The Lesotho Highlands water project would have no influence on the industry this year because tenders still to be issued would be invited only in the months ahead.

Tenders for a dam wall and three tunnels would be invited in the middle of this year. One contract outstanding in the project was a second access road worth R50m.

Lagaay said the TBVC countries accounted for only 4%-5% of contracts awarded last year.

Engineering sector vote on June 16 as a paid holiday

11/20/89

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TENS of thousands of engineering sector employees are to take part in ballots during the week of March 6 to decide whether their firms should observe June 16 as a paid public holiday in exchange for April 6, Founders' Day.

The ballot is a consequence of last year's wage settlement where it was agreed the public holiday swap should occur in the event of 75% majority plant-by-plant vote.

There are about 225 000 unionised employees in the sector. According to a procedural agreement, ballots will be held wherever they are initiated by either workers or employers.

In terms of the agreement, employees who vote against taking June 16 as a paid holiday where the overall decision is "yes", will be entitled to observe Founders' Day and work in extra hours to compensate for pay lost on June 16, or will be able to work on Founders' Day and earn public holiday overtime rates.

A National Union of Metalworkers of

SA (Numsa) spokesman said the wording of the ballot had been agreed with Seifsa, as had the recommended dates. He said precise timing would be agreed between management and workers at each firm.

A Seifsa spokesman confirmed these arrangements. He agreed this may mean no production on either day at some plants but this had become the norm.

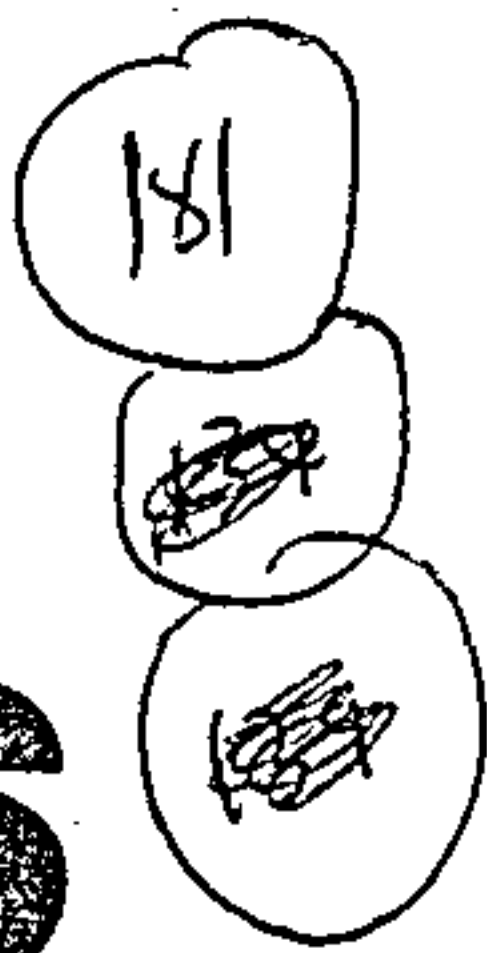
Confederation of Metal and Building Workers (CMBU) chairman Arthur

Allen said he expected his members — mostly skilled, white employees — would vote for the statutory holiday as they preferred to spend public holidays with their families, and because they did not identify with the June 16 commemoration.

The CMBU would not attempt to persuade members either way as the unions were satisfied the nature of the arrangement made sufficient provision for individuals to act according to their preferences.

Insult angers workers

Sowetan 6/3/59.



BLACK workers at the United Brewery in Garankuwa are angry about management's failure to take action against the white employee who has allegedly referred to a black colleague as a "kaffir".

Workers told the *Sowetan* that the black employee was instead persuaded to "make peace" with the white electrician who allegedly called him a kaffir. They said the incident took place three weeks ago at the time when members of the staff were being issued with beer rations.

According to them, the black employee was charged with the issuing of beers. They said trouble started when he refused the white man permission to sign on behalf of a friend who was not present.

They said when the man explained that it was against company regulations to accept beer on behalf of someone else, the white man reacted and allegedly said he was becoming white: "Kaffir, jy raak wit."

Staff members said they were angered by the "racist remark." They said the man in question has on many occasions been summoned to appear before the disciplinary committee because of his attitude towards black people.

Other employees also pointed out that relations between white and black employees were "generally strained." They said most of the whites

By ALINAH DUBE

employed at the factory did not associate with their black colleagues. They said some have allocated themselves places to sit at the factory's pubs and the canteen.

Mr Mike Hall, the United Brewery's general manager, refused to discuss the matter with the *Sowetan*. He would not confirm or deny the allegations but stated "such behaviour would not be tolerated by this company. Necessary action will be taken should we find out there has been such an incident."



after

400 workers vote for strike

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MORE than 400 workers at Mobil's refinery have voted overwhelmingly in favour of strike action which could affect the country's fuel supplies.

The vote came as the strike by about 650 workers at the Shell and BP SA Petroleum refineries entered its sixth day yesterday. *Journal 7/3/89*

Mr Barry Housdon, Mobil's public relations manager, said he was unable to comment on the strike ballot because Mobil had not been advised either by the

shop stewards or the Chemical Workers Industrial Union of the result of the ballot.

He said they were scheduled to meet union representatives yesterday at the request of the union.

Miss Pat Horn, southern Natal petroleum co-ordinator for the union, yesterday said 95 percent of the 84 percent of workers polled voted in favour of the strike.— Sapa.

57 Times 12/5/89

John Deere hangs on

MORE than 89% of Deere & Company shareholders voted at a meeting to continue operating in South Africa, according to chairman and chief executive Robert Hanson.

It was said that a withdrawal would adversely af-

Business Times Reporter

fect the company's black and white employees who produce tractors in SA.

"There has thus been a strengthening of our commitment to SA, where we feel we

have a progressive role as an equal opportunity employer," says Bill Hubbard, previously managing director of the SA company and now director of Deere & Company responsible for SA, Latin America, Australia and the Far East.

'98% of accidents can be prevented'

350 000 injured in workplace yearly — expert

B/D am 14/3/89

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SSA

PRETORIA — More than 350 000 disabling injuries resulting from workplace accidents occurred every year, National Occupational Safety Association's Ron McKinnon said yesterday.

He told the Association of Societies for Occupational Safety and Health symposium that more than 2 000 people were killed in the accidents.

Of those injured, 27 000 resulted in permanent disability, 145 000 in temporary disability, 7 000 in traumatic amputations and 900 people were blinded.

Serious

McKinnon stressed the figures represented only the tip of the iceberg.

For every accident that resulted in one serious injury there were 10 others resulting in minor injuries, and 30 others that resulted in some form of loss in property damage or business interruption.

It had been proved that 98% of such accidents were preventable.

Haggie Rands' M D Baker said legislation on occupational medicine was long overdue.

Unfortunately, the issue had been the

GERALD REILLY

victim of a number of problems including inter-departmental wrangles, lack of support from industrialists, government departmental inertia and others.

It was obvious in the early '70s that the state of occupational health in the industrial work force was poor.

Witwatersrand University lecturer Anne Patrick Hilton stressed the needs of working women were largely neglected in general as well as in occupational health.

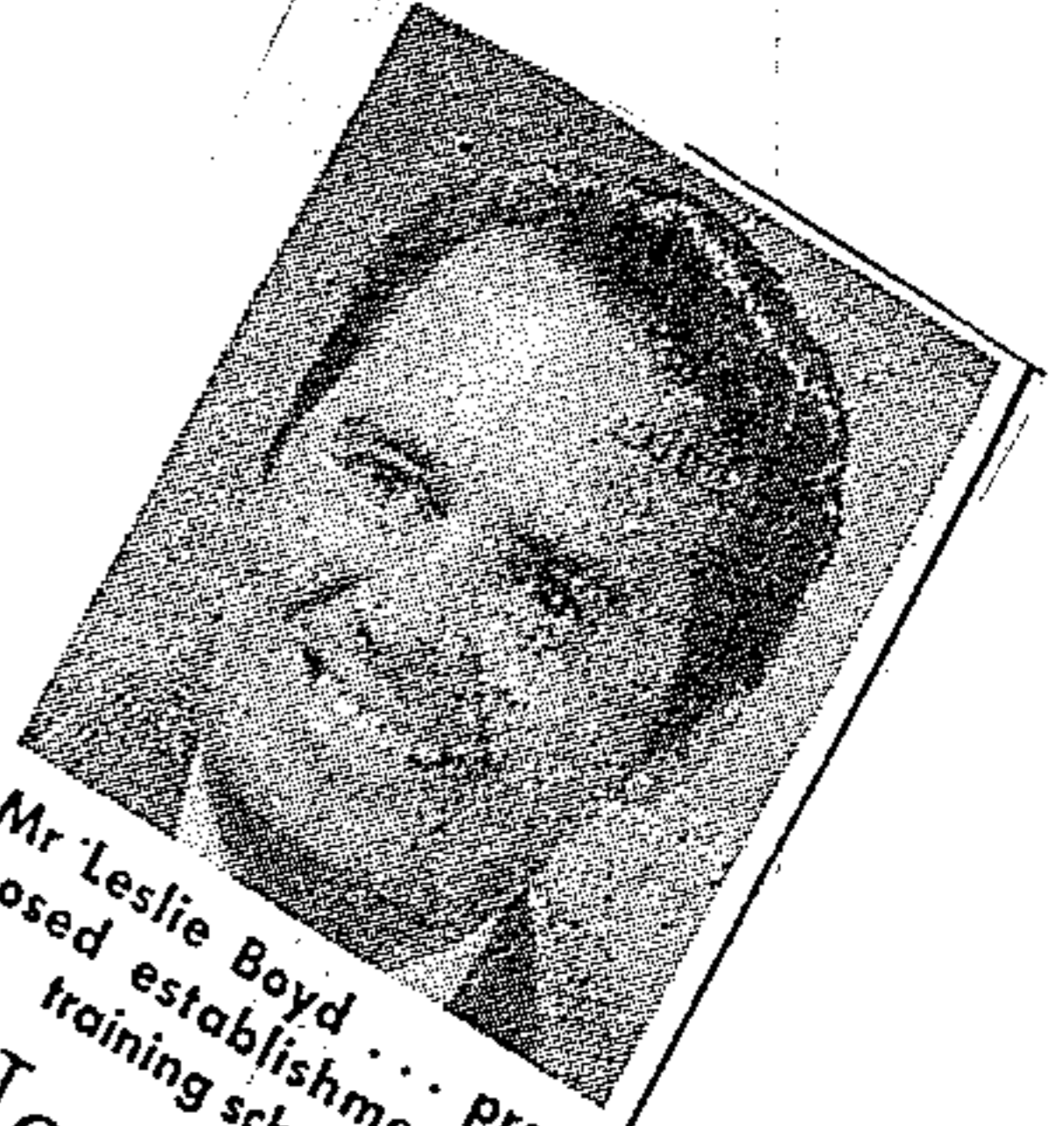
In certain sectors such as the health, clerical and garment industries women accounted for most of the workforce.

Government mining engineer J B Raath said the accident rate in the mining industry had dropped in the past decade in spite of some severe accidents resulting in multiple fatalities.

He said the accident rate a 1 000 workers a year declined from 1,28 in 1977 to 0,97 in 1987.

The rehabilitation of waste and tailings dumps at abandoned asbestos mining areas in the northern Cape and north-eastern Transvaal was being given intensive attention.

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Mr Leslie Boyd... proposed establishment of training scheme

'Need to train more workers to be skilled'

By Mike Siluma, Labour Reporter

There is an urgent need to establish a national training scheme to increase the number of vitally needed skilled personnel in all industries, says the chairman of Highveld Steel, Mr Leslie Boyd, in his annual review for 1988.

Mr Boyd described the shortage of technicians, engineers and artisans as a cause for concern. Every effort was being made to improve the situation through education and training, he said.

Mr Boyd proposed the establishment of a training scheme similar to the one in operation in the metal and engineering industries to increase the incentive to train skilled personnel.

Of the 91 trainees who qualified at Highveld in 1988, 31 were black. A total of 122 black artisans had qualified to date. The group presently employed 111 black artisans, compared to 91 in 1987 and one in 1984.

The removal of job discrimination and the achievement of equal opportunities for all employees remained top priorities on Highveld's manpower programme.

With 78 percent of eligible employees having accepted the group's share ownership offer, more shares were to be made available during the first quarter of 1989, said Mr Boyd.

After a turbulent 1987, the industrial relations climate at Highveld had improved "considerably" in 1988. The closing of the wage gap among employees had continued, following the conclusion of wage negotiations with unions concerned.

Canteen 'boycott'

SOME of the white employees of United Breweries are boycotting the factory's canteen in solidarity with a dismissed white man who allegedly assaulted two black workers after he had called one an "Apie" and another a "kaffir."

Regularly

The boycott action, sources told the *Sowetan*, started after the man's dismissal. They said a group of white employees who used the multiracial canteen regularly have stopped doing so.

DESPITE the fact that company cars present a significantly lower perks tax bill to employees, there has nevertheless been a growth in popularity over the past two years of car allowance schemes.

Of the 235 fleet owners and total of 44 981 fleet cars covered by International Compensation's survey, a fairly even share was noted for both methods of providing employee transport. Fleets offering company cars totalled 48,5%; those on car allowance schemes 9,8%, and the remaining 41,7% were on a combination of both schemes.

However companies are probably attracted to the allowance scheme as a way of handing over the responsibility of supplying and managing vehicles.

"From June, 1988, the scale of values for calculating tax on the company car gave this advantages over the allowance system. The

ALLOW US SAY SA'S EMPLOYEES

8/1 Day 22/3/89

fiscus contends that allowance schemes place substantial sums in employee's pockets," says Prime Car Leasing MD, Nigel Webb.

In the future, a further tax burden may apply unless the receiver deems the allowance value to be "reasonable" meaning that it covers a true cost including nett depreciation, finance charges, maintenance and petrol."

In a job market which needs good pay to attract good staff, and against the background of the high cost of motoring, the company car is still one of the most tax-efficient fringe benefits available to the salaried employee.

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PAGES AND PAGES OF THE BEST JOBS IN SOUTH AFRICA

Agonising issue of social responsibility

THE concept of corporate social responsibility programmes (CSR) has been a contentious issue between management and trade unions for years.

Many trade unionists believe that such programmes are patronising and paternalistic, and management sees them as vital to ensure a worthwhile future for South Africa.

Towards the end of last year the oil companies ran into trouble with the Chemical Workers Industrial Union (CWIU) when it declared a dispute over the fact that the employers refused to discuss the way corporate profits were spent on CSR.

This was only one of the many disputes arising over the concept of CSR, leading to dissatisfaction among not only workers but management, which allegedly cannot understand why its good deeds are not appreciated.

A conference was held in Johannesburg to discuss the issue.

Barlow Rand director Charles Lipp, who opened the conference, said a realisation was dawning among business leaders that the solutions to socio-political and socio-economic problems did not lie alone in the promotion of the quality of life, or the many concepts that went to make it up.

"What we are coming to appreciate is that the individual human being, for intrinsic worth as such, is the focus of attention in the final analysis. At Barlow Rand we believe that, with legitimate self-interest, we are attempting to invest in the country's healthy future existence.

"We hope our contribution will help to produce an economic environment in which our group is able to continue to thrive."

PG Bison chief executive Leon Ed-
hen looked at the history of CSR, saying he considered the advent of the union movement to be one of the most important catalysts of change in SA.

"It challenged traditional authoritarianism with its dependence on threat or paternalism to motivate the workforce.

"White managements were introduced to the process of negotiation and through this process began for the first time to recognise the workforce as comprising real people.

"It gave to the blacks the realisation of just how important they are to commerce and industry and, more consequentially, the recognition of their ability to organise and mobilise."

The toughest lesson management had to learn, he said, was that SA was becoming poorer. Reality was that the nation and managers were in a squeeze, and they had to ask themselves what they could do to take them-

selves successfully into the 21st century.

"Be it self-interest, be it fear or threat, the challenge we saw was that if we did not increase the capacity of business to stay in business, then no matter whether all concerned commenced right now a process of consultation toward real change, there would still in fact be no worthwhile future to which we could look forward."

As a result corporations looked at four major areas in which to invest funds — education, health, housing and employment. The objectives of investment in such areas were seen as setting up an economic, social and politically stable environment, optimising profits and causing a positive image among employees and consumers.

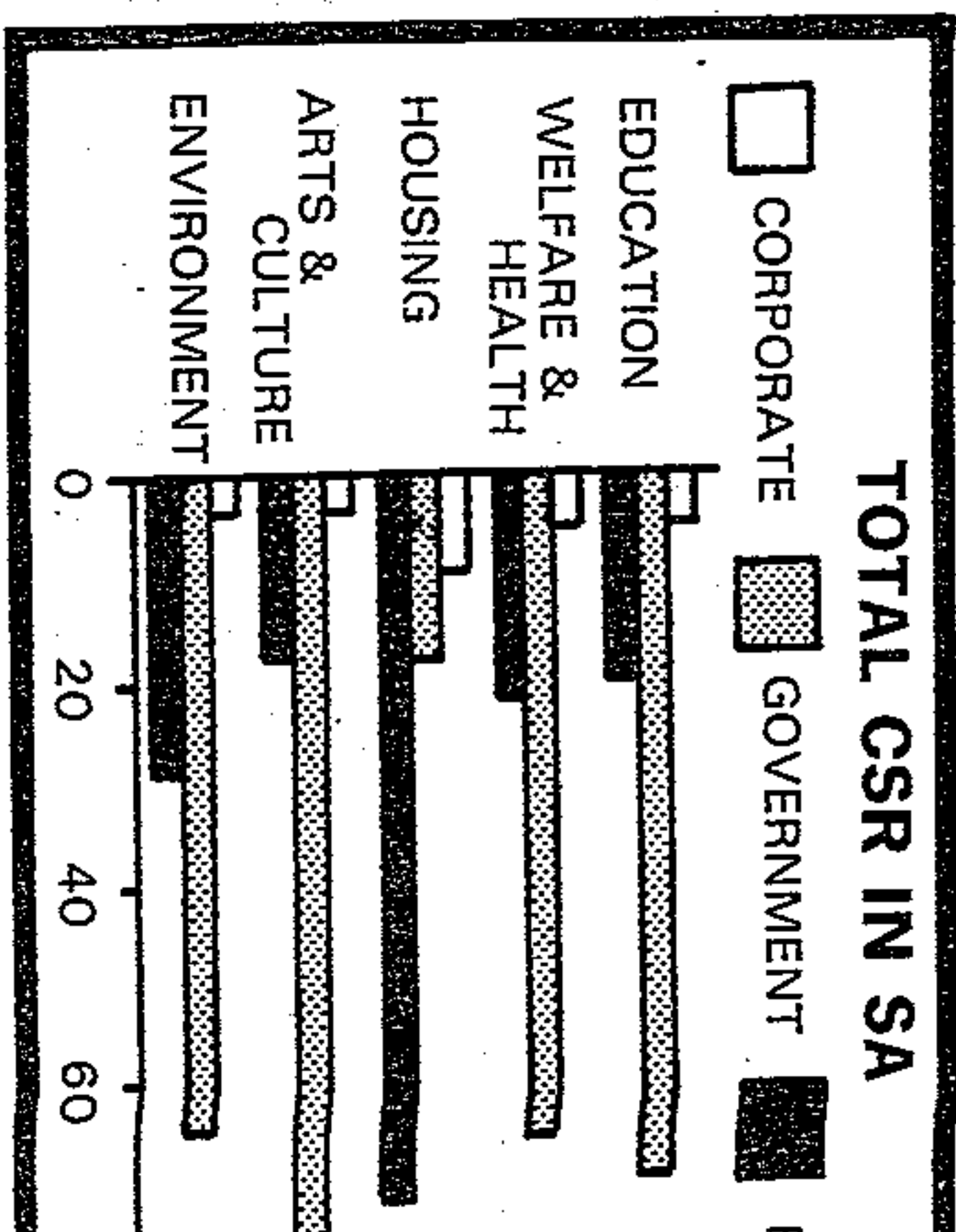
It is the last point which brings CSR programmes into conflict with unions.

Workers believe that companies are not genuine in their attempts to help the underprivileged, and are merely looking for favourable publicity.

A survey by ITG chairman Jonathan Harrod identifies SA Breweries, Shell, Coca Cola, Anglo American, Pern, Pick 'n Pay and First National Bank, among others, as giving exceptionally good community support.

Some of these companies, such as Shell, place emphasis on consultation with the people they are helping. Other firms refuse to consider them at all in decision making.

Although some may argue that the end justifies the means, unions are adamant that they should have a say in the way in which profits are spent. They argue that workers played a large part in generating profits.



ST Times 26/3/89

Discipline undermined by precedent twisters

THE handling of disciplinary inquiries has become an important aspect in South Africa's industrial relations, but few managers have knowledge or experience of it.

Gillam, Bruniquel & Associates executive director Bruno Bruniquel says the handling of these inquiries has become technical, and is more difficult than it appears.

"All too often the outcome is determined by the performance or skill of the participants rather than the merits of the case," says Mr Bruniquel.

Precedents or case law determined by the industrial courts place the onus on

the employer to comply with the concepts of procedural and substantive fairness in discipline cases.

Mishandling by management results not only in huge legal costs, but in the erosion of discipline on the shopfloor. The long-term outcome can only be poor productivity and industrial action.

"The unions are putting a lot of effort into training shop stewards. Employers must do the same for management and supervisors

if they are to keep control of things."

Most SA management consultant Cliff Bird believes that apart from training managers specifically in the handling of disciplinary inquiries, middle management is not sufficiently equipped in people skills.

"Middle managers are generally far too technically oriented and not really equipped to deal with managerial problems. They do, however, face a unique set of pressures.

"First and foremost there is a pervasive anxiety about the country's political and economic future. Second, your typical manager's day involves a far greater degree of conflict management than experienced by our Western and Eastern counterparts."

Mr Bird says the needs of people in organisations are not adequately addressed and this tends to give rise to worker-management conflict, job dissatisfaction and an attendant drop in productivity.

Anglo's Godsell is re-elected Saccola chairman

ANGLO American and FCI's Bobby Godsell was re-elected chairman of the SA Co-ordinating Committee on Labour Affairs (Saccola) at the organisation's AGM late last week.

His election, and that of the AHI's Anton Roodt as vice-chairman, can be seen as a sign of Saccola's willing-



ALAN FINE (181)

ness to continue the role of a nationwide employer negotiating body, after certain representatives expressed doubts recently as to whether such a role was appropriate.

Saccola's main task this year will be negotiations with trade unions

over the controversial new labour legislation. The worker summit three weeks ago has resolved to devise by May a new draft Labour Relations Act for negotiation.

Godsell said Saccola was keen to re-open the talks which stalled last September when amendments were brought into force.

6/Day 29/3/89

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Barlows boosts jobs project

BARLOW RAND has entered into a second contract with development consulting firm Job Creation SA for the creation of a further 250 permanent jobs in the Johannesburg/Pretoria area.

Job Creation SA MD Ian Hetherington said yesterday the partners had not yet worked out how much money Barlows would pump into the project, but added that the first contract — initiated in 1986 — had created 86 new businesses and 500 jobs at R4 000 a job.

Job Creation SA, established to assist in combating unemployment, has a team of consultants who provide advisory services to fledgling businesses, particularly in the first two years of operation.

Barlow Rand Foundation director Charles Lipp said: "The businesses op-

THEO RAWANA

erate in fields as diverse as ice-block making, interior decorating, steel furniture making, tree-felling, dress-making and kitchen fitting."

Hetherington said: "Job Creation's record of success is such that only one business has failed. Moreover, those that have been operating for two years have achieved levels of employment that are on average 20% higher than initial expectations."

Several start-up entrepreneurs have hired premises at Enterprise Centre, Kew, Johannesburg, which is the first facility to benefit from the Temporary Removal of Restrictions on Economic Activities Act of 1986.

Sector creates 25 000 new jobs

Exports keep manufacturers' optimism high

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3/24/11/4/87

HELOISE HENNING

EASTER holidays in March resulted in a marginal decline in confidence among the manufacturing sector, but exported goods kept optimism in the sector high.

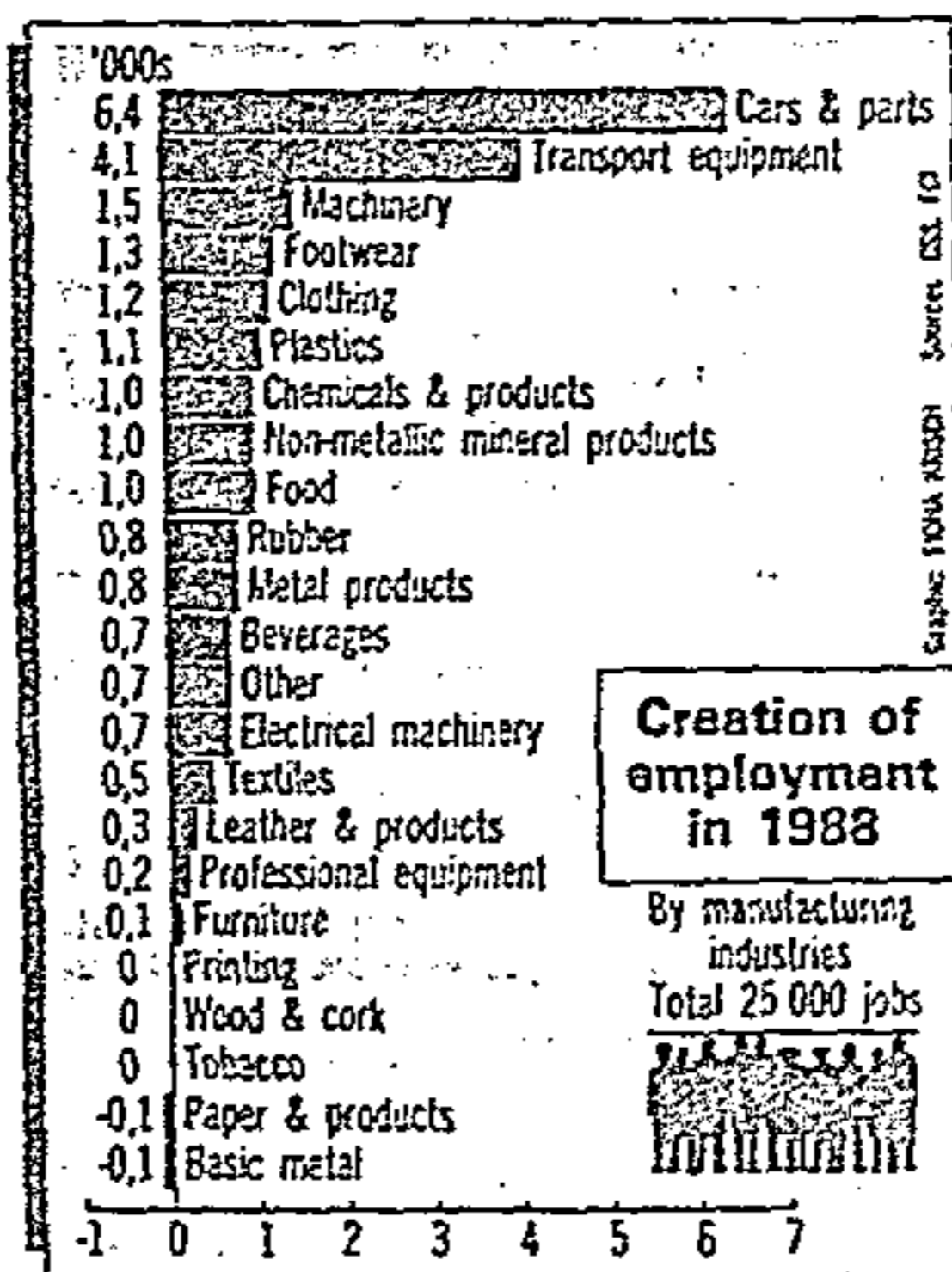
The SA Federated Chamber of Industries' (FCI) monthly index, rating manufacturers' confidence on the strength of their order books for the month and coming year, fell to 140 in March from 146 in February, but remained strongly above 100 — the line of pessimism.

Other reasons for the decline were the discounting of the interest rate rise in late February. Their responses were also measured days after the delivery of the Budget in early March.

FCI chief economist Roelof Botha said he did not expect the downward trend to strengthen, especially not after the election announcement, as this could have stimulatory effects on spending.

FCI's economic consultant Gad Ariovich said official statistics for 1988 released recently confirmed the strength FCI had been measuring. The manufacturing sector created 25 000 jobs last year, according to the Central Statistical Service. Most of these were in capital intensive and high-tech industries.

"If you take into consideration the feeder workshops and smaller formal industries that service the larger industry, we deduce that at least another 25 000 jobs, or 50 000 in total, were created in the First World Western stan-



dard manufacturing sector."

The best performing metropolitan areas in March were Maritzburg (168), Port Elizabeth (160), East London (148) and Transvaal (146).

FCI executive director Ron Haywood pointed out Maritzburg was in the midst of the wood-processing industry and its score showed it to be performing well in the export industry. The city had also been zoned for decentralisation benefits.

Southern Transvaal chamber president Evert Groeneweg said there was a clear sign of tiredness in the local durable consumer goods market and that export industries were "going like a rocket".

Women's group awards liberated company policy

Staff Reporter

An increasing number of South African companies is seeking to offer true equality to women in the workforce. Evidence of this is the growth in the number of companies entering for the National Gold Award of the S. Federation of Business and Professional Women (SAFBPW).

Ms Sharon Lain, national projects manager for SAFBPW, says South African companies face a critical shortage of skilled manpower and have realised they have to entice women back into the workforce in addition to offering more to keep the women they already have.

"There has been a huge leap towards true equality for women by certain top companies, but there is still a lot to be done," she says.

As the only women's organisation award made to the corporate sector, the SAFBPW Gold Award is regarded as a major status symbol for companies keen to attract women staff. Past winners include the Nestle Group, Gilbey's, the Carlton Hotel, Arthur Anderson & Co, Thomas Cook Rennies Travel and Murray & Roberts Properties Tvl and OFS.

The award is open to groups and individual divisions within companies and entrants must be nominated, usually by an employee. The cut-off date for this year's nominations is May 31 with the presentation of the award taking place at a gala dinner on September 28.

Criteria important to the award include that the company offers equal opportunities in staff development, training, promotion, recognition and remuneration.

Ms Lain says one objective is to "motivate companies to recognise, encourage and develop the aptitudes of all their female employees". In turn, she said, companies gain considerable prestige and greater appeal to business and professional women.

The far-reaching changes that win the SAFBPW's praise include such attractions as fully paid extended maternity leave on a basis similar to that offered to men completing their national service, and the offer of a widower's pension (in other words, no discrimination against women contributors who die in service). The latter has been introduced by a number of local companies in recent years.

The address for nominations is P O Box 9842, Pretoria, 0001.



Sharon Lain — companies have to offer women more.

Taiwanese have created 40 000 jobs in SA

TAIWANESE industrialists have invested \$300m (about R800m) in SA since 1979, creating 40 000 jobs at a sixth of the cost at which SA businesses are creating them.

FCI technology development committee chairman Ted Adlard told the Industry Ahead Conference in Randburg yesterday that Taiwanese industrialists had settled in decentralised areas, and 20% of the companies were exporting their manufactured goods. They were employing rural workers, with one skilled worker to every 14 unskilled employees.

This countered any argument by SA in-

(18)
HELOISE HENNING

dustrialists that the "Chinese miracle" was achieved through a homogeneous workforce.

Adlard said SA's businessmen took the line that it was impossible "to go and sit out in the bush and work with unskilled rural labourers".

Statistics showed that SA industrialists invested, on average, R189 000 to create one new job.

Being aware of possible political instability in SA, the Taiwanese required re-

turns on their investments within five years. In fact, Adlard said, some of the companies were reporting profits within 18 months. *By Duw 2/1/79*

Another 50 Taiwanese companies were expected to establish plants in decentralised areas by the end of the year. They were also looking for opportunities to develop joint ventures with SA manufacturers.

Adlard, who is also MD of mining equipment maker Salzgitter SA, said by the end of the year there would be four Taiwanese companies making television sets in SA.

Sick are compensated, say mines

Silica dust can cause slow death

SEVERAL quarry workers near Pretoria are facing a slow and painful death after contracting silicosis, a disease resulting from the inhalation of silica dust.

The dust is emitted by rocks which they crush for various building and construction purposes. It damages the lungs similarly to asbestos.

Briefly, silicosis comes about after a long exposure to silica dust. These dust particles get inhaled and cause the scarring of the lungs. Over a long period the lungs solidify (are fibrosed) or lose their elasticity. This condition compromises lung function.

The sad thing about this process is that it is irreversible and gets worse the more one is exposed to silica dust. Further, fibrosis of the lungs can only lead to death due to its effects on other body organs like the heart.

Pulmonary tuberculosis of the lungs is intimately related to silicosis. A person exposed to silica dust has a higher chance of contracting TB than one who is not. Recently the Com-

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munity Health Awareness Project (CHAP) conducted a free health clinic on about 70 workers employed by Hippo Quarries Ferro Plant.

At the clinic workers complained of chest pains which they attributed to exposure to silica dust. CHAP health workers said some of the symptoms of silicosis included breathlessness, chronic cough (sometimes with blood) and loss of weight.

Workers added that some of their problems were that the company performed two X-ray tests annually but never informed them of the results. They felt this was a move to avoid paying workers in terms of the Workmen's Compensation Act for occupational diseases. They said the company further refused to negotiate a health and



WORKING close to danger... Workers facing the silica dust threat were photographed at a free health clinic.

safety agreement with Nactu's health and safety unit. One such worker is Jeremiah Pila (34), a long-time member of the Black Allied Mining and Construction Workers' Union (BAMCWU).

Pains

'I've worked for this company for 10 years. While working I started feeling daily excruciating pains in my chest. The result was I constantly felt tired until I was retrenched in July 1986. In November last year I was recalled for the same job in a different department.

worries me is that as soon as we decided to approach CHAP for medical treatment, the following day I was dismissed from work," Mr Pila said.

Jackson Mannatlala (56) said he had worked for Hippo Quarries for about 14 years. He was referred to Kalafong Hospital where he was told he had TB. His main worry was what was going to happen to his pension fund and long service allowance because he felt the dust had taken its toll on him. Most workers spoken to were determined to ensure that the company

signed a health and safety agreement with their union. They also said some were given up to R800 as WCA which they felt was too little.

A look at other countries shows that silica dust is an international problem. In Italy it claimed 62 lives in 1977 and in Poland about 90 000 people are at risk of contracting silicosis. Figures for Rumania in 1973 stood at 860 while in 1978 there were 478 confirmed sufferers of the disease.

Responding to the issue Anglo-Alpha industrial relations manager, Mr M G

Foster, said: "The company provides comprehensive medical aid and ill-health retirement benefits for all workers through a routine six-monthly X-rays which are examined by an expert on behalf of the company.

"This programme exceeds the requirements of legislation which stipulates nine-monthly screenings. Where employees are found to be affected, compensation is granted."

Mr Foster however said the matter was the subject of discussion between the company and BAMCWU.



HEALTH GUIDE

MOKGADI PELA

Diamond workers paid 'slave wages'

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By Janet Smith



Rural workers employed in the diamond cutting industry in decentralised areas have claimed to be receiving wages of between R100 and R120, slightly more than the total Government subsidy granted to employers to subsidise their workers in most areas.

