



PERS 362

1983 SURVEY OF INDUSTRIAL RELATIONS  
IN THE TRANSVAAL

CSIR/NIPR PERS 362 (pp.i - xii; 1 - 56)

UDC 658.315(680)

Johannesburg, Republic of South Africa, January, 1984.

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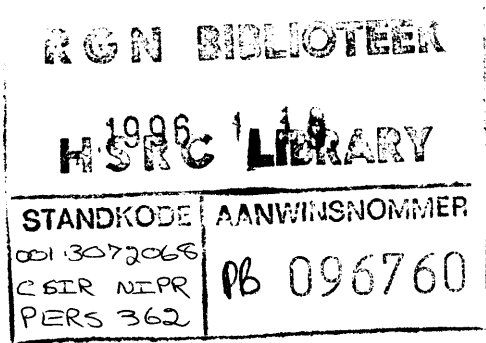
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## SUMMARY

This survey covers industrial relations policies and structure and degree of participation in industrial relations processes in 264 companies in the Transvaal in 1983. It compares the situation in 1983 with that as derived from a previous survey in 1980.

Compared with 1980, considerably more of the respondents have formal industrial relations policies and structures and more responsibility for industrial relations has been given to personnel departments. Training is still being given chiefly to industrial relations specialists and the greatest perceived need is still for the training of non-specialists. The degree of employee representative participation in industrial relations processes has increased markedly but is still limited.

## OPSOMMING

Hierdie opname dek arbeidsverhoudingsbeleid en -struktuur, die opleidingsbehoefte en graad van deelname aan arbeidsverhoudings in 264 maatskappye in die Transvaal in 1983. Die situasie in 1983 is vergelyk met dié wat vasgestel is deur die opname van 1980.

Vergelyk met 1980 het heelwat meer van die respondente 'n formele arbeidsverhoudingsbeleid en meer verantwoordelikheid vir arbeidsverhoudinge is aan personeel afdelings toegeken. Opleiding is nog meestal aan arbeidsverhoudingspesialiste gegee en die grootste behoefte is aan opleiding vir nie-spesialiste. Die graad van deelname van werknemersverteenvoerders aan arbeidsverhoudingsprosesse het heelwat toegeneem maar is nog beperk.

LIST OF TERMS

Definitions of technical terms used in this report can be found on page viii of the 1980 report (PERS 322: A Survey of Industrial Relations in the Transvaal).

The only difference is that B/C/A, meaning Blacks, Coloureds and Asians, is used throughout this report in place of "Black" which was used in that sense in the 1980 Report.



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## 1. INTRODUCTION

Sophisticated industrial relations practices have been part of the industrial scene for many years, but granting trade union rights to an economically and politically disadvantaged, inexperienced but numerically preponderant section of the workforce clearly introduced a new situation. However those who saw the necessity for this step overriding other considerations appear to have been justified. Despite the different course events could have taken, 1980 to 1983 has really been a period of adjustment. The high hopes of the new unions on what they could achieve, management fears of the chaos and turmoil that might result, and government expectations that developments could be guided into forms that have served well in the past, have all to some extent been confounded. On the other hand both management and labour appear to have developed mutual respect and there is a perceptibly greater willingness on both sides to negotiate. The new unions seem to be gaining confidence in and becoming more conversant with the structures that have been provided. There is now more frequent recourse to conciliation or the Industrial Court when negotiation fails, and tentative steps have been taken towards participating in the Industrial Council system. Management appears to be developing new equations for evaluating the costs, particularly long term costs, of defending its prerogatives against the costs of industrial relations services and negotiated agreements. The government itself seems to have turned from forms of control to providing more avenues for reaching settlement.

But what has been happening within management? This is the question this survey seeks to answer. The information that has been gathered, however, must be regarded as incomplete. Since 1980 there has been extensive development of industrial relations support systems based on group structures, but most of the head offices supplying these services are not classified in the three economic sectors surveyed. Thus industrial relations structures and services have developed further than this report can show.

## 2.

A supplementary survey of some of these head offices was made. For the sake of maintaining comparability with the 1980 study, the results have not been included here, but they will be presented in a subsequent report.

The report is structured as follows. The aim and methods of the survey are described in Chapter 2. The main results are set out in Chapter 3 and an overview is presented in Chapter 4. The questionnaire and covering letters are reproduced in Appendix A. The structure is similar to the 1980 report, PERS 322 "A Survey of Industrial Relations in the Transvaal". However the detailed breakdown by sector, size and percentage Non-White employees shown in Appendices B,C and D of that report will be presented in a subsequent report and a new Appendix B contains suggestions for improving the questionnaire.

## 2. METHODOLOGY

### 2.1 Aims of the survey

This survey has closely followed that carried out in 1980. The aim is to obtain information on the extent to which participation in industrial relations processes, developments in industrial relations policies and structures and the need for industrial relations training have changed. The survey does not measure the effectiveness of industrial relations activities and deals only with the management side.

### 2.2 Procedure

The 1980 questionnaire was used with the following changes:

- (i) The questions have been renumbered so that No.6 of 1980 is No. 1 in 1983.



- (ii) Question 7b of 1980 on the number of migrant workers has been omitted as this produced no useful information.
- (iii) Question 8 of 1980 has been expanded to request the numbers of Asians, Blacks and Coloureds separately.
- (iv) Question 9 on the subdivision of the workforce by level of skills has been omitted as this produced no useful information.
- (v) Question 10 of 1980 has been made comprehensive by including independent firms without branches and providing for an "other" category.
- (vi) Question 4 of 1983 requesting the number of branches served by a head office and also information on the centralisation of industrial relations functions, has been added as centralisation has become important.
- (vii) Question 12 of 1980 requesting a copy of the firm's industrial relations policy has been omitted.
- (viii) In question 13 of 1980 "Communicated to Representative Committee" has been replaced by "Communicated to worker representatives" and "or newsletter" has been added to the question in the next line. Provision has also been made for "other" methods.
- (ix) The categories "Neither" or "Dont know" have been omitted from question 14 of 1980.
- (x) In the first set of definitions, "Registered and Unregistered Trade Unions" has been omitted and "Establishment" and "Recognition Agreement" have been added.

- (xi) Question 15 of 1980 which requests information on formal agreements with unions classified by race and registration has been replaced by question 9 of 1983 which requests the names of the unions with which the firm has recognition or industrial council agreements, wage negotiations or other forms of contact. It is no longer possible to apply a racial label to unions.
- (xii) In question 16 of 1980 the subdivision of employee representative committee into works committee, liaison committee and "other" has been omitted as the distinction has become blurred.
- (xiii) In question 18 of 1980 "salary" has been replaced by "wage".
- (xiv) Question 19 of 1980 has been redesigned to fit on to a page. In item 6 "salary" has been replaced by "wage".
- (xv) In question 22a of 1980 "excluding employee representatives" has been added.
- (xvi) The layout of question 24 of 1980 has been changed slightly and a new item "strike handling" added.

#### 2.2.1 The population surveyed

Specifications of the population to be surveyed - establishments with at least 500 employees in Mining, Manufacturing and Construction in the Transvaal - were sent to the UNISA Bureau of Market Research who supplied the names and addresses of 597 establishments.