Workers are allegedly being exploited to the benefit of the diamond cutting industry, which, through the Government's decentralisation policy, has reaped the harvest of chronic unemployment in rural areas by providing polishing and cutting jobs in newly-established, subsidised factories.

Although employment has been provided on a large scale, workers, many of whom have not been employed in industry before, claim to being paid "slave labour wages" by employers.

ALLEGED IRREGULARITIES

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29/4/84

The South African Diamond Cutters' Union has declined to comment on the allegations made by workers in the decentralised areas but confirms it has set up a meeting with the master cutters on May 2 to discuss any alleged irregularities.

The union has previously taken an employer in the industry to task for irregularities, when the employer withdrew from the Industrial Council after allegedly refusing to grant exemption from its medical aid fund to workers who requested it.

This refusal, it is claimed, resulted in many workers losing up to R35 a month in wages by having to contribute the funds. Workers are legally permitted to claim exemption from paying medical aid should they feel unable to do so.

Sanctions hit motor jobs

International sanctions have already cost 18 000 jobs in the motor manufacturing industry alone, according to Toyota SA chief executive Mr Bert Wessels.

He told an industrial relations seminar in Durban on Saturday that industrialists and trade unions had to reach out to one another to find common ground on sanctions.

Pressures were required to bring about change in South Africa, but they were strongest from industrialists with experience of good industrial relations and social reform, he said. — Staff Reporter

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Queries on asbestos bags at water works

ASBESTOS-coated filtration bags at a Johannesburg sewage purification works have been identified as a health hazard.

City Council tenders and licensing committee minutes say the use of asbestos will be scrapped at Bushkoppies sewage purification plant.

DP councillor Clive Gilbert has tabled questions for today's council meeting on the effects of asbestos on workers at water and sewage works.

He said yesterday he would be surprised if the council adhered to Manpower Department regulations on industrial safety in places where asbestos was used.

Gilbert said local government regulations were necessary also to protect people who worked or lived in buildings where asbestos was present.

The US business magazine Fortune International reported about 90 000 Americans had in the past decade sued makers of products containing asbestos.

The mineral was restricted as a building material in the US in the 1970s.

Gilbert believed the health and safety departments did not inspect premises where there was asbestos.

EDYTH BULBRING

"My submission is that the monitoring of asbestos in Johannesburg has been very slack and the council is not keeping up with the times on the dangers and hazards of asbestos."

He is also concerned no safety measures were practised in the demolition or renovation of buildings.

Asbestos from them was disposed of with general rubble and this, he claimed was a danger to the public.

Gilbert said workers were not protected when they removed rubble.

He advocated that asbestos waste sites should be provided and workers handling the material protected.

"To a certain extent asbestos is just as dangerous as nuclear waste. Once an asbestos fibre is in the lungs, it can never be removed," Gilbert said.

He welcomed scrapping of asbestos-coated bags at Bushkoppies but asked what effect the system had had on workers at the plant and people who had consumed the filtered water.

"It is a risk. Particles could have been consumed in minute quantities," Gilbert said.

He also wants to know if asbestos is used in other purification works.

Educational programmes preferred by black staff

MD Davidson
Sylvia Du Plessis

SYLVIA DU PLESSIS

COMPANIES involved in corporate social responsibility (CSR) projects could be wasting money on programmes which did not strongly fulfil the needs of the black community, Analytic Marketing MD Alistair Davidson said.

Analytic Marketing — a member of the Information Transfer Group — recently conducted a study among 1 000 black and 300 coloured employees to establish their need for community support and their evaluation of the companies involved in community projects.

Educational programmes received the greatest support in the black community, with poor education rated the third greatest problem after unemployment and low wages.

Restricted

Companies needed to be seen to be involved in a spectrum of community projects, Davidson said. CSR advertising budgets were misplaced, with most CSR advertising restricted to executive and financial publications.

A company's involvement should be communicated to the target markets which benefited from such involvement, and marketers should not neglect the impact and link their CSR involvement had on the marketing of their products or services.

"A very important source of information about community involvement is the company's own employees."

R100-m expansion to Durban brewery

The Argus
Correspondent

DURBAN. — Prospecton brewery is being expanded at a cost of R100-million to meet the rapidly growing demand for beer in Natal.

The extensions — which will enable the brewery to boost beer production by 20 percent to 8,6 million litres a week — will be partially completed before the year-end peak season.

Prospecton will then rank as the second-biggest brewery in the country after Rosslyn, near Pretoria, which produces 15 million litres a week.

Mr Norman Adami, regional general manager for South African Breweries, said the company was, however, looking even further ahead to boost Prospecton's output to more than 10-million litres of beer a week.

He explained that the current enlargement was aimed at optimising the output from Prospecton's two brewhouses and four packaging lines, and was

concentrated in the stage between these two processes — the brewery's fermentation and storage cellars.

MAJOR WORKS

Major civil works are under way to accommodate sixteen 300 000 litre stainless steel fermentation/storage vessels in addition to the 40 already serving the larger of the two brewhouses.

Nine 210 000 litre piped and fully automated bright beer tanks — which store the beer before it is bottled or canned — are also being installed.

"These extensions also involve the provision of all instrumentation, valves and piping, and represent a substantial increase in our cellar capacity," said Mr Adami.

"The new bright beer tanks, for instance, will more than double our capacity from 21 tanks holding 1,5 million litres to 30 holding 3,4 million."

The project also includes a new yeast drying plant (which recovers yeast used in

fermentation), which will quadruple yeast drying capacity from 50kg an hour to 200kg an hour, plus various modifications which will upgrade capacity of the brewery's carbon dioxide plant to 1500kg an hour.

"Additional computerised equipment will put Prospecton among the most highly automated breweries in the world," he said.

Local contractors and materials are being employed as much as possible in this operation.

Last year two of the packaging lines were upgraded to cope with the output from the larger of Prospecton's two brewhouses — one of the world's largest single unit installations able to handle a 1,5 million litre brew.

Prospecton produces all the SAB brands and packages, and serves customers throughout Natal, KwaZulu and QwaQwa.

Bl Day 27/4/87

Trek shares climb after Mobil sale

ZILLA EFRAT

NO announcements were forthcoming on Gencor's purchase of Mobil Oil's SA interests yesterday. (181)

It is not known what effect the acquisition will have on Gencor's oil company Trek Beleggings, but Trek shares have been climbing since Monday. They initially rose R2 to a high of R19 on the JSE yesterday, but came off to end the day 175c firmer at R18,75, a 10,3% rise on the day.

Mobil, which employs 2 793 people in SA, has been in SA for 91 years.

In 1897 the US corporation, Vacuum Oil, established a branch in what was then the British Cape Colony. Its name was later changed to Mobil Oil SA.

Mobil markets a full range of petroleum products and owns or supplies 1 143 service stations.

Another Mobil subsidiary in SA, Mobil Refining Company SA, owns a 65 000 barrels-a-day fuels refinery in Durban. It also has a 47% stake in South African Oil Refinery.

Minor SA operations include asphalt manufacturing, road surfacing, re-refining of used lubricating oil and marine and insurance activities. Today, Mobil's investment in SA is about \$400m.

BRENT MELVILLE

SA's first women welders have dealt a stunning blow to male chauvinists by starting work on the 14 500 ton, R200m support structure for the Mossel Bay oil rig.

The young women are graduates of

Women welders employed on oil rig

B 10442714159 (181) (3571)
a Port Elizabeth centre which trains on behalf of the SA Fabrication and Construction Training Trust Fund (SAFCTF).

SAFCTF executive director Rene Schmetz believes women welders are

better at the job than men.

"We have found that if a woman has the natural ability, she makes a good welder because she has better hand, eye co-ordination than the average man," he says.

By 10/2/4/89

Engineers need 'to specialise'

151

BRENT MELVILLE

ENGINEERS faced a highly competitive future in which specialisation and development of business skills would become vital, Murray and Roberts (M & R) CE David Brink told guests at a Wits University faculty of engineering prize-giving recently.

The prize-giving saw more than 100 prizes awarded to students in six engineering disciplines who had excelled in the past academic year, and was the first official function to be held at the faculty's new west campus Chamber of Mines building.

Brink stressed the need to increase the rate of wealth creation to keep a handhold on SA's population growth and avoid a progressive decline in *per capita* standard of living.

He added that government had taken the lead in promoting change in business, clearly illustrated by its commitment to privatisation and deregulation.

"The effect of this is likely to be a reduction in available posts in relatively sheltered employment for 'pure' engineers," said Brink, saying engineering specialist skills employed would have to be highly qualified and specialised.

Increased competition would be accentuated by the globalisation of world trade, he said, adding that SA's resistance to international sanctions depended on its creativity in achieving the necessary import substitution.

He questioned the ability of SA to support more than two or three 'Ivy League' class engineering schools, of which one would "undoubtedly" be Wits.

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Interdict granted against Numsa

ALTRON'S Standard Telephones and Cables (STC) was granted an urgent interim interdict in the Industrial Court on Wednesday against two trade unions and more than 600 employees in regard to the week-old retrenchment strike.

And, as the 11-day-old strike by 500 employees at Altron's Lascon Lighting continued, the metal sector wildcat strike wave on the Reef spread to another three companies.

In each case, the National Union of Metalworkers of SA (Numsa) has refused to intervene unless it receives an undertaking from the company to waive its right to sue for damages. In the one case where the undertaking was made, the strike ended yesterday.

The court order declared the conduct of Numsa and the Electrical and Allied Workers' Union to be unfair.

It also declared the conduct of the more than 600 employees to be unfair and restrained "any one or more of them" from threatening the safety or property of STC employees, from creating a disturbance, and from engaging in any unprocedural or unfair industrial action.

Numsa legal officer Ruth Edmonds said no evidence had been led alleging threatening behaviour by strikers.

She said the order against the two unions "makes no sense" as it did not specify the alleged unfair conduct or say what they should do. Parts of the order against the other respondents

ALAN FINE

were also unclear, she said.

Altron spokesmen could not be reached for comment.

Numsa regional official Tony Kgobe said officials had visited the Lascon plant on Tuesday, offering to intervene once they had received the undertaking.

He said had been refused. Altron has said it has been advised by lawyers against making such an undertaking.

The action is in support of demands that two management members be relieved of duties to conduct disciplinary hearings.

Kgobe said strikes involving some 520 workers had begun earlier this week at Champagne Lighting, Thorn Lighting and Cinqplast.

Granted

Actions were related to retrenchment in the first case and dismissals at the other two.

In each case, Numsa had requested the undertaking. It had only been granted at Cinqplast. Although Kgobe said talks ended on Wednesday night without resolution, a management spokesman said employees had returned to work yesterday.

A Champagne Lighting spokesman said the "small problem" may be resolved today, while Thorn could not be reached for comment.

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**HOLIDAYS LAST
WEEK COST SA
R50m A DAY**

TIM COHEN

ORGANISED commerce is concerned about the concentration of public holidays in May which "disrupt industry and play havoc with productivity" *blom 8/18/89*

With Workers' Day and Ascension Day falling in the same week, many employers negotiated with unions to give Friday or the whole week off in lieu of other public holidays or Saturdays.

Assocom manpower secretary Vincent Brett said yesterday the association estimated that last week's public holidays cost the country at least R50m a day.

He said the situation was worsened as the tendency was to take extra days off to make a long weekend when a public holiday fell in mid-week.

Assocom had made submissions to the President's Council on the uneven spread of public holidays, suggesting that if public holidays were better placed, they would be less disruptive, and that sectarian holidays not be celebrated by the whole country. No official response had been received.

Sapa reports that the situation was described as a "massive headache" by Cape Chamber of Industries senior secretary Colin Boyes, who described the concentration of holidays in May as "extremely disruptive".

The least disruptive day for a holiday would be Monday. Friday created problems as many factories worked on Saturday, he said.

"Tagging on" additional holidays would not help SA to improve productivity performance, as it desperately needed to do.

ALAN FINE

ALTRON's Lascon Lighting was granted an urgent interim interdict in the Rand Supreme Court on Friday ordering 457 employees, cited individually as respondents, to end their unlawful two-week-old strike at the plant.

The National Union of Metalworkers of SA (Numsa) was also cited, but no relief was sought against it and it did not oppose the application.

Numsa has distanced itself from the strike following a management refusal to undertake that the union would not be sued for lost earnings sustained in the strike.

The remaining respondents were not represented by legal representatives, and four "delegates" gave evi-

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Interdict on 457 strikers

dence on their behalf.

The interdict further ordered the 457 employees not to interfere with or intimidate other employees, customers or distributors, from obstructing the normal operation of business, and from damaging the applicant's property.

In delivering the order, Mr Justice MacArthur said, while it was not his job to give advice to the company, it may be propitious for the CE, a Mr Sutton, to take "short cuts" in the normal grievance procedure and get involved in the dispute as employees were requesting.

Workers went on strike on April 24

demanding that two members of management be relieved of responsibilities to conduct disciplinary inquiries.

In a another strike, some 200 Numsa members at Thorn Lighting in Johannesburg were dismissed after going on strike last Tuesday.

However, a company spokesman said management had offered conditional re-engagement.

Talks were continuing.

He said management was considering whether to make an undertaking to Numsa not to sue the union in terms of section 79(2) of the Labour Relations Act.

Star 10/5/89

Women welders start work on offshore rig

By Shehnaaz Bulbulia

In a burning blow to the pride of the stalwarts of male chauvinism, South Africa's first women welders have started work in Saldanna Bay on the huge jacket for the Mossel Bay oil rig.

Women may have been previously used as cheap labour but not in this case, says director of the South African Fabrication and Construction Training Trust Fund (SAFCTTF), Mr R G Schmetz.

"Women definitely receive the same salary. We will not have it any other way", says Mr Schmetz. "Our attitude is that we are first South Africans, and bearing this in mind we pay all our welders a standard wage rate, regardless of their colour or sex."

The young women are graduates from the East Cape Training Centre in Port Elizabeth, which trains people on behalf of the Fund.

Women welders, says Mr Schmetz, are sometimes better at the job than their male counterparts. The organisation's research has shown that because women generally have better eye and hand co-ordination, and have the natural ability to become good welders compared with the average man.

He says there was stiff resistance from some quarters to letting women into the exclusive male domain of welding. But as SAFCTTF was founded on an equal-opportunities training scheme, women could not be excluded.

Introducing women into the training scheme has not been easy. Opponents, Mr Schmetz says, have objected on "moral" grounds. "Included in their objections were the possibility of rape and the need to provide separate facilities."

The conflict, says Mr Schmetz, was resolved by the determination of the women.

"The women have been trained to meet the stringent standard welding tests which are recognised internationally."

The courses are tailored to ensure that the SA quality standards are equivalent to the highest international standard.

On site the men have responded positively to the presence of women and women welders have the effect of improving the quality of work all round, he says.

Says Mr Schmetz: "After all, the men don't want to slip behind the output of a woman!"

The multi-million rand scheme — launched to provide skilled workers for Mossel Bay and other mega projects — also has women under training in pipe installations and as electricians, as well as engineering construction work.

An important aspect to this initiative Mr Schmetz says, is the replacement of previously expensive imported skills with local employees. By the turn of the century up to 30 000 people, Mr Schmetz predicts, could be trained through the scheme for Mossel Bay.

THE VAST majority of African high school pupils do not study mathematics and science, which are required for entry to commerce and engineering faculties at the "open" universities.

To industry and commerce, this presents a dismal picture. Each year, from a pool that is far too small for everyone's needs, corporations compete with overseas scholarships, all the other university faculties and with one another for students in commerce and engineering.

The high wastage rate at universities aggravates the skilled manpower shortage.

In 1988 there were four times more students at universities than at technicians. This points to a strong academic bias which inclines every student to want to go to university. It is also evidence of the limited provision of technical education for all groups, and particularly for blacks.

Although their numbers are increasing rapidly, black students are grossly under-represented at the tertiary level. Whites account for the vast majority of those receiving technical education, and there are only 26 African university students per thousand head of population, compared with 31.1 per thousand for whites.

With the projected decline in the size of the white population and the rapid increase in the African population, the situation will change.

In the aftermath of Soweto 1976, the public and private sectors focused attention on the problems of the black education systems. The result was a spate of interventions to compensate for the deficiencies of these systems.

Sponsorship of academic support programmes by private sector companies and professional associations will increase as they become more anxious to staff their operations with highly skilled blacks and produce black professionals.

Of the students in courses run by the central academic support programme, 40% to 50% are white, indicating that they are under-prepared for university study. There is evidence to suggest that standards of white education are declining.

Business needs to build academic bridges to survive

JANE HOFMEYR and ROD SPENCE

Universities will have to meet the challenge of structural change. They need to take institutional responsibility of under-prepared students. This will mean developing flexible entry levels, longer degree programmes, user-friendly routes through courses and the necessary academic and non-academic support systems.

In order to incorporate and affirm black students, the universities will have to develop a new non-racial culture. Above all, universities will have to give primacy to teaching to meet the needs of under-prepared students and reduce failure rates.

There is a need for a diversification among universities and a greater rationalisation of resources, so that every university does not seek to become a Harvard but specialises in different ways. Some of these processes are already under way.

Academic support programmes will continue to play an important part in institutional change, but essentially they will have to formulate a new role.

The change cannot happen overnight, but all the evidence suggests that ASPs at the open universities

should continue to transform themselves towards faculty-based models; a central consultancy function targeted at staff; a sound research/evaluation base; negotiated agreements with the business sector and strong community links.

In their present form, there are very real limits on ASPs' ability to serve the many. Because of the expense, a shortage of resources and the close-knit, personal cultures of many ASPs they are unable to "go to scale" to any substantial degree.

At black universities, assistance for staff is already the dominant model academic support. With a numbers problem and a different philosophy, they started academic development programmes aimed mainly at lecturers.

Business will be driven increasingly by a staffing imperative and the economic crisis to intervene actively in academic support programmes. Our research suggests some challenges for business to consider.

If the experience of the front-runners is anything to go by, then business's involvement will have to go beyond funding to include experimentation, partnership and lobbying.

The private sector can give ASPs the space in which to experiment and innovate. It can feed its experience of black advancement programmes into ASPs and learn from the latter's

successes and failures.

Many educational support programmes naively conceptualise the role of the private sector. On the one hand, business is seen as the goose with an inexhaustible supply of golden eggs, a source of finance without any of its own legitimate needs.

On the other hand there is a suspicion of the business world and its motives which is linked to a hostility towards capitalism. Business is also seen as monolithic when in reality it consists of heterogeneous companies, some liberal and some conservative, in competition with one another.

There is concern about the role of business in educational support. The distinction between education and training is important, and some educationalists doubt whether universities should be churning out graduates with pre-packaged skills who automatically slot into waiting job opportunities.

Education should have more to do with meeting the needs of individuals than with the particular needs of one sector of the economy. Others believe the private sector should not attempt to "privatise" educational

support — a job that belongs to educators and educational institutions. The neatness and orderliness that the business world looks for are not to be found in education or universities in transition. The educational challenges cannot be solved simply by applying management techniques or technical solutions.

The issue at stake here seems to be that of producing a negotiated agreement and an acceptable meshing of the needs of the parties concerned. The partnership model is viable provided there are clearly demarcated areas for each party's involvement and a respect for the areas that properly belong to the other.

Business will be interested in the performance of students and will pressure the institutions for more effective teaching, relevant courses and a lower failure rate. Given the present high level of wastage in the education system, these cannot be regarded as improper or unnecessary considerations, but they should not become the only considerations.

There is an important role for the private sector in support programmes which goes far beyond a "cheque-book exercise". The potential of the private sector to contribute and effect change in this area and in education generally has been underplayed. Academic support programmes will have to give serious thought to harnessing that potential. However, business should not seek to usurp the functions that are properly the domain of educationalists, nor should it act in a technocratic mode with only its immediate self-interest in mind. Not least for the sake of its own tarnished image, business should intervene with longer-term goals in sight.

Business should press for the kind of change and fund the research and experimentation that will make a valuable contribution to the SA of the future.

This is an excerpt from an article in the current edition of *Optimism*. Jane Hofmeyr is a senior lecturer in the Department of Education at the University of the Witwatersrand. Rod Spence is group Training Consultant of Anglo American Corporation in Johannesburg.

DP staff cut back (181)

8 11 15 18 1
Many companies are cutting down on permanent data processing staff and increasing their complements of contractors, says Izabella Little, MD of Don Gray Contracting Partners.

A year-long research project in the contracting market shows the shift in attitude means companies no longer view contractors as a necessary evil.

Reasons given are the increasing costs and overheads of permanent staff due to hidden costs, including recruitment fees, paid holiday and sick leave, cars, housing assistance and pension funds.

"Another reason is that productivity of contractors, generally, is considerably higher than that of permanent staff. We hear this almost daily and it relates to the fact that contractors are usually employed to do specific tasks with achievable goals.

In contrast, she says, permanent staff are known to spend up to 30 percent of the day ineffectively. This is due to the "deadwood syndrome" because of job security creating a climate for endemic unproductiveness.

"Today, the focus is on cost-effectiveness and the days of DP empires, peopled by non-performing permanent staff are numbered," she says.

7 500 man-days
lost in week of
metal strikes'

181 (181) ALAN FINE (181)

ABOUT 7 500 man-days were lost this week in a rash of strikes and lock-outs at eight metal-sector firms in the Germiston-/Alrode area, the National Union of Metalworkers of SA (Numsa) said.

In the same area, a wage strike and lock-out at Plascon led to a clash between strikers and police yesterday.

Among the largest metal firms involved were Scaw Metals, Hall & Longmore, GEC Switchcare and Genrec, a spokesman for Numsa's Katlehong office said.

Issues in dispute included retrenchments, dismissals and other grievances.

He said the strike at Scaw had been called off pending an appeal against the dismissal of a union activist.

In each case the union followed its routine in wildcat strikes and asked for management undertakings waiving its right to sue for lost earnings.

Intervene

In only one of the eight cases was the undertaking given. However, the union, which appeared to have modified its tactics, intervened in most of the actions.

A Numsa official said the union was attempting to establish guidelines whereby it would intervene in those cases where no undertaking was given but where circumstances dictated the union could not be held liable for instigating the strike.

About 300 SA Chemical Workers' Union (Sacwu) members employed at Plascon, who embarked on a sit-in on Monday, were locked out of the plant yesterday, a Nactu spokesman said.

She said the workers were later beaten up by police and two were arrested.

A police report said a group of blacks went to a footbridge above the R77 highway at Katlehong, Germiston, and began throwing stones and other objects at passing vehicles.

"When police requests to disperse were ignored, quirts were used to disperse them and two men were arrested. No injuries or damage were reported to the police."

Plascon could not be contacted.

More to it than skills alone

5/1/89 24/5/89
IT is becoming increasingly obvious to many companies that training programmes should handle more than the mere acquisition of job skills.

Bob Spurr, managing director of Advtech subsidiary Viewcom says the US trend to adopting a holistic approach to the employee has spread to SA.

This approach follows on the realisation that skills development training addresses only part of the problem of striving for an increase in

productivity.

Mr Spurr says: "If an employee is unhappy outside the workplace he will not perform to his full potential. It follows that to be effective such an employee must be equipped to handle life's challenges."

"This means acquiring knowledge of a broad range of areas, such as fitness, stress management, financial discipline, learning to be assertive and a host of other aspects."

(181)



Confrontation between business and Govt 'hinders reform'

By Mike Siluma,
Labour Reporter

Public confrontation between business and Government on political change may have hindered, rather than helped, the process of reform in South Africa, according to Institute of Personnel Management president Mr Mike Burgess.

Writing in the latest

edition of the institute's mouthpiece, *IPM Journal*, Mr Burgess urged business to adopt practices which would be "shining examples to all in their adherence to and championing of non-discrimination".

Mr Burgess called on companies to introduce programmes to educate their employees about changes taking place in

South Africa and the need for such changes.

He also suggested the formation within companies of "intercultural groups" where fears and concerns can be explored and dealt with.

According to Mr Burgess, most of South Africa's workers are dissatisfied with the economic system and blamed business for what they saw as

an increasing gap between rich and poor.

With many companies still rejecting affirmative action, blacks tended to occupy lower positions in the workplace "without much hope of upward mobility in the foreseeable future".

Dealing with the "very sensitive issue" of business's role in politics, Mr Burgess said there had

been "adverse repercussions and casualties when chief executives have assumed the role of outspoken politicians".

"In fact, it is probably true to say that this approach has impeded, rather than speeded up the process of reform," noted Mr Burgess.

Despite this, he urged business to continue to influence opinion-makers.

Blow 19/5/89.

Skilled manpower shortage rules out fuel plant — CSIR

~~REILLY~~ GERALD REILLY

PRETORIA — The shortage of highly trained manpower would rule out the establishment of another synthetic fuel plant in the next five years, CSIR chairman Louw Alberts said here this week.

He doubted that the plant would materialise, even if the oil price increased steeply in the immediate future, the oil boycott became more effective or even if the capital was available.

Alberts said SA was richly endowed with mineral raw material and relatively cheap energy — a powerful background for technological development.

He stressed the greatest single obstacle to this development was the lack of highly skilled manpower.

Demographic factors determined the extent of high-level manpower among whites. Out of every 100 births, 33 attained matric exemptions, 30 degrees and 2,7 degrees in science and engineering.

The number of white births had decreased from nearly 90 000 in 1974 to just 70 000 in 1987 — a decrease of 22%.

Take a look at the alternatives

TAX consultants are advising firms that provide their staff with company cars to take a good look at alternative schemes, in the light of a new and more punitive tax table which comes into effect on June 1.

In the case of a R20 000 car, the new table increases the "deemed taxable benefit" by 15%; for an R80 000 car the increase is 25% (see comparison of old and new tables).

In the past, it was widely accepted that the company car resulted in lower tax liability than a car allowance, because fringe-benefit tax was relatively low. The motor industry had managed to persuade the tax man to keep the taxable value of vehicles to a minimum. But then came the Margo Commission, which recommended that the Receiver should adjust values annually in line with realistic costs.

The company-car tax table is based on 10 000km "deemed" private mileage a year. Despite increases in this table last year and this year, Arthur Andersen tax consultant Darryl Sahli believes the company car still has validity where employees travel low total kilometres every year. The reason is that in the alternative benefit — a travel allowance — the lower the total kilometres the greater the potential tax liability.

The company-car taxable benefit is fixed according to the table which has no relationship with an employee's total travel. The table deems a certain taxable benefit tied to the value of the vehicle.

In the case of executives driving high resale-value cars, conversion to a travel allowance could be advantageous, he says. But where employees, such as sales representatives, need their vehicles a great deal for business, switching to a travel allowance may be counter-productive. That is because the intensive business use prejudices the car's resale value.

He gives pros and cons of both types of scheme.

Company car advantages are:

- The employee has a fully maintained vehicle without the problems associated with ownership;
- His only cash outflow is tax payable on a monthly basis on the value of the fringe benefit; and
- He can get a bigger car by contributing to the purchase — by sacrificing his bonus or salary increments.

Disadvantages:

- The employer, as owner, is burdened with administration and upkeep — petrol, servicing and maintenance;
- Replacement of vehicles is increasingly costly;
- Accurate budgeting is difficult; and
- Employees tend not to look after vehicles as well as they might.

Not all employees may benefit from a travel allowance. An employee travelling less than 25 000km in total every year will have a higher tax liability than someone travelling more than that, as the private travel of 10 000km is not "diluted" to the same extent.

Travel allowances are basically divided into fixed costs (including monthly finance repayments, insurance and licensing) and variable costs, such as fuel and maintenance. The higher the total kilometers travelled, the less the tax payable on the allowance.

If the actual costs exceed the allowance, the employee can sacrifice bonus to make up the difference. But if the "increase" is seen as disguised salary, says Sahli, the Receiver will tax the excess portion of the allowance as if it were salary.

He says: "It is therefore of the utmost importance that the allowance be calculated according to actual costs involved in business travelling."

Car allowance advantages (employee):

- He may choose the vehicle he wants and can afford;
- He acquires ownership and has the benefit of resale value;
- The allowance is not subject to PAYE deductions and cashflow improves. (It is up to the employee to make the deductions in his income-tax return); and
- Only the unexpended part of the allowance is taxed.

Advantages (employer):

- The company need not make a capital outlay for vehicle purchase;
- The vehicle can be financed off balance sheet;
- The allowance is fixed at the beginning of each year,

permitting more accurate budgeting; and

- The administrative burden is reduced and the burden of maintenance is removed.

Disadvantages:

- Allowances should not apply to people who are desk-bound — as a guideline the employee should travel at least 25 000km; and
- If no logbooks are kept, the employee will not be able to prove that he travelled less than 10 000km privately and may incur a higher tax liability.

Other important considerations are that the method of finance is critical to tax and cash flow; a deal with a lower interest rate should be struck with one financial institution for all employees and the allowance should cover all an employee's expenses on a particular car.

Sahli says: "The final and most important aspect is that the employee benefits from the resale value. Arrangements must be structured in such a way that the employee receives the maximum benefit. This can be achieved at no extra cost to the company."

COMPANY CAR TAX — OLD AND THE NEW

Vehicle Value	OLD TABLE	NEW TABLE
R 20 000 (1600 cc engine).....	R150	R173
R 55 000 (3000 cc engine).....	R414	R503
R 80 000 (2300 cc engine).....	R495	R622
R100 000 (3000 cc engine).....	R621	R714
R155 000 (3500 cc engine).....	R897	R979

A new company-car tax table in which substantial increases in deemed taxable benefits are evident will go into effect on June 1. Previously a vehicle valued at R20 000, with an engine capacity of 1600cc, was taxed at R150 a month. In the new table the amount is R173, an increase of 15%.

In the case of a 2300cc car valued at R80 000, the amount goes up from R495 to R622, or 25%.

Building, education to top FCI agenda

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CHRIS CAIRNCROSS

CAPE TOWN — Building skills, providing fundamental education, and developing a proper industrial culture in SA, are the two themes that have been selected to dominate discussions at the SA Federated Chamber of Industries' (FCI) executive council meeting here today.

The keynote address is to be delivered by Finance Minister Barend du Plessis, who is expected to outline government's perspective on the line the country should take in developing an industrial culture best suited to take it into the next century.

Organised industry will also be taking a look at the micro-economic picture, with the focus on the merits of promoting applied research to service the needs of specific sectoral interests.

The desirability of giving greater emphasis to manpower training and education in an evolving SA leads off FCI's meeting today, with Education and Culture Minister in the House of Assembly Piet Clase scheduled to open the debate.

5 (181) 18

Govt must work out new skills plan - FCI

By Michael Chester

The Federated Chamber of Industries yesterday called on the Government to work out new manpower strategies to provide South Africa with a master plan for longer term economic growth.

The FCI executive council, meeting in Cape Town amid growing concern about threats of economic stagnation, urged sweeping new measures to reverse an alarming shrinkage in the size of the skilled labour pool that had worsened over the past five years.

A formal resolution called on the government to devise new strategies to tackle the problem of skilled manpower shortages at its roots by overhauling its education and training policies.

Danger signals about the gap between the demand and supply of skilled labour were illustrated in the latest annual review compiled by the National Manpower Commission, it said.

The review tracked a strong downward trend in the number of trained apprentices flowing into the labour pool that has persisted since 1983.

The FCI council warned that South Africa was falling badly behind in the race to meet the vast increase in demand for all the skilled labour needed to sustain even modest economic growth.

It demanded clear guidelines from the Government to assist the public and private sectors to work out national manpower priorities.

An immediate start was intended on moves to launch discussions on the whole issue with other employer organisations and government departments.

Mr Theo van den Bergh, chairman of the FCI committee on education and training, noted the President's Council had listed improved productivity as South Africa's most important priority in its economic goals.

GUN TERROR AT FACTORY

HELL broke loose at the Lion Match plant in Rosslyn, near Pretoria when a gun-toting white production supervisor called himself an AWB member allegedly threatened to gun down anyone who was black in the factory.

Black workers said they were accused of having removed an AWB

By ALINAH DUBE

sticker from a car.

They said there was chaos in the plant as they ran for their lives with the gunman chasing them.

Sowetan 24/5/87
"Production had to be stopped after all the black workers were forced to leave the plant at gunpoint. Other white

employees watched helplessly as a man boasted that he would should our heads off," workers said.

181 Incident

According to the workers, they spent almost three hours outside the factory premises. They said a

manager had to be called in to resolve the matter. Although management had promised to investigate the incident, the workers said they refused to work and demanded the immediate expulsion of the gunman.

They agreed that there had been AWB stickers on a car, but said they had nothing to do with their removal.

The day after the incident, workers said an inquiry was held and they were told about management's decision to expel the man.

A spokesman for Lion Match refused to discuss the matter with the *Sowetan* yesterday. He said he preferred not to say anything "at this stage".

Association reviews negotiating role

WITH the Industrial Council for the chemical industry falling away, the Transvaal Chemical Manufacturers' Association (TCMA) has reviewed its major function of negotiating industry agreements on behalf of members.

Now it will provide information to make representations on behalf of the industry and to formulate broad policy directives through consensus of the membership.

TCMA chairman Mike Spagnoletti says three major areas of focus are: industrial relations; manpower; and education, as well as health and safety.

In the industrial relations area the TCMA represents the industry at wage board hearings and other official industrial relations investigations. It also provides the membership with information and practical guidelines pertaining to key industrial relations issues.

Some of the issues which have been addressed include amendments to the Labour Relations Act, productivity bargaining, health and safety and public holidays. Seminars and information sessions have been well attended and more events such as these are planned for the near future.

In the manpower and education area the TCMA operates in conjunction with the SA Chemical Foundation, which is registered with the Manpower Department, with the objective of promoting physical science in schools and chemistry at tertiary level.

The main activities in this area include:

- Advice to companies on how best to allocate their educational budget;
- Identification of skilled shortages across the whole industry;
- In-service training of teachers of physical science by exposing them to the industry's needs and directions;
- Career guidance for schools using literature and exhibitions;

- Providing bursaries to students and awards to outstanding teachers of chemistry, while annual awards are presented to researchers for significant contributions to the industry;

- Enhancing the image of chemistry as a student with many existing career directions from which to choose;

- Acting as the steering committee for the industrial training boards for the chemical and allied industries; and

- Working with technicons to reduce overlap in courses and to give input on curricula related to the needs of industry.

Spagnoletti says there is growing public awareness of health and safety.

"This is especially pertinent to the chemical industry because of the growing number of hazardous materials being produced, which could have detrimental effects on the environment."

Controls

He cites incidents such as the Sandoz fire in Switzerland and the recent massive oil spillage in Alaska as rude reminders of the damage man may inflict on the environment and the subsequent damage to the image of the companies involved due to the negative publicity — regardless of where the fault lies.

As a result, companies are stirred into taking a pro-active stance in regard to safety procedures and strategic plans. Governments are prompted into assembling and re-evaluating controls over the handling, storage and transportation of these materials.

"The TCMA has played a very active role in this area, providing constructive input to those concerned, while drawing up regulations and subsequently disseminating information to member companies by means of newsletters and seminars," he says.



MIKE SPAGNOLETTI

TCMA calls for council's deregulation

B 10am 25/5/84
THE Transvaal Chemical Manufacturers' Association (TCMA) has applied for the deregulation of the Industrial Council for the chemical industry.

Does this reflect a disillusionment with industrial relations?

"Not at all," says TCMA chairman Mike Spagnoletti.

"The industrial council did not work because it is too far removed from the work," he says.

Spagnoletti, an Adcock-Ingram executive director,

says employers withdrew from the council two years ago and it consequently became defunct. Since then the focus has been on company bargaining.

Is this then the beginning of a trend that will see the collapse of other industrial councils?

"Not necessarily. There are two opposing forces at work. Unions are generally seeking greater unity and centralisation of power. They might therefore favour industrial councils even though they have re-

(181)
garded them as a dirty word in the past.

"Employers, on the other hand, are under increasing competitive pressure. They are therefore likely to reject the inefficiency of two tier bargaining arrangements that industrial councils inevitably create."

Thus more flexible and innovative industrial relations structures could start to emerge. For instance, voluntary groupings of companies and unions could reach agreement on specific issues.

AWB sticker

provokes work

stoppage at

Lion Match

TIM COHEN

PRODUCTION was stopped at the Lion Match Rosslyn plant for about three hours this week after a white staff member threatened to "shoot the heads off" workers who had defaced an AWB sticker on his car, MD Bert Heilbron confirmed yesterday.

Employees had told him one of the engineering staff was alleged to have had an AWB sticker on his car.

The staff member was instructed by management to remove the sticker some time ago, but either he or someone else replaced the sticker.

Someone had then defaced the sticker and in so doing had damaged the car.

Suspended

The staff member then approached one of the shop stewards and reportedly threatened to "shoot the heads off" the people who had damaged his car.

Workers downed tools for about three hours, until a member of management assured them the staff member had been suspended.

A full inquiry into the incident would be held, Heilbron said.

He denied Press reports that the staff member had chased workers out of the factory at gun-point.

"We under no circumstances allow firearms on our factory premises," he said.

If the staff member or any other person was found to have brought inflammatory matter onto the premises, he would be dismissed, he said.

AWB death threat claim is refuted

181
Sowetan
2/5/87

THE management of Lion Match in Rosslyn in Pretoria yesterday refuted reports that a white production supervisor claiming to be an Afrikaans Weerstandsbeweging member, threatened to gun down anyone who was black at the factory.

In a statement the

By JOSHUA RABOROKO

company's group administration director, Mr A O C Tonkinson, said the report was misleading and in no way reflected the incident at the plant.

A report in the *Sowetan* that hell broke loose at the plant when a

gun-toting white man allegedly threatened to shoot anyone who was black at the factory.

According to our report, a spokesman for the company had refused to discuss the matter with *Sowetan* "at this stage."

In the statement Tonkinson said on Wednesday May 17, a white production foreman found that the paintwork of his vehicle had been damaged with a screwdriver or similar sharp instrument.

As a result he conveyed a threat in the presence of a number of employees that he would shoot anyone whom he found damaging his vehicle in future. He did not have a weapon of any sort nor did he chase or attack any employee.

"Employees did not run for their lives and were not forced to leave the plant at gunpoint.

"While our employees did stop production for approximately 40 minutes, and not for three hours as purported in your article, they did not leave the company's premises but congregated outside the factory building on our premises."

He said management conducted a full inquiry into the incident on Monday May 22. No final decision had yet been taken and conveyed to the foreman concerned or the employees in general.

"It is therefore incorrect to state in your article that the employees were told about management's decision to expel the man. The foreman has been suspended pending completion of the company's disciplinary procedure.

"The decision will be made today."

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S 512

Star 27/5/81

Are Brit expats taking our locals to the cleaners?

MALCOLM FOTHERGILL

SOUR grapes... or cynical rip-off of South Africans? Opinion is divided on whether South Africans working on big projects such as Moss gas are being discriminated against in favour of expatriates from Britain.

As a result of letters and telephone calls from readers, Saturday Star has investigated the hiring of engineers and technicians for major projects.

The complainers say South Africans are being discriminated against in several ways.

Even when a local's qualifications and experience are greater than those of an expatriate, they say, the local man will wind up on a lower rung of the ladder.

In addition, they complain, expatriates are given fatter pay packets and more attractive perks.

Employment agencies which specialise in finding the skills needed for big projects such as Moss gas admit that expatriates get paid far more than their South African counterparts.

But there's nothing sinister in this, they say: it's a function of the exchange rate.

Thus, says Ricky Douwes of Contract Design Centre, a piping draughtsman in South Africa can expect to earn an average of about R36 an hour.

However, R36 an hour translated into sterling or even dollars, would not attract any skilled worker from overseas.

Simon Mannion of Denverdraft Agency says the company has been looking for local draughtsmen in the main centres of South Africa, but with little joy.

"We're finding a severe shortage of people to work in the petrochemical and offshore fields. We are trying to fill all the positions on our books with local people and definitely don't favour expatriates."

LTA's Ed Hutton says LTA hires only local labour: "We don't employ anyone from overseas. They're all local. Hiring people from overseas is far too expensive."

CAP Engineering's Peter Turner says one reason for the gripe that South Africans are given lowly positions while expatriates take the cream could be that local companies want to use the expatriates to pass on the latest technology.

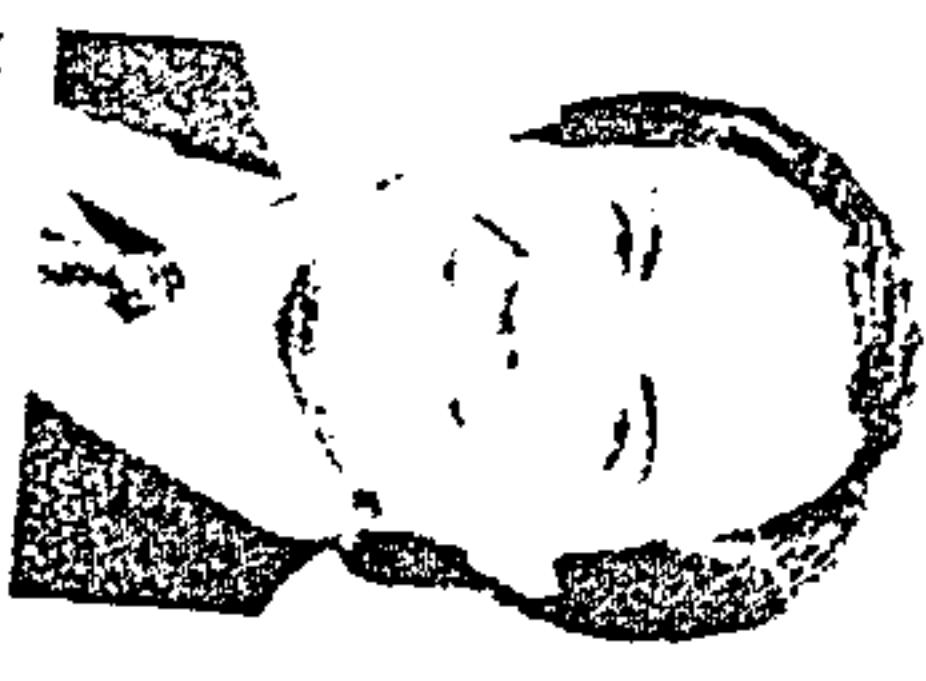
TRAINERS

TRAINERS and training managers in industry are the key people in the bridging process from Third to First World industrial concepts.

There is a huge need, therefore, to develop and maintain professional standards of competence for trainers and training managers in all industries in South Africa.

A professional body has long been called for by politicians and industrial leaders, and resulted last year in the formation of the National Institute for Training and Development.

Andre Dippenaar, vice-president of the institute, says 80% of all training is task- and skill-oriented. The target group for



Andre Dippenaar
trainers need
academic
qualifications

this training is made up largely of employees with minimal formal education. Dr Dippenaar found in a survey that trainers in industry are mostly technical

PAGES AND PAGES OF THE BEST JOBS IN SOUTH AFRICA

PREVIOUS PAGES

ST Times 28/1/87

Need more train

people with good line experience and good technical qualifications, but with low academic qualifications.

"This is where the need exists. Technical trainers cannot be seen or classified as behavioural scientists, which means that the curriculum for the training and education of technical trainers should differ from that of behavioural scientists.

"The objectives of the institute are, therefore to maintain a professional standard of competence for trainers and training managers, to improve the standard of professionalism of its members and to upgrade the quality and effectiveness of training specialists at all levels in every industry."

To achieve these objectives, the institute allows several levels of membership

— a fellow, full, affiliate and corporate member.

Dr Dippenaar says: "Fellowship of the institute is awarded at the discretion of the executive council to those individuals who have made a substantial contribution to the profession of training management, obtained the MPhil in training management or given meritorious services to the institute.

"Full membership is given on two grounds. First is experience — applicants must have had a minimum of eight years' training management experience. Second is academic and experience — an affiliate member must have a diploma in training management and at least three

WORK SKILLS

years' experience."

An applicant can become an affiliate member by passing the training certificate course conducted by the institute. Corporate membership is given to organisations.

The institute's programmes are pitched at four levels — the trainer certificate course at level one, a training and development diploma spanning 12 months, a training management diploma for senior training managers and an MPhil degree in training at level four.

Dr Dippenaar says the contribution the institute is making to productivity in Southern Africa is that for the first time the technical trainer with previous line experience is addressed as far as skills acquisition and improved professional-

ism are concerned.

"In this regard the institute's diploma programmes are unique in this country. Its strategies to improve training and training management skills in industry are fourfold."

First, it will ensure improved practical academic qualifications for the training specialist who is not necessarily interested in also studying in the wider human resources management discipline.

Second, it has developed consultancy expertise in training management which allows companies to place their training activities on a firm footing. It has developed evaluation instruments never before available to SA companies.

Third, the institute is establishing links with all important actors in the training field, such as international organisations, local government and private companies.

Dr Dippenaar says this expertise network will ensure that training expertise will be brought within reach of the institute's members.

"Finally, the institute wishes ultimately to establish an accreditation council for the training discipline. We believe these strategies will open up new career challenges for training managers in years to come."

Further information from this non-profit organisation may be obtained from The Registrar, National Institute of Training and Development, Box 1797, Marlboro, 2063, Telephone (011) 802-8208.

RIAN SMIT

ASSOCOM has resolved to take the initiative in organising an employer lobby at national level to improve "the present inadequate education system".

The FCI had already approached Assocom to co-operate in a joint investigation into educational problems, Assocom said in a statement last week.

"Educationists, commerce, industry and government are all well aware that the country's education system is in a state of crisis. Continued fragmentation of the system, and the wasteful duplica-

Assocom and FCI tackle 'inadequate' education

181
B1 May 29 1989

tion of facilities and administrative authorities, can no longer be afforded."

Assocom said the lobby should represent the unified voice of business throughout SA and should include all major industrial and commercial organisations.

A researcher at the Institute for Race Relations (IRR), Monica Bot, suggested in the May issue of South African Foundation Review that a negotiating forum, representing the different interests in

the private sector, be set up for influencing policy changes in education.

A recent report by the University Planning Committee at Natal University says the number of black matriculating school-leavers is expected to grow at 5,61% a year — from 25 080 this year to 98 187 in 2009.

White matriculating school-leavers will decrease by 0,32% a year from 31 034 this year to 28 609 in 2009.

The report makes it clear that "if the present 'own affairs' policy of govern-

ment continues, whereby universities are identified for specific race groups, then illogicalities and impracticalities of enormous proportions will eventually."

Figures compiled by the IRR show that 41 out of 1 558 black students who wrote matric mathematics (higher grade) in 1987 and 24 out of 601 who wrote physical science (higher grade) passed. In mathematics, 14 obtained a D symbol or higher, while the figure for physical science was eight.

Foundation to solve serious skills shortage

ADDELE BALETA 21/5/87

SANKORP and Sanlam would establish an SA Skills Foundation to find ways to solve the serious shortage of skilled labour in the country, chairman of Sanlam and deputy chairman of Sankorp Tjaart van der Walt said last week.

He was speaking at a two-day national training conference on skills, competencies and economic growth organised by the Institute of Personnel Management in Vanderbijlpark.

Van der Walt said the level of skills had to be improved. The country had a "skills imbalance" which hampered productivity, competitiveness, economic growth and development.

Comparative figures showed that SA had lagged far behind industrialised countries in skills competency.

There was an excess of semi-skilled and unskilled labour and a "serious shortage" of skilled and professional personnel and managers.

Mobilise

Van der Walt said the foundation's aim was to make a creative contribution which would have the greatest possible impact on SA's skills profile in the shortest possible time.

The intention was to mobilise the private sector and to exchange knowledge and experience in order to identify the "critical skills bottle-necks and eliminate them in a productive way".

The foundation would work in close co-operation with government.

Van der Walt said he had already held discussions with various business leaders, experts and politicians who had reacted positively to the idea.

Talks would take place shortly with a view to formalising the foundation.

Nick Barnardt misquoted

OWING to a misunderstanding, Trust Bank economist Nick Barnardt was incorrectly reported on Friday as saying anyone who disputed that SA was no worse off now than 20 years ago was unable to make basic economic calculations and interpretations. Barnardt made no such general criticism of other economists. The error is regretted.

SOUTH AFRICA'S white middle managers occupy strategic positions. They implement black advancement and training programmes and thus help determine the entry of blacks to managerial positions. They interact daily with organised black labour.

The SA Foundation recently commissioned a survey of white middle managers from 36 companies in the PWV area to test their views on black advancement, business and social change.

It not only reveals that their views on broader socio-economic and political issues do not differ substantially from those of mainstream white opinion, but also that to a surprising extent there is considerable accord between their attitudes and those of senior business leaders on reformist issues.

There is, however, one key difference of opinion — white middle management shows signs of sharp hostility towards organised black labour.

White middle managers still dominate the organisational frameworks into which both black managers and workers must fit. Their attitudes thus impinge directly on both the tenor of industrial relations within companies and on the upward mobility of blacks in the business world. Our survey reveals a somewhat mixed picture.

All those interviewed expressed support in principle for black advancement. All endorsed the concept of equal opportunity. Afrikaans- and English-speakers alike accepted the importance of increasing black management and eliminating racial discrimination in the workplace.

On the other hand, when it comes to black advancement programmes in practice, white middle managers expressed considerable reservations. Only half regarded such programmes in their company as being a success. Some 41% felt many black managerial appointments were purely tokenistic.

Some white middle managers reveal doubts about the innate ability of blacks as managers, citing deficiencies in black education and training, or cultural traits such as punctuality and difficulty in adapting to white corporate culture.

White management supports and resents black advancement

Blum 30/5/89

GAVIN LEWIS

Some managers, albeit a minority, clearly base their cultural rationalisations on essentially racist criteria. More than half of those interviewed identified white racism as a key obstacle to black advancement.

Status and occupational anxieties prompted by the threat of black competition would seem to play a key underlying role for those who reject black advancement on racial grounds, particularly those at the lower end of the middle management scale for whom black mobility seems a threat to their own prospects.

Two other major factors impinge on the attitudes of white middle managers to black advancement.

The first is a widespread rejection, particularly among Afrikaans-speakers, of reverse discrimination or affirmative action, as opposed to equal opportunity. A full 90% of respondents rejected affirmative action in principle, arguing strongly for promotion on merit alone.

The second factor is their expertise of black trade unionism, a relatively recent phenomenon in SA to which management has had to adapt rapidly.

A major difference between middle managers' attitudes and those of top executives lies in their approach to organised black labour. Afrikaans managers in particular find it difficult to cope with trade unions' rejection of organisational hierarchies and of established lines of authority.

Little sympathy is expressed for the position of black unions.

Unlike top executives, middle managers interface with organised black labour on a daily basis. This accounts to some degree for their varying attitudes towards it, with managers expressing considerable hostility towards the conduct of black trade unions.

The experience spills over into their attitudes to black advancement in general and to other areas, such as employee share opportunity programmes (esops). Most managers support esops in principle, but not if they are used as a mechanism for affirmative action.

Most white middle managers (in the PWV area at least) are largely unaware of the wider implications of militant black labour, and of the reasons for the politicisation of black unions.

Some 59% of managers interviewed insisted that black trade unions should not involve themselves in politics. Almost the same proportion rejected stayaways as a legitimate form of protest.

In this respect, white middle managers' views fit in with those of mainstream white opinion, no doubt for much the same reasons.

The survey also reveals that such attitudes among white middle man-

agers exist alongside considerable progressive views on reform and the role of business in society.

Most see themselves as part of a politically progressive SA business community. All supported the opening of CBDs on a non-racial basis. The majority enthusiastically endorsed privatisation and deregulation.

Most reflected impatience with the rate of reform and all saw sanctions and disinvestment as encouraging a hardening rather than a relaxation of State policy.

A full 85% supported a role for business in trying to change government policy, particularly by direct lobbying and by bringing about greater co-ordination and unity within the business community.

In some respects white middle managers appear more forthright on these issues than their more politically experienced and cautious top executives.

In white middle managers one is not dealing with a collection of reactionary bigots, but with people struggling to adapt to a rapidly changing society. Although the survey reveals ambivalence on the issues of black advancement and organised black labour, this co-exists with widespread support for change and a rejection of racial discrimination in the workplace.

White middle management antipathy is a factor inhibiting job mobility. Our respondents themselves

identified the intervention of top management, both to initiate and sustain black advancement programmes, as a key factor accounting for their success — indicating an otherwise hostile environment for such programmes.

There is a proliferation of programmes to produce and extend the ranks of black management. Important as such programmes are, there may be a need to educate white middle managers to cope with the changing demands of a post-apartheid society.

Much of the conservatism of white middle managers regarding black advancement can be ascribed to their stressful experience on a daily basis of newly unleashed organised black labour.

Top executives, it would seem, sometimes forget the pressures confronting managers in this area, indicating a need for better communication between, and consultation at, various management levels on all relevant socio-political and economic issues.

On the whole the picture is encouraging. As the "men in the middle", white managers have to reconcile company policy with the realities of day-to-day encounters with assertive and powerful black unions.

White middle managers have the power to intervene in reshaping industrial and race relations within companies. They can help ensure the success of black advancement programmes, so badly needed for developing management material into the 21st century.

Alongside more conservative traits, white middle managers appear to endorse the process of change away from apartheid and racial discrimination. They deserve greater support in their attempts to adapt to the realities of a changing society.

In the process, white middle managers have the potential to become an important factor in building and sustaining a broader constituency in society as a whole for peaceful change in SA.

Dr Lewis is director of the SA Foundation's Johannesburg office. This is an excerpt from his article in the current edition of the SA Foundation Review.

SENIOR trainers say future synfuels projects will not be affected by lack of skilled manpower.

BIDay 116 184

Trainers say enough skilled are in pipeline

181

ZILLA EFRA

SA Fabrication and Construction Training Trust Fund executive director Rene Schmetz, and vice-chairman Hugh Brown, gave the assurance while rejecting claims skills shortages limited the possibility of a new synfuels projects in the near future. They add a strategic plan has been un-

veiled to train thousands more workers for new and existing synfuels projects to the turn of the century.

Schmetz says: "We are confident that, despite predictions by other organisations, we can supply sufficient numbers to the

standards required in the future.

"Between now and 1992 the fund will have provided more than 8 000 newly trained people to contractors heavily involved in existing and future capital projects — and not just synfuel projects."

About 2 000 trainees are already working on the Moss gas/Mossref project.

Samancor

**workers get
R10-m bonus**

Finance Staff

Samancor's 10 000 employees are receiving a bonus of over R10 million in the wake of expected good results for the financial year to end-June, it was reported today.

No employee will receive less than R1 000.

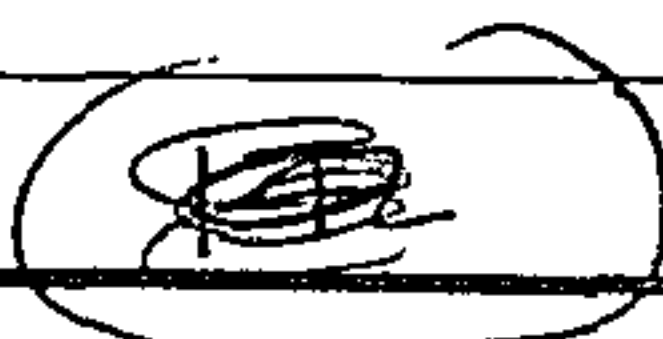
However, the bonus scheme, details of which will not be released, is expected to run foul with unions, who could see it as an infringement on wage negotiations.

The two unions concerned, NUM and Numsa, have not yet commented on the payout, which was announced to employees yesterday.

Samancor is in line for good results, judging from the interim figures for the second half of 1988m, which showed profits up 20 percent up on the previous interim period.

Star 6/6/89

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White middle managers must adapt to change

By Jabulani Sikhakhane
Corporate black advancement programmes should be adapted to teach white middle managers to cope with the demands of a post-apartheid society, says Dr Gavin Lewis, the Johannesburg director of the South African Foundation.

His comments coincide with the view in black management circles and the Black Management Forum (BMF) that while executive management seems convinced of the need to train and upgrade black managers, the problem lies in middle management.



Dr Lewis

The president of the BMF, Don Mkhwanazi, said in a recent interview that management training and development for blacks had to be extended to whites to enable them to accept change.

A survey commissioned by the SA Foundation among white middle managers in 36 companies found that 90 percent rejected reverse discrimination (affirmative action) in principle and argued for promotion on merit.

Some were doubtful of the ability of blacks as managers, citing defi-

ciencies in education and training and cultural traits such as lack of punctuality and difficulty in adapting to white corporate culture.

"Over half identified white racism as a key obstacle to black advancement. Status and occupational anxieties prompted by the threat of black competition would seem to play a key role among those managers who reject black advancement on racial grounds, particularly those at the lower end of the scale," says Dr Lewis.

Two major factors affect the attitudes of white managers.

"The first is a widespread rejection, particularly among Afrikaans-speakers, of reverse discrimination, as opposed to equal opportunity."

The second factor, says Dr Lewis, is their experience of black trade unionism.

Afrikaans managers, in particular, find it difficult to cope with trade union rejection of organisational hierarchies.

"Unlike top executives, middle managers interface with organised black labour on a daily basis. The experience spills over in their attitudes to black advancement in general and to other areas such as Employee Share Opportunity Programmes. Most managers accept these in principle, but not if they are used as a mechanism for affirmative action."

Dr Lewis says it is evident that

one is not dealing with reactionary bigots, but rather with people struggling to adapt to the demands of a changing society.

"Although the survey reveals ambivalence on the issues of black advancement and organised black labour, this co-exists with widespread support for change and a rejection of racial discrimination in the workplace.

"There is a need for remedial action. Senior executives have to monitor the performance of black advancement programmes, setting clearly defined criteria for black management development," he says.

"There is proliferation of programmes to produce and extend the ranks of black management. Our survey findings underscore that, important as such programmes are, there may be a need to educate white middle managers to cope with the changing demands of a post-apartheid society.

"Occupying a strategic position in the corporate hierarchy, middle managers have the power to intervene in reshaping industrial relations and race relations.

"In the process, as a by-product, although no less important for being that, white middle managers have the potential to become an important factor in building and sustaining a broader constituency in society as a whole for peaceful change in South Africa."

NICS (PTY) LTD

Full speed for training

181

51 Times

11/6/89

A TRAINING programme to meet the needs of various projects being undertaken in SA is moving ahead at full speed.

The scheme, run by the South African Fabrication and Construction Training Trust Fund (SAFCTF), was initially funded by the Central Energy Fund to provide skilled workers for the Moss-gas project. It is believed to be the big-

gest training programme in the world.

To date 2 053 workers have been trained in skills such as welding, draughting, boiler-making and mechanical and electrical engineering.

By the end of the century more than 30 000 people will have been taught new skills, says SASCTF executive director Rene Schmetz.

He was reacting to comments made by CSIR chairman Louw Aberts, who said it was unlikely that any new synfuel projects could be de-

veloped in the next five years because of the shortage of skilled labour.

The training scheme has been adopted by engineering contractors and various associations which pay a levy of 1.5% on the local content of each project.

The authorities have also agreed in principle to pass on some of the cash grants offered to other employee training schemes.

Training involves three months' attendance at a technical and 22 weeks of practi-

cal work. Training schemes are run in Oudtshoorn, George, Mossel Bay, Saldanha, Pinetown, Benoni and the Vaal Triangle.

It is expected that 8 000 trainees will pass through the various schemes by 1992 to meet the needs of Mossgas. The fund will also train workers for other projects, such as the Lesotho Highlands water scheme, power station development and synfuel plants that might be set up by AECI and Gencor. Trainees are developed to

various levels, but do not qualify as artisans who have served a four-year apprenticeship.

It has been found that about 90% of all tasks performed in the fabrication and construction industry can be carried out by skilled workers instead of artisans who have served an apprenticeship, says Mr Schmetz.

The training will provide a base from which further study can continue.

Two years of haggling with employer organisations achieved acceptance of the trainees. But, says Mr Schmetz, the need for apprentice training to provide middle-management skills will not fall away.

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The South African

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Skills shortage causes problem

51 Times 11/6 1.89 (181)



ROB HOCKEY

ONE of the biggest problems facing the Unix market both internationally and in South Africa is the lack of skills and expertise in operating the system.

The problem is aggravated in SA by the brain drain.

Rob Hockey, office automation products manager at Uniskills, says: "The Unix market has been in disarray for some time and many companies are running with various products without giving the required support and training.

"They treat Unix software like they do DOS

packages. You cannot do that. Unix is different because it is versatile.

"You can spend a week working on the built-in programming or the communications software when installing a system. There are many examples of various parts of Unix which are sub-systems, but which are still part of the operating system.

Unaware

"For example, because DOS is a single-user operating system, you do not need a system manager. But with Unix you do need a system manager and many people are unaware of this."

Mr Hockey says more than 4 000 products are available in the Unix Directory, but few of them come from abroad because of the lack of skills and knowledge in the SA market.

"We are trying to change this state of affairs with the concept of open software," he says.

"We have access to more than 700 Unix products. Although we will not distribute all 700 now, we can offer the user a wide choice."

Another problem caused by the lack of skills is that many companies will have to pioneer the Unix environment.

Myth

"An obvious problem here is that most companies do not want to be pioneers. But when they do take the plunge, people in the company often end up with more product knowledge than those who sold the system."

Mr Hockey says the myth that Unix is an unfriendly operating system has been

perpetuated by the lack of knowledge in the market.

"Unix can be made user-friendly by using the many utilities available on the market.

"It is up to the software houses to make the system as friendly as possible. The user need not know that he is using Unix. Software houses are to blame for this misconception — and we are as guilty as the rest.

"Lack of training is not only a problem faced by the user, but by the dealer.

"In Europe and the US, people are far more aware of the operating system. When a system is installed, the user is at least given some basic training. In this country few users even know the basics."

Mr Hockey says that Uniskills is trying to alleviate this problem and has instituted a Government-approved training school.

"We have presented several courses for approval. Some — more specifically on the product side — have been approved."

Demand

Siemens' Jochen Raedl believes that the skills shortage is a case of supply and demand and a problem that will be alleviated in the future.

"I do not think it is that much of a problem. To train a technician to the level where he can service a Unix box does not take much time.

"The shortage in skills is mainly due to the phenomenal growth of Unix. Many people are entering the Unix market.

"Although experienced Unix people can demand all kinds of salaries now, I think this will end in about two years when the market is more stable."

Dealer deal

PRETORIA-based educational software specialist, Mikrolab, has been appointed by Tedalex Electronics a dealer for the new Amiga micro-computer.

Sanctions the spur for big switch

SANCTIONS have played a major role in the growth of South Africa's Unix market, but they are not the only reason users are switching to the operating system.

Don Smith, Unix marketing manager at Nixdorf, says: "Although sanctions have influenced some users, I do not think they are the major reason for the tremendous growth of Unix. "Users are still buying other systems and the threat of boycotts has not affected sales of original equipment. The decision to take the Unix route because of sanctions is a strategic one for the customer and gives the best possible



DON SMITH

odds on acquiring equipment in the future."

Mr Smith says the main reason for the swing to Unix is that it protects the user's investment in systems and software he has implemented.

"That is the fundamental advantage of Unix. I do not believe there is any technological advantage.

"But if one looks at the performance of the software — from small to large systems, or in specialised environments, such as fault tolerance — these factors can be addressed by using one standard."

ng more established industrial areas closer to Johannesburg.

Hodge, the machine is geared for work at altitudes of 1 200m. Sable's machines are working on a road contract in the Lesotho Highlands.

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No case for lowering standards for engineers

Star 13/6/59

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While South African engineering graduates compare favourably with those in the rest of the world, there would have to be great care taken to avoid the "unthinkable practice of reducing academic standards" to compensate for dropping enrolment fig-

ures. Writing in the latest issue of Asphalt News, Professor Alex Visser, of the engineering faculty of the University of Pretoria, says: "In Brazil during the Seventies the number of engineering graduates had to be raised fourfold within about five years.

authorities here are guarding against such rash approaches," he says.

A major concern in engineering at present is the high first-year failure rate.

The majority of students on a five-year programme invariably drop one or more subjects in their first year.

"Many graduates and their employers are coming to realise that post-graduate specialisation is essential," says Professor Visser. "Consequently, enrolment at post-graduate level is increasing."

This is also the trend in the US where some states now require post-graduate qualifications for registration as a professional engineer.

"The only way this could be achieved was by lowering standards and such an approach leads to complete chaos."

Professor Visser points out that the end result is that only graduates from certain universities who maintain standards have any chance of gaining employment.

"Fortunately, university

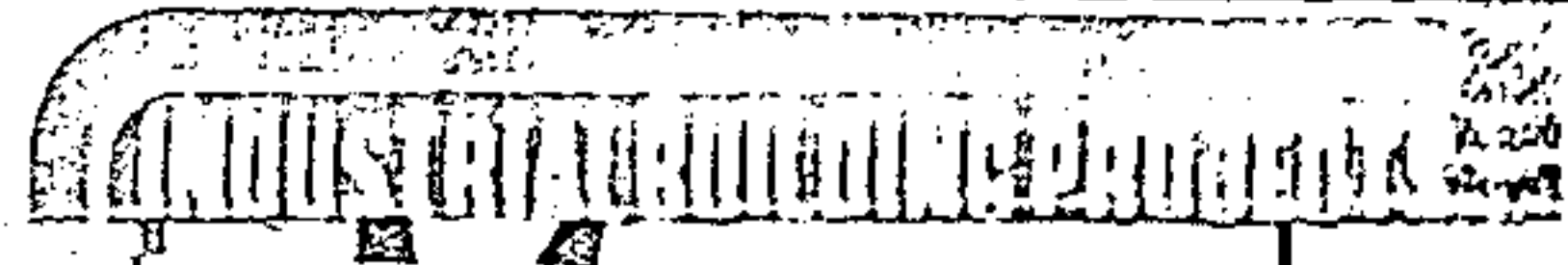
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PAGES AND PAGES OF THE BEST JOBS IN SOUTH AFRICA

MANPOWER
MIRROR by
ROBYN
CHALMERS



CSIR arm tackles the skills shortage

THE standard of science and technology today will determine the quality of life in South Africa tomorrow, says Foundation for Research Development Group executive Rein Arndt.

FRD is one of the two operational group activities of CSIR. My interview with Dr Arndt and the tour of the new FRD headquarters in Pretoria were both illuminating, and a little disturbing.

Disturbing because I have seldom come across such a convincing argument for the desperate position SA will face if it does not reassess its educational priorities.

I do not wish to undermine the severity of the situation, but the skills shortage is becoming a tired subject. Therefore, Dr Arndt makes great sense when



Rein Arndt
... selective
... training the
... key to short-
... age

he stresses the importance of appropriate, even selective, training. Author Anastassios Pouris says in his book *Hidden Crisis* that by world standards, SA has a small number of scientists and engineers for every million people.

5 Times 18/6/89

North America is the highest with 126.2. Israel next with 87.3. Europe, excluding the USSR, has 48.6 and SA only 16.6. Although I do not intend making the mistake of comparing a predominantly Third World country with developed nations, the figures are pertinent because they show how far SA has to go if it wishes to compete fully on an international level.

Government figures show that in 1986, 5% of graduates received degrees in engineering, 11% in natural sciences (chemistry, zoology, etc), 2% in mathematics and 82% in other subjects.

The figures also disclose that of the 150 000 blacks who matriculated in 1987, 25 000 gained university entrance standard and 500 had mathematics as a subject.

Dr Arndt says although the shortage

of skills has been identified, nobody can define the existing manpower needs in certain areas.

"FRD is determining those needs. It is obvious that we have a shortage in science and technology because of the mismatch of jobs and skills."

"We realise that to limit the loss of manpower potential in these two areas, promising candidates have to be identified and encouraged at an early age."

"We will grant bursaries from 1990 to undergraduates concentrating on fields of study where we believe SA lacks manpower."

In addition, FRD has launched a Manpower Provision Action programme to investigate problems in sci-

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enter-teaching in schools. We will take steps to make pupils more aware of career opportunities in science and technology. The programme will also identify promising candidates for study in these fields.

He says a large percentage of SA's population is becoming involved in the service industry, which has to have a strong manufacturing industry to survive. This in turn relies on a solid technical base, headed by scientific leadership and managed by creative thinkers.

"The economy unites a nation far more than politics. In order to interest our blacks in science and technology, we have to show them a positive alternative — a route out of poverty."

Dr Arndt believes a slightly unconventional method of education could

surpass the physical problems of appropriate education in mathematics and science. The first step is to identify existing teachers of excellence in mathematics and science.

The theory is that good teachers attract the best pupils. The two come into contact by either moving the teachers to the children or vice versa, or by educating children through video programmes. The teachers will monitor their progress.

"To do this we need the involvement of industry at all levels. Industry cannot help only by identifying the teachers. It can make career opportunities clearer, provide financing for these alternative educational methods, and

can monitor the end product. "On an informal level, industry should become more appreciative of outputs than inputs — SA as a whole is too reliant on qualifications and ignores performance."

Productivity is, of course, an issue. Dr Arndt says one of the main reasons for the manpower shortage is the state of SA's economy. This can be resolved only by increasing productivity in manufacturing.

"People in this field are often not effectively trained at a higher level. SA's productivity rate is among the lowest in the developed world."

"If we can eliminate the shortages, which we can, and increase our productivity rate dramatically, I believe SA can become one of the strongest industrial nations in the world."

Strike hits SAB plant

Southon 2/16/87 181

ABOUT 900 workers have downed tools at South African Breweries Rosslyn plant, a SAB spokesman said yesterday.

The SAB employees, all members of the Food and Allied Workers' Union (Fawu), demand the dismissal of a fellow worker, according to the company.

The company's spokesman said: "Management, acting within the terms of agreement, has asked the workers to refrain from illegal work stoppages and to follow mutually agreed procedures.

"Workers need to retract their demands and make use of the legal and procedural channels. Management is adamant that proper industrial relations principles

By LEN
MASEKO

should be used to resolve the issue," he said.

Fawu spokesmen could not be reached for comment last night. The SAB spokesman said management had been informed that further strike action would be taken unless management acceded to workers' demands.

He said the stoppage had not affected beer deliveries.

SAB's national negotiating team is apparently scheduled to meet Fawu representatives in Port Elizabeth today (Thursday), to discuss — among other issues — "the ongoing series of wildcat strike action at SAB".

Probe into (181)

metal fatigue

Education Reporter

Engineering fractures can cost industry about 4 percent of its gross national product, and this year the third national conference of the University of the Witwatersrand Fracture Research Group will be held in Johannesburg on June 29 and 30. *Star 24/6/89*

The conference will provide a forum for local and international engineers, metallurgists and scientists who are concerned with fatigue and fracture. It will also cater for such as insurance loss adjustors.