### 2.2.2. Collection of information

The questionnaire, an accompanying letter and an addressed and stamped envelope were sent to all on the list.

After 25 days a reminder and a duplicate questionnaire were sent to those who had not responded.

Copies of these documents are shown in Appendix A.

After a further 25 days the analysis of the returns was commenced.

Information was also obtained from a number of head offices not falling into any of the three economic sectors surveyed. These head office returns were not added to the survey returns, but their information was used to interpret that obtained from the survey.

## 2.3 The questionnaire

### 2.3.1 The structure of the questionnaire

The structure was the same as in 1980, that is, there are five sections,

- (i) Particulars of the establishment
- (ii) Industrial relations policy
- (iii) General industrial relations processes
- (iv) Industrial relations training
- (v) General comments concerning the questionnaire.

#### 2.3.1.1 Particulars of the establishment

This section was included to obtain background data.

#### 2.3.1.2 Industrial relations policy

The aspects of industrial relations policy covered are:-

- (i) The existence of an industrial relations policy
- (ii) The scope of the policy - issues covered and persons to whom it applies
- (iii) Which outside organisations assisted in drafting the policy and associated procedures
- (iv) How the policy relates to outside bodies such as trade unions and industrial councils
- (vi) The existence of worker representation.

#### 2.3.1.3 General industrial relations processes

The industrial relations function is placed within the organisational context. There are questions on what is the highest level at which industrial relations is recognised as a distinct function, and the numbers employed in this field.

#### 2.3.1.4 Industrial relations training

This section covers the industrial relations training that has been provided, for whom, what is still required, and where it should be obtained.

#### 2.3.1.5 General comments

Respondents are provided with an opportunity for commenting on or expanding on any item in the questionnaire.

### 2.4 The respondents

#### 2.4.1 The response

The questionnaire was sent to the 597 establishments on the list supplied by the Market Research Department of UNISA (see 2.2.1 for specifications of the population) and 248 were returned. When duplicates and unsuitable cases were eliminated from both population and responses, 228 usable questionnaires were obtained, which, when allowance was made for group returns, covered 267 establishments out of a population of 540 representing a response rate of 50%.

Groups gave difficulty as they handled returns in different ways. Head offices which conformed with the population specifications (see 2.2.1) received questionnaires as well as some of their subsidiaries. In some cases a return for the group was submitted (including subsidiaries which would not otherwise have been in the survey). In other cases head offices and subsidiaries made separate returns.

In cases where head offices were not on the survey list, some took over the questionnaires from their subsidiaries and submitted a group return, others did not participate and left their subsidiaries to make their own returns.

Particular difficulty was experienced when head offices submitted group returns without indicating this. In some cases a group return could be inferred from the numbers employed and the absence of returns from subsidiaries. The definition of a head office also caused difficulty

as head offices of some groups were themselves subsidiaries. The main source of confusion was the attempt, in order to maintain the same basis as the 1980 survey, to handle the current survey in terms of establishments. When groups respond they obviously do so in terms of their group structure.

Normal practice would be to use weighted scores for groups. However in the 1980 survey there were few group returns and unweighted scores were used. To maintain conservative comparability in the face of the uncertainty over group returns the same practice has been adopted for the current survey. This means that the 1983 percentages are generally underestimated.

The following tables provide an estimate of the population and returns and the overlap between the 1980 and 1983 surveys. Group structure has been ignored and establishments covered by a group return have all been counted as responding for the purposes of this table.

Table 2.4.1.1 Revised Population, Number of Returns and Response Rate, 1983.

	Revised Population		No. of Returns		% Response Rate	
	1983	1980	1983	1980	1983	1980
Mining	102	115	66	49	65	43
Manufacturing	357	263	118	99	47	38
Construction	81	63	30	25	37	40
TOTAL	540	441	264	173	50	40

Table 2.4.1.2 Overlap between 1980 and 1983 Surveys  
Number of Establishments

		1980				TOTAL
		Sent a 1980 questionnaire		Not sent a questionnaire in 1980		
		Responded	Not Responded			
1983	Sent a 1983 questionnaire	Responded	110	83	71	264
		Not Responded	60	103	113	276
	Not sent a questionnaire in 1983		17	79		96
TOTAL			187	265	184	636

Anonymous responses 1980 : 5  
(not included in table) 1983 : 15 Grand Total 656

Table 2.4.1.3 Overlap between 1980 and 1983 Surveys  
Percentages of Total on Combined List for 1980 and 1983

		1980			
		Sent a 1980 questionnaire		Not sent a questionnaire in 1980	
		Responded	Not Responded		
1983	Sent a 1983 questionnaire	Responded	17	13	11
		Not Responded	9	16	17
	Not sent a questionnaire in 1983		3	12	

These tables show that 42% of the establishments responding in 1983 had also responded in 1980.

The respondents cannot be regarded as a representative sample as the industrial relations characteristics of those who responded are likely to differ from those who did not respond. It is likely there will be a preponderance among the non-responders of those who have done little towards deciding on a policy for industrial relations and setting up industrial relations structures. Certainly in the Mining and Construction sectors the majority of those who did not respond were small outlying establishments where this is likely to be true.

Thus responders must simply be regarded as a chunk of the original population. However, table 2.4.1.2 shows that the chunk that responded in 1983 is likely to be similar in most respects to that which responded in 1980 so that it is meaningful to compare the two although the importance of differences must be left to the judgement of the reader as statistical tests are not applicable. The numbers on which the percentages are based have been provided so that the reader can make a subjective estimate of their reliability.

#### 2.4.2 Description of the responding group

##### 2.4.2.1 Total number of employees

The total number employed given on 226 returns was 551 469 (M = 2 440; SD = 7 358.0). This compares with the 585 025 (M = 3 180; SD = 7 180,9) given on 184 returns in the 1980 survey.

The two distributions are shown in figure 2.1 and allowing for the difference in totals their similarity enhances confidence in reported changes.