The conference will be held at the World Trade Centre in Johannesburg. Registration enquiries may be addressed to Ms Lesley Stephenson on 716-5091.

Upward trend in salaries

S/Times 25/6/89

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GOOD news for employees — slightly higher salary increases across the board can be expected in 1989, says PE Remuneration Services manager Naomi Brehm.

A revised projection of salary increases done in January shows that executives should be in line for raises of about 16.5%, and general staff are looking at increases of around 16.3%.

Original projected increases for 1989, conducted at the beginning of the year, estimated that overall increases of 15.6% would be realised.

Mrs Brehm says: "While there is a continued expectation of a return to a recession, to date the economy is still relatively buoyant. At the same time the Consumer Price Index (CPI) has remained at a

low level, in the region of 13%.

"The demand for skilled personnel has continued to increase, putting pressure on salaries. Union demands have escalated substantially this year — some demands mooted as high as 95%."

Mrs Brehm says that during the recessionary period between 1984 and 1988, the CPI reached a high, at one

point of 20%, while salary increases — before tax — remained at or below 12%. During 1988 the trend was reversed, she says, and the CPI dropped to the 12% mark while overall salary increases were above 16%. Union negotiations in 1988 also resulted in salary awards in excess of 19% for union members. She believes this year is likely to see a repeat of 1988.

APPROPRIATEMENTS

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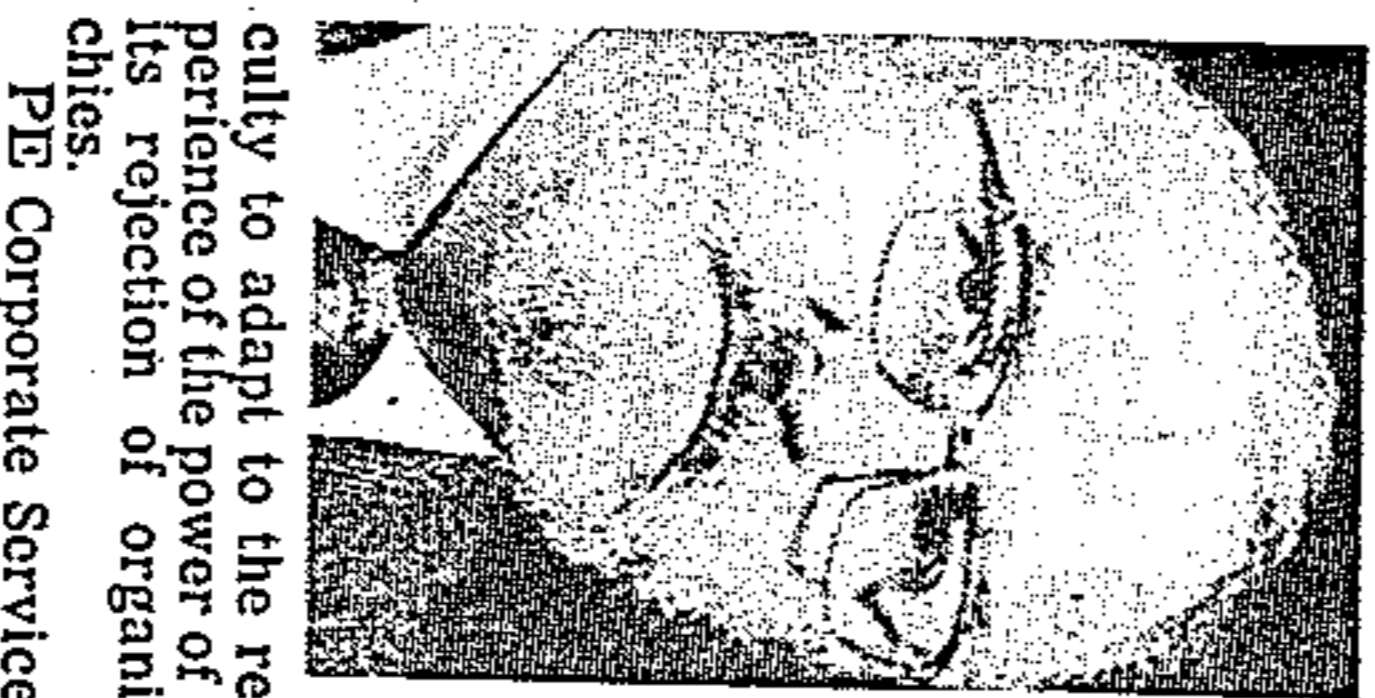
PAGES AND PAGES OF THE BEST JOBS IN SOUTH AFRICA

The wrong approach to equal opportunity

EQUAL opportunity programmes have taken off in a big way in South Africa, but serious questions are being raised about the attitudes of white management towards them.

Virtually every organisation in this country has some method in force to remove racial discrimination. Eskom is a prime example, employing an independent consultant to supervise its integrated equal opportunity programme.

The sway towards black advancement has been relentlessly pushed by the trade union movement, and a recent survey by the SA Foundation shows that white managers resent this.



Michael Lane ... new attitudes before new structures

The survey showed that much of this resentment appeared to be because of innate racialism, combined with a difficulty to adapt to the relatively new existence of the power of black labour and its rejection of organisational hierarchies.

PIE Corporate Services associate con-

sultant Michael Lane believes the point of departure is the acceptance of the fact that we in SA are part of Africa.

He says we live in a developing country but the majority of our people are still rooted in the culture of Africa — and we tend to forget it.

"When we are planning the political future, the role of democracy etc., we tend to apply Western norms; we see political models with Western eyes and talk very glibly about participation in a free market society to people who haven't a clue what it means.

"And we dwell on democratic principles which are not accepted elsewhere in Africa. Surely we should first strive for new attitudes rather than new structures."

Yet ingrained attitudes after centuries of racism are difficult to change. For example, Mr Lane says, whites still per-

ceive countless shortfalls in black employees.

These include a lack of fundamental comprehension of the work ethic, poor time management, ignorance of the organisation structure and the function of the employee as well as inept communication, style, skills and performance.

As a result of these perceptions, white managers tend to have low expectations of black behaviour, are ignorant of blacks' actual values and often fail to motivate blacks within their jobs.

How does this affect equal opportunity programmes? Quite significantly. The SA Foundation survey found that only half of the managers interviewed regarded these programmes as a success, and about 41% believed black managerial appointments were purely tokenistic.

Reasons for regarding blacks as poor managers get us right back to essentially racist criteria — difficulty in adapting to a white corporate culture, cultural traits such as punctuality and a deep-seated belief that blacks do not have the mental ability of whites.

Contrast this with the real need SA has for managers, and whites are caught in something of a dilemma. The University of Stellenbosch estimates that 500 000 managers will be needed by the turn of the century.

USA SA Leadership Exchange Programme director Lionel Masala says that SA will need 219 000 black managers by that time. This means 43,8% of managers required by the year 2 000 will be black.

The white manager is no fool, he understands economic considerations, and so he supports equal opportunity programmes in theory. Although I am fully aware that some of these programmes

are a roaring success, one must ask what effect white attitudes is having on others.

I do not support tokenism in the least. If a black becomes a manager he does so because he has earned his stripes, and if an equal opportunity programme is to be worth anything at all, it should have identified certain criteria within the potential manager.

Mr Lane says these include strong underlying achievement drives, cognitive skills — analytical and problem-solving ability, the propensity for moderate risk, the ability to communicate fluently and in writing and demonstrated initiative and/or creativity.

"Other criteria include awareness of the political and social aspects of life and the consequent flexibility to adjust be-

haviour accordingly, a strong oneself, self-confidence and sub with superiors, equals and sub maturity, knowledge of business the concept of business as a perhaps most important of all standing of the expectations finds in the business environment.

There are a growing number in SA who fit all the criteria. If become involved in what managerial, bureaucratic or capitalistic, they will make excellent managers. They do, however, need more pay more than mere lip service opportunity programmes. White in the 21st century and can make the contribution to ensuring ours, peaceful country. Lets hope they don't pass i

Top executives enjoy year of rich pickings

Mar 26/6/89

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By Derek Tommey

Company profits have risen sharply in the past 12 months — and so has the pay of top executives.

Many companies have reported increases in earnings of between 30 percent and 40 percent and top executives have seen their earnings grow by similar amounts.

The reason is that the pay of a great many executives is now linked to the performance of their companies, says Dr Trevor Woodburn, chairman of Woodburn Mann, a leading executive placement and management consulting company.

Complicated formula

However, a complicated formula is used to ensure that the company's earnings growth is healthy and that top executives, in their bid for higher profits and bigger pay packets, do not run their companies into the ground.

The result of linking pay to

performance is that in a good year, top executives in South Africa can earn fairly substantial salaries running well into the hundreds of thousands of rands and sometimes into millions of rands.

Dr Woodburn says he knows one top executive who earned R3,5 million last year.

But he says this was somewhat exceptional.

When the executive was appointed to the company it was in difficulties.

He demanded half a percent of profits over a target figure.

The people appointing him laughingly acceded to his demand because they believed the target figure was unreachable.

But the executive's happiness at being paid so well was somewhat dashed when almost half went to the Receiver of Revenue.

Mr Woodburn says that South Africa's high income tax rates will ensure the continuation of share incentive schemes.

Executive salaries in South Africa do not compare favourably with those overseas when converted at current exchange rates.

But when purchasing power parities are compared, South Africans are not so badly off.

This is illustrated by the fact that many people in Europe are keen to work in South Africa.

The group's German office is receiving CVs from thousands of people every year who are interested in working in South Africa.

Mr Woodburn says he is recruiting many senior West German executives for South African companies.

Their ages range from the early 40s to the early 50s.

They are highly skilled and highly experienced people who, because of the intense competition overseas, have not quite made the top there and want to move to South Africa.

As "1992" approaches (the year in which trade barriers are

swept away in the European Common Market) and companies in the EC start rationalising their operations, even larger numbers of top European executives are likely to be looking for jobs in South Africa, he says.

These people should be very welcome.

Lacklustre growth

It has been estimated that even at South Africa's current lacklustre growth rate, it will need some 120 000 top executives by the year 2000.

White South Africans will fill about 40 000 of these places, while the rest will have to be filled by blacks, Asians, coloured people or by immigrants.

It would not be possible in the next 11 years to train enough blacks to fill the gaps in management.

As a result South Africa would still need to bring in people from overseas.

Aids tests come under fire

PRE-EMPLOYMENT testing for Aids, widely used by South African companies, is being severely criticised.

Eskom health services manager Charles Roos told a conference in Johannesburg this week that his organisation's policy was to test job applicants for Aids.

"We have nurses and doctors on our staff who are trained in both pre- and post-test counselling. HIV carri-

ers are assured of full confidentiality of medical records and all employees are educated on the subject of Aids.

ENORMOUS

"We believe it is cost effective to screen applicants. In 1988, we tested 2 520 applicants at a cost of R21 420 and up to June 23 this year, we tested a further 1 145 which cost us R14 312."

Dennis Sifris, head of the HIV cli-

nic at the Johannesburg Hospital, questioned Eskom's policy of screening applicants.

He attended the fifth international conference on Aids held in Montreal last month where pre-employment screening was unanimously condemned by delegates.

"Aids is an enormous problem and increasing rapidly. It is estimated that there will be three times as many Aids cases in the 1990s as there were in the 1980s.

"It is, however, a chronic manageable disease. Great progress has been made with vaccines. Early intervention with appropriate therapy, such as Zidovudine, increases both the lifespan and the quality of life of the Aids sufferer.

"Pre-employment testing cannot, therefore, be condoned. It leads to discrimination, is very costly and any HIV carrier who has not developed antibodies to the virus will not be picked up by the test."

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5/ Times 2/7/87

10 trends to dominate the coming decade

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\$ 17 hrs
21/1/89

TRENDS in training were identified from Learning International's quantitative research.

Its objectives were to determine what effects the trends would have on business-to-business and face-to-face selling in the coming decade.

Ten trends prevailed across the sample industry. Every company in every industry faces a configuration of the trends and will deal with the issues in future.

● **Increasing competition:**

This is the result of more players in the market, more products, more services, fewer but higher-quality players, new technology, a narrowing gap in competitive pricing, improved quality of goods and service, and the need to contain costs.

In short, companies cannot afford to make a mistake which would provide an opening for a competitor. Reliability is all-important to the client. Properly trained people go a long way to fitting the bill.

● **Increasing customer**

sophistication:

Clients are becoming more conscious of quality, cost and competitors' products. They are taking time to get educated about their own options.

They wish to do business with knowledgeable people, demand more complex solutions, such as long-term relationships, but not at the expense of service.

● **Technological breakthroughs:**

The price of technology has fallen, so it is easier for one company to copy the technical advances of another and sell them at a more competitive price. Companies can no longer sit on their laurels, claiming to be the best, the biggest, the oldest and so on. They have to keep producing new products and services and updating existing ones.

The onus is on the company to train the salesperson to understand the technology of the product.

● **Deregulation:**

The purpose of this is to introduce competition, and industry players previously in

the pound seats will have to meet changes and challenges.

● **Diversification:**

Companies are developing more products and services, and some could be forming an alliance or unofficial cartel, or could sell certain lines on the back of others to try to keep out competition.

Salespeople have more to cope with in the same amount of time, and this can perversely lead to lower productivity and profit.

● **Shortened product life cycle:**

Because of competition and "me too" products, a company can hardly allow its goods to run their normal course. It has to keep on putting out something new to stay in the limelight.

● **Service orientation:**

Service is wrapped around everything. Every company either has a service component, or at least claims to have one. Stay-ahead companies are looking for ways to differentiate the service they deliver so they won't look like everyone else.

● **Elongated sales cycles:**

It is taking longer to make a sale because customers are trying to solve business problems.

They want time to think, they do not want a piece of the puzzle, they seek the whole answer.

● **Consolidated buying groups:**

This trend has emerged from mergers and acquisitions, organisations forming buying groups, and central buying departments in large companies.

On an average call, a salesperson will deal with three people of different disciplines from the same company. The salesperson needs to know the different disciplines, especially the technical and financial aspects.

● **Customer-demand-driven selling environment:**

It is a buyer's market, and if one company cannot work to the customer's requirements, another one will.

Companies may need to adjust policies and procedures to make it easier to do business with them. This is the key issue today.

3/7/84 21/1/84
The right
person for
the job

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WHEN an American company spends \$11-million in three years researching the challenges and solutions to selling in the next decade it has got to be good for South Africa's Professional Learning Systems.

The American company is Learning International, formerly known as Xerox Learning Systems. PLS is the exclusive distributor of Learning International products in SA.

The focus of the research was to obtain an understanding of the market and to satisfy its needs. The research covered qualitative and quantitative angles.

Qualitative analysis centred on topics and training methods preferred by individuals buying training. The researchers identified the subjects and programme characteristics which appealed to most buyers of sales training and with the best potential for market success.

Four specific factors were considered — relevance, flexibility, depth of solutions and reliability.

Selling is becoming more complex, and the role of the salesperson more difficult. It is desirable to develop a more sophisticated hiring profile — the right person for the job.

Another finding — one with which all consumers will agree — is that sales and service are inseparable. To be competitive, company management must make sure that anyone in contact with a client can sell, and that the salesperson delivers service.

By Robyn Chalmers

SOUTH Africa will need 20 000 chartered accountants by the turn of the century, which means it will have to expand greatly on the 11 500 active last year.

CA Education Endowment (Eden) Trust chairman Henri de Villiers says in the 1988 report that the number of active CAs continues to be eroded by emigration.

"In recent years, there has also been a decline in both the numbers entering the CA profession, and in the number of registered members. In addition, the number of members from the black sector has been minimal.

20 000 CAs needed by the year 2000

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S/Times 2/7/89

"At least 10% of the 20 000 CAs needed should emanate from the black sector. Furthermore, if these numbers are to be achieved, it is necessary to ensure that accounting departments at universities are well staffed with capable people and remunerated on a competitive basis."

The Eden Trust was established in 1986 by the SA Institute of CAs, the Public Accountants and Auditors

Board and the Association of Black Accountants of SA.

The original target of the trust was to establish an endowment fund of R20-million in five years to achieve an annual income of R1,6-million to fund these objectives.

Mr De Villiers reports that the trust has received more than R1,3-million from accounting practitioners and other donors. He believes the target will be achieved this year.

THIS year 3 000 people will benefit from the training offered by PLS in one programme alone — PSS. *8/11/89*

PSS stands for professional selling skills, and has been the mainstay of sales training courses for many years. It is available in four versions, and its effectiveness has been proven beyond doubt — see the graph of one company's success.

Target 2000 has been designed to complement the skills taught on the PSS courses, and promotes the ultimate aim for every salesperson of being a business partner to his client.

PLS provides open seminars each month on a national basis for training the trainer, evaluators and developmental participants, serving 600 clients from a core staff complement of 33.

About 70% of turnover is repeat business.

Members of the PLS salesforce do not present the training seminars. "Often, those who can sell well cannot teach at all, and vice versa," says managing director John Freebody.

All the seminar leaders are freelances, delivering seminars when required, yet free

Mainstay of sales courses

to pursue their own interests.

They have all received tertiary education, and have specialist knowledge in their fields.

Whenever a company chooses to have a closed seminar — one delivered at its offices to its staff only — PLS is able to select a seminar presenter who has a good grasp of the customer's business, of the type of challenge that company faces, and of topical developments in the market.

"It is more of a workshop than a seminar session," says Mr Freebody. "We can focus on the company's specific problems and iron them out, rather than dealing with generalised or idealised situations as we do in our open seminars."

But there is no such thing as a "best way" to learn — it is each to his own.

The modules cost from between R475 to R1 650 a delegate, depending on content, presentation and whether or

not the company opts for a closed or an open seminar.

PLS will launch phase one of Target 2000 in July, and phase two, which deals with customer service, will begin in January 1990.

It was launched internationally only two months ago, so SA is right at the forefront.

"The timing of the launch could not be better," says Mr Freebody. "Competition is increasing, there are more sophisticated buyers, shorter product lifespans and lengthening selling cycles."

"It has become essential for salespeople to differentiate themselves and their products and services from their competitors. Target 2000 was developed for those reasons."

The past three months have been spent on internal training of PLS people on all the new modules as a prerequisite to the launch. The company forecasts sales for Target 2000 of R2,4-million in the second half of 1989 alone.

Attributes of those at top of the ladder

S/Tues 2/7/89



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THE critical behaviour of effective sales managers was uncovered through research done by Learning International.

The objective was to define the challenges of sales management. The research involved a sample of 187 sales managers from 200 American and Canadian companies which are members of a sales research consortium established by Learning International.

The companies represent a cross-section of manufacturing and service industries.

The database was formed from the compilation of 1 418 survey questionnaires completed by sales managers, their subordinates, colleagues and managers.

Measure

An overall measure of sales manager effectiveness was established by using information provided by the companies on quota performance and the results of a survey question which had been designed to measure overall effectiveness.

Those salespeople who were deemed effective met two criteria:

- They met or exceeded quota.
- They were given a high rating for overall effectiveness by each of their work-group sources — for example, their subordinates, colleagues and managers.

Sales managers who met both criteria were labelled highly effective; those who met only one were called moderately effective; and those who met neither were said to be not effective.

When compared to the criteria of effectiveness, the sales managers were judged in this way:

Highly effective 32%
Moderately effective.. 46%
Not effective..... 22%

The research results, which represent the spectrum of sales managers from many industries, show that:

- Effective sales managers can be distinguished from ineffective ones on the basis of what they do and how well they do it.
- The actions carried out by effective sales managers can be grouped into three roles which are related by statistical analysis as well as by logic — strategist, communicator and mentor.
- Effective sales managers perform actions in all three roles with high success.

Anticipation

The role of strategist is played by effective sales managers who are not content merely to react to events or circumstances. Instead, they anticipate what needs to be done and what is required to do it.

They follow through and ensure plans are fulfilled, and monitor performance to make necessary corrections.

They are thinkers, organ-

isers and analysts who skillfully perform the three functions of the strategist — planning, implementing and evaluating.

● Planners analyse the situation carefully, consider needs and resources thoroughly and define objectives and actions clearly.

● Implementors organise their resources efficiently, delegate activities wisely and supervise others with regular follow-up.

● Evaluators examine plans, track progress and assess the outcomes objectively.

To be a sales manager is to be a communicator. Information that is vital to the success of the business flows into, from and around the communicator's office. He receives, processes and sends information.

● To receive information, the effective sales manager elicits information from all possible sources, he listens carefully to others and pursues new ideas and information.

● To process that information, the sales manager must know how to assess the value of the information, to use it through distilling the fractions of interest to him, yet to organise, document, store and retrieve all the input.

● To send information he must be able to convey to others what must be done, and to oversee its dissemination promptly. He must also be adept at presenting the benefits and policies in a persuasive manner.

The third, and perhaps most difficult criterion the really successful sales manager has to meet is that of mentor to others.

Think of all the people you have worked for in your career, and all the personalities, abilities and qualities those managers had.

The managers you are most likely to have appreciated and learned from probably have one thing in common — their strength as people managers.

Satisfying

They were mentors who understood what you needed to do the job, and what it took to sustain and improve your performance.

They understood what motivated others and were able to respond to those needs and aspirations with effective leadership and guidance. There probably will not be many in your list of superiors.

Performing the role of mentor means directing, sup-

porting and developing, and is a great challenge. It may also be the most personally and professionally satisfying part of a manager's job.

It is as mentor that one exerts the greatest influence on salespeople's performance and secures the greatest payoff from managerial effort.

● Directing — effective sales managers set clear and realistic performance expectations, maintain consistent procedures for monitoring performance and provide strong and capable leadership.

● Supporting — a supportive sales manager knows how to offer guidance, furnish necessary resources and how to reward people with the appropriate credit and recognition.

● Developing — to meet the developmental needs of their salespeople, effective managers provide the appropriate training, deliver timely on-the-job coaching and identify opportunities for career growth.

Novice to winner if the firm cares

24.7.189 5/ Times 181

PERSONNEL agencies are unanimous in saying that every job seeker who comes through their doors is looking for a post with a company which provides training.

Whether the applicant is a school leaver, university graduate, or someone seeking a change in employment, they tend to have limited experience in the business they wish to enter.

Indeed, many find the thought of selling to strangers daunting, especially if

they are young and inexperienced. No amount of apparent enthusiasm can mask that dread.

South Africa has a hard enough time filling vacancies, and a little application from an employer can turn a novice into a winner.

Companies can no longer pick and choose whom they wish to employ. Top people do not come on the job market often, and companies are left with the task of equipping their own people to deliver the goods.

Research shows that an employee feels more loyalty to a company if it has taken the trouble to train him well. He believes his prospects with that company are better in the long term, and is less likely to snatch at a passing opportunity with another firm. He will think things through.

Premises

PLS runs either open seminars — for salespeople from more than one company — to closed ones whereby a PLS member of staff will visit a firm's premises.

A group at an open seminar will comprise no more than nine people. The participants could be sales or line managers, who undergo a three- or four-day programme to become a facilitator in training their own staff.

The manager will then become a seminar leader, and the training follows a five-stage format of acquisition of skills, practice, transfer, application and reinforcement.

At the start of the course there is some reading and written work as well as group discussion about objectives and challenges. This is the acquisition stage.

Practice is enhanced because interactive video recordings are used, whereby

typical sales situations are depicted. There is an automatic pause in the film during which the viewers are required to give the right instruction.

The video proceeds with a model answer to that situation, and then to the next.

Learning is transferred to simulated situations in which one group member plays the role of buyer, one the seller and a third is an observer.

In this way, the members rehearse what they will be required to do in their jobs, except that there are no consequences if a "sale" is lost. It is designed to build up experience in handling the customer.

Application of the skills comes next. The member links the products and services of his own company to the basic general techniques he has learned. In other words, he goes from selling hypothetical widgets to his own particular component.

Visit to the loo heavy burden

Sowetan 4/7/89



181



EMPLOYEES and customers at Soutpansberg Panelbeaters in Louis Trichardt have to carry a car wheel rim each time they visit the toilet, it was confirmed yesterday.

This is because the toilet key has since last week been attached to the rim to discourage workers from frequenting the loo, according to workers.

The workers say the manager complained

By MATHATHA
TSEDU

about time wasted by workers who visited the toilet before the introduction of the rim. "Now we have to carry the rim each time we go to the toilet. It is very embarrassing and it is only for the toilet used by blacks," one worker said.

The manager of the company was not in when *Sowetan* phoned. The assistant manager,

Mr Brown Naude, confirmed that the toilet key for the workers was attached to the rim. He however said this was done "in the interest of the workers to stop them from stealing from each other."

Naude said the workers' changeroom was attached to the toilet and people who went to the toilet were able to steal other people's property.

"Now any one going to

the toilet has to carry the rim. That way every one can see who went to the toilet. Even customers have to carry the rim," he said, denying that it had anything to do with cutting down visits to the loo.

Workers, contacted after speaking to Naude, denied that there had been a theft problem. They said only black customers carried the rim as they had to use the toilet for the black workers.

Trucks & transport

B (Day) 5/7/89

Standards slip as skills shortage starts to bite

STANDARDS are beginning to slip in the engine rebuilding industry, because of a shortage of skilled artisans, says Rolf Schudel, MD of heavy-duty engine rebuilders Schudel Swiss Engineering. (181)

The problem is that bright young artisans do not regard the reconditioning business as glamorous, so they are no longer attracted to it. (scribble)

They would far rather, says Schudel, join an original equipment manufacturer where, if they do well on the shop floor, they can be promoted to sales or administration, "and are lost to the trade".

The answer, he believes, is a mixture of training, creating attractive career paths and making the workshop as attractive and as interesting as possible.

He has been following his own advice for some years now and claims it has paid dividends. "My youngsters can see the opportunities for themselves. Some that left returned, even after I encouraged them to work elsewhere for a year," he says.

He advises his competitors to do the same to enable the industry to return to the high standards it should and once did enjoy. (scribble)

Judging by the work brought to him to sort out — after it has been signed off in other shops — there is, says Schudel, more than adequate evidence that standards are slipping in certain rebuilding workshops.

He regards the present situation as "something of a paradox". In the last few years the industry in SA has grown to one worth R120m a year and one of the most advanced reconditioning industries in the world.

The reason why the local industry grew at the rate it did was it paid operators to rebuild, recondition and remanufacture their existing vehicles, because of the high price of new trucks and buses.

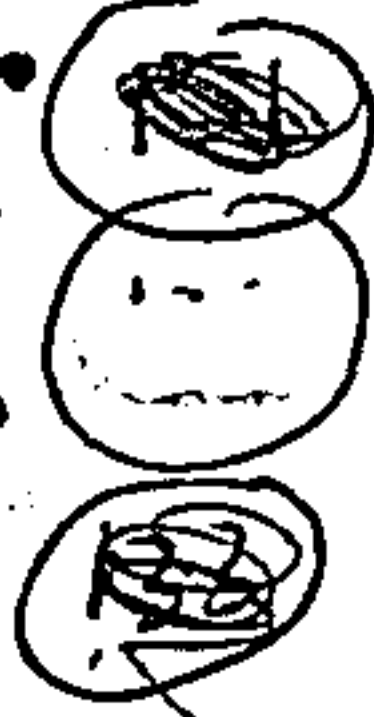
Biday 6/7/89

Employer body is set to grow



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Historic' motor industry labour talks begin today



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THE stage is set today for the first round of what Numsa terms "historic" industry-wide negotiations in the motor manufacturing industry.

Numsa spokesman Gavin Hartford said members had held week-long demonstrations in support of demands for industry-wide bargaining at Nissan, Toyota, Samcor North (Pretoria) and BMW.

He had received information that these companies, together with Mercedes Benz, had agreed to participate in industrial council negotiations scheduled to begin in Port Elizabeth today.

Eastern Province Automobile Manufacturers' Association chairman Brian Smith said last night that Mercedes and Samcor North had applied to join the association, the official employer party to the council.

The association has, until now, comprised Volkswagen, Delta and Samcor PE. Smith said he would be unable to confirm participation by the other companies until tomorrow.

Hartford said Numsa's motive for wanting industry-wide bargaining was to establish uniform working conditions over a period. Minimum hourly wages in the industry presently range from R4,50 to R5,58. He said Numsa's opening demand

ALAN FINE

was for a R6,58 hourly minimum.

He confirmed the week-long closure of Nissan's Pretoria plant was related to the demonstrations. He said management had locked out workers last week as they perceived the demonstrations as threatening.

Union officials met with Nissan management on Monday to resolve the problem, and the plant is scheduled to reopen today.

The three-day-old disinvestment strike by Numsa members at Goodyear looks likely to develop into a drawn out battle, with each side vowing to sit it out.

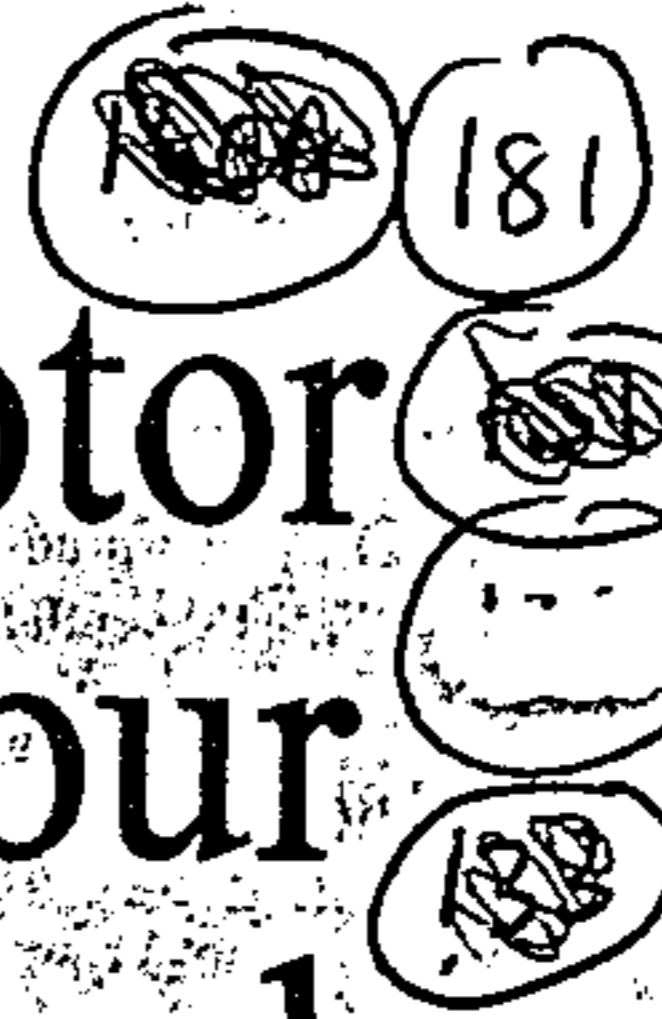
Numsa spokesman Gavin Hartford said the strike would continue until Goodyear began serious negotiations on union demands related to separation pay, job security, special pension fund arrangements and social responsibility expenditure.

A Goodyear spokesman repeated, however, that the company saw no justification for meeting the demands and would make no concessions.

Hartford said 1 200 workers were involved and that production had come to a standstill. Goodyear disagreed, saying the number of participants had fallen from 700 on Monday to 400 yesterday.

BIDAY 6/7/89

Employer body is set to grow



181

Historic' motor industry labour talks begin today

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Business Challenge makes major strides for black efficiency

31 Dec 6 (7) 84
THEO RAWANA (181)

BUSINESS CHALLENGE, the organisation founded to create a capital base, provide professional services and educate blacks to become efficient business people, has made major strides since its inception last December.

The Johannesburg-based national organisation is the brainchild of Phil Khumalo, a former Wits Business School lecturer and the first black to be granted a franchise by Nashua SA.

In six months BC can boast a R100 000 car-wash venture in Benoni, a R90 000 social club (Club BC), a membership of more than 2 000 and more than R1m in its bank account, says Khumalo.

A contribution from Allied involves matching every R1 it makes with R1, and assurer Metropolitan Life has invested R250 000 towards small business promotion.



● KHUMALO

Next Tuesday, at the Carlton Centre, BC and Playboy SA are to launch a range of toiletries and cosmetics designed to set up business opportunities and create employment.

BC membership entails a R60 membership fee and opening a transmission account into which R50 is paid monthly. This money goes into the BC trust fund and serves as collective collateral for loans.

Allied Bank has agreed to provide financial assistance to members even where they would, under normal circumstances, not qualify for such financing.

The BC constitution stipulates that no member will be granted a loan through the organisation until he has completed a six-month membership. Also, no member is allowed to withdraw his savings before the end of three years. However, a member is allowed to sell his shares to someone else before expiry of that period.

Khumalo says lack of proper financing is not the only problem facing blacks. "The fact that most retailers have not had the kind of training needed to function in today's business world has been another stumbling block to successful business management."

BC has set up its own retail training programme at Stellenbosch University. It has also set up a professional services team consisting of a legal adviser, a business strategist, a marketing consultant and an accountant.

Khumalo sees the joint venture with Playboy as "active participation", in terms of which big business assists small business development towards wealth and job creation.

Khumalo, as BC's CE, works closely with a 12-member board of directors.

Industrial Court reinstates executives

THE Industrial Court yesterday ordered the reinstatement, with backpay, of two senior executives of a Cementation Company subsidiary after a finding that their dismissals were unfair.

Cementation Chemicals MD Desmond Louw and production manager "Tonki" Rice were dismissed last December after allegations that they had attempted to go into opposition to the company.

A full judgment is not yet available. The challenge against the dismissal, heard by Adv E Bulbulia, was made on substantive and procedural grounds.

In addition to the temporary reinstatement order made in terms of Section 43 of

~~15/10~~ ALAN FINE ~~2/10/89~~

the Labour Relations Act, the court ordered that the two receive four months' retrospective pay. (181)

Cementation CE Graham Lotter said he had not yet received details of the order so was unable to comment.

Louw's son Dennis said his father was extremely pleased at the outcome. Louw's dismissal had damaged his standing as a member of various scientific societies.

Louw and Rice, acting on the advice of their attorneys, are to tender their services at the plant on Monday morning.

1989 7/7/89

Action, or face a crisis

B(Dan 7/7/87)

SOUTH Africa needs an urgent, co-ordinated effort at national level to overcome a critical shortage of skilled people in the electronics field, says SA Institute of Electrical Engineers president Prof Jan Reynders.

Universities are producing only half the electrical engineering graduates the country needs — and technical institutions are turning out only a quarter of the required technicians and technologists, he warns.

In view of curtailed state financing of higher education, Reynders sees a greater degree of private-enterprise funding of universities as inevitable and crucial if the needs of the economy are to be met.

Siemens joint MD Geoff Hainebach adds that skills shortages in the electro-technical arena are hampering efforts to earn extra foreign exchange SA needs for economic expansion.

Warning

Reynders describes present school and tertiary education as woefully incapable of providing the skilled engineers and technicians needed to satisfy the demands of a high-technology future.

A similar warning comes from Daan van Wyk, executive director of the CSIR's Foundation for Research Development (FRD): "The ominous cracks in science and engineering education in the US are being

perceived by many as the real reason for losing out to Japan."

In the UK, the Finniston Report concluded that no country could produce too many engineers. Yet, says Van Wyk, only 5% of degrees awarded in SA in 1986 were in engineering and 11% in science.

A Mintek spokesman cites figures showing Taiwan to be turning out 30 000 graduate engineers annually, compared with about 1 000 in SA — even though Taiwan has 12-million fewer people.

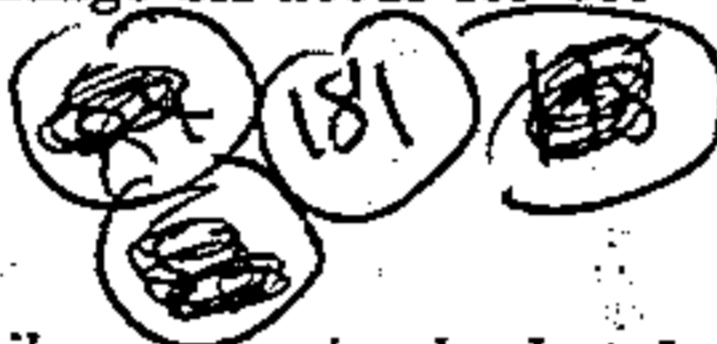
Blacks

Reynders adds that the basics of science and maths are even more important at school level. Yet the school system is not producing nearly enough young people with the required skills in these disciplines, particularly in black education.

Yet it is largely in the black community that the country needs to develop scientific and engineering expertise. Some universities and technikons have introduced bridging schemes for black students.

There is evidence, says human resources consultant Debra Stevens of Vertex Management Services, that more blacks would enter electrical engineering if they could be assured of equal opportunities.

Also, in Japan, young women are learning computer science and a variety of technological skills at technical high schools for girls as long ago as 1972.



'Wit Wolwe' kill union man on the East Rand

A MEMBER of the SA Chemical Workers' Union was attacked and killed in Kempton Park last weekend allegedly by four white men who shouted: "Wolwe slaan dood", Sacwu claimed yesterday.

Mr Stanford Mazikwana (52), an AECI employee, died at Baragwanath Hospital on July 1 shortly after the attack.

An East Rand police spokesman yesterday confirmed the incident, saying police had information that "Mazikwana was killed by a group of whites" last Saturday.

Police have opened a murder docket following the incident.

Sacwu said a union member who witnessed the attack heard the four shout "Wolwe slaan dood", as they assaulted Mazikwana.

"When they (white men) saw me, two of them rushed towards me but I ran as fast as I could until I

got a lift from a passing motorist," the witness told Sacwu.

The four allegedly disappeared into the nearby veld, leaving Mazikwana seriously injured.

Sacwu said the witness and the motorist noted the registration of the assailants' car.

A number of AECI employees have been attacked by white vigilantes in the area over the past month, according to the union.

"Our members who are employed by AECI now fear for their safety following the spate of attacks on their colleagues," the union said.

An AECI spokesman said the company deplored any form of violence and that management would investigate the incident.

Mazikwana, a migrant labourer, will be buried in the Transkei on July 15.

WOMEN have become a force in business, but many still face barriers which exclude them from top management.

The traditional perspective of women being only homemakers and men being breadwinners is prejudicial to females. But research shows that many women lack insight into the nature of power politics in organisations.

National Institute for Personnel Research (NIPR) chief specialist researcher Jopie van Rooyen said at a conference this week on working women that it was

It's still uphill for women

Stives of 1189
generally accepted that the SA economy could no longer function effectively without women's contribution.

"It is important to identify the reasons why so few women are found in senior level management and executive positions. A lot of it has to do with power politics.

"Apart from women experiencing tokenism in the organisational context, they also experience barriers based on residuals of traditional gender socialisation.

Regardless of the power strategy used, men are more likely to be assumed powerful than women by both males and females. Competent women are often accepted by those in power as valued assistants, but not as powerful in their own right."

Dr Van Rooyen said that if women were to move into positions of power, they must ensure that their presence was felt in an organisation.

Political consultant and Idasa director Frederik van

Zyl Slabbert spoke on the challenges facing the career women in the 1990s. He said the central issue of conflict in SA was white racial minority domination, and the biggest challenge facing all South Africans was how to become one nation.

He said subsidiary challenges evolving from this which every career man and woman would be faced with include accelerated urbanisation, local government structures, education and job

181

"Over the next 10 years, SA will see urbanisation as never before. At present, about 50% of blacks are urbanised, by the turn of the century 67% are expected to be and by the year 2005 about 70%.

"The demands for housing, transport, job creation and education will be fantastic. Lifestyles will change, and business people should see this as an opportunity and not a threat."

Mixed views on SA work levels

Bloom 10/27/87
181
125

FCI and Seifsa economists expect overall employment levels in industry to remain stable at least until mid-1990 as austerity measures begin to damp the economy.

More pessimistic is Assocom statistician Ed Verburg, who believes such a scenario would depend on an early easing of interest rates and a dramatic rise in the gold price.

More likely, he said, was that employment in certain sectors — particularly the commercial sector and the extremely cyclical building industry — would fall. Manufacturing sector workers would suffer, at best, a drop in overall earnings as the demand for overtime work declined.

The FCI's Keith Lockwood and Seifsa's Michael MacDonald agreed that employment levels were likely to remain static in the coming months.

ALAN FINE

Both anticipated layoffs among producers of consumer durables. Lockwood argued, though, that prospects for new export opportunities were looking positive, and this would offset these losses overall.

The growth rate, although down to very low levels, was expected to remain positive, he said.

However, depending on the success of the export drive, there was a possibility of a slight decline in employment levels later next year.

MacDonald said employment losses in light engineering and the manufacture of consumer durables would be compensated for by increased labour requirements by companies involved in the Moss gas project. Both the heavy engineering

companies and their sub-contractors would benefit from these activities.

While the engineering industry had regained 21 000 jobs over the last year, taking the total to 351 000, no further growth was expected.

However, the decline in demand for consumer durables would be partially ameliorated by inflationary expectations. Consumers with spare cash would rather spend it now than wait for, say, two years by which time the prices of these commodities might well have risen by 50%, MacDonald argued.

Verburg warned that any of these scenarios were bad news for the unskilled. At best, there would be almost no job opportunities, and unemployment was bound to grow.

Skilled workers, on the other hand, were protected by the severe shortage of skilled labour.

TUC censures UK companies

LONDON — Twenty-one British companies are paying black workers in South Africa less than the minimum required under the European Community's code of conduct, says a study carried out by Britain's Trades Union Congress (TUC).

The TUC said at the weekend the British government had refused to name the companies publicly and this made nonsense of the code.

In its July newsletter, the TUC has

published a list of the offending companies. *Star 10/7/87*

The companies are (with numbers of underpaid employees in brackets):

Addison-Wesley-Longman (16), Babcock International (35), BETEC (11), BOC (91), BPB Industries (27), BTR (17), William Collins (14), Hall Engineering (181), Hickson International (107), Hunting Associated Industries (4), Lonrho (230), Low & Bonar (76), Metal Closures (24), NEI (124), Rentokil (2), Roussel Laboratories (6), Siebe (383 — not all black), 600 Group (12), TI Group (3), Trafalgar House (310) and Union International (16). — Sapa.

Synfuel skills plan goes ahead

By Alan H. H. H.

SA'S strategic plan to provide a pool of skilled labour for its synthetic fuels energy projects is moving into high gear.

More than 2 000 welders and other technicians have started working on the project since the training programme, run by the SA Fabrication and Construction Training Trust Fund (SAFCTF), began 18 months ago.

Many more are scheduled to graduate from training centres set up to provide a reservoir of manpower for the growing demands of Moss gas

and other energy projects still on the drawing boards. The target is 30 000 skilled workers by the turn of the century.

A SAFCTF spokesman said: "The decision to build future synfuels projects will not be influenced by any lack of skilled manpower. We are confident that we can supply sufficient numbers to the standards required."

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ZILLA EFRAT

Service for victim

Sowetan 12/7/89

A MEMORIAL service for an AECI employee allegedly killed by a group of whites in Kempton Park a fortnight ago, is to be held at the company's Modderfontein plant today.

The service for Mr Stanford Mazikwana (52), a member of the SA Chemical Workers' Union (Sacwu), will be held at the AECI hall at 5.30pm.

A Sacwu spokesman

said messages of condolences from international and local organisations would be read at the service. ~~2/81~~ 181

Mazikwana died at Baragwanath Hospital on July 1, the same day he was allegedly attacked by four white men who shouted: "Wolwe slaan dood."

He will be buried in the Transkei this coming weekend.

Metal firms bitter over back pay

THE director of one of 5 500 metal sector firms forced by a recent regulation to pay several months' backpay to employees complained bitterly yesterday at this development.

Air Conditioning Services director Helmut Bacharach said the move could drive numerous companies out of business.

This follows a lengthy legal battle between the metal industrial council and the Department of Manpower over the gazetting of a clause to the 1988 wage settlement over whether non-parties — employers not members of Seifsa — should be compelled to backdate wage increases to July 1 1988.

The matter was settled out of court and the clause, requiring employers to backpay increases from July 1 to December 13 — when the wage increases were gazetted — was published last month. (181)

By Day 13/7/89
ALAN FINE

The 5 500 firms involved employ about 20% of the industry's workforce — some 70 000 people.

However, Bacharach said yesterday it was "unbelievable they can do this".

He said his firm and others had costed their services supplied in that period in line with the wage rates applying at the time. He warned the need to pay large lump sums now could force many firms to the wall.

Seifsa director Brian Angus said any company could apply to the industrial council for exemption from this requirement. If they could show the lump sum wage payments would cause them serious financial difficulties, they would receive a sympathetic hearing. (181)

Chemical workers up in arms against 2 companies

Star 14/7/87

181 By Jovial Ranta

The Chemical Workers' Industrial Union has requested the Department of Manpower to conduct an inspection at two major oil companies concerning allegations of illegal overtime practices there.

In a statement to The Star, the union said the reason for this was the refusal of both Mobil SA and Shell SA to bring their overtime practices in line with the basic conditions of the Employment Act since the CWIU raised this problem 12 months ago.

The union believes it has condoned illegal overtime practices at Shell and Mobil for too long, and regards 12 months as sufficient time for them to put their house in order.

The union has offered to support the

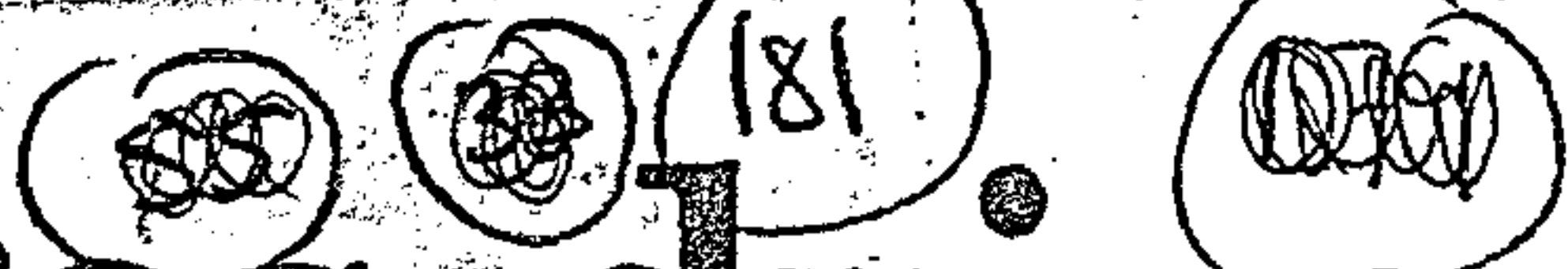
companies' application for any exemptions to the Act which are mutually acceptable, and which may be required to bring these companies into line with basic legal requirements.

COMPULSORY

The CWUI members' two main concerns are working overtime on a compulsory basis and being required to work overtime in excess of the legal maximum of three hours per day or 10 hours per week.

"We regard it as disgraceful that such large and reputable companies as Shell and Mobil are prepared to indulge in illegal overtime practices, instead of cutting down on overtime and employing more workers to do the work," the union said.

5 Times 16/7/89



Moss gas drive

Business Times Reporter
A CRASH programme has been launched to train welding supervisors and inspectors who meet the tough requirements of the Mossel Bay project.

training at the institute in Johannesburg.
Another 25 welding inspec-

tors have been trained in the US as statutory inspectors for welded pressure vessels.

The SA Fabrication and Training Trust Fund, which is channelling money into huge training schemes for the oil-from-gas project to reduce the need for imported skills, has been given the go-ahead to produce 400 inspectors and supervisors by the end of next year.

Executive director Rene Schmetz says existing training schemes are successful.

"Our top priority now is to get the right people for these special roles."

Pressure

The specialists will be trained by the SA Institute of Welding, whose chief executive, Chris Smallbone, says the country is facing a serious shortage in this field.

"In the past 10 years there has been a big drop in the number of welders under training in the fabrication and construction industry.

"This has led to a more severe shortage higher up the ladder."

The new scheme will involve the training of 150 welding inspectors, 60 senior ones and 210 level 1 and 2 welding supervisors.

About 70 inspectors and 40 supervisors have started

R1,5m for Unidata training

INFORMATION technology systems supplier Unidata has invested more than R1,5-million in a training programme to counter the skills shortage.

Project manager Mike Jackson says nine carefully selected candidates are nearing the end of a six-month sales-training course.

"The computer industry is the victim of a serious shortage of skills — a crisis aggravated by the so-called brain drain over many years.

"In addressing this problem most

SI Times 16/7/87
computer companies are forced to recruit people from abroad or poach staff from competitors. Unidata has broken out of this circle by recruiting high-calibre people from both inside and outside the industry for professional training."

Mr Jackson says stringent selection criteria for course applicants have been set, based on energy, enthusiasm, drive and ambition. He says a thorough technical knowledge of computers is not important.

Training includes courses in selling skills, technical tuition in information technology system Unix,

181
product training and intensive MBA instruction.

Mr Jackson says that when the six-month course has been completed, the volunteers will be qualified to provide a "total focus" on Unix solutions.

"The team will be able to provide business and application-based solutions with a thorough appreciation of a customer's needs. The emphasis will have changed from the old concept of having a product to sell and then finding a customer to that of finding a customer and then provid-

ing a cost-effective solution."

Unidata customer education services manager Richard Watermeyer says it is important to provide data-processing (DP) professionals and computer people with training in a broad range of business skills.

"With the increasing importance of information technology as a tool used to guarantee the profitability of any business, DP people need to understand management concepts and how they can play a part in helping to decide the long-term viability and strategic future of a company."

GERALD REILLY

PRETORIA — The labour cost index in the metal and engineering industries increased to 162.2 for the three months to end-May — reflecting a rise of 20.2% compared with May last year, the Central Statistical Service disclosed at the weekend.

It said the index also showed an increase of 3.3% compared with February. The index for actual wage rates for the end-May quarter rose to 162.1 — an increase of 2.9% compared with February.

In another release at the weekend, CSS said the physical volume of manufacturing production for May decreased by 0.7% compared with April after seasonal adjustment.

The largest decreases were in tobacco products, textiles, rubber products and machinery and equipment industries. They were countered by rises in the furniture, glass and glass products and transport-equipment industries.

CSS also measured total non-gold production for April at 1.7% down compared with March after seasonal adjustment. The decrease was due mainly to falls in the production of building materials. However, total non-gold sales for April increased by 21.3% compared with March. This was due mainly to the increased value of iron sales, up 102% and manganese by 56.5%.

Labour cost index in metal and engineering industries rises 20,2%

181

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EXECUTIVES' SALARIES UP 30% — BEFORE PERKS

3/20/89 CHARLOTTE MATHEWS

(181)

EXECUTIVE salaries had risen about 30% in the past year and top directors' invisible extra benefits from share options were impossible to quantify, executive placement companies said yesterday.

Executive head hunters Woodburn Mann MD Trevor Woodburn said his company recently recruited a top executive for a major corporation for a R600 000 basic package. This probably represented only 50% to 60% of the executive's income before his share of profits.

He said an executive director in charge of a company with a turnover of more than R100m a year and 500 to 1 000 employees was now being paid a basic salary of R120 000 to R250 000 a year. But he added: "There might be a low basic salary of R120 000, which could translate into R800 000 with benefits.

"The package consists of a basic amount to maintain the executive's lifestyle and he then takes a share of the equity as well. A top executive negotiates his income with a balance between direct and indirect benefits."

TASA consultant John Dixon agreed. "Salaries are moving up fairly fast because of inflation. The objective is for executives to accumulate capital wealth and to share in the profits they create for the company.

Moved away

"The company wishes to compensate them adequately to keep them.

"Companies have therefore moved away from straight salaries towards a package where the executive is quoted a figure which includes, firstly, salary, bonus, pension and medical aid; secondly, increased pension benefits; and thirdly, a share option scheme."

Woodburn said some of the highest paid executives were expatriates and his company had been asked to recruit actuaries in their late twenties from London. However, these candidates were asking for the rand equivalent of their present salaries of £75 000 a year — about R330 000.

"At the senior executive level, salaries in SA have lagged far behind those in Europe, the UK and US," Woodburn said.

"In the last few years more money was being invested in lower executives' salaries in an attempt to close the white wage gap and the depreciation of the rand against European currencies has amplified the difference in salaries.

"Recently companies have begun to realise that quality executives are expensive. Individual who can turn a loss-making company around must be paid a salary commensurate with their worth to that company."



Mikhail's Navy

Black engineers crucial component of our future

Star 20/7/89



The most disastrous long-term legacy of apartheid will be the human resources and skills shortage it created via separate education.

Many would describe our dilemma primarily in political or economic terms.

Serious as these are, history has examples of successful and fairly rapid political settlements and economic transformations.

The human resources crisis, by contrast, will take decades to resolve, even under optimal political and economic conditions and an enlightened education policy.

With our shaky economy, high population growth and half the population at schoolgoing age or younger, we simply don't have the resources for conventional formal education solutions to succeed.

Long-term solutions, such as a non-racial education system, are important, but in the interim it is imperative to develop and expand intermediate solutions rapidly.

No prospect

Despite the quantitative increases in black education this decade, a growing number of black matriculants have no prospect of any useful employment.

At the same time we face a desperate shortage in managerial, engineering and technological skills.

Between 1960 and 1984 the number of pupils in primary and secondary schools increased by 5 million, while enrolment in technical education increased by only 110 000, of whom 80 percent were white.

Of the tens of thousands of students who sat the DET examinations in 1987, only 464 gained university entrance to study engineering.

Statistics abound demonstrating the shortage of technological skills and our disastrous position compared with competitor nations.

We need greater commitment, especially to a technological culture in society and particularly in our

CLIFF McMILLAN, a leading civil engineer and the man who has done most to encourage blacks to take up engineering, sees signs of hope in a formerly disastrous situation. A director of Ove Arup, he is the founder of Protec, a past president of the SA Institution of Civil Engineers and current chairman of its education committee.

education system, and this should be reflected in resources allocation.

It is vitally important to recognise and support the initiatives which are being taken to overcome these problems.

Behind the scenes a quiet revolution has been taking place in recent years. From almost a zero base in the early 80s, nearly 25 percent of first year intake into engineering faculties at Wits, Cape Town and Natal is from disadvantaged backgrounds.

Academic support programmes are playing an important role at these universities.

Failure rates are still alarmingly high, but significant numbers of these candidates are graduating at our technikons and universities.

The problem is to increase the supply of matriculants with the necessary qualifications and aptitude.

The anatomy of disadvantage inherent in the black education system particularly is characterised by such things as rote learning, poor teaching (particularly in maths and science), poor language ability, disadvantages in cultural and home environment, and breakdown of communication with parents and teachers.

Part of the solution is private schools. Various private school initiatives have grown up with the specific objective of addressing these problems.

It is a costly option available to select candidates only and cannot be reproduced on a mass scale.

An important contribution is Protec (Programme for Technological Careers). Protec is a non-formal enrichment programme to develop the

potential of students hampered by disadvantaged conditions.

It identifies high school candidates with maths and science ability and who have an interest in careers in technology.

The programme focuses on a holistic approach to providing non-formal input across a broad spectrum of needs, and covers maths, science and English, career guidance and life skills. It involves about 70 contact days per year outside formal school hours.

Protec has demonstrated in seven years that it is a cost effective and reproducible model which can make a major impact on the present crisis without having to wait for fundamental change to take place.

High pass rate

Protec now has more than 2700 students in Std 8, 9 and 10 actively involved in 11 branches.

Last year, 513 Protec students wrote Std 10 examinations with an 87 percent pass rate.

Almost half obtained matric exemption with maths and science, an outstanding success compared with DET pass rates.

Compared with DET results for the whole country, the Protec results represent a significant contribution to the numbers of matriculants with maths and science.

Qualitatively, the contribution is even more significant. The holistic approach prepares students to participate in the world of work and take responsibility and initiative.

For employers offering bursaries and in-service training, risk is minimised by choosing these students.



Mr McMillan ... history has shown us examples.

Protec has also succeeded in maintaining credibility across a broad spectrum, including among donors and employers as well as the student communities.

Yet despite all these initiatives, employer commitment has probably declined recently, mainly because of disinvestment.

The last recession seriously undermined the investment in bursaries and training.

The extent to which progress will be made is directly dependent on the commitment of employers in providing bursaries, in-service training and a work environment which will contribute to overcoming the background disadvantage.

Models are in place. Some are very effective. None is perfect.

Concerted support from employers is needed to make them so.

Three injured in workshop blast

East Rand Bureau

Three workers at a plant hire firm in Kempton Park were critically injured when a gas bottle exploded early yesterday.

A fire department spokesman said the incident happened in Birch Acres at 9.45 am.

Mr Alex Malengeni (35), Mr Piet Lekwane (33) and a man known as Lazarus suffered leg fractures and serious burns.

The owner of the firm, Mr. Manny Koukouzellis, said he heard a terrific explosion.

"It sounded as though a bomb had gone off," he said.

OXYGEN

The men were apparently trying to refill a gas bottle with oxygen when the explosion occurred.

The fire department spokesman said the men could have been smoking, which may have triggered the explosion.

They were repairing a truck and used the gas to heat up the bolts.

Extensive damage was caused to two trucks and a concrete wall.

The injured were taken by ambulance to the Tembisa Hospital where they were reported to be in a critical condition.

8/Dec/21/77/89

Survey call to rationalise engineering education

NEIL YORKE SMITH

RATIONALISATION of engineering education is vital if the supply of new engineers is to grow in line with demand.

A survey of the supply and demand for engineers by Phillip Lloyd of the Federation of Societies of Professional Engineers (SACPE) notes SA has eight universities offering engineering degree courses, of which three together produce fewer graduates than any one of the five major universities.

The survey says rationalisation based on cost-effectiveness should take place in SA universities. Minor engineering campuses are not economically viable, they carry the full cost of resources and staff without producing sufficient graduates.

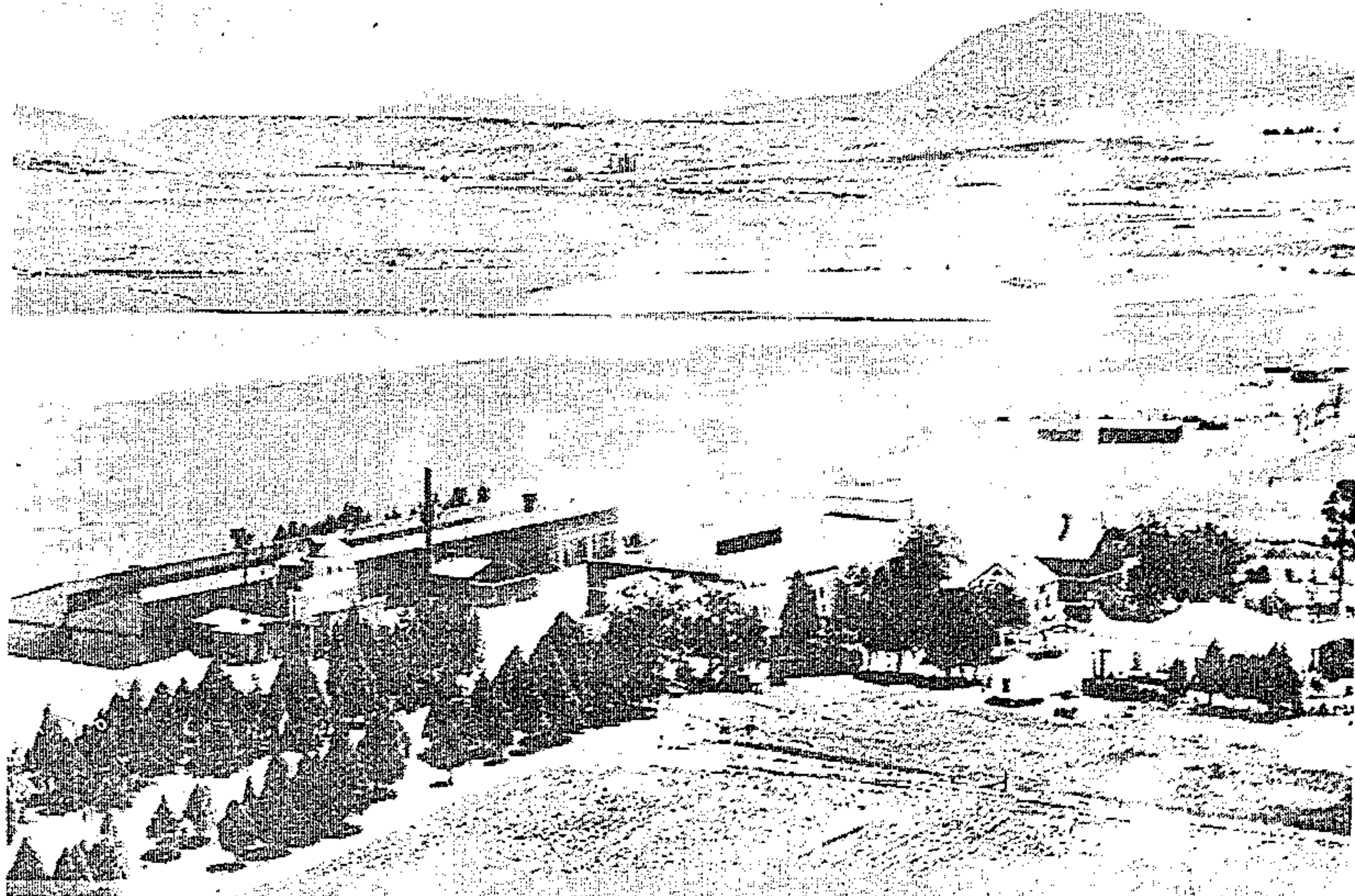
The survey puts the cost of training an engineering graduate at R70 000. However, a Wits University lecturer says universities are not the only option. He notes the growing importance of technical schools, both in the quality and number of engineering students.

Demand for engineers continues to outstrip supply. The survey estimates there are two posts open to every engineering graduate. The problem is compounded by minor universities growing too slowly and by the lack of skilled immigrants.

The survey notes the declining number of young SA engineers. In 1983 nearly 15% of registered engineers were under 30. By 1988 the figure had fallen to around 10%.

a Quix: 50 Years

Business Times Survey July 23, 1989



Where it all began . . . the Friedenheim farm near Molteno. The first rusks were baked there.

Top jobs for women in equal opportunity firm

SIMBA is an equal opportunity company — equality of race and of sex.

For the past few years the role of the group accountant has been held by a woman. Until she emigrated recently, Karen Richards handled the company finances so well that management sought a woman to succeed her. Trix Coetzer controls the accounts now.

Members of all racial groups work at all levels, including management. One of the two divisional sales managers in Cape Town has been with the company for 18 years. Two branches are run by Asians.

Molteno depends to a large extent on the production of Ouma rusks. The factory is labour intensive and Simba has an obligation and a desire to retain it.

The manager, Christie Opperman, a former mayor of Molteno, has been with the company since 1967. Simba management will be faced with a problem when he retires because it will be hard to find someone with the necessary skills who is prepared to live in the isolated town of Molteno.

Simba Quix managing director Neville Isemonger hopes that when the time comes, a senior staff member with 10 years to retirement might be tempted to move to the Molteno farm.

"Training is a necessity for a company with equal opportunity," says Mr Isemonger. "Many employees need intensive in-house training to reach their potential. Our accent on training increases all the time. I regard it as an investment for the future of South Africa."

Although Mr Isemonger does not plan to diversify

beyond the salty snack market, there is still plenty of room for expansion. He is prepared to spend whatever is needed on plant and equipment to meet demand. Increased investment in the form of a complete overhaul is planned at the Maritzburg factory and the Heilbron plant where Simba extruded products and Simba Peanuts are packed.

Factories

One of the problems facing most companies is communications and teamwork among all divisions. Mr Isemonger says: "Care must be taken in a decentralised organisation, such as Simba with five factories (including Molteno), lest competition among them does not override the common bond. One factory's experiences must benefit the others as well.

"Provincial competition is not confined to rugby and cricket. Attitudes that Natalians take five times longer to achieve anything, that Transvaalers think bigger than Texans and Capetonians do not care what happens beyond the Hex River Valley can destroy an integrated approach.

"This competition presents a challenge to the marketing department which has worked out a national strategy to prevent provincial cussedness. Regular meetings of factory managers are arranged for information to be disseminated."

In projecting the image of fun, the company has developed an informal managerial approach. Mr Isemonger's door is always open to staff members and he likes to think the company culture is one of work satisfaction and enjoyment.

Prejudice blocks blacks

S/Tues 30/7/87

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THE traditional mentoring system as an instrument for developing black managers in SA has failed in many companies, says P-E Corporate Services assistant specialist consultant Michael Lane.

Reasons for the failure include misconceptions about the system's function and its place in organisational development. Mr Lane believes the traditional attitude to mentoring is frequently prejudiced by relationships in society.

"Whites often have a negative atti-

tude towards black management trainees — an attitude based on misunderstood cultural differences and a general view that black people are unable to adopt the right work ethic, are apathetic and thus cause costly mistakes.

"This leads to an inability to motivate or develop a relationship based on mutual respect. Despite these differences, dynamic progress is being made in black advancement."

Mr Lane says that although statistics are difficult to come by because many successful programmes are still evolving, his experience shows that tremendous strides are being

made.

Tragically, there is an almost complete lack of awareness and understanding in Europe of the progress being made in SA in this field. Mr Lane recently returned from Europe after an extensive lecture tour and client liaison visit.

"Most European corporations, even those with direct links with SA, are extremely defensive about their association with this country.

"Their ignorance of the developments taking place throughout the private sector in areas such as black advancement and training for black managers undermines their ability

to justify doing business in SA."

Mr Lane attributes the lack of awareness of SA achievements to poor public relations and a preoccupation that Europeans have with their own problems.

"European organisations, particularly as 1992 draws nearer, are obsessed with their own economic and social problems and really only react to SA as major issues arise.

"There is a desperate need for SA to promote understanding abroad of the many developments that we may take for granted, such as the commitment to equal opportunity and black advancement."

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Business Times Reporter
THE average executive spends too much time looking after his company's operations and not enough on his personal financial affairs.

The huge demand for personal financial planning — illustrated by the response to Business Times' Making the Most of Your Money column — has led to a growing industry based on the need for specialist financial advice.

But it has largely developed into an industry driven by commission earnings and vested interests, says Martin McAusland, who heads a new division as personal financial planning manager for accounting and business advisory firm Price Waterhouse.

Mr McAusland says it is pointless trying to accumulate wealth which will be eroded by taxation and inflation, or which may be passed on to unchosen heirs.

Will

"An increasing number of companies in South Africa are concerned with providing a more balanced personal financial planning service to executive staff members, if only to demonstrate concern for their welfare and as a means of retaining skills.

"The top executive does not have sufficient time to devote to his own financial affairs — a problem that frequently becomes known to the family only on his death."

Mr McAusland says that research in SA has shown that six out of 10 executives do not have a will.

The cost of professional personal financial planning is generally beyond the means of the average South African unless the consultancy is tied into the sale of an investment product with an obvious return to the consultant or his organisation.

"This cost has meant that personal financial planning

Portfolio aid for harassed executives

has traditionally been dominated by the life-assurance industry and trust companies," says Mr McAusland.

"Although many consultants do an excellent job, their advice can be biased and, should it prove to be erroneous, there is often little or no legal redress."

Annuities

Mr McAusland says that in the case of advice provided by the life-assurance industry, two major recommendations are regularly made — investment in retirement annuities and capital growth income plans based on life assurance policies.

"Trust companies will possibly emphasise participation mortgage bonds and managed share investments.

"Generally, these products are excellent investment options and should certainly form a vital part of any portfolio.

"The drawback, however, is that these investments are by nature often long term

and seldom take into account immediate liquidity requirements. A full mixture or spectrum is needed for effective planning."

He says personal financial planning must address day-to-day living and contingency needs, at the same time taking into account tax implications, future inflation and the degree of risk.

"Planning must safeguard existing assets, promote the accumulation of assets and provide for their efficient distribution after death.

"All three phases must be tax efficient."

Mr McAusland says more companies are paying attention to the needs of blue-collar workers and staff who do not have sufficient disposable income on which to base a comprehensive personal financial portfolio.

"In this field the accent is on pension benefits and the development of provident funds with advice given at retirement and whenever needed on investment options."



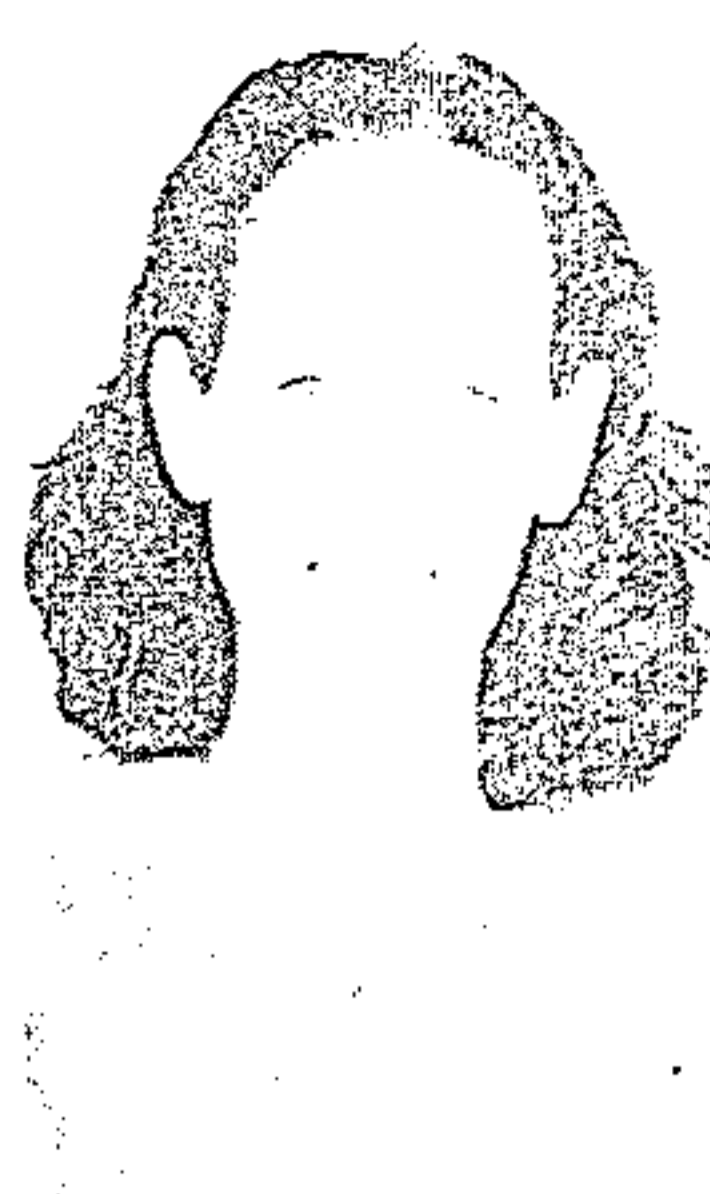
PAM GOLDING



SHIRLEY LAW-KUN



ALLYSON LAWLESS



PRU PFUHL



RIEKIE VAN DEN RAAD

Six in line to be top SA businesswoman



JOY WAGNER

IT is not sexist nor does it represent another discriminatory issue. But on August 23, the best businesswoman of the year will be announced.