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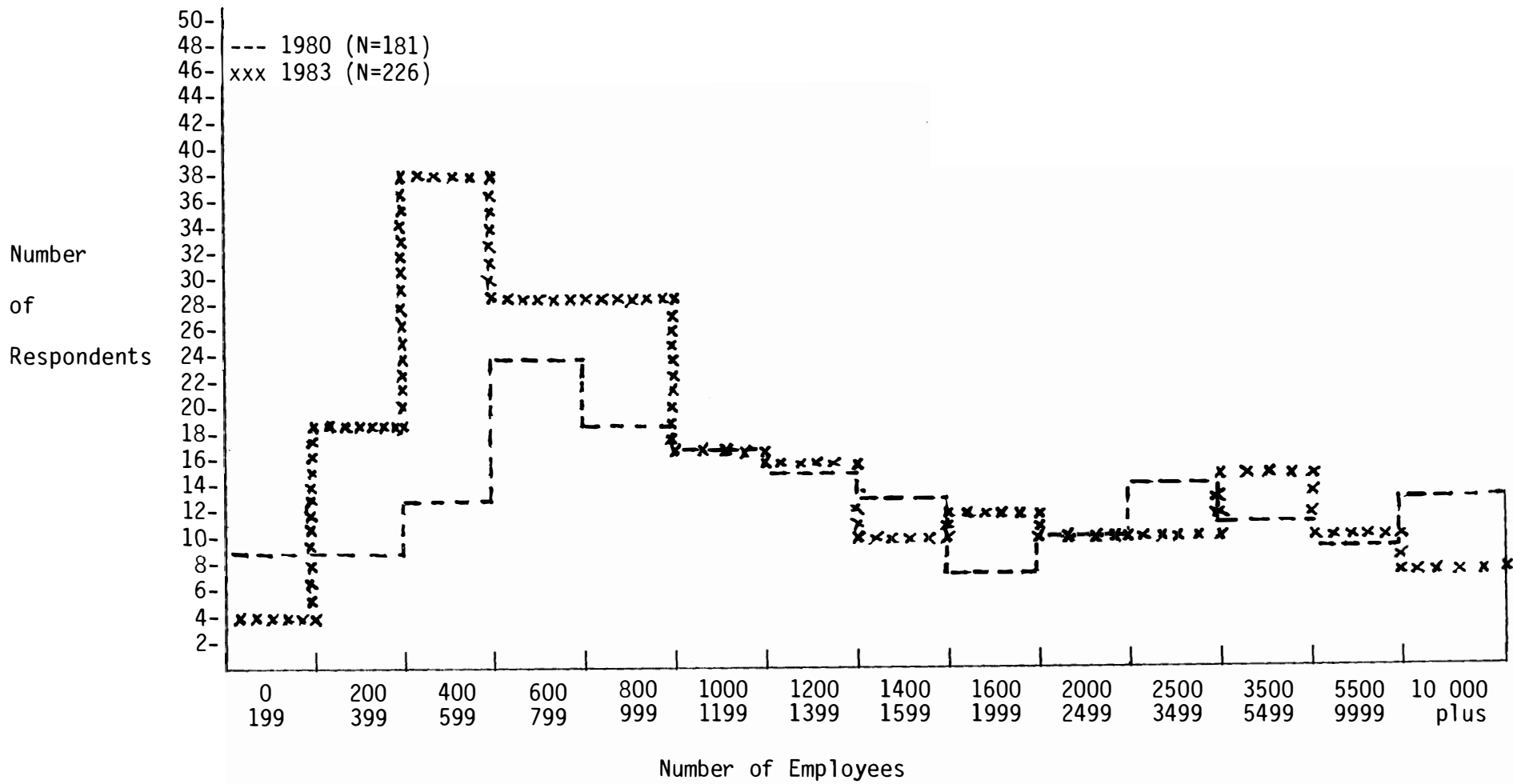


Figure 2.1 ; Distributions of the Total Labour Force of Respondents; 1980, 1983

#### 2.4.2.2 Employees by race

The distributions of establishments by numbers of White and B/C/A employees for 1980 and 1983 are shown in figures 2.2, 2.3. (See pages 13 and 14).

#### 2.4.2.3 Proportion of B/C/A employees

It is possible that the proportion of B/C/A employees in the workforce has an influence on industrial relations policy and practice. The distribution of establishments by proportion of B/C/A employees is illustrated in figure 2.4. (See page 15). 105(47%) establishments had less than 80% B/C/A employees and 120(53%) had more. This compares with 75(42%) and 105(58%) in 1980.

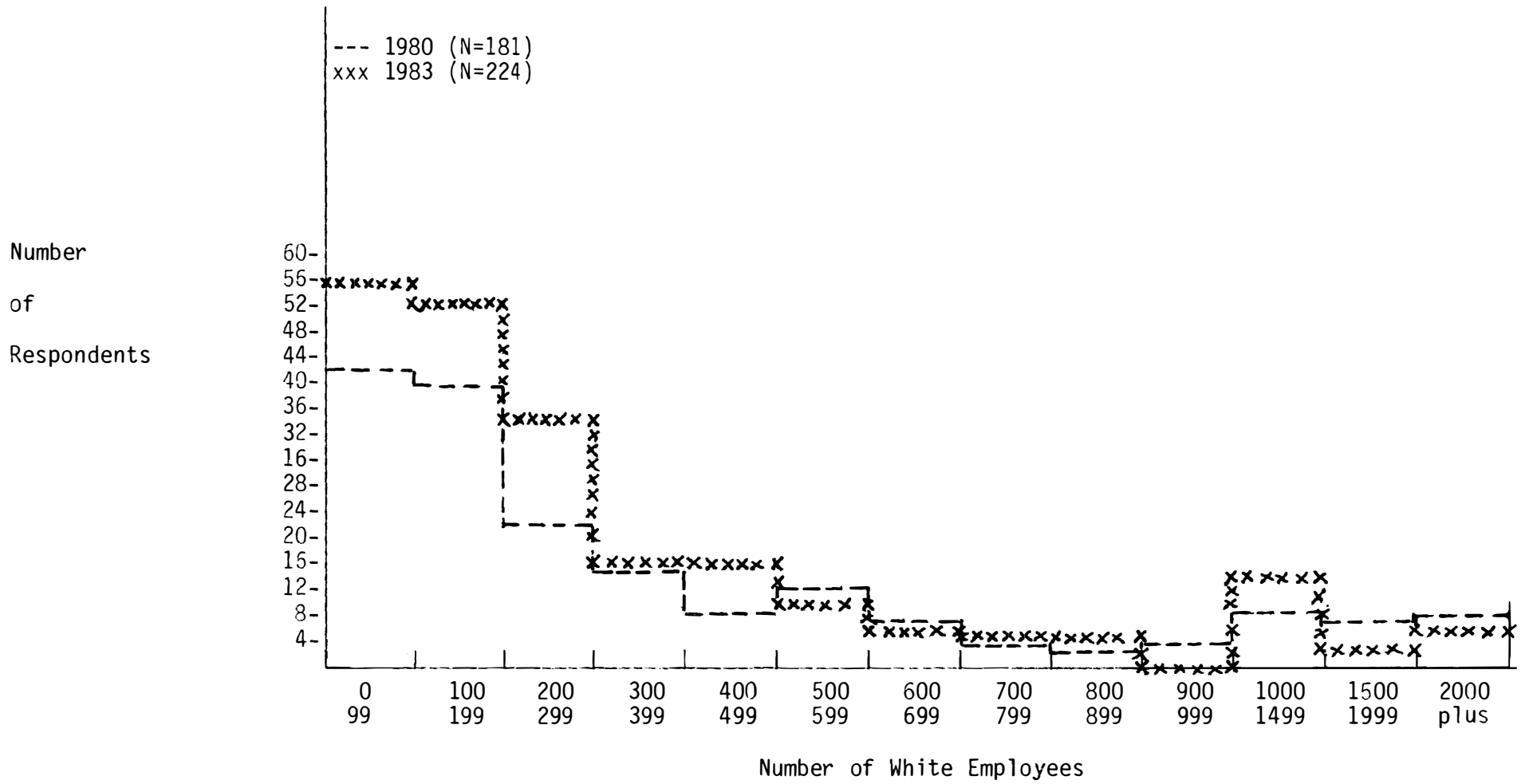


Figure 2.2 : Distributions of the White Labour Force of Respondents; 1980, 1983

Number  
of  
Respondents

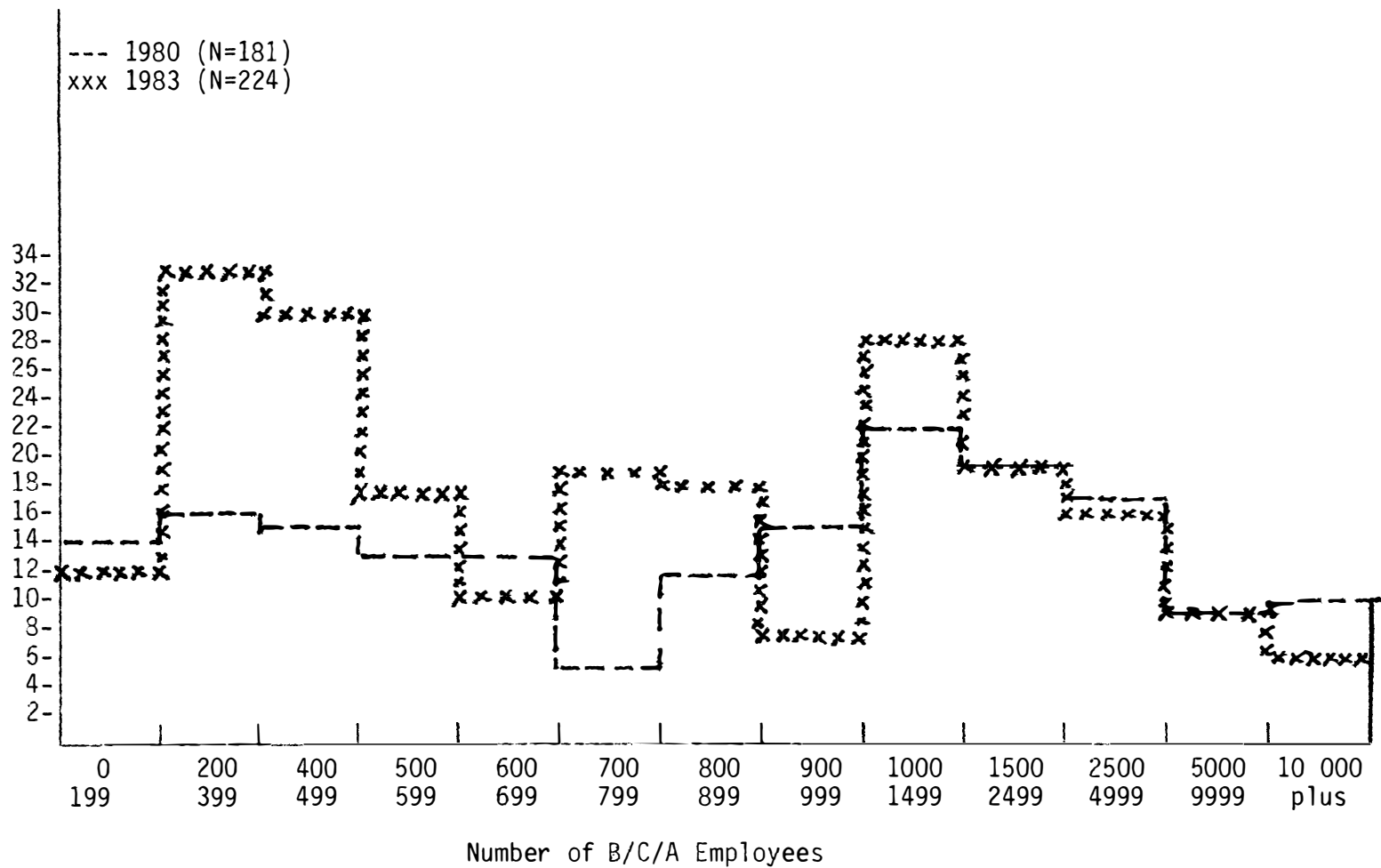


Figure 2.3 : Distributions of the B/C/A Labour Force of Respondents; 1980, 1983

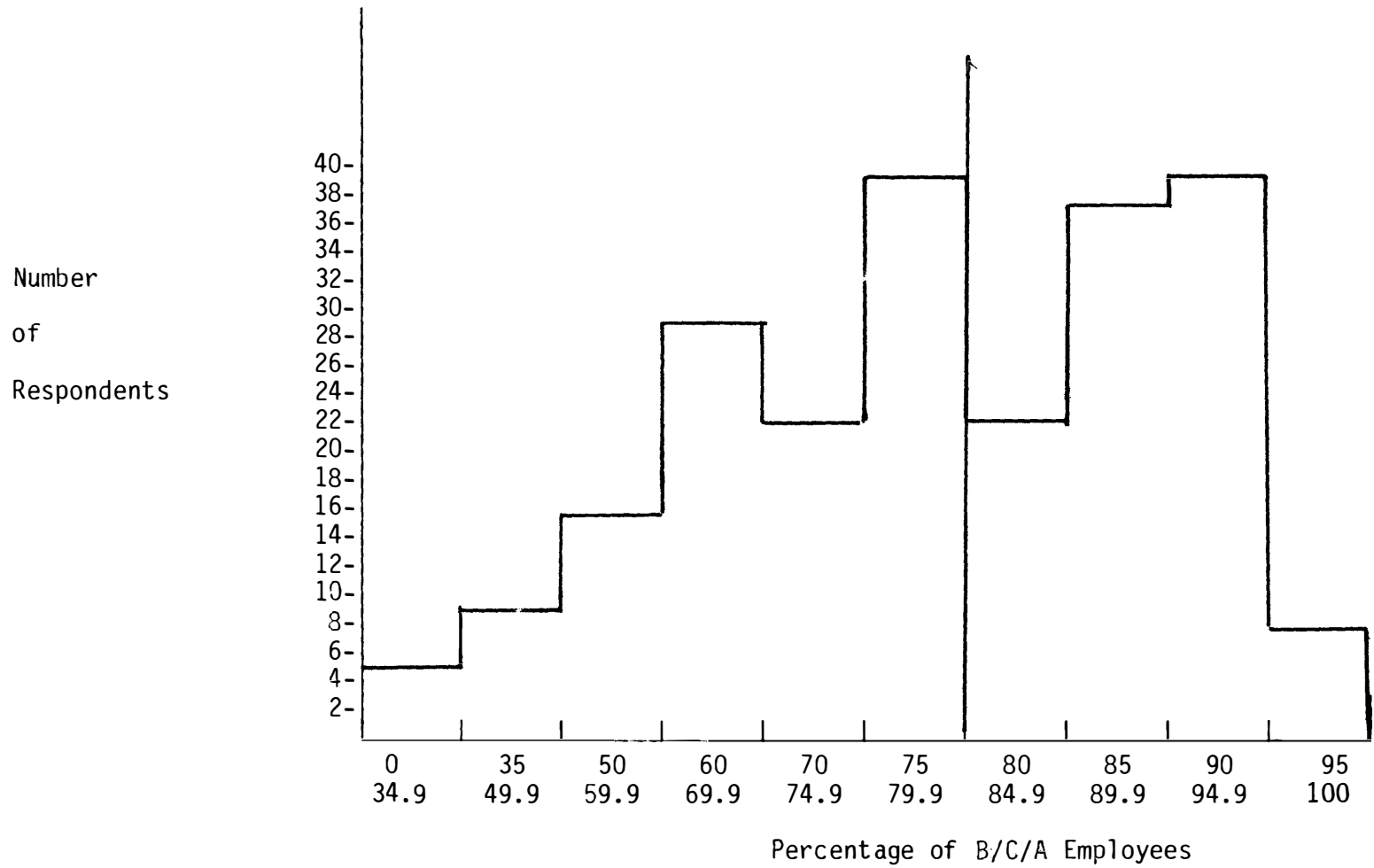


Figure 2.4 : Distributions of Respondents by Percentage of B/C/A Employees : 1983