Jennifer Kinghorn, chairman of the Executive Women's Club of Southern Africa, says the award is intended to make the public aware of the position that women can hold in business; to encourage younger women to strive for greater achievement; to highlight the success they may attain; and to promote among employers the potential that women have.

The need for a businesswoman of the year was recognised by the Executive Women's Club, which has 300 members.

It is hoped that in the next 10 years or so, it will no longer be necessary to distinguish between men and women for the award.

Nominees

The nominees for this year's award are:

● Joy Wagner, managing director of Murray & Roberts Properties in the Transvaal and Free State, has achieved a remarkable growth in gross earnings since she took the position in 1987.

She is in charge of 124 employees and a property portfolio worth almost R30-million.

After taking on the important slot in the group, Miss Wagner disposed of problem properties with a resultant improvement in the return on assets. The division is on target to lift earnings by 261% in the year to June.

Miss Wagner was financial controller of M&R and holds a BCom degree.

By Don Robertson

perhaps the leader in the sale of executive homes in SA.

The firm now has offices in London. The initial operation, operated from home, has grown into a company which employs 67 administrative staff and 193 full-time agents.

The London office, forecast to be a failure by competitors, helped Mrs Golding to increase turnover from R5,3-million in 1987 to R10-million last year and is on target to beat R17-million this year.

Property sales negotiated by the company amounted to R300-million in 1988 and are expected to top R450-million this year.

As chairman, Mrs Golding retains full control and financial decision making in the company.

● Trained as a structural engineer, Allyson Lawless has broken into the computer field.

Her background increased her interest in computer hardware and software and her company now specialises in producing it for municipal, architectural, civil, structural and mechanical engineering applications.

It has resulted in a substantial increase in the company's growth of up to 60% since 1981.

Mrs Lawless is also the first woman committee member of the Institute of Structural Engineers of SA.

Her greatest success is the establishment of a software retail operation in Portugal. It made her one of the finalists of the CSSA software export competition.

● Shirley Law-Kun, founder and managing director of manufacturing and exporting

business Hasty Tasty Frozen Foods & Sauces is a "small businesswomen" who dominates the SA market for Chinese sauces.

The company, started in a kitchen in 1981, now has a turnover of R2-million and export contracts with Hong Kong and other countries.

Mrs Law-Kun and her husband pioneered the manufacture of Chinese sauces in SA, but have added to the oriental range potjie and skottelbraai sauces.

The company employs 20 people and has shown an annual average growth of 140%.

In 1988, she was made the first woman honorary citizen of Port Elizabeth.

● Pru Pfuhl is owner and managing director of Biggie Best, manufacturer of home decorating fabrics and wallpaper as well as accessories.

To allow the concept to grow to this proportion was a business challenge that demanded extraordinary initiative. A reliable manufacturing base had to be established and a national retail interest developed.

Mrs Pfuhl had to use her initiative to overcome shortages of capital and fabric. But within six months — by the end of 1985 — she had established her national retail stockist network as well as the manufacturing output to supply it.

In the past year, Mrs Pfuhl took over the entire company and increased the number of franchised outlets from 25 to 40, all of which was financed out of retained earnings.

● Riekie van den Raad is founder and managing director of cleaning services company Multi-Shine.

From a small operation with only 10 people in 1981, she has built the company into one employing 420 with a turnover of R1,3-million. It is

expected to rise to R2-million this year.

The company services CBD buildings in Johannesburg and Pretoria as well as manufacturing and retailing cleaning materials under the brand name Multi-Products.

In a line of business where security is paramount, Multi-Shine sets exacting standards on recruitment and has built an enviable record for staff training.

staff training. Mrs Van den Raad is the only woman on the management committee of the Sakekamer.

MANY companies need to adjust their industrial relations (IR) policies if they are to thrive in a changing South Africa, says Gillam Bruniquel & Associates managing director Dave Gillam.

Mr Gillam believes those which do not take steps now to prepare for the future will be at a serious disadvantage. He identifies four areas that need to be addressed:

- The empowering of lower-level management.
- Communication be-

More clout for foremen

SITimes 30/7/87

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tween management and staff.

- Recognition of social, political and economic realities.

- Remuneration-reward according to skills-contributions.

He says it is essential that lower-level managerial staff, such as supervisors and foremen, be provided with more decision-making skills and authority.

"Higher-level management is having to make up for the lack of skills lower

down the ladder. The function of lower-level managers needs to be clearly defined.

CRUCIAL

"Thereafter, they must be trained to be more accountable and to delegate. In addition, management-staff communication is a crucial issue and companies found wanting in this area will struggle to survive."

Mr Gillam says employers

ignore SA's transformation at their peril, especially if they are oblivious to the social, political and economic evolution that is taking place.

Mr Gillam stresses that the pay differential between unskilled and semi-skilled workers and their skilled counterparts has been eroded and could cause discontent.

"Many skilled workers who are keeping SA's factories going are receiving much

lower percentage pay increases than workers with fewer skills and responsibilities.

"It's human nature that they will be disenchanted if this situation persists. More common sense and business acumen needs to be applied to the IR process."

He believes that too many companies switch to the "call the lawyer mode" as soon as IR problems arise, without giving enough thought to rational negotiation and discussion.

Wage gaps between whites and blacks seem to be widening

By Michael Chester

New evidence of the huge size of the pay gap between white and black workers has been provided in a review of trends inside a number of key business sectors that between them share a labour force of more than five million employees.

The review, compiled by Central Statistical Services, traces the changes in the pattern of overall recruitment and salaries and wages from 1987 to the end of last year.

Socio-political reformers will be heartened by news that in all sectors — with the exception of the construction industry — it was the pay packet of the black worker that grew fastest, at least in percentage terms, if not in actual rand terms.

However, the review also unearths evidence of major differences in the pace of moves to close the wage gap from sector to sector.

For example, the average pay packets of the 175 000 black workers in the sector covering transport and communications barely stayed ahead of inflation, with increases of 15,1 percent over the 12 months.

This is the sector that embraces all road and rail services, the Post Office and the SABC.

One consolation was that at least the increase seemed far better than the 6,6 percent average raises awarded their 150 000 white workmates.

Even that fragment of comfort was overwhelmed, however, when the average wages of black workers, now at R761 a month, had to stand comparison with an average R2 227 paid to white colleagues.

Still, the R761 looked an improvement on the R610 a month average still being earned by 215 000 black workers in the construction industry — even after they had received a 17,1 percent

pay hike.

And here the pay gap was even wider, with white workers enjoying a 22,3 percent jump in pay to R3 166 a month.

In the manufacturing industry, it was the 716 000-strong black labour force which enjoyed the 22 percent scale of increases in average pay — pushing it up to R914 a month.

Here, the 295 000 whites on the payroll received increases of a more modest 15,8 percent.

But they were enough to push their average wages to R3 141 — more than three times higher.

More doubts about the reliability of percentages in tracking what is happening to the pay gap emerge when one examines trends inside the wholesale/retail trades.

The increases in the average pay of the 360 000 black workers employed here last year were among the best of all, racing ahead no less than 37,6 percent, while 266 000 white workers had to settle for raises of less than 19 percent.

In the end, however, the new black average of R644 still looked a long way off the R2 144 white average.

Not only that, the pay gap of R1 335 a month at the end of 1987 has now swollen to R1 500.

The quirks of statistics can also be put to the test with a closer look at pay patterns at Eskom.

Here, black employees received average increases of almost 27 percent, lifting pay to R1 377 a month, while white raises seemed to trail behind at 11,5 percent, setting pay at R3 666.

What happened to the pay gap in actual rands?

In 1987 it was R2 202. Now it has crept up to R2 289.

It all somehow seems to sum up the perils of statistics.

PEOPLE AT THE TOP
ARE ON THE MOVE —
SEE PAGE 13

APPPOINTMENTS

PAGES AND PAGES OF THE BEST JOBS IN SOUTH AFRICA

**MANPOWER
MIRROR** by
**ROBYN
CHALMERS**



SUNDAY TIMES, Business Times, July 30 1992

On target for 30 000 skilled worker

SOUTH Africa's plan to provide a huge pool of skilled labour for its synthetic fuel projects is moving into top gear, says SA Fabrication and Construction Training Trust Fund (SAFCTF) vice-chairman Hugh Brown.

More than 2 000 welders and other technicians have been fed into the workforce since the training plan began 18 months ago.

Many more are scheduled to graduate from training centres set up to provide a reservoir of manpower for the growing demands of Mossgas and other energy projects on the drawing boards.

The training scheme was reported by Business Times in November last year. SAFCTF was formed to co-ordinate the R300-million scheme, intended

to supply more than 30 000 artisans for a wide range of industries in the next decade.

Although the scheme was formed in response to the R5,5-billion Mossgas project, Mr Brown says it is part of a strategy for the entire synthetic industry until the turn of the century.

"One hears a lot of talk about manpower shortages — but companies with deep involvement and commitment to the synthetic industry are doing something about it."

Many graduates from the scheme have joined major companies involved in the Mossgas project — among them Steinhilber, Fluor, Babcock, Dorbyl, Genrec, Elgin Engineering and Fraser & Chalmers.

STW 3017199

Industry as a whole has for almost two decades been characterised by a severe lack of skills. As soon as there is evidence of a recession, the first budget to be cut by a company is for training, resulting in a huge shortage of skilled men and women when the economy revives.

SA Institute of Race Relations researcher Monica Bot says in her book *Training on Separate Tracks* that when there is a recession, companies tend to train for their immediate needs only and not for long-term requirements.

This can be seen from the decline in the number of apprenticeship contracts registered since 1980. The graph shows there were 14 497 in 1982 compared with 9 660 in 1986.

Miss Bot says an indication of the problem is that, even if only a 2%

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average annual growth rate is achieved until the year 2000, there will be a shortage of 200 000 workers with a degree, diploma or comparable skill level.

In contrast, there will be a surplus of 3,8-million with standards eight to 10, and an oversupply of 5,6-million people with lower than a standard eight.

The huge cost of importing skills — evident from reports earlier this year of a foreigner on the Mossgas project earning R30 000 a month — has meant training is a necessity.

It is estimated that it would cost about R80 000 a year to import a skilled foreigner compared with R20 000 to train a South African. It would therefore cost about R672-million

to import skilled labour for the Mossgas project, but only R375-million to train and pay SA workers.

SAFCTF executive director Rene Schmetz is confident that the training scheme can supply sufficient skilled labourers for the present and future industry.

"The decision to build synthetic projects will not be influenced by any lack of trained manpower. Measures to provide these skills are in place, and they are contributing successfully to existing projects."

The trust is funded jointly by the Government's Central Energy Fund and Mossgas to the tune of R37,5-million. By 2000 it is estimated that the trust will require about R200-million to finance training.

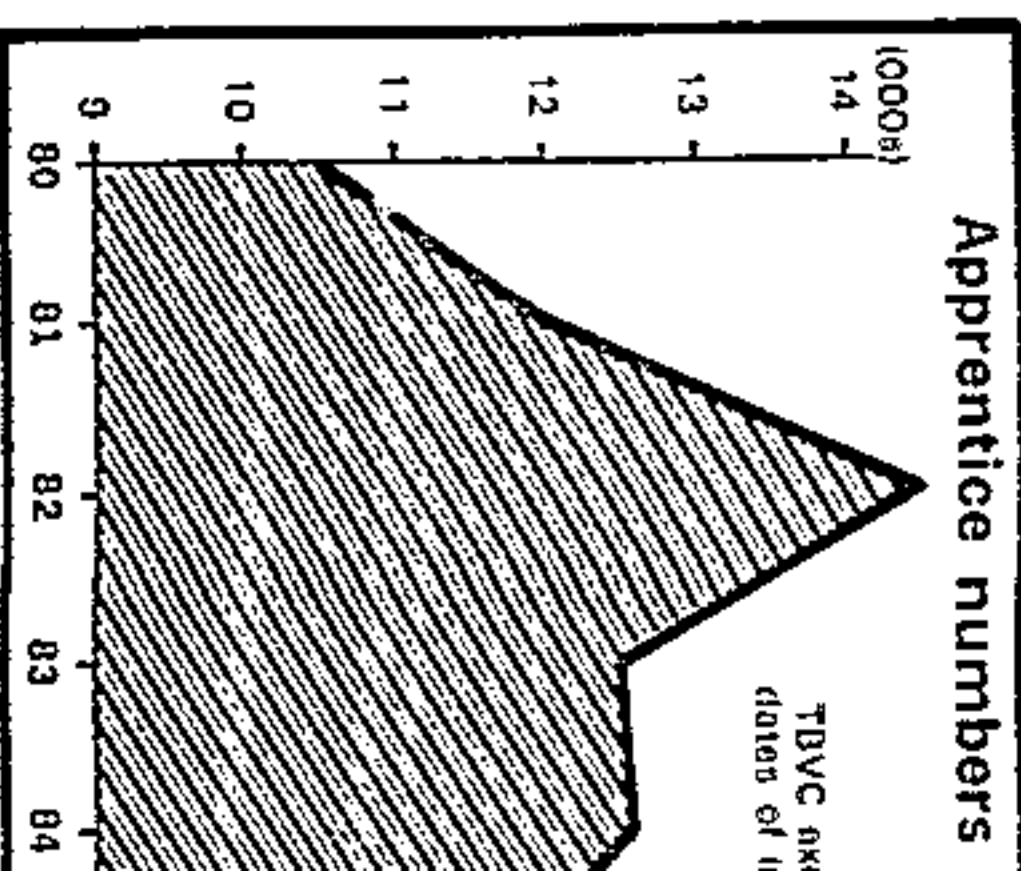
Mr Schmetz estimates that between

now and 1992, the trust will have supplied more than 8 000 trained people to contractors involved in existing and future projects.

The scheme was initiated by American consultant Earl Causey, who is now a construction consultant for the Central Energy Fund. He says the scheme will concentrate on improving productivity.

"Essential ingredients to dramatically increase SA construction productivity are project labour agreements controlling civil, mechanical, electrical and instrumentation contractors to the amount of wages to be paid to operatives."

"Second, a 45-hour work week with no overtime is required. Third, there



must be a sound training programme. The achievement of substantial levels of productivity is dependent on having a properly and supervised workforce.

Sowetan
3/8/89

Car firm closes plant

SAMCOR has closed its plant following an "illegal" work stoppage by about 3 000 workers sparked off by a wage increase disagreement.

Before the closure, workers were given a circular in which they were warned to report for duty on August 1 and commence work in a normal manner or face disciplinary action.

The circular, signed by Mr E Bezuidenhout, the company's labour relations manager, said that the "illegal and unfair" work stoppage would be recorded on workers' conduct record as a further warning.

The circular added the plant would be closed with immediate effect.

The strike started on Monday following a pay disagreement between the workers, represented by Numsa, and the company, represented by the Steel Engineering Industries Federation of South Africa (Seifsa). The workers demanded R1.50 an hour increase whereas Seifsa offered them 45c. The negotiations are in Port Elizabeth.

Volkswagen pulls out of wage talks

Stawill 8/89
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By Mike Siluma,
Labour Reporter

Volkswagen yesterday withdrew from the motor industry wage talks between the National Union of Metalworkers (Numsa) and motor manufacturers, as strike action by more than 12 000 workers continued for the eighth day.

A company spokesman said the decision was taken because of a strike which had forced the indefinite closure of the Uitenhage assembly plant.

Numsa members have been on strike at assembly plants, owned by Samcor, Toyota and Volkswagen since Monday last week to back a wage claim.

Toyota and Numsa have clashed publicly over the company's decision to dismiss 3 600 strikers at its Prospecton car factory on Monday.

Reacting to an earlier Numsa

statement, Toyota's industrial relations director, Mr Theo van den Bergh, said the strikers were fired after refusing to resume work and ignoring instructions to resume work.

A separate company statement said about 25 percent of those dismissed had been "re-engaged" and that negotiations between management and workers were scheduled for yesterday to discuss workers' re-employment and the question of national wage negotiations.

Numsa spokesman Mr Les Kettleidas said, however, that workers had decided not to re-apply for their jobs because they still regarded themselves as Toyota employees. Toyota workers wanted the company to re-join the national pay talks, from which it withdrew last week in the wake of the strike.

Wolwe terror on East Rand

Sowetan 1981/89

By LEN MASEKO

At least six AECI employees have been attacked - one fatally - in Modderfontein near Kempton Park allegedly by white vigilantes stalking the East Rand industrial area in recent weeks.

One worker, Mr Stanford Mazikwana, was attacked and killed allegedly by four white youths who shouted: "Wolwe slaan dood."

He was attacked metres from AECI's Modderfontein factory on July 1.

Police have opened a murder docket following the incident.

Another AECI employee, Mr Jackson Mojapelo, was allegedly assaulted by six white men while on his way to a company compound in the area a week ago.

A migrant labourer, Mojapelo said he was accosted by six white youths who, for no apparent reason, punched and kicked him.

"The youths tried to push me into a nearby stream but were stopped by a white passerby who ordered them to stop assaulting me," Mojapelo said.

The AECI worker was treated for minor injuries

at a local hospital.

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The "unwarranted" attacks have angered the SA Chemical Workers Union (Sacwu) and AECI management, who have expressed concern for the safety of the company's black employees in the area.

Police had not yet responded to a *Sowetan* enquiry at the time of going to press.

Sacwu official Mr Humphrey Ndaba said: "Our members now fear for their safety following the attack on their colleagues".

The company said in

statement: "AECI which operates the Modderfontein factory is extremely concerned at the unwarranted attacks that have taken place recently on a number of its black employees.

"These attacks have taken place outside the factory but within the greater Modderfontein municipal area over which neither the company nor its security force has any jurisdiction."

AECI management said it had been assured by Kempton Park police that the complaints from AECI employees were receiving urgent attention.

FIVE workers employed by Hippo Quarries, an Anglo-Alpha group which extracts silica from rocks, are in a dilemma. They have been found to be suffering from silicosis by the Community Health Awareness Project (Chap) and are aware of their bleak future, health and getting employment elsewhere.

Since they started being attended to by Chap health officers, they have come to know that their disease is a result of their exposure to silica dust at work. All the same they are covered by the Workman's Compensation Act.

However, they also know that compensation for industrial diseases in SA is racially biased in favour of whites, with the ratio of compensation being 15:1. A number of workers at the company have already been offered R2 000 which can barely compensate for their permanent loss of income potential silicosis, like its twin industrial dust sister asbestosis, is an irreversible life-long chest disease caused by the scarring of lungs by inhaled dust particles.

The dilemma of these workers is whether to receive the lump sum offered by the Pretoria-based company or to institute legal action against Anglo-Alpha for negligence and liability. In their dilemma they

Workers stricken by

Killer dust disease

have little legal precedence to lean on. Should they receive the compensation offered to them by the company, they would lose their legal right to claim further compensation through the courts of law.

This is a grim story of each worker the Sowetan spoke to: Daniel Moyo (47) said although the company's doctors X-rayed them twice a year he was never informed of the results. Fatigue, recurrent bouts of flu and diabetes continue to plague him. He said he refused the company's offer "as it would not feed my six children, let alone me."

Pension

Stone Scotland (57) said he has been with the company for 23 years as a machine operator. "I refused the company's R2 046 offer because it is nothing." He said the company wanted him pensioned so that his occupational disease could not be linked to his present employment. He said the company knew that if it could be proved beyond

reasonable doubt that his sickness was traceable to his current employment it would have to pay far more than the amount it offered. Maesela Kekana

Silicosis causes them to lose jobs

By MOKGADI PELA

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1981
MOKGADI PELA

(44) said he has been operating a grinding machine for 24 years. A father of four, he complained of pains at night, sweat and listlessness. His latest X-rays showed that he suffered from silicosis, he added. Jackson Maunatala (56) has been working with a jaw-crusher for 15 years. He said he went for an X-ray tests at Kalafong hospital last year and he was told he had traces of silicosis. He was referred to the Mamelodi clinic which is presently giving him treatment for tuberculosis.

"That is why we die because nobody ensures

that we are given the right treatment," he said. Simon Magolego (49) said when he joined the company six years ago he and his colleagues insisted on being supplied with protective clothing and that has not happened. "This is why today we have become living corpses as a result of this killer dust."

Anglo-Alpha's industrial relations manager, M G Foster, recently responded to workers' accusations by saying his company provided comprehensive medical aid and ill-health retirement benefits for all workers through six-monthly X-rays which were checked by an expert on behalf of the company.

"This programme exceeds the requirements of legislation which stipulates nine-monthly screenings," Foster said. Silica dust is an international problem. In Italy it claimed 62 lives in 1977 and in Poland about 90 000 people are at risk of contracting silicosis. Figures for Rumantia in 1973 stood at 860 while in 1978 there were 478 confirmed sufferers.

The five unemployed men who are afflicted by silicosis. From far left: Jackson Maunatala, Maesela Kekana, Simon Moyo, Daniel Moyo and Stone Scotland.



APPOINTMENTS

PAGES AND PAGES OF THE BEST JOBS IN SOUTH AFRICA

MANPOWER
MIRROR by
ROBYN
CHALMERS



Bosses warn: More pay, fewer jobs

LABOUR turmoil in the motor industry highlights some of the dilemmas faced by both trade unions and employers.

Economists and employers say that neither the economy nor individual organisations can afford high wage increases, but trade unionists and their members insist that they can.

The National Union of Metalworkers of SA (Numsa) declared a dispute in the motor industry last weekend after talks between its Numsa negotiating committee and the South African Motor Industry Employers Association (Samlea) and South African Vehicle Body and Repairers Association (Savbra).

The negotiations affected about 160 000 employees in filling stations,



RUDOLF GOUWS... higher wages mean more jobless

vehicle repair workshops, component manufacturing establishments, engine reconditioning and automotive engineering establishments.

Numsa demanded a minimum of R4,50 an hour. Rates currently range from R1,24 an hour for a cleaner and R1,45 for a general worker to R7 for a journeyman.

Motor manufacturers were hit by strikes and wage stoppages which resulted in the closure of several plants. Most spokesmen believed at the end of last week that the industrial action would be over by Monday, but they were sadly mistaken.

By the beginning of this week, 3 600 Toyota workers at Prospecton, Natal, had been dismissed because of industrial action, and 800 at Eveready and 1 200 at Goodyear had been locked out. In addition, the week-old shutdown of Toyota, Volkswagen and Sancer

plants, affecting 13 000 workers, continued.

Two issues are involved in the strikes — first, the alleged slow progress of national negotiations for a new labour contract for the motor industry; second, the demand for higher pay.

Rand Merchant Bank group economist and director Rudolf Gouws argues that the motor industry cannot afford to pay more. He told a conference on strategic imperatives that wages and employment were intertwined with what was happening in the economy as a whole.

He predicted that SA was entering a slowdown, influenced both by foreign trends and domestic policy. Reasons for this included the need for a current account surplus, money supply growth, the acceleration of inflation and this

years' domestic policy — higher interest rates, dearer petrol and stricter hire-purchase agreements, among other measures.

Mr Gouws predicted that the downsizing would last until the end of 1990. It would have a major effect on the ability of companies to pay higher wages, the employment rate and job creation.

Mr Gouws said: "If there were no trade unions, the level of wages would automatically drop during a slowdown. However, because of unions the real increase in wages will not be allowed to come down."

"Unions are an important and necessary part of our economy, but the result of this scenario will be that unem-

ployment will increase while wages in the non-unionised sectors of the economy will either stagnate or drop."

A survey by P-E Remuneration Services shows what has happened to wages and salaries in the 1980s. The black trade unions have been largely successful in narrowing the wage gap between whites and blacks.

In 1981, black skilled or semi-skilled workers could expect to earn 50% less than their white counterparts. By 1987 they earned only 30% less than whites. For example, unskilled and semi-skilled gold miners receive 4,9 times less than skilled mineworkers compared with 21,2 times less in 1971.

This is but one of the factors contributing to the widely published retrenchments on several gold mines this year, but it is a big one.

Organisation Diagnostics managing director Laurie Hall, also speaking at the strategic imperatives seminar, examined the options open to managers and the Government in solving the unemployment-redistribution of wealth problem.

The first, he said, was job preservation and growth. The second was job creation and the third upgraded education and training. The fourth was the importance of paying a just, affordable wage.

"I am not a proponent of the missionary idea that there is a minimum wage. It is management's task to see to it that the years of service gained equate to skill-flexibility gains in productivity which justify earnings growth."

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Strike-busting is big business

THE stronger trade unions become, the more ways businessmen are finding to circumvent them or at least lessen the effects of their actions. *S/ines: 3/9/87*

One personnel consultancy is doing good business by supplying strike-hit organisations with temporary workers — quickly. Classic Personnel has been operating for almost three years now, but business really began to boom in May this year.

Classic Personnel director Danie Lewis says the company's directors saw that organisations were being paralysed by strikes, go-slows and sit-ins, and thought they could do something about it.

In the recent unrest in the motor industry, Classic supplied Toyota with about 52 white employees to work in the plant.

"Toyota needed good people in the shortest time possible. We have extensive contacts in industry, and managed to produce them in four days," says Mr Lewis.

This week, he was called in by Frasers International, Volkswagen and Plascon, all of which were facing industrial action. The consultancy is still on standby for Consol, which faced strike action three weeks ago.

"We find we mainly use whites and coloureds in these temporary positions. In this way we avoid intimidation by the unions.

"We supply mainly unskilled and semi-skilled people to strike-hit companies. Sometimes they stay for a couple of days, other times they can remain for a month or more."

Mr Lewis says he can easily find temporary workers through contacts in manpower departments, social welfare and unemployment agencies.

"Lascon Lighting recently wanted 60 coloureds. I had them at the factory within 36 hours, working steadily.

"The union can say nothing to me or the workers because I work purely as a sub-contractor. My company is saving organisations hundreds of thousands of rands in lost production. We offer a good service."

Plans adopted to cope with protest

8th 5/19/89
By Helen Grange

Several major employers have made preparations to try to minimise the effect of any protest action against the elections today and tomorrow.

Some dairies worked overtime yesterday, delivering milk in double quantities, and bakeries were producing extra in case of shortages.

Supermarkets will be employing students and casual workers over the period.

Mr G A V Brett, manpower secretary for the Association of Chambers of Commerce and Industry (Assocom), said each Assocom member would be making its own plans.

Should some members decide to take disciplinary action against protesters, care would be taken to ensure normal and fair disciplinary proceedings were followed, he said.

Some South African Transport Services (Sats) depots have arranged for casuals to work if necessary, said Mr Vic van Vuuren, senior manager of labour relations at Sats.

Spokesmen for hospitals and clinics on the Reef said they did not expect any major disruptions of their services.

A Department of Post and Telecommunications spokesman said casual workers would be used if needed.

Prétoiria Chamber of Commerce and the Afrikaanse Handelsinstituut (AHI) said some members had prepared contingency plans. Dr Martin van den Berg, AHI executive director, said members regarded the two days as a normal working period.

Cosatu general secretary Mr Jay Naidoo emphasised that, contrary to weekend reports, the MDM, including Cosatu, had called for only two days of protest action, today and tomorrow.

5/9/89

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13000

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Few heed MDM stayaway call

Business as usual as firms report 'normal turnouts'

Staff Reporters

Workers commuting from black areas to central business districts and industrial townships today largely ignored a Mass Democratic Movement call for the start of a two-day protest action against the general election.

Initial assessments by South African Transport Services (Sats) indicated commuter rail traffic was not as seriously affected as first feared.

A Sats spokesman said computer figures were awaited.

Barricades of burnt tyres blocked some Soweto streets and some shops were shut, but significant numbers of commuters travelled in to work and pupils went to school as there appeared to be uncertainty whether the protest, called jointly by the Congress

of South African Trade Unions and the National Council of Trade Unions, was scheduled for tomorrow only.

At two primary schools in Zola, Soweto, pupils arrived in large numbers, and nurses alighted, as usual, from buses and taxis at the Baragwanath bus and taxi terminals.

Rail traffic appeared normal at Naledi and Ikwezi stations.

In Johannesburg, companies with huge work forces said they preferred to wait until later in the day for accurate attendance figures, but Gold Fields of South Africa (GFSA) reported normal turnouts at its mines.

The Star's Pretoria Bureau reported normal attendance at the workplace and schools in black areas.

NORMAL ACTIVITY

The only significant stayaway was staged by Numsa members at the Samcor factory near Silverton. Numsa took a decision earlier to support the MDM's call.

Activity appeared normal in Atteridgeville, Mamelodi, and Soshanguve, where taxis, buses and trains were running normally with about the usual number of passengers.

It is understood some workers were told by employers yesterday that failure to report for work today would result in the deduction of a day's pay. Others were told they would have to work overtime.

About 80 percent of the Tembisa workforce went to work today. Although bus stops and taxi ranks were less congested than usual, children in school uniforms were seen in their usual numbers.

At the Kempton Park industrial area of Spartan, large numbers of workers alighted from buses for work.

Stayaways cost

S/Times 10/9/89

R250m

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By Robyn Chalmers

THIS week's two-day stayaway, headed by up to 3-million workers, is estimated to have cost the economy almost R250-million.

The stayaway was called by the mass democratic movement (MDM) in protest against Wednesday's general elections.

Depending on regions, between 22% and 100% of workers stayed at home on Tuesday and Wednesday, the metal, motor, engineering, textile and chemical industries believed to be the hardest hit.

Turnaround

Workers lost millions of rands in wages as employers tended to adopt a disciplinary policy of no work, no pay. A few small companies sacked workers. This was a surprising turnaround from last year's three-day stayaway in June when employers reacted with widespread dismissals.

Assocom manpower secretary Vincent Brett believes bosses were more sympathetic to workers this year because the protest was aimed at the election more than the Labour Relations Amendment Act (LRAA).

"In a way, management is getting used to this form of industrial action, it has become a factor of life.

"On the other hand, businessmen in general are anx-

ious to see constitutional reform and are prepared to be a little more relaxed about a national protest by the voteless."

Mr Brett says a conservative estimate of what the stayaway cost the economy in lost production is about R120-million a day.

Hampered

However, estimates from other monitoring groups and companies put the loss at about R250-million for the two days.

The Labour Monitoring Group conducted a survey of how effective the stayaway was in various regions, but Unions (Cosatu) and the National Council of Trade Unions (Nactu) say the

stayaway proves that workers will never accept the present Government.

Perhaps the most surprising support came from mineworkers, who traditionally do not join protest action of this nature.

Production at several mines was hard hit, the National Union of Mineworkers estimating that about 80 000 miners refused to go underground on Tuesday.

In the Eastern Cape, Port Elizabeth appeared to be worst hit. Bus terminals, taxi ranks and schools in black townships were almost deserted for the two days.

Employer reports on Friday indicated that all was back to normal.

was hampered by employer reluctance to supply information.

The LMG believes that in the Pretoria-Witwatersrand-Vereeniging area, about 72% of workers took part in protest action on Wednesday compared with 39% on Tuesday. In Durban, the figures were 68% and 80% respectively, 24% to 41% in the Western Cape and 90% in the Eastern Cape on both days.

A spokesman for LMG says, however, that figures could have been much higher than these estimates.

"Employers were reluctant to divulge information and some were actually hostile. Several big factories were closed, particularly in the chemical sector. Some firms closed early and were unavailable for comment."

Confusion

The MDM has expressed its satisfaction with the support of workers. It says the low turnout on Tuesday was largely because of confusion about whether the protest call was for one or two days. The Congress of SA Trade

B/Dan 15/9/89

'Democracy a necessity'

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EDWARD WEST

THE development of democracy in SA is no longer a matter of political ideology but rather a demographic and economic necessity, according to PG Wood's productivity and quality director, Christo Nel.

Nel was speaking at the official opening of the SA Institute of Industrial Engineers Conference at Sun City yesterday.

He said all the players in any company should unite in a holistic approach towards company goals, while management should embark on value-sharing processes to break down negative social memories and decades of mistrust between races.

Democracy should be developed in the workplace because political ideals were being pushed into work arenas by unionisation.

Less than 1% of state managerial positions were held by blacks, he said. White social memories in SA were stuck on group rights due to, among others, the historical myth taught at white schools that whites must rule.

In 1989 23 000 artisans were trained when 100 000 were needed.

Capital productivity had dropped from a base of 100 in 1971 to around 65 in 1988 and, in GDP terms, SA had dropped to one of the lowest late developing countries in the world.

To promote democracy and productivity in the work place, managers should embark on progressive recruitment embargoes, employees should be rewarded for quality work while all employees should be united in the goals of the company, said Nel.

Mossgas project to employ 7 000

(181) Political Staff

CAPE TOWN — About 7 000 workers will be employed on the Mossgas project during the third quarter of next year, Economic Affairs and Technology Minister Danie Steyn said yesterday. *By Day 15/9/89*

This figure represented the peak period of construction, he added, and would only be sustained for about six months.

Unveiling the project's official emblem at Mossel Bay, Steyn said the Mossgas management had gone to great lengths, to ensure minimal disturbance to the region's unique culture.

It was Steyn's last official function as a minister.

He said some of the housing required by single-status workers would be recycled later to alleviate the low income housing shortage.

Steyn said the entire project was more than 30% complete and was on target for bringing the first gas onshore in just under two years.

He said the entire Mossgas development was a tribute to SA's ability, 'with a little help from friends', to take up the challenge of a new technology.

Riches for managers

STimes 17/9/89

SOUTH Africa's top companies want to see their managers become rich.

That's the lesson from this week's extract from *The Winning Way*, by Antony Ball and Stephen Asbury.

Imaginative new schemes based on targets allow businessmen to increase already high salaries by 40% or 70%. They go far beyond the traditional share incentive schemes, and they are extending to the shopfloor.

● See Page 12

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Ban on ~~overtime~~ overtime (18)

Sowetan
10/11/81
AN OVERTIME ban, which is expected to take place simultaneously with a withdrawal of buying power from Friday until October 6, has already begun in some industries - two days ahead of the scheduled date.

The ban, called by the National Council of Trade Unions (Nactu), the Congress of South African Unions and unaffiliated unions, was affecting mostly companies in the metal industry.

Mr Brian Angus, executive director of the Steel and Engineering Industries' Federation of South Africa (Seifsa), confirmed that some member companies were affected by the overtime ban.

BRENT MELVILLE

CRASH-TRAINED South Africans are replacing their more expensive foreign counterparts on the R7,8bn Mossgas project. Project engineers say Mossgas has exposed the country's acute shortage of skilled engineers and semi-skilled assistants and has prompted a remedial training programme.

The principal training body is the Mossgas civil engineering training scheme, which was launched late last year under the auspices of the SA Federation of Civil Engineers (Safcec) — representing 236 engineering and construction companies — which identified the need for a massive injection of local labour.

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Void

Run by Safcec's Industry Training Scheme (Ceits) in conjunction with the Central Energy Fund, Bateman Davy Engineering and Mossgas, the training scheme has already trained a cross-section of more than 2 100 South Africans.