## 2.4.2.4 Economic sector

The survey was limited to the mining, manufacturing and construction sectors. The distribution of responding establishments by economic sector in 1980 and 1983 is presented in Table 2.4.2.4.

Table 2.4.2.4 Responding Establishments by Economic Sector

	No. of respondents		% of respondents	
	1983	1980	1983	1980
Mining	50	48	22	26
Manufacturing	143	99	53	54
Construction	30	28	13	15
Mining and Manufacturing	2	2	1	1
Mining and Construction	-	2	-	1
Manufacturing and Construction	1	4	-	1
Mining, Manufacturing & Construction	1	-	-	-
Not reported	-	1	-	1
TOTAL	227	184	99	100

The table shows that the distributions for the two years are similar.

## 2.4.2.5 Head offices and subsidiaries

The centralisation of industrial relations activities in head offices is important as it leads to a conservation of scarce human resources and a greater formalising of policies.

Table 2.4.2.5.1 Distribution of Respondents according to Head Office, Subsidiary or Independent Establishment.

Level of the establishment	No. of respondents		% of respondents	
	1983	1980	1983	1980
Head office	52	71	23	39
Subsidiary or branch	134	99	59	54
Single independent	29	N/A	13	N/A
Dual function	12	12	5	6
Not reported	-	2	-	1
TOTAL	227	184	100	100

Note: Dual function means an establishment with subsidiaries which is itself a subsidiary in a larger organisation.

The extent to which industrial relations activities are centralised is shown by the 606 subsidiaries the 64 head offices and dual function establishments reported they provided industrial relations services for, i.e. an average of 9 per establishment with a range of from 1 to 60. This includes services for subsidiaries outside the Transvaal.

The degree of control head offices maintain over the industrial relations activities of subsidiaries is indicated in the following table. Corresponding data for 1980 is not available.

table 2.4.2.5.2 Degree of Control exerted by Head Offices over Subsidiaries, reported by Head Offices.

Type of Control	No. of head offices		% of head offices	
	Extent of control			
	Full	Part	Full	Part
Lays down overall industrial relations policy	48	3	91	6
Sets up industrial relations structures and procedures	47	3	89	6
Handles negotiations over working conditions	30	17	57	32
Monitors disciplinary and grievance actions	36	10	68	19
Handles strikes	31	15	59	28

Percentages are based on the number of responding head offices.



Table 2.4.2.5.3 Head Office Policy on Intervention during a Strike,  
reported by Head Offices

Policy	No of head offices	% of head offices
Immediately and at all times	22	43
Advisory only	4	7
On request only	8	15
If dispute not resolved in reasonable time	6	11
When negotiations start	0	0
To approve a decision	0	0
Never	13	24
TOTAL	53	100

Percentages are based on the number of responding head offices.

According to these two tables most head offices exercise fairly tight control over their subsidiaries.

Table 2.4.2.5.4 Degree of Control exerted by Head Offices  
over Subsidiaries, reported by Subsidiaries.

Type of Control	No. of Subsidiaries		% of Subsidiaries	
	Full	Part	Full	Part
Lays down overall industrial relations policy	84	63	30	22
Sets up industrial relations structures and procedures	42	46	31	34
Handles negotiations over working conditions	22	38	16	28
Monitors disciplinary and grievance actions	24	32	19	24
Handles strikes	16	49	12	37

Percentages are based on total number of responding subsidiaries.

Table 2.4.2.5.5 Head Office Policy on Intervention during a Strike, reported by Subsidiaries.

Policy	No. of subsidiaries	% of subsidiaries
Immediately and at all times	19	14
Advisory only	17	13
On request only	15	11
If dispute not resolved in reasonable time	16	12
When negotiations start	2	1
To approve a decision	1	1
Never	64	48
TOTAL	134	100

Percentages are based on the number of responding subsidiaries.

These figures suggest a looser control than indicated by the tables for head offices. It should be noted that the figures in the tables will be biased by the tendency of group head offices to submit a combined return for the group, when there is close control and for subsidiaries to submit their own returns when there is looser control. Further, tighter control is likely to be exercised over small subsidiaries than large and the population was restricted to establishments with more than 500 employees.

## 2.5 Statistical analysis

Statistical tests were not carried out for the following reasons:

- a) By no stretch of meaning can a decision to respond or not to a questionnaire be equated to random sampling, thus tests assuming a random sample are not applicable.
- b) Table 2.4.1.2 shows that approximately 40% of the returns for 1983 will be correlated with those for 1980. Thus tests assuming uniform correlation cannot be applied to the whole group.
- c) Responses do not necessarily correspond with listed establishments. Depending on the degree of control exercised by group head offices, establishments may submit individual returns or their data may be included in a group return. To complicate matters still further the group return may include establishments not belonging to the population being surveyed, conversely the return from subsidiaries may not reflect industrial relation services available to them at head offices. Further, establishments submitting a group return may not identify the return as such. Thus it is impossible to define the distribution of possible responses with which sample responses must be compared.

## 3. RESULTS

The results are presented and commented upon in this section.

It must be borne in mind that the industrial relations function is still developing very rapidly and the results appearing in this report reflect the situation in July/August 1983.

### 3.1 Industrial relations policy

This section reflects company policies on industrial relations. It covers formulation and scope of policies, action plans and methods of communication.

## 3.1.1 The existence of a formal industrial relations policy

72% of the establishments now have a written policy compared with 51% in 1980. The main increase has come from those who formerly had unwritten policies.

Table 3.1.1 Establishments with Formal Industrial Relations Policies.

Formal policy	No. of respondents		% of respondents	
	1983	1980	1983	1980
Written	163	90	73	51
Unwritten	40	54	18	31
None	22	32	10	18
TOTAL	225	176	100	100

## 3.1.2 Strike or stoppage handling

71% of the responding establishments have written plans for handling strikes or work stoppages compared 49% in 1980. This is in step with the increase in written policies and indicates a greater formalisation of industrial relations, partly because it is easier to be consistent with a written policy and partly because control of industrial relations has become more centralised and control is facilitated by formalisation.

Table 3.1.2 Plans for Handling Strikes or Work Stoppages.

Strike handling plan	No. of respondents		% of respondents	
	1983	1980	1983	1980
Written	160	88	71	49
Unwritten	42	54	18	30
None	24	37	11	21
TOTAL	226	179	100	100

### 3.1.3 Communicating industrial relations policies to employees

As can be seen from the following table most establishments use more than one method. The most commonly used methods are communication via worker representatives and during induction. There appears to be less reliance on informal methods.

Table 3.1.3 Communicating Industrial Relations Policies to Employees

Means of Communication	No. of respondents		% of respondents	
	1983	1980	1983	1980
Not communicated	27	17	12	10
Written document circulated	86	57	38	33
Briefing groups	73	58	32	34
At orientation or induction	115	79	50	45
Informally communicated	43	40	19	23
Communicated to workers' representatives	146	102	64	59
Via in-house magazine	22	18	10	10

## 3.1.4 Coverage by industry-wide settlements

53% of the establishments are covered by an industrial council agreement which reflects little change from the 47% reported in 1980. Likewise 37% are covered by a wage determination compared with 44% in 1980 and 19% are not covered by either compared with 16% in 1980.

Table 3.1.4 Establishments Covered by Industry-wide settlements

Type of Industry-wide Settlement	No. of respondents		% of respondents	
	1983	1980	1983	1980
Industrial Council Agreement	121	85	53	47
Wage Determination	83	79	37	44
None	42	28	19	16



### 3.1.5 Contact with trade unions

With the growth of multiracial unions and the decreasing emphasis on registration there is less value in classifying trade unions on these attributes. The original 1980 returns have been reanalysed to provide comparable information.

68% of the establishments reported having contact of some kind with trade unions compared with 50% in 1980. It is remarkable that of the 121 establishments reporting that they came under industrial council agreements, 20 reported no contact with trade unions.

Recognition agreements with 10 different unions were reported of which MAWU with 7 was the most frequently mentioned.

The returns suggest there is much more contact than is reflected in the press and other reports, and that the focus on strikes overlooks a great deal of solid work that is being done by management and unions in reaching agreement. However apart from contact through industrial councils or the Chamber of Mines, contact is at a low level compared with what is reported for Western economies.

The forms of contact are shown in the following table - comparable data for 1980 is not available.

Table 3.1.5 Contact with Trade Unions

Type of Contact with Unions	No. of respondents	% of respondents
Through an Industrial Council or the Chamber of Mines	143	63
*Recognition Agreement	36	15
Negotiations outside industrial councils or recognition agreements	46	20
Informal meetings or correspondence	22	10
Participation in grievance and disciplinary procedures	15	7
Regular and formal meetings	10	4
Negotiating a recognition agreement	10	4
Granted facilities e.g. stop orders	10	4
Union recruiting among workforce	15	7

\*Excluding Industrial Councils and agreements handled through the Chamber of Mines.

Note: Only the first three items were specifically asked, the remainder were offered voluntarily.

### 3.1.6 Internal employee representative committees

Since legislative distinctions between works and liaison committees have been abolished, the survey has referred to employee representative committees.

89% of establishments reported having internal employee representative committees compared with 88% in 1980. 31% of establishments reporting contact with one of the new unions with a predominantly Black membership also had an employee representative committee. This suggests that even when there is a union on the scene, management finds employee committees useful both for communication and consultation as they are likely to be more representative of the workforce. The tables in section 3.2 show that the committees are frequently consulted on industrial relations and personnel matters.

### 3.1.7. Outside sources of assistance with industrial relations functions

84% of the responding establishments indicated that they received assistance from at least one of the sources listed in the questionnaire compared with 74% in 1980. This is a reflection of an increased awareness of the need for being well-prepared on industrial relations matters, of the existence of more information, and that sources such as the Institutes of Industrial Relations and Labour Relations have become better known.

The most frequently used sources were employer organisations, the Institute for Industrial Relations and the Institute of Labour Relations, which are regarded as repositories of wide practical experience. Other companies, head offices, overseas principals and consultants are also important sources of more immediate but more limited practical experience. Most respondents reported using several sources.

Table 3.1.7 Use of outside Assistance in Developing Industrial Relations Functions

	No of respondents		% of respondents	
	1983	1980	1983	1980
Institute for Industrial Relations	71	43	31	24
Institute of Labour Relations, UNISA	53	28	23	16
University	8	7	4	4
Employee Organisation	9	10	4	6
Employer Organisation	77	50	34	28
Other Companies	42	28	19	16
Consultants	46	27	20	15
Other (Head Office)	39)		17)	
	)	32	)	18
Other	9)		4)	

### 3.1.8 The formalising of industrial relations policies

Sophistication is normally accompanied by formalisation as experience becomes codified, but it would appear that the changes that have taken place in management structures following the mergers and takeovers of the past few years has accelerated this process in industrial relations. There has been a concentration of the relatively scarce expertise in industrial relations at group head offices and policies are now laid down at this level and formalised to facilitate communication and compliance.

Some aspects of this development have been visible in the tables in section 3.2.4.1, other aspects can be seen in this section. In table 3.1.8.2 the percentage of respondents with no formal policy has declined between 1980 and 1983 for every function listed. The policies have also been extended to all race groups as increases in the percentages under all races are matched in many cases by decreases for functions applying only to specific race groups.

The boundaries between personnel management, industrial relations and top management functions are vague and shifting but if items 1 to 10 in tables 3.1.8.2 are accepted as personnel management functions, items 11-14 are general policies determined by top management and 15-21 are industrial relations functions, it can be seen that most formalisation has taken place in industrial relations functions.

The most marked change has been in redundancy policies (where management has recently found itself vulnerable) followed by labour/management conflict, grievance and disciplinary procedures. Downward communication, a personnel management function, also figures highly, possibly because of its importance for industrial relations.

The pattern of formal policies for dealing with White unionists and Black employee representative committee members appears to be changing in favour of policies covering all races. However the new unions appear to have reversed this trend in one area as a larger percentage of respondents have instituted formal policies for dealing specifically with Non-white unions. What is surprising, however, is that 43% of the respondents still have no formal policy on trade unions and 46% no formal policy on labour/management conflict.

Personnel management functions show the same trend towards formalised policies. Downward communication has been mentioned but similar increases have taken place in induction, wages, training and employee promotion. Some of these changes have been introduced because formal personnel policies put management in a better position for dealing with its labour force and with trade unions.

The items classified as general policies, namely codes of employment, corporate responsibility and Black advancement reveal similar but less development. They also show the largest percentages of respondents without formal policies, possibly because these concepts are not well defined and appear to bear a less direct relation to current problems. An anomalous result for Black advancement is the decline in the percentage with formal policies exclusively for B/C/A and an increase in the percentage under All Races. This may be due to difficulty with the question, or it may indicate a growing realisation that a Black advancement programme must be concerned with all races.