One of the aims of the scheme was to fill the void left by the swiftly deteriorating numbers of civil engineering students in SA. "And Mossref has placed about 60% of its trainees on site at Mossgas," says Ceits chairman Tony Smith.

"Although at the point of initial appoint-

Trained SA personnel for Mossgas

ment they may appear as rough and ready workers, with greater contracting experience the scheme should be regarded as a success," says Smith.

The trainees, men and women and made up of all race groups, are drawn from within the area extending from Knysna to Albertinia and Oudtshoorn.

The scheme is financed by a levy imposed on contractors working within what is called the "fenced area", and deducted from all payment certificates submitted by the contractors for the duration of the project, says Smith.

Training is carried out in the South Cape Training Centre for four categories including: labourers (basic hand construction), lower semi-skilled, higher semi-skilled and skilled. The total number of persons to be trained for Mossgas through the scheme is 4 000.

Industry slow down — lay-offs forecast

AKUS
30/9/89



Pictures: DOUG PITHEV, The Argus.

TWO'S COMPANY: While model girls Saimantha Wyngaard of Kuils River and Zahlan Dollie of Woodstock were content to spend their day basking on Camps Bay

By MAGGIE ROWLEY, Business Staff

A WIDESPREAD lay-off of factory workers in the manufacturing industry is predicted as the economy enters a cyclical downturn.

This is the finding in the latest survey of the manufacturing sector by the Bureau of Economic Research at the University of Stellenbosch.

Although the manufacturing sector was still experiencing buoyant conditions, it was slowly sliding into a period of slow growth with manufacturers discounting the expected decline in demand by timely production planning and scheduling, the survey found.

Lower production

However, the manufacturing sector, ranging from textiles to clothing, footwear, plastics and machinery was expected to further lower production by laying off factory workers, and reducing employment levels as the economy enters a cyclical downturn.

"On net balance the number of factory workers is on a par with that of 1988 and with further dismissals in the pipeline, the downward pressure on the country's waver-ing growth rate may intensify," says the BEHR report.

"The average hours worked per factory worker also decreased on net balance during the survey quarter and is on a lower level than during the same period a year ago. Apparently part of this decrease can be ascribed to political motivated stoppages, but shorter production time was also scheduled.

"Further decreases in hours worked is foreseen for the last quarter of 1989."

The report warns that while a reduction in employment to levels required for the attainment of lower expected production was normal procedure, dismissals were socially

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"Further decreases in hours worked is foreseen for the last quarter of 1989."

The report warns that while a reduction in employment to levels required for the attainment of lower expected production was normal procedure, dismissals were socially disruptive and could cause social and political unrest.

"With the present-day disruptive relations with labour, arising from the union demands for amendments to the Labour Relations Act, the manufacturing sector is set for a rough time ahead around the negotiation table, while general labour unrest and ad hoc strikes will have to be coped with.

"To fuel further unrest the demand for unskilled labour remains slack with supply far outstripping demand. Our respondents experience unskilled labour as a serious constraint in only two percent of-cases.

"This dilemma of the unskilled worker will continue to be a bone of contention in the socio-political field," says the report.

The report said that of the 1 000 firms surveyed in 21 sub-sectors, 59 percent expressed satisfaction with present business conditions.

"Although general business conditions were experienced by our respondents to be on a lower level compared to last year, expectations for next year have improved somewhat."

Notwithstanding the imposed demand restrictions imposed in early May, manufacturing respondents still experienced substantial volumes of sales during the third quarter compared to the same period last year, the survey found.

Increased sales, although at a lower growth rate, are also foreseen for the rest of the year.

Taper off

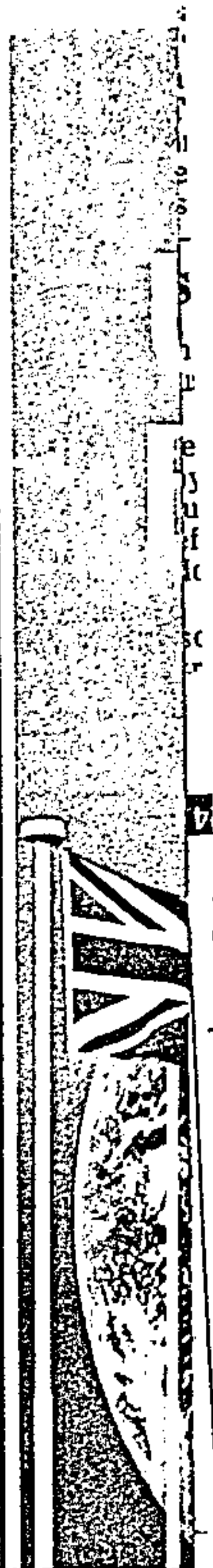
However, the volume of new orders remained on a downward trend and was expected to taper off as the economy moved into the early stages of the cyclical downturn.

"Unfilled orders in relation to sales, portraying for the manufacturer the work on hand, decreased dramatically during the survey quarter.

"Insufficient demand as a serious constraint was experienced by 36 percent of respondents," says the BER report.

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John Hall — the boss who talks to the shop

S/Times 11/0/89

By Robyn Chalmers

JOHN Hall, winner of this year's Human Resources Man of the Year award, is the acknowledged power behind the Middelburg Steel success story.

Mr Hall received the award at a banquet in Johannesburg this week. Other contenders for the title were Eskom human resources general manager George Lindeque and Anglo American manpower consultant Anthony Quinn.

Mr Hall joined Middelburg Steel & Alloys as group marketing director in 1970, the year it was technically bankrupt. Appointed managing director in 1974, he directed the company's metamorphosis.

Boom

Last year, the company had sales of about R700-million and profit after tax of R115-million. In the wake of the ferrochrome boom, MS&A is one of the world's leaders in its field.

Effective communication is the cornerstone of Mr Hall's success. Since 1976, there has been a major change in senior management thinking about communication at MS&A.

Mr Hall recognised early on that although his employees were well trained in their particular field, they were often underequipped to deal with group interaction where



JOHN HALL ... Middelburg back from the dead

major decisions were made.

He says: "In the past decade I have become increasingly aware of the inadequacy of traditional thinking processes to objectively respond to the key issues of change."

Reduction

As a result, he initiated training sessions at foreman level to handle issues confronting the board and him as managing director.

This came in handy in 1976 when MS&A had to decide whether or not to invest in a mill and meltshop. Although it was vital to the group's

future, the project was set to cost R300-million — unaffordable at that stage.

Mr Hall introduced a series of workshops for his employees, intended to get them to communicate and start them rethinking and challenging traditional methods and techniques.

For the first time the total workforce was involved with management in an exercise. The outcome was a 50% reduction in the capital cost of the project.

Mr Hall has carried on with the workshops. They have led to improvements in cost effectiveness and productivity.

In one such workshop, employees worked out a plan for savings in power costs, raw material procurement and labour use of R3-million in one year.

Pressure

Mr Hall's foresight extends to more than human resources. In 1983, when the world ferrochrome market slumped, he bucked the trend of widespread retrenchments and retained all of the company's 4 000 employees.

He stood firm in spite of pressure from shareholders, and was proved right two years later when the market recovered and MS&A could move to full capacity almost immediately.

Mr Hall is also an executive director of Barlow Rand, chairman of both MS&A and Pretoria Portland Cement and Barlows director of human resources.

EQUAL employment opportunity (EEO) is an area of human resource management which many South Africans believe holds the key to this country's future development.

However, for many companies it is an entirely new field, full of pitfalls. In an effort to assist firms wishing to start or improve their programmes, the Institute of Personnel Management (IPM) has started a database to enable those with knowledge and experience in the field to share it with others.

The databank covers a diverse range of topics including planning an EEO programme, manpower planning, community development, black business, intimidation and discrimination in the workplace.

IPM information officer Heather Basson says information on the databank is divided into categories such as economics, social and demographic, political and legislation, technology and corporate strategies.

Says Ms Basson: "The databank is intended to provide members with relevant information which is easily accessible.

"The information is

Data ^{S/Times} is for ^{15/10/89} all to ⁽¹⁸¹⁾ share ⁽¹⁸¹⁾

sourced from journals and IPM's EEO committee. Each member of the committee feeds in information on their particular portfolio.

"We are also establishing a network of experts who will be on tap for members with queries not covered by the databank or who need additional information.

"It is often more effective if the person wanting information can speak to someone who has practical experience in that particular area."

Members wishing to use the database phone in their queries and IPM will assess whether information extracted from the databank will suit their needs.

"IPM will also refer them to libraries and any experts who may be able to assist.

Green for go among the Nissan workforce

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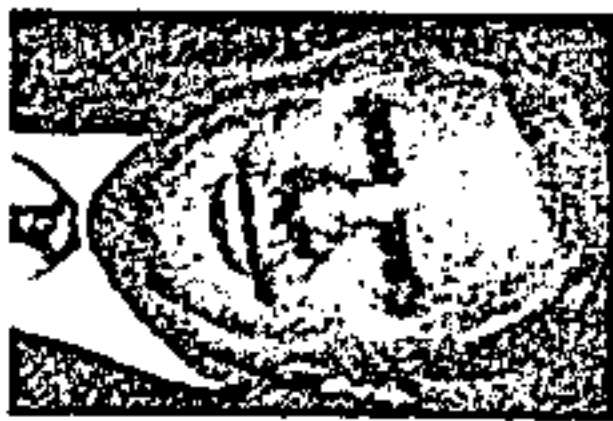
STW 15/10/84

GENBA KANRI is the Japanese phrase for shop floor management which has helped Japan become the world's premier trading nation.

In South Africa, a similar revolution is taking place in the workplace. Nissan has introduced the "green areas" into its Rosslyn plant, and has maintained five years of industrial peace in the strike-torn motor industry.

A green area is a small section of the plant which contains a rectangular table with two long benches on either side. It has an urn for tea and coffee, plants and numerous charts. It is, quite literally, painted green.

Bill Middleton, manager of shop floor management at Nissan, reckons that the green areas concept was one of



John Newbury... productivity levels greatly improved

share. Today, just over four years after green areas were introduced into the company, it is looking at about 17% of market share.

Nissan chief executive officer John Newbury says the green areas concept has helped smoothed the way for higher productivity levels. Between 1985 and 1987, he says the company improved productivity by an average 9,9%.

the deciding factors in the company's turnaround from its tenuous position in 1983.

Six years ago, Nissan was barely retaining 9% of the industry's market

Mr Middleton explains that the concept is incredibly simple, and yet completely effective.

"Between 7am and 7.10am, the foreman will sit with his operators around

the table and they will discuss the previous day's targets or any problems they may have. The object is to communicate.

"The green area is also used by the foreman to do his administrative duties, for management feedback and to maintain cleanliness in our assembly lines as eating, drinking and smoking all take place in the green area.

"Top level management of most companies do not believe their workers have a right to information. Yet they are the most important force in an organisation. Two way communication is vital."

At 5pm the foremen will sit together with their supervisor, and a similar discussion will take place. All parties are therefore constantly up-to-date

with what is happening in the factory. Between 80% and 90% of Nissan's 6 500-strong workforce are unionised, yet industrial action has not been a feature of Nissan for the past five years. The recent unrest which hit Toyota, Volkswagen and Saabcor left Nissan relatively unscathed.

Mr Middleton says he does not include himself that Nissan will never be faced with another strike, but believes the situation at present is such that workers feel they belong to the company, and would be unwilling to jeopardise that situation.

The green areas concept was developed after Nissan management real-

ised that they had little communication with workers and consequently little organisation in the plant.

"We realised that workers had no place to go when they arrived at work, to put their belongings and have a cup of tea. They spoke to no-one, but merely returned to the car they were working on the day before.

"We built one green area as an experiment, and found that no-one was using it. We discovered that they feared favouritism, and had to build more. Today we have about 500."

Visual management is an important concept within Nissan. Every operator in a green area has his picture and attendance register on the wall. Workers are monitored every day, and awarded a blue dot on their chart if

there is no fault with their performance.

Green areas are littered with charts — injury free days, targets, quality control attendance, performance, production volumes and so on.

A fault such as damage to a car or poor housekeeping will earn the operator a red dot. Mr Middleton says the idea of measuring performance is very motivating to workers.

"This takes the unfairness out of the SA workplace. Managers no longer need to rely on the subjective view of the foreman to assess a man's character and performance, they merely need to look at the chart."

NEWS FOCUS

BUSINESS DAY, Friday, October 20 1989

Eskom chief urges need to develop black technical skills

SA WILL need a substantial pool of technical and managerial skills in the 1990s to drive not only the developed parts of the economy, but to encourage the informal sector to grow and develop into the formal sector.

This was said yesterday by Eskom CE Ian McRae when he addressed an engineering and management conven-

tion in Johannesburg.

McRae said the traditional belief that skills shortages could be met by white males only, and that the rest could be imported, no longer held good.

"Blacks will increasingly fill managerial and technical positions. Indeed the lack of skills in SA is not as formal-

tion as it may appear — if we develop the right mindset. We already have the people — more than 34-million of them — who can meet most of the skills requirement if they are given the chance and opportunity to do so."

He said countries like Japan, South Korea and Taiwan were all faced with

similar challenges — and they had succeeded in meeting them by utilising their national resources.

McRae proposed a five-point strategy which included the commitment to mobilise SA's resources; an education system that should match the skills requirement of the market place; a

more prominent role by business in education; motivation for the workforce to acquire and apply skills; and the improvement of productivity and product quality.

He warned, however, that the process was slow and that companies should create a working environment which was more user-friendly to people of different cultural groups.

Zach outlines main tasks to take business into the 1990s

ONE task facing business in the 1990s was to tell employees what was right and constructive about free enterprise and what was inefficient and unhelpful about socialism, DP co-leader Zach de Beer told a the SA Direct Marketing Association in Johannesburg yesterday.

The second task of business was to understand and deal with the objections to free enterprise. What might look

like a socialist bias on the part of workers was often only a "fight for human dignity and human rights", using the weapon they believed they had found in their economic power.

The third task was to make profits, for if investment was the engine of growth, profits were the fuel. — Sapa.



PEOPLE AT THE TOP
ARE ON THE MOVE
SEE PAGE 13

APPPOINTMENTS

PAGES AND PAGES OF THE BEST JOBS IN SOUTH AFRICA

SUNDAY TIMES, Business Times, October 29, 1989 11 J I

MANPOWER
MIRROR BY
ROBYN
CHALMERS



Employers hit back at the strikers

THE recent upsurge in industrial action has caused a distinct hardening in the attitudes of managers, many of whom say enough is enough.

Labour relations have been in almost continual turmoil since before the September general elections, and there are few indications that they are improving.

After the two-day stayaway by workers on September 5 and 6, major organisations have been hit by widespread and lengthy strikes — Sasol, South African Breweries (SAB), Premier Food Industries and De Beers. Many other companies have experienced industrial action on a smaller scale. Among them are Volkswagen,

Dion, Barlows, Fidelity Guards and Cargo Carriers.

The diversity of the industries hit by labour unrest and the fact that most wage disputes traditionally take place early in the year or at mid-year, suggest there is more to the strikes than meets the eye.

The two factors common to almost all of the industrial action are opposition to the Labour Relations Amendment Act (LRAA) and a breakdown in wage negotiations.

The underlying factor could, however, be the developments taking place in politics. Linked closely to this is the state of the economy.

Management attitudes have become markedly tougher since the two-day stayaway. Shortly after the stayaway, Assosom manpower secretary Vincent Brett said bosses had taken a fairly sympathetic approach to workers.

He believed the fact that the protest was aimed at the elections and not against the LRAA was probably the primary reason for their attitude.

However, as President De Klerk's programme for change moves into top gear, and management sees tangible evidence of it in the release, for example, of ANC prisoners, labour analysts say trade unions and bosses are increasingly at odds with one another. On the one hand, management is less

sympathetic to the political agenda of unions, arguing that the Government is sincere in its intention to bring about reform.

On the other, unionists believe now is the time to step up the pressure, to ensure their own position in the political arena and force the Government to move as speedily as possible.

The SAB reaction to the strike involving about 5 500 Food and Allied Workers Union (Fawu) members is evidence of the hard-line approach being adopted by management.

SAB has placed advertisements in several newspapers showing what workers are paid and the firm's wage

offer. The advertisements say the SAB offers a grade one worker — an unskilled labourer — R1 063 a month.

This is not an unknown tactic. SAB used it to break the 1987 strike by showing strikers' colleagues what they really earned and causing them to lose credibility.

The economy is also an important factor. High interest rates and inflation give the unions a good weapon when entering wage negotiations. Managers are having none of it.

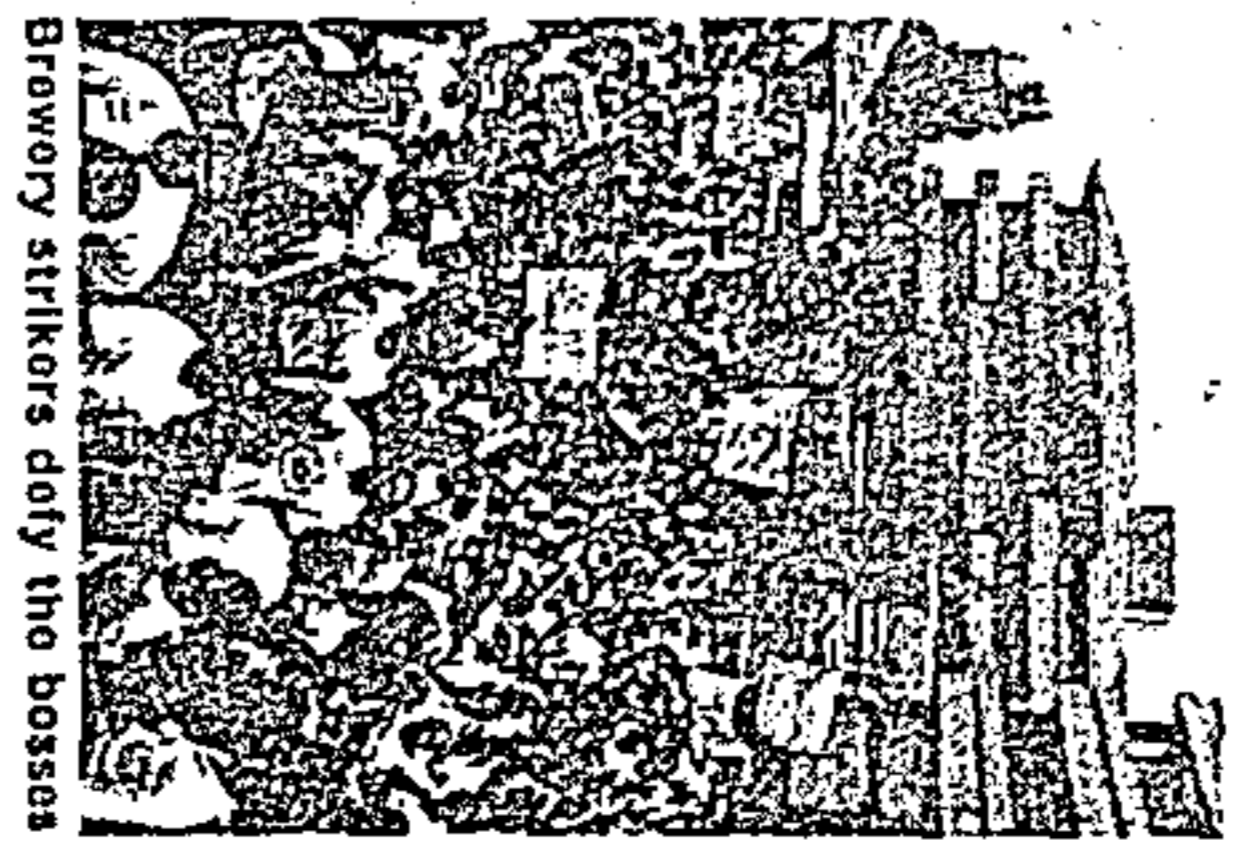
Hit by the first major strike in its history, De Beers implemented a pay offer which had been rejected by the National Union of Mineworkers (NUM). De Beers told workers on Monday: "The company is informing all employ-

ees affected by the dispute that the offer on wages is being implemented.

"Employees are also being informed that if they return to work by Wednesday, 25th October, they will receive a lump-sum payment of the backdated value of the difference between the old and new pay rates from the relevant increment dates.

"If they return to work after 25th October, they will not qualify for this additional benefit."

Labour analysts do not foresee an early downturn in the number of strikes. If anything, they believe the political situation could heighten conflict.



Brewery strikers defy the bosses

Out of the straitjacket

S/Times 29/10/89

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TREAT workers as adults, do away with the multitude of managers, and companies will see a change in their bottom line, says Stephen Holoviak.

Professor Holoviak is director of the Frehn Centre for Management at Shippensburg University in Pennsylvania. He has been giving seminars in SA on the American experience of quality circles and productivity.

Professor Holoviak believes human resources policies in companies are generally negative and geared to the 2% of the workforce which causes problems.

Cut back on supervision, he says, and the outcome will be astounding. Companies which have done so have increased output, lowered turnover of

employees and boosted employee job satisfaction.

"Research into organisations shows that workers don't know what is expected from them, where the company is going. When we open up — share cost and marketing information — they respond as allies."

He puts forward some practical examples of his strategy. If a worker is sick, says Professor Holoviak, he should not need a doctor's certificate to prove it.

Place people in teams, he says, not jobs or positions. They should be taken on because of skills and not given narrow job descriptions that will not allow them to improve their standing.

The results of this sort of pro-

gramme include reduced sick leave and absenteeism, lower staff turnover and quality levels setting new highs.

Unions are dragons of the mind, he says. The inability of managers to relinquish unnecessary controls over the lives of other people cause the problems.

"Organisations should not be shaped like pyramids but circles inside circles. Circles that are fluid, that change form and longevity.

"Workers should be able to manage their own behaviour, decide on their own vacations, share the vision of the organisation, share the results of success equally. There should be virtually no managers and people should be hired for their skills."

Sales Manager

Skirts taking over

MORE than a billion women will be in the economically active population by the turn of the century.

An International Labour Organisation (ILO) statistical analysis shows that this represents a third of the world's female population. A total of 700-million of these women will be found in developing countries.

The projections are based on

STimes 29/11/89

an assumed continuation of a trend identified in the 1950s. In the global workforce at that time, 263-million of working women were in developing countries and 148-million in industrialised nations.

Agriculture will lose many of the women it employed in the 1950s. The study predicts that women will move into industry and services, especially in industrialised countries. Figures in the study show increasing disparities between developing and de-

veloped nations in connection with equality between men and women in employment opportunities.

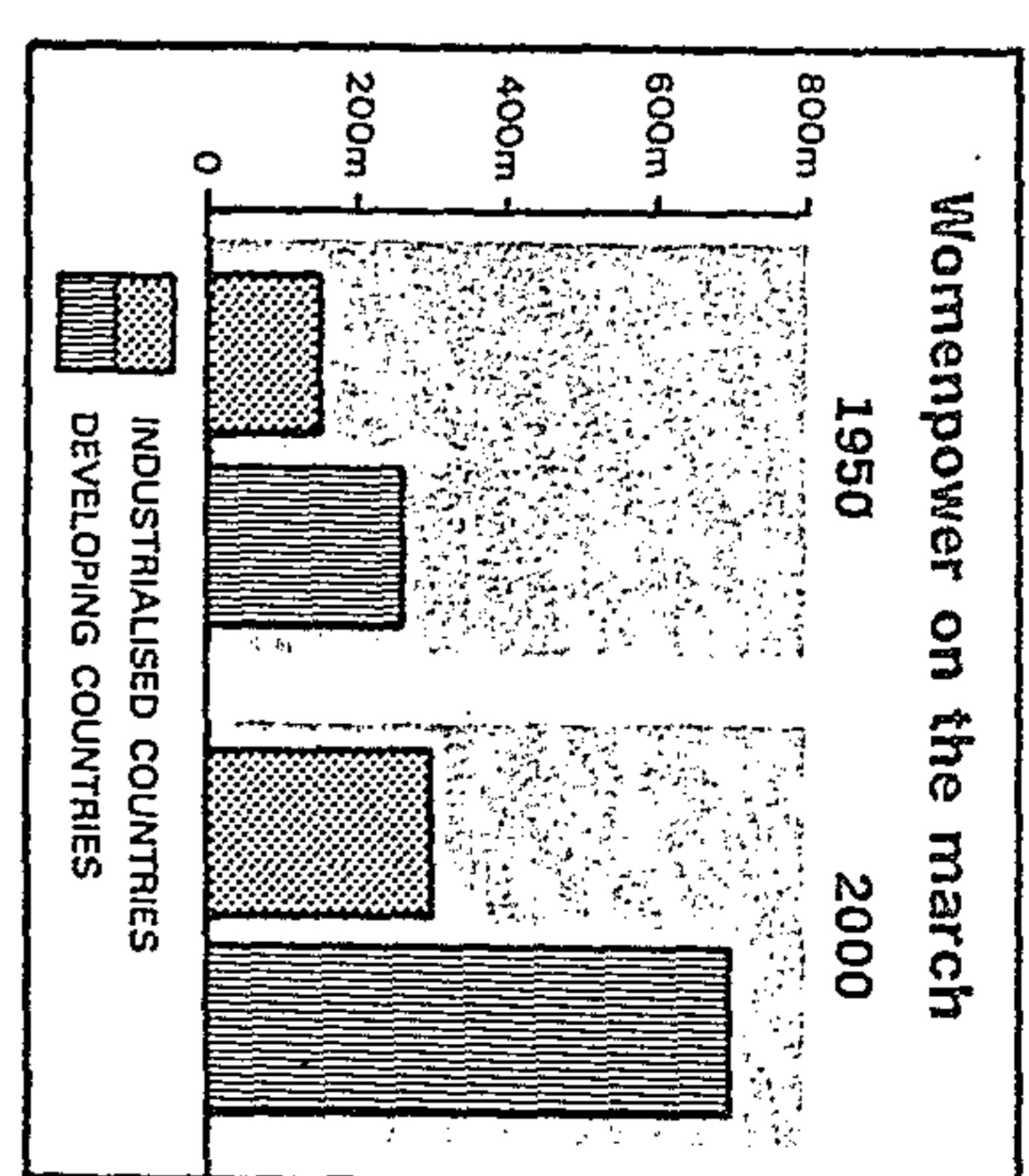
"A telling example can be found when comparing women's overall share in the economically active population during the half-century between 1950 and 2000.

"That share in industrialised countries was 37% in 1950 and is projected to climb to 41% by 2000. For women in developing countries the figure was and is ex-

pected to stay at 34% — demonstrating almost no progress during the 50-year period."

Another area in which Third World women are losing out is in the number of years in which they can expect to be gainfully employed, says the study.

The time span has fallen steadily since 1950 when they could look forward to a working life of 27 years. Expectations for the year 2000 show only 23 economically active years.



By Robyn Chalmers
TIME Housing has been appointed to manage a project which will provide homes for the entire permanent Mossgas workforce.

Time Housing is a member of the JSE-listed management and financial services group Time Holdings.

The services to be provided by Time Housing can be divided into three major categories — finance, project and property management and sales and marketing.

Time Housing managing director Mike Graham says the contract, one of the largest to be awarded recently, has several notable features.

"First, private sector experts are brought in to work with Mossgas and advise on providing a housing package

tailor-made to Mossgas staff-ers.

"The scheme encourages home ownership and has been designed with the prime objective of minimising Mossgas's investment in permanent staff housing. This is a novel approach and will save Mossgas big sums of money in the years ahead."

The financial services include raising bridging finance funds at favourable rates. A feature of this service is that employees buying houses can take advantage of low rates for up to 15 years.

Mr Graham says the major responsibility of Time Holdings will be the project management of all contractors and developers. It will ensure the smooth and cost-effective

project execution and delivery of top-quality houses.

The company will develop a project programme and ensure that contractors' performance meet time, cost and quality demands. The first houses are expected to be ready early next year. The project is scheduled for completion by mid-1991.

Time will provide property management services related to rented houses as well as maintenance and security services for these properties.

Time's land procurement and sales and marketing work has been designed to take cognizance of the fact that it is Mossgas's prime objective to sell as many houses as possible by offering employees a wide choice of sites and designs.

The company is investigating sites in the vicinity of Mossel Bay, in addition to those already bought by Mossgas.

As part of its sales service, Time will help employees to select designs, sites and specifications and thereafter carry out bond and conveyance procedures on their behalf.

Mr Graham says: "As sales managers, we will be able to provide prompt feedback to Mossgas about the housing requirements of its employees."

"This, in turn, will allow for quick and effective adaptation of the product range and specifications to meet these demands, avoiding the pitfalls of most large projects where hundreds of iden-

tical houses remain in company ownership."

He says that in the past two years Time has opened five housing branches to meet the needs of employees in areas like Wilbank, Kerkstorp and Welkom.

"This experience will stand us in good stead in Mossel Bay. We are also fortunate to be able to draw on other resources in the Time group, particularly project management expert Time Projects. It is handling capital projects worth R50-million."

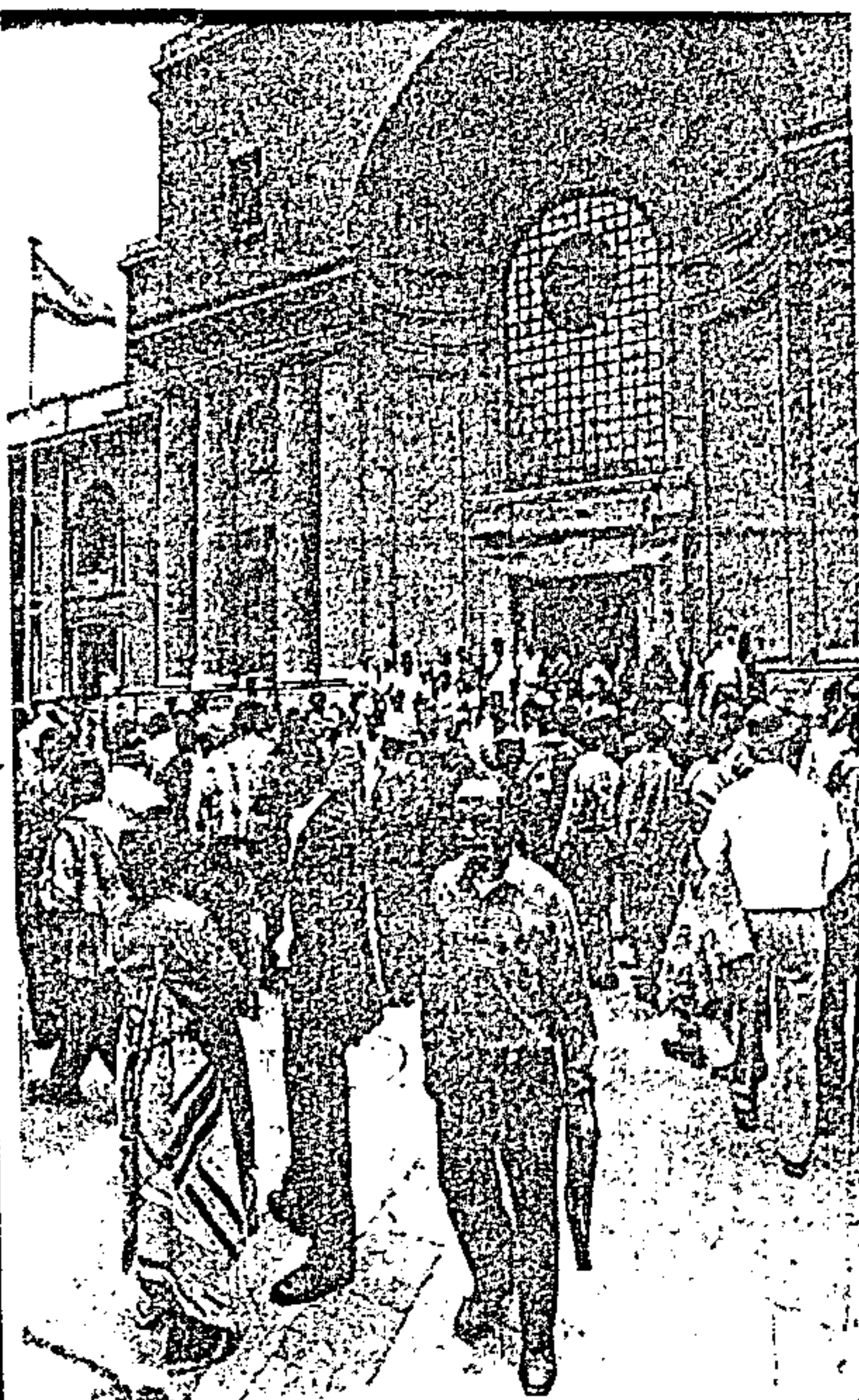
Time Housing will establish an office in Mossel Bay for the duration of the contract. The company's regional director of the Western Cape, Arthur Augostatos, will be in charge of the project.

181 Houses for all the staff



Mike Graham . . . housing scheme saves money

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Dismissed Haggie Rand workers outside the Rand Supreme Court yesterday before the urgent application against them. *E/Day (181)* Picture: REUTERS

NUM fights ejection bid by Haggie Rand

15/11/89 SUSAN RUSSELL *(181)*

HAGGIE Rand Ltd brought an urgent application against the National Union of Metal Workers of SA and 92 dismissed employees in the Rand Supreme Court yesterday in a bid to have the workers removed from a company hostel in Germiston.

The urgent application was opposed by the union when the matter went before Mr Justice G Leveson.

It was subsequently agreed between the parties that a rule would be issued against the workers and union but the company did not ask for an interim order.

Mr Justice Leveson then issue a rule nisi calling on the union and the dismissed workers to show cause on November 28 why an order should not be made declaring their dismissal on October 23 lawful and ejecting them from the hostel.

In an affidavit Haggie Rand's personnel manager David Redelinghuys said workers were dismissed after taking part in an illegal strike following a dispute over an overtime ban.

A total of 232 employees were dismissed on October 23, Redelinghuys said, and the 93 workers named in the application were part of this group.

He said the company had lawfully terminated the employees' employment and they were in unlawful occupation of the hostel.


About 200 workers who had come to attend the application gathered outside the Rand Supreme Court yesterday morning.

They were allowed into the building in single file. Police confiscated a number of placards.

NATAL UNREST DEATHS

September 1987 to January 1989:.....	668
February 1989 — November 13 1989:.....	311
Past 24 hours' official toll:.....	4
TOTAL:.....	983

SAB and Fawu to meet for first time since strike began

Day 15/11/89
ALAN FINE 

TOP SAB and Food and Allied Workers' Union (Fawu) representatives are to meet in Johannesburg today for the first time since the bitter strike by 6 000 union members began more than five weeks ago.

While the meeting is designed to discuss ways of resolving the dispute, there is no sign yet of possible avenues for overcoming the impasse.

SAB yesterday reiterated it was not considering improving the value of its offer, saying the solution did not lie in negotiating over minor percentages.

"There comes a time in collective bargaining when it is constructive, and indeed necessary, for final positions to be taken," a spokesman said.

Fawu assistant general secretary Mike Madlala reiterated that the union's position was flexible.

But he said he did not believe that reshuffling the remuneration package — for example decreasing shift allowances to increase wages — was an option. "You cannot reduce existing benefits," he said.

The union had not yet considered extending the life of the agreement to allow for a higher basic wage for the extended period.

He said he did not think recent management statements had helped bring the parties closer together. He described as untrue SAB claims that nearly 100 workers at the Welkom brewery had returned to work and that others were considering following suit.