Table 3.1.8.1 Formal Policies in 21 Fields and their  
Applicability to Racial Groups -  
Numbers of Responding Establishments

	Applicable only to						No policy	
	White		B/C/A		All Races			
	1983	1980	1983	1980	1983	1980	1983	1980
Recruitment	2	1	15	11	161	119	44	46
Selection	5	3	8	12	157	116	52	46
Induction	1	3	20	19	165	109	38	46
Training and Develop- ment	2	1	7	12	180	125	35	39
Job Evaluation	12	4	5	4	165	122	40	47
Wage Scales	3	4	15	6	190	133	14	34
Fringe Benefits	10	7	1	4	187	147	25	19
Employee Promotion	5	4	4	6	161	113	53	54
Downward Communication Systems	1	0	8	8	160	105	54	64
Industrial Safety	1	1	2	5	171	129	48	42
Codes of Employment Practice	2	1	6	4	130	93	84	79
Corporate Social Responsibility : External	1	1	7	3	89	63	125	110
- ditto -: Internal	1	2	4	7	115	81	103	87
Black Advancement	0	1	60	66	77	45	86	65
Grievance Procedure	0	1	15	20	186	122	21	34
Disciplinary Procedure	0	0	15	17	185	124	23	36
Redundancy	2	5	8	3	150	83	62	86
Employee Representa- tion : Unions	13	32	23	4	91	55	96	86
Employee Representa- tion : Committees	4	3	58	56	127	85	35	33
Labour/Management Conflict	2	5	15	7	104	58	102	107
Strike Handling	5	-	24	-	136	-	56	-

Table 3.1.8.2 Formal Policies in 21 Fields and their  
Applicability to Racial Groups -  
Percentages of Responding Establishments

	Applicable only to						No policy	
	White		B/C/A		All Races			
	1983	1980	1983	1980	1983	1980	1983	1980
Recruitment	1	1	7	6	72	67	20	26
Selection	2	2	4	7	71	65	23	26
Induction	-	2	9	11	74	61	17	26
Training and Develop- ment	1	0	3	7	80	71	16	22
Job Evaluation	6	2	2	2	74	69	18	27
Wage Scales	1	2	7	4	86	75	6	19
Fringe Benefits	5	4	-	2	84	83	11	11
Employee Promotion	2	2	2	3	72	64	24	31
Downward Communication Systems	-	0	4	5	72	59	24	36
Industrial Safety	-	0	1	3	77	73	21	24
Codes of Employment Practice	1	1	3	2	58	52	38	45
Corporate Social Responsibility : External	-	0	3	2	40	36	57	62
- ditto -: Internal	-	1	2	4	52	46	46	49
Black Advancement	0	1	27	37	35	25	38	37
Grievance Procedure	0	1	7	11	84	69	9	19
Disciplinary Procedure	0	0	7	10	83	70	10	20
Redundancy	1	3	4	2	67	47	28	48
Employee Representa- tion : Unions	6	18	10	2	41	31	43	49
Employee Representa- tion : Committees	2	2	26	32	56	48	16	18
Labour/Management Conflict	1	3	7	4	46	33	46	60
Strike Handling	3	-	11	-	61	-	25	-



### 3.2 Industrial relations processes

This section surveys the decision-making process in industrial relations. Because of the close tie with industrial relations, personnel functions have been included.

#### 3.2.1 Industrial relations procedures

Table 3.2.1.2 shows that in industrial relations functions there has been a general shift in the responsibility for decision-making from line management to the personnel department. Line management is still deeply involved but more frequently now in an advisory capacity. The participation of industrial relations specialists in both decision-making and advisory capacities appears to have increased but still falls far short of that for personnel departments. There is also more use of both employee committees and unions for advice (consultation). Employee committees are in fact one of the most frequently reported sources of advice on all I R functions. All sections show decreased participation in both decision-making and advice on labour/management conflict which may reflect difficulty with the question or it may indicate that this function has been moved to top or group management. The development of formal industrial relations policies may also have reduced the scope for decision-making or consultation in this area. The growing importance of specialisation is apparent in the increased use of I R specialists for both decision-making and advice on redundancy, grievance and disciplinary procedures. (70% of respondents had staff specifically responsible for industrial relations matters in 1983 compared with 64% in 1980 - see table 3.4.1.1).

The questionnaires have generally been completed by personnel departments and may thus reflect their point of view more strongly, but this effect should be roughly the same in both surveys.

Table 3.2.1.1 Decision-making and Advisory Roles in Industrial Relations Procedures  
Numbers of Responding Establishments.

	Grievance Procedures				Disciplinary Procedures				Redundancy Procedures				Unions				Employee Committees				Labour/Management Conflict			
	Decide		Advise		Decide		Advise		Decide		Advise		Decide		Advise		Decide		Advise		Decide		Advise	
	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980
Line Management	80	101	92	52	87	114	88	47	90	118	66	43	57	47	38	20	79	82	67	35	70	92	34	43
Personnel Department	100	69	77	85	102	64	82	89	67	39	90	91	46	24	58	47	71	52	81	71	46	43	60	84
I R Specialists	28	21	56	31	28	19	56	33	16	6	45	18	21	11	27	25	30	15	44	36	19	17	43	36
Employee Committees	14	11	81	66	11	12	85	55	5	3	53	30	10	7	37	23	27	41	82	55	6	11	55	59
Trade Unions	6	6	35	18	7	7	32	20	3	4	31	18	26	28	30	22	11	4	17	13	9	12	25	26

Table 3.2.1.2 Decision-making and Advisory Roles in Industrial Relations Procedures  
Percentages of Responding Establishments.

	Grievance Procedures				Disciplinary Procedures				Redundancy Procedures				Unions				Employee Committees				Labour/Management Conflict			
	Decide		Advise		Decide		Advise		Decide		Advise		Decide		Advise		Decide		Advise		Decide		Advise	
	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980
Line Management	35	58	41	30	38	66	39	27	40	67	29	25	25	27	17	12	35	47	30	20	31	53	15	25
Personnel Department	44	40	34	49	45	37	36	51	30	22	40	52	20	14	26	27	31	30	36	41	20	25	26	48
I R Specialists	12	12	25	18	12	11	25	19	7	3	20	10	9	6	12	14	13	9	19	21	8	10	19	21
Employee Committees	6	6	36	38	5	7	37	32	2	2	23	17	4	4	16	13	12	24	36	32	3	6	24	34
Trade Unions	3	3	15	10	3	4	14	11	1	2	14	10	12	16	13	13	5	2	8	7	4	7	11	15

### 3.2.2 Traditional personnel procedures

Table 3.2.2.2 also shows an exchange of decision-making and advisory roles between line management and the personnel department. This reflects the continuing specialisation of management functions and has probably been accelerated by the threat to management's capacity for handling both technical and personnel problems by increased trade union activity.

The table also reveals that more establishments now consult employee representative committees on personnel matters particularly on induction, job evaluation, wage scales and fringe benefits.

Table 3.2.2.1 Decision-making and Advisory roles in Traditional Personnel Procedures  
Number of Responding Establishments.