He felt management's repeated statements about not increasing the 16% wage offer had not helped matters.

□ A meeting of the National Taverners' Association (NTA) held in Soweto yesterday resolved to seek a meeting with Fawu after the union's talks with SAB today.

3 000 in wildcat work stoppage at Mercedes-Benz plant

REPRESENTATIVES of Mercedes management and employees held several hours of talks yesterday to resolve a wildcat work stoppage by 3 000 hourly-paid employees at the company's East London plant.

A Mercedes spokesman said it was hoped the dispute, sparked by disciplinary action taken against eight people who had embarked on a go-slow, would be resolved by tomorrow.

The stoppage, which began on Monday, is the first in several months to

mark a period of labour peace at the plant, which suffered industrial action almost monthly during 1987 and 1988.

It is also the first strike since July when Mercedes and Numsa signed a new and advanced procedural agreement designed to extend to the workforce the same collective bargaining rights enjoyed by their West German counterparts.

Mercedes industrial relations manager Ian Russell said while management was disappointed that a breach of the agreement had occurred, it recognised the reality that such breaches would take place from time to time.

"We are committed to resolving the problem through our procedures," he said. He added relationships between management and the workforce had "genuinely improved".

Numsa spokesmen could not be reached for comment.

ALAN FINE

6/Dec 15/11/89

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MULTIPLE-SHIFT MYTH DISPELLED

B ID on 24/11/89

THE results of a Safto survey into multiple-shift operations dispel the myth that scarce management and reluctant labour are major factors in preventing companies from introducing additional shifts.

The findings, released today, come at a time when it is widely recognised that lack of export production capacity is more of a constraint on the growth of SA's manufactured exports than foreign market restrictions.

Safto GM Ann Moore says a wider commitment by SA corporate managers to introducing multiple-shift operations would lift export capacity, give an immediate boost to employment and improve the industrial sector's capital productivity.

This would enable SA to make major strides towards achieving international competitiveness on a par with other aggressive, newly industrialising countries — without having to wait for the cycle of investment and plant construction to be completed.

Of the more than 1 000 companies surveyed, representing a broad cross-section of local manufactur-

KAY TURVEY

ers, 62% are already operating multiple shifts.

To illustrate that scarce management resources do not prevent companies from operating additional shifts, 75% of multiple-shift companies maintain no increase in the management team is required.

181 Cost savings

Moore says the survey also contradicts another widely held theory: that there is labour resistance to additional shifts. About 61% of single-shift companies questioned believe there would not be opposition to multiple shifts. More than two-thirds of these companies have unionised or partly unionised work forces.

Cost savings to be derived from increased plant utilisation are clearly reflected in the survey results, as 61% of multi-shift companies record an increase in direct costs of 25% or less.

Moore says an encouraging sign is that 61% of companies surveyed felt, after research, that additional shifts could be introduced.

Court interdict against ^{3/10 am, 28/11/89} 'toyi-toyi' dancing at work

CAPE TOWN — Bellville workers engaged in an overtime ban were yesterday interdicted and restrained in the Supreme Court from "toyi-toyi" dancing, demonstrating, or singing on the factory premises, except in certain areas.

The interim order was granted yesterday afternoon by Mr Acting Justice Hoberman in an application by Table Bay Spinners Limited against SA Clothing and the Textile Workers' Union, five of its shop stewards and 451 workers.

The workers were further interdicted and restrained from in any way unlawfully interfering with or obstructing the normal operation of the factory.

They were also interdicted and restrained from intimidating, assaulting, harassing or unlawfully interfering with any employee.

In an affidavit, Table Bay Spinners personnel manager Edward George Arnott said two 12-hour shifts operated and employees did

Own Correspondent

two hours compulsory overtime per day. Overtime by these two shifts had been compulsory for the past 30 years.

Since November 13 the employees on the two 12-hour shifts had embarked on an overtime ban in support of the union's demands regarding the change of rules of the Industrial Council Sick Fund, Arnott said.

The overtime ban had been accompanied by singing and toyi-toying, and in March this year the company concluded a verbal agreement with the shop stewards that the workers could toyi-toyi in a designated area.

In spite of the agreement the workers had demonstrated and toyi-toyed inside the factory and caused disruption of the production process. Defamatory remarks had also been made about the MD on placards, Arnott said.

B/Pay 1/12/89

End to SAB dispute is closer than that of Sats

PROSPECTS for a settlement of the SAB dispute seemed more favourable than an end to the Sats strike, after further talks yesterday between management and worker representatives at each of the corporations.

SAB beer division MD Graham MacKay confirmed yesterday a "very delicate sort of mediation" was in progress.

Food and Allied Workers' Union (Fawu) officials and SAB industrial relations personnel have been unavailable to the media for the past two days. MacKay said it had been decided not to publicise the meetings so as not to raise expectations.

Proposal

He said, however, that "things were looking more hopeful than they had done for a while". He did not expect any decisive developments until early next week. Fawu could not be reached for comment.

Sats yesterday tabled a proposal to the SA Railways and Harbours Work-

ALAN FINE

ers' Union (Sarhwu) during a one-and-a-half-hour meeting conditional upon a return to work by noon next Tuesday.

The proposal contained an undertaking that no further employees would be dismissed. The cases of the more than 5 100 already dismissed would be referred to arbitration. It also laid down conditions for recognition, including registration, representativeness and the conclusion of a recognition agreement.

The proposal excluded the possibility of negotiations on wages and other issues.

A Sats spokesman said management had made a major concession in that the arbitrator would be entitled to consider the fairness of the dismissals — an issue not covered by the law governing Sats.

Sarhwu general secretary Martin Sebakwane said a final decision on the proposal would be made by workers by Monday. However, he said,

"we are looking for something substantial to take to the workers, but we see nothing".

He said the proposal was flawed by the fact that Sats made recognition a bargaining chip. The union had applied for registration and was substantially representative, so this was no concession.

Management, he said, was attempting to divert the dispute away from the substantive issues — wages, disciplinary issues and privatisation. He said there was no objective reason that some strikers should be dismissed and others not.

Threat

Sebakwane expressed concern that Sats planned to use the dispute as a pretext for trimming staff as a prelude to privatisation. "If Sats wants to retrench, it should do so openly under the heading of privatisation."

He said prospective private sector investors in Sats should think twice about committing their money to a company whose labour practices were a threat to profitability.

BUSINESS DAY, Friday, December 1 1988

Two US firms paid SA workers below 'minimum'

(181) SIMON BARBER

WASHINGTON — Two US subsidiaries have been named in the State Department's latest annual report on US employment practices in SA as failing to comply with the minimum standards mandated by the Comprehensive Anti-apartheid Act.

The penalty for such failure is loss of US government export marketing assistance. The report, though only released this week, covers the 1988 calendar year.

The companies are Lohmann and Co, a Port Elizabeth wool operation, and Isando-based Consolidated Pneumatic Tool Co, owned by Atlas Copco North America.

A spokesman for Lohmann's US parent, Standard Commercial of North Carolina, admitted yesterday that the subsidiary had paid workers less than the minimum wage required by the department, which was "at least" 30% above the Unisa-calculated minimum living levels for a family of five or six.

Standard Commercial vice-president Guy Ross said Lohmann had been told to "get in compliance". He said the company had been paying sub-standard wages because many of its workers were young and unmarried.

ALAN FINE reports Consolidated Pneumatic Tool Co MD Magnus Gyllo said he had taken over the company in November last year, at which time two employees were earning less than the recommended minimum. This situation had now been corrected. Local Lohmann management could not be reached for comment.

Seeking solutions to skills shortage

By Robyn Chalmers

But it's not all bleak

SOUTH AFRICA's shortage of skills has existed for some time now, but as each year passes it becomes more desperate.

Businessmen, Government spokesmen and politicians across the board have identified it as one of the most pressing problems facing South Africa at this time.

Such a statement may appear a little excessive in times when sanctions are looming larger than ever and inflation is eating into the pockets of millions of South Africans.

However, a lack of high level skills will dramatically impact on the economy in the long term, stunting growth and making it necessary to import skills at a huge cost to the country.

Strangely enough, the skills shortage is sharply contrasted to the burgeoning unemployment figures. The most popular statistics to be quoted of late are those published by the SA Institute of Race Relations (SAIRR).

The Institute estimated towards the end of last year that SA would be saddled with a shortage of 200 000 skilled workers by the year 2000.

By way of contrast, the Institute for Futures Research at the University of Stellenbosch reported that the labour pool was likely to grow from 12-million in 1985 to 17.9-million by the turn of the century.

Solutions

But if past trends continued, it reckoned the modern economy was likely to be able to employ only 8.1-million people by then. Other estimates are that economic sanctions could cause unemployment to reach well over 16-million by the end of the century.

The obvious solutions are increased training, job creation and active promotion of a high economic growth rate. Political and economic stability are vital to attract the dwindling number of skilled immigrants, and stem the tide of skittish emigrants who have caused a brain drain.

The solution, unfortunately, is not quite so simple. Sanlam chairman Tjaart van der Walt believes that a structural change of the skills profile is essential while Foundation for Research Development (FRD) group executive Rein Arndt says SA needs to reassess its educational priorities.

At the moment, SA invests about 2% of the private sector's salary bill on education and training each year, compared with between 6% and 10% in leading industrial nations.

Competitor

Japan, for example, spends 50% more of its Gross National Product on education than SA, and has almost four times as many men over the age of 25 with tertiary education.

The argument that one cannot compare a First World country with a predominantly Third World one is, of course, relevant, but it is important to establish what SA needs to achieve if it is to move into the realm of a major competitor on the world market.

At present, 45% of the population is illiterate, 60% of the total labour force is unskilled, and while 80% of the economically active population is black, whites occupy about 95% of managerial jobs.

The imbalance is enormous, especially when one considers that 77% of the economically active population will be black by the year 2000. Whites will comprise 11%.

It is not all bleak, however. There is extensive activity in the field of training and education on the part of both Government and the private sector.

In addition, Central Statistical Services' figures indicate that the exodus of South Africa's professionals has all but stopped, and political unrest in the country has diminished, paving the way for renewed efforts in recruiting overseas skills.

CSS figures show that SA gained 265 people through immigration in April this year, compared with a net loss of 206 in April 1983. The net gain of people in upper occupational categories was 46 from January to April compared with a loss of 62 in the same time last year.

This year could see a net gain of professional people, which will be a great turn up for the books. Consider, for example, 1986, when a total of 13 711 South Africans fled the country. Of these, 2 164 were highly skilled, and offset against an immigration figure of 1 026, the net loss was 1 135.

Positive

The formation of the SA Fabrication and Construction Training Trust Fund 18 months ago to co-ordinate a R300-million training programme for various synthetic fuel projects was but one of the schemes initiated jointly by the Government and the private sector.

The programme aims to supply more than 30 000 artisans for a wide range of industries in the next decade. An estimated 2 000 welders and other technicians have been fed into the workforce since the programme began.

At the end of May, Sankorp and Sanlam announced the establishment of the SA Skills Foundation. Its intention is to mobilise the private sector and to promote discussion within the sector on the problems facing industry with skills shortages.

Unfortunately, during recessionary times, training tends to be the first item companies cut back on. A recent SAIRR publication stated that many companies train for their immediate needs only, rather than for long-term as they did in the past.

The positive development of all the debate is that both the Government and the private sector have been forced to consider the issues deeply.

One cannot expect a solution overnight. This problem has taken decades to develop and will take even longer to eradicate, if ever.



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PEOPLE AT THE TOP
ARE ON THE MOVE
SEE PAGE 11

APPOINTMENTS

PAGES AND PAGES OF THE BEST JOBS IN SOUTH AFRICA

MANPOWER
MIRROR BY
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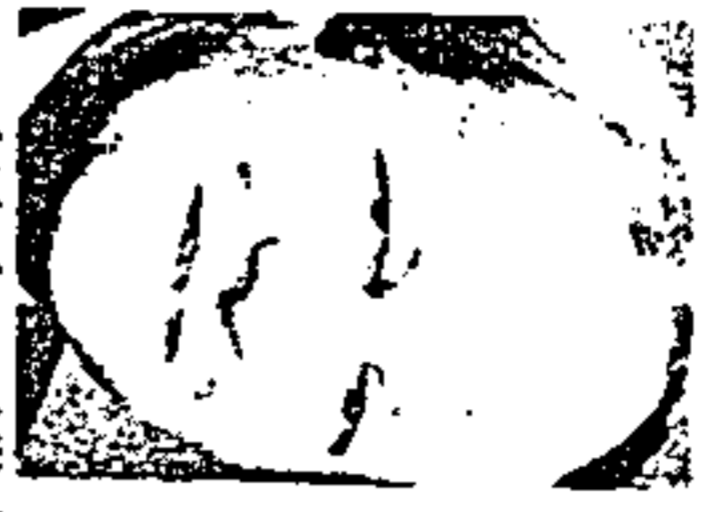
Execs sitting pretty in the pound seats

SURVEYS conducted in the past few weeks indicate that senior executives can expect large pay increases next year.

PE Corporate Services managing director Martin Westcott estimates that salaries for senior executives will top inflation by a few percentage points. Although he will not give exact figures, past data indicates that increases of 20% to 25% are possible.

Mr Westcott attributes the bigger pay packages to the skills shortage, which is particularly acute at executive and managerial level.

The pay increases will come at a time when companies experience the first effects of an economic downturn. Employment agencies predict a short-



Martin Westcott... good salary increases for top managers in 1990

that her agency is already receiving fewer inquiries from large corporations.

The relatively unskilled lucky enough to have jobs cannot expect increases much above the inflation rate, say companies. With an estimated inflation rate of between 15% and 16%, most employees will only be able to maintain their standard of living.

They will receive lower increases in 1990 than this year. One salary survey shows that between June 1988 and July 1989, the average overall increase in pay for non-managerial staff was 17.2%.

Executive salaries rose by almost 30% in the same time — excluding perks. Executive directors in companies with a turnover of more than R100-million a year can expect to earn an annual salary of between R120 000 and R250 000.

The skills shortage has thus been one of the main contributors to sky-high salaries for executives, and prospects for eliminating it are not good.

Recruitment consultant Gave Evans says the black sector will make up 89% of the total population by the year 2000. It can be assumed that the white population will contribute a maximum of 30% of the required manpower. "This implies that more than 14 000 qualified black people need to enter the

technological workplace every year for the next 11 years if the projected skills need is to be satisfied.

"Currently the entry rate is still less than 10% of what is required." Part of the problem, she believes, lies in insufficient and poor education, particularly in subjects such as mathematics and science.

She adds, however, that an estimated 80% of companies either refuse to employ qualified blacks in skilled technological positions or express a preference for whites. "The skills shortage does not allow the luxury of pandering to the prejudice and psychological insecurity of

the white working class. SA's economic development is being hampered by the skills shortage, which is caused by archaic protectionist systems for white workers. Also, a preference for graduates is both shortsighted and counter-productive."

The irony is that although economists and businessmen berate trade unions for demanding excessive pay increases, saying they push up inflation, the skills shortage has allowed executives to lift their income by almost 50% in a year if perks are included.

Organisations structure their salary packages to retain or recruit top staff. For example, pension and provident schemes can be structured so that sen-

ior staff are non-contributory members.

Under this arrangement, the company pays the entire contribution and the employee contributes nothing. To keep top staff, a clause is added whereby the employee receives no benefit if he withdraws from the fund in the first five years of membership.

Bonuses, profit sharing, company cars and housing allowances add to the final salary. Black trade unions may have managed to secure pay increases averaging between 15% and 22% so far this year, but companies have awarded top staff double that figure.

Brewery strike is called off

181 Own Correspondent

EAST LONDON — The eight-week-old strike by 350 workers at Ohlsson's Brewery, Transkei (OBT) ended yesterday and the beer boycott was lifted with immediate effect.

A joint statement by OBT management and the committee representing workers said the strike was called off after a meeting between them, the deputy-director of the Manpower Department and a Transkei Development Corporation official.

The workers said beer sales would resume, and their representatives would travel around Transkei announcing the end of the boycott.

"Negotiations on the 12 grievances will start on December 6, once a full return to work has been established," the statement said.

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Consol Glass agrees to union's provident fund

IN A major breakthrough for the Chemical Workers' Industrial Union (CWIU), the Consol Group's glass division has become the first large company to agree to participate in the union-initiated Chemical Industries National Provident Fund (CINPF).

While nine smaller companies with a few hundred employees are already involved, Consol's participation from March 1 has the potential to more than triple the fund's membership.

The union is in dispute with several other companies, including some prominent multinationals, which are reluctant to join the fund. However, the CWIU's Chris Bonner believes the Consol agreement, signed last Thursday, marks a turning point.

The fund is controlled by a board of trustees comprising 50% union repre-

ALAN FINE

sentatives and 50% employers. It is administered by Alexander Forbes.

Each of the union's 2 000 members at Consol Glass will have the right to choose whether they wish to join the fund or retain membership of the existing company pension fund.

Minimum

As a condition of employment, new employees will have to join the CINPF after six months service, but will have the option of joining the pension fund within three months should they so choose.

The fund is flexible on contributions from a minimum of 6% of wages from each of employee and employer. In the Consol case, employees will pay 7.5% and the company 10%.

Consol Group personnel director

Hennie Stroh said yesterday employees had become more sophisticated in their understanding of pension and provident funds, and Consol planned to offer further education on the subject.

"We do not want to be prescriptive, employees must exercise their free choice," he said.

Stroh added Consol was satisfied the fund would be administered in the best interests of members.

Bonner said the Consol agreement would enhance the CINPF and would undercut other companies' arguments against participation — in particular the assertion that the fund was small and untested.

She said the CINPF would now be larger than in-company funds set up by companies opposed to participation.

"It is absurd for multinationals to continue fighting now that a major local company has agreed," she said.

Industry grapples with shortage of skilled labour

One of the operating constraints with which industrial groups appear to be having increasing difficulty is the shortage of skilled labour.

The primary methods used to cope with the situation include in-house training, improved pay packages and better industrial relations. *Star 7/12/89*

In his annual report, Nampak chairman Dave Brown refers to the greater emphasis that was placed on the recruitment and training of apprentices and technicians "in order to overcome the growing skills shortages which affected a number of divisions."

Major effort (181) (18)

"In addition, a major effort was put into the development of a production management training scheme to provide for the development of existing production management staff and newly recruited staff to fill positions of competence in this vital function."

In his MD's review, D&H's Richard Bruyns says: "As with all businesses in SA, the shortage of skilled labour remains a problem. During the year, the group encouraged further studies through its bursary scheme, which is focused towards the achievement of technical skills requirements."

Modules for Moss gas project

B10 on 7/12/89

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DORBYL Shipbuilders, in conjunction with Roevin of the UK, formed the Sanro consortium which has won contracts to build two complete modules for the Moss gas offshore platform.

The first contracted for was the accommodation module, including the helideck. Work on this began in August 1987.

The 36m-long module is over 17m wide and 18.3m high. When completed it will weigh 2 048 tons and provide accommodation to match that of a three-star hotel.

The module was de-

signed to accommodate 129 people who will operate the Moss gas platform.

It includes four levels, each designed as a self-contained pressurised unit that can be totally isolated from the rest of the platform in an emergency.

Withstand

Each independent unit can withstand extremely high temperatures in the case of on-board fire.

The first level will include all mechanical equipment. The second will house entertainment facili-

ties, including a galley, mess room, freezer rooms, laundry, library and gym.

Above the third floor, which houses sleeping cabins, are a mini-hospital, some sleeping cabins, offices and the radio room.

Work on the second module, including the support frame, began in August 1988.

The most difficult part of the outfitting, and a significant feature of the engineering process, is the large amount of pipework on this module.

The module includes 4 200m of carbon and 200m

of stainless steel pipes. These are made by Dorbyl Shipbuilders.

A high level of expertise and technology is required for the module construction. The contracts involve technology and quality as used in the North Sea platforms.

According to DSE, the successful transition from a shipyard to an offshore yard is largely due to the experience bought into the consortium by Roevin.

Trained

DSE trained the artisan welders to the level where they could work on offshore contracts.

In all, two years were spent training 433 welders, of which 271 qualified and 112 are still engaged in welding the modules.

It is interesting that 116 new weld procedures were required at Dorbyl Shipbuilders during the development of the two modules.

Other Dorbyl companies offered support in areas as diverse as manpower requirements, CAD facilities, mobile cranes and welding equipment.

Both modules are being built at Dorbyl Shipbuilders premises in Durban and will be loaded out together onto the same barge for transporting in October 1990.

Nurturing manpower is company's top priority

MANPOWER development plays a vital role in the Dorbyl team approach, says group manpower executive Edwin Vorster.

Vorster says Dorbyl aims to treat its 23 000 employees as individuals, each of whom plays a role in the team.

"We focus on developing individuals to the benefit of the whole operation," says Vorster. He emphasises this attitude is carried through at all group levels. Vorster's "manpower policies are reputed to be both revolutionary and effective. But they enjoy the full support of CEF Dawid Mostert.

"Our policy of developing a partnership between management and labour has derived exceptional benefits with regard to work relations and productivity," he says. Broad-based training and communication is exemplified by some plants' daily 20 minute pre-shift

meetings in which many foremen and their teams meet to discuss each day's challenges. Open communication is encouraged at such meetings, with all members having their say, says Vorster.

Graphic displays and skills boards are used to illustrate points, be they related to goal achievement motivation or to further manpower development. "It is interesting that the motivation is often related to additional training, as opposed to strictly financial benefits," says Vorster.

Enhance

He says almost every external based skill has the potential to be tapped at team level and can enhance overall workforce performance.

"In many cases such external skills put our staff in a position to effectively run their own meetings," Vorster says. He points out that as peo-

ple attempt taxing tasks, and significantly complete them efficiently, their motivation to attain higher levels of training and responsibility increases.

Goals are based on increasing output, improving production efficiency and minimising scrap rates, says Vorster. Dorbyl's manpower development programme is broadly dynamic and highly individualised. The broad training approach is directed by an annual strategic planning meeting.

From this point it develops at shop floor level where each group, or profit centre, constitutes part of an all-important team. It is a successful communication at team level which ensures Dorbyl runs both smoothly and efficiently, says Vorster.

Both technical and interpersonal skills are developed. Each major engineering works has its own training centre situated in the workshop under the

control of the works manager where employees learn the technical aspect of their jobs. This "tool box" programme includes a three-to-14-day intensive technical training course. This is followed by ongoing interpersonal development. Vorster stresses the benefits of implementing the team idea from the very outset.

Accrue

He adds that team concepts, including inter-team competition, accrue vast benefits to manpower enthusiasm and productivity. While technical skills are developed in-house at each training centre, inter-activities skills are developed at Dorbyl's Leadership Centre at the group's head office in Bedfordview.

Vorster says Dorbyl has derived enormous benefits from its manpower programme. These include huge production increases in some plants, reflected by

Dorbyl companies walking away with 10 of the 36 National Productivity Institute (NPI) awards this year.

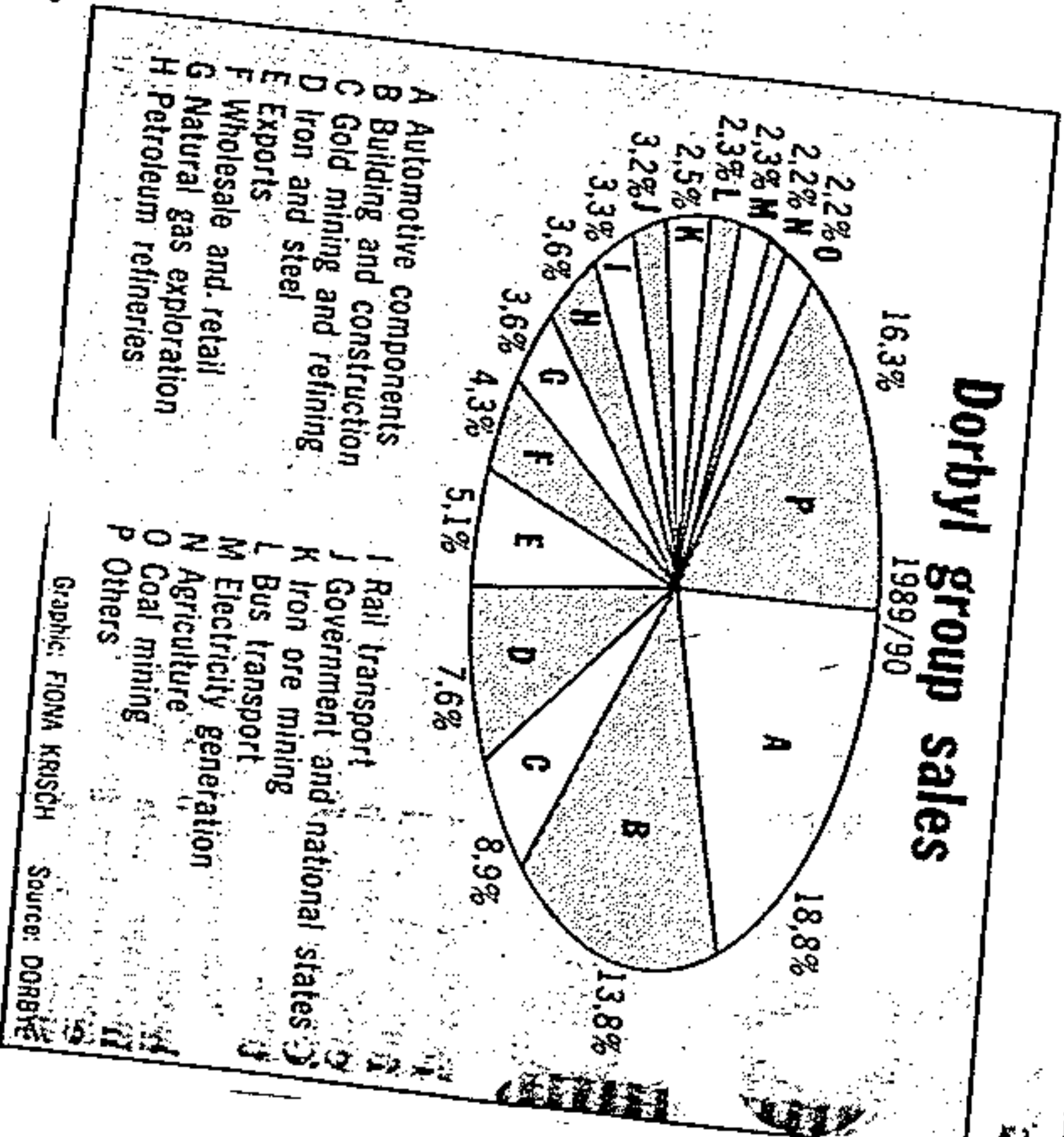
Also, raising the level of the work force has ensured an improvement in management-shop floor communication.

"We have enjoyed vast improvements in trade union and labour relations," says Vorster.

One of Vorster's principles is democratic job allocation.

He says it is exciting to witness the development of worker initiative. An example of such initiative is workers' decisions to rotate certain boring jobs amongst different teams, he says.

In the wider context the idea of job rotation is highly commendable. "We derive long-term benefits from this approach. Team members benefit by job rotation as each person is fully aware of what his associate does."



Multiple shifts the right muti

A CONCERTED effort to increase exports by manufacturers working multiple shifts is necessary if SA's economic ills are to be cured.

A capacity utilisation survey by the Federated Chamber of Industries (FCI) and the Steel Engineering Industries Federation of SA (Seifsa) shows that about 70% of manufacturers work less than two shifts. Less than 10% work three shifts.

The survey found that the main problems facing SA are a shortage of capital, the failure to create sufficient jobs, high inflation and balance of payment constraints.

By extending the number of shifts

By Don Robertson

worked, most of these problems could be resolved.

Equipment would be used more productively, job opportunities would increase, the need to import expensive machinery to expand production would be reduced and manufacturers could dedicate more of their output for export.

Inflation would also fall because capital equipment would be more effectively used. SA would become more competitive in world markets.

However, several factors prevent more shifts being worked, the main one being the lack of skilled workers and supervisory staff.

To overcome this, education and training must be improved. It is suggested that as much as 5% of company profits be spent on training.

FCI executive director Ron Haywood says: "If by the year 2000 we have hordes of hungry people, there could be unrest and businessmen would be to blame."

In tough times, spending on advertising and training is the first to be trimmed. It would be better for companies to forfeit profits, but maintain training programmes, says Mr Haywood.

Education also has to be improved. But it is not necessary for everyone to have a matriculation certificate. People should be trained to do a particular job.

The second major problem preventing multiple shift work is current and future demand for products.

A solution, says the survey, is import replacement and export development. Exports would increase demand and help to cushion cyclical movements in SA's economy.

Apart from this, a common market is needed in Southern Africa, although political problems have prevented it. Trading houses should be established to help the small producer and barter trade should be considered.

The survey says it is vital that the importance and size of the manufacturing sector be increased, exports expanded and training improved.

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higher ^{5 Times}
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STICKING to its knitting saw Techire right in the eight months to September 1989.

Hiring out skilled personnel as well as administering debts enabled the group to earn 6.5c in the eight months to September — 2c a share higher than the earnings for the year to March 1990.

The share price added 3c to 25c this week.



ADRIAN BOTHA . . . cost to SAB minimal

Beer strikers licked

RELIEF on many sides greeted this week's settlement of the strike at SA Breweries.

Beer drinkers are assured of their pints over Christmas and SAB management is slowly letting out its breath, but members of the Food and Allied Workers Union (Fawu) are quietly licking their wounds.

At the end of one of the most violent strikes for some time, the concessions they gained were not large, and their losses were heavy.

The 6 000 workers who walked out on strike on October 11, hoping to secure wage increases of up to 32%, lost between R15-million and R20-million

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in wages and benefits in 8½ weeks. The strike, which included a shaky nationwide beer boycott by blacks, did not budge SAB from its initial wage offer of 16%.

WORST

Fawu assistant general secretary Mike Madlala describes the settlement as fair. Financial gains for union members amounted to an increase of a cent an hour in long-service allowances for some.

The agreement included an across-the-board pay increase of 16%, backdated to November 17, and provided for the establishment of a joint indus-



trial relations initiative to help prevent a repeat of the violence which erupted during the strike.

SAB spokesman Adrian Botha says the cost of the strike to the company was minimal because of contingency plans laid by management to shield it from the worst of the walk-out.

"Sales were considerably up on last year during the strike, so it is impossible to estimate what we might have lost."

"Part of the settlement included that workers would return between December 6 and 11. We expect the company to be in full production by tomorrow."

'Slave traders' hit back

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LABOUR brokers have been accused of being modern-day slave traders, inflating wage costs by up to 70%.

Strong words indeed, and ones to which the Association of Personnel Service Organisations of SA (APSO) strongly objects.

Construction Engineering Association (CEA) executive director Rene Schmetz believes that labour brokers cost taxpayers millions of rands each year, promote a network of corruption, bribery and kickbacks. He claims they encourage tax evasion by recruiting staff on a merry-go-round system.

APSO past president Sydney Cat-

ton has put the ball back in the CEA court, saying any unscrupulous and unethical practices should be blamed entirely on the employer or organisation's members.

"After all, they are the clients who pay labour brokers and it is entirely within their powers to give business only to those that meet certain standards."

Mr Catton compares the situation to the biblical story of David and Goliath, saying CEA members are on average huge corporations with big monthly budgets.

The labour brokers, he says, are on average in a small business trying to make an honest living by supplying

the services that meet their clients' needs.

"The truth of the matter is that CEA members actively promote the practices in question by handing out contracts to the cheapest labour broking service, irrespective of whether it complies with the law, deducts industrial council levies, or belongs to an association like APSO which requires it to conduct ethical business practices."

Mr Catton believes it is absurd for the CEA to call on the Government to bring labour brokers under control, saying it should first put its own house in order.

Temporary staffing is one of the fastest-growing industries in the

world, he says. In America alone more than a million people are employed consistently as temps. They earn more than \$10-billion annually.

"APSO is proud to represent the industry in SA. It has the world's first mandatory accreditation examination to ensure that all personnel consultants and labour brokers know enough about labour legislation.

"It ensures that they are familiar with the industry's codes of ethics and conduct to be able to carry on their business within the law."

The answer to the CEA's complaints, says Mr Catton, is for it to get its priorities straight, and use APSO members only.

PEOPLE AT THE TOP
ARE ON THE MOVE
SEE PAGE 9

APPPOINTMENTS

**MANPOWER
MIRROR** by
**ROBYN
CHALMERS**

PAGES AND PAGES OF THE BEST JOBS IN SOUTH AFRICA

Engineering the poorer relation at universities!

THERE is solid evidence of the link between "winning nation" prosperity and Government commitment to engineering and technology, says Ove Arup director Cliff McMillan.

Mr McMillan was speaking at this week's University of the Witwatersrand graduation ceremony. He said a lack of commitment by the SA Government and employers had led to a crisis in engineering education.

"Japan produces about 500 graduate engineers per million of population, America and West Germany about 350, the UK about 250 and Australia around 220. By comparison SA produces fewer than 40."



CLIFF
McMILLAN
... subsidises
work against
engineering
faculties

SA was also producing far too few technicians and technologists, he said. Although there were 267 000 students at 21 universities in SA, there were only 60 000 students at 13 technikon. Mr McMillan, a past president of the

SA Institution of Civil Engineers (SAICE) and chairman of the Engineering Education & Training Committee, said a basic requirement was the re-arrangement of priorities and funds to concentrate more resources on engineering education at universities and technikon.

It was widely recognised that university subsidies acted specifically to the disadvantage of engineering education. They were determined largely on a per capita basis, ignoring market forces which should influence remuneration of teaching staff in economically productive fields. The subsidies also took no account of the expensive equipment required for engineering faculties.

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It is therefore financially advantageous for a university to accept lower admission standards and admit more students in faculties which demand less costly staff and equipment.

This dilemma could be solved and expenditure limited by a universal raising of university entrance standards and by introducing an appropriate subsidy formula for engineering departments, said Mr McMillan.

"Raising entrance standards would contribute to reducing wastage through high failure rates and serve to redirect resources towards those universities and fields of study which demand high entrance qualifications anyway, including engineering."

Three civil engineering professors recently undertook a study tour of nine countries. Their report made important recommendations which were

relevant to the entire engineering profession.

"It proposes a significant differentiation in Government subsidy for engineering education in universities and rationalisation.

"This would be achieved through the creation of five institutes of technology and business at existing universities, incorporating both engineering faculties and business schools."

The report proposed that centres of specialisation would provide for the development of students beyond the second year of study.

The first two years of preparatory engineering studies would be provided at various universities, and would allow for interchange of students with technikon.

Mr McMillan said the most basic problem in the profession was to increase the supply of matriculants capable of studying engineering and technology at tertiary level.

"This meant improving the delivery from the educational system, particularly in relation to mathematics and science teaching and appropriate career guidance.

"This included developing more students from disadvantaged communities and not relying only on the white population.

"Of more than 100 000 students in Standard 10 in the entire DET system in 1988, fewer than 600 matriculated suitably for university entrance in engineering."

Mr McMillan said it was no good waiting for the educational system to improve. Special intermediate solu-

tions backed by employer-vate sector would have to be developed. Part of the solution lay in schools, but this was a concern He mentioned the Protec Technological Careers making an important contribution in this regard.

Protec provided information programmes to school students. Last year Protec students matriculated with university entrance in mathematics and science. It was important for e-identify with such progr support them financially, also take part in their affa wide bursaries and in-ser- said Mr McMillan.