	Recruitment				Selection				Induction				Training and Development				Job Evaluation			
	Decide		Advise		Decide		Advise		Decide		Advise		Decide		Advise		Decide		Advise	
	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980
Line Management	67	105	85	63	73	122	80	50	45	68	86	61	81	117	92	70	63	83	90	67
Personnel Department	120	74	71	92	117	64	20	103	138	99	44	67	117	69	65	96	119	89	56	74
I R Specialists	7	9	33	13	7	9	26	14	16	14	33	19	13	7	36	21	14	10	22	12
Employee Committees	1	2	18	9	0	2	9	6	1	0	29	22	0	3	32	27	0	3	27	15
Trade Unions	0	3	10	5	0	2	1	2	0	0	7	2	0	3	10	12	0	5	14	7

	Wage Scales				Fringe Benefits				Employee Promotion				Downward Communication				Industrial Safety			
	Decide		Advise		Decide		Advise		Decide		Advise		Decide		Advise		Decide		Advise	
	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980
Line Management	71	88	64	54	65	81	64	34	124	143	63	38	92	96	62	41	132	134	43	49
Personnel Department	94	80	73	83	96	73	73	87	65	34	108	112	77	46	78	82	41	28	76	81
I R Specialists	14	12	22	18	11	10	31	16	8	6	20	12	24	10	44	21	8	4	24	10
Employee Committees	2	3	27	14	3	2	50	34	0	3	15	18	13	7	74	49	2	2	57	41
Trade Unions	8	14	28	22	4	9	30	20	1	3	8	8	4	1	28	10	3	0	21	14

Table 3.2.2.2 Decision-making and Advisory roles in Traditional Personnel Procedures  
Percentages of Responding Establishments.

	Recruitment				Selection				Induction				Training and Development				Job Evaluation			
	Decide		Advise		Decide		Advise		Decide		Advise		Decide		Advise		Decide		Advise	
	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980
Line Management	30	59	37	36	32	70	35	29	20	39	38	35	36	67	41	40	28	47	40	38
Personnel Department	53	42	31	53	52	37	31	59	61	57	19	38	52	38	29	55	52	51	25	42
I R Specialists	3	5	15	7	3	5	12	8	7	8	15	11	6	4	16	2	6	6	10	7
Employee Committees	-	1	8	5	0	1	4	3	-	0	13	3	0	2	14	15	0	2	27	9
Trade Unions	0	2	4	3	0	1	-	1	0	0	3	1	0	2	4	7	0	3	6	4

	Wage Scales				Fringe Benefits				Employee Promotion				Downward Communication				Industrial Safety			
	Decide		Advise		Decide		Advise		Decide		Advise		Decide		Advise		Decide		Advise	
	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980
Line Management	31	50	28	31	28	46	28	25	55	82	28	22	41	55	27	24	58	77	19	28
Personnel Department	41	46	32	47	42	42	32	50	29	19	48	64	34	26	34	47	18	16	34	46
I R Specialists	6	7	10	10	5	6	14	9	4	3	9	7	11	6	19	12	4	2	11	6
Employee Committees	1	2	12	8	1	1	22	19	0	2	7	10	6	4	32	28	1	1	25	23
Trade Unions	4	8	12	13	2	5	13	11	-	2	4	5	2	1	12	6	1	0	9	8

### 3.2.3 General policy

The results in table 3.2.3.2 also point to a concentration of control. In almost every instance fewer respondents reported that line management or personnel departments were concerned with either decision-making or advice in these fields. There are a number of possible reasons.

(a) The functions mentioned in the table may not be well understood, but it is difficult to see why this should be more so in 1983 than in 1980.

(b) Formalisation of policies has left less scope for decision-making or consultation. (c) Concentration has shifted responsibility for these fields to group level. (d) It may be due to the smaller percentage of head offices among the 1983 respondents (see table 2.4.2.5.1), but this could be a classification artefact as many of the independent establishments may have reported themselves as head offices in 1980.

(e) It reflects another aspect of specialisation, namely, that these functions have been taken over by top management. The data does not provide a means of deciding between these possibilities, but a shift of these functions to group or top management level appears to be consistent with the findings from other tables.

An exception to the above is the increased number of respondents reporting consultation with employee representative committees on matters relating to internal social responsibility which is consistent with the findings reported in section 3.2.2.

Table 3.2.3.1 Decision-making and Advisory Roles in General Policy Decisions  
Numbers of Responding Establishments.

	Codes of Employment				Social Responsibility (external)				Social Responsibility (internal)				Black Advancement			
	Decide		Advise		Decide		Advise		Decide		Advise		Decide		Advise	
	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980
Line Management	49	75	47	42	48	62	34	28	60	72	49	36	73	108	70	40
Personnel Department	75	58	56	78	39	39	43	59	58	46	58	68	72	57	74	90
I R Specialists	20	19	39	28	11	10	21	15	12	9	33	20	20	12	36	28
Employee Committees	1	2	40	28	1	0	18	18	2	1	39	34	2	2	49	34
Trade Unions	3	7	20	15	2	1	7	6	1	2	14	5	2	5	19	19



Table 3.2.3.2 Decision-making and Advisory Roles in General Policy Decisions  
Percentages of Responding Establishments.

	Codes of Employment				Social Responsibility (external)				Social Responsibility (internal)				Black Advancement			
	Decide		Advise		Decide		Advise		Decide		Advise		Decide		Advise	
	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980
Line Management	22	43	21	24	21	36	15	16	26	41	22	21	32	62	31	23
Personnel Department	33	33	25	45	17	22	19	34	26	26	26	39	32	33	33	52
I R Specialists	9	11	17	16	5	6	9	9	5	5	15	11	9	7	16	16
Employee Committees	-	1	18	16	-	10	8	0	1	1	17	1	1	1	22	20
Trade Unions	1	4	9	9	1	1	3	3	-	1	6	3	1	3	8	11

### 3.3 Status and structure of the industrial relations function

Management response to the pressures created by industrial relations is shown in the following tables. In the first place the high cost of mistakes and the need for coordinated industrial relations policies among subsidiaries has caused ultimate responsibility for decisions to be placed with higher levels of management - see tables 3.3.1 and 3.3.2. In the second place to reduce the burden on management more full-time staff have been employed on the routine aspects of industrial relations - table 3.3.3 - and more responsibility has been transferred from line management to the personnel department - table 3.3.4. This has been done in a number of ways. Most frequently the personnel department has taken over these functions, sometimes appointing full- or part-time staff for this purpose. In other cases a specialist I R section reporting to an IR manager has been created within the personnel department. These approaches have been favoured apparently because of the close links between personnel and industrial relations functions. Cases where top or line management is assisted by specialist IR staff have decreased possibly because this is a less effective form of specialisation.

Table 3.3.1 Status of the Industrial Relations Function

Responsibility for I R Functions	No of Respondents		% of Total Respondents	
	1983	1980	1983	1980
Member of Board	112	80	49	46
Senior Management	203	151	89	86

Table 3.3.2 Level to which Industrial Relations Staff Report

Department Reports to:	No of respondents		% of Total respondents	
	1983	1980	1983	1980
Director	38	23	17	12
General Manager	17	11	8	6
Group Functional Manager	23	22	10	12
Branch or Functional Manager	69	50	30	27
Lower Management Levels	11	12	5	7
No I R staff	64	59	28	32
No information	5	7	2	4

Note: The 1980 data were reanalysed for this table

Table 3.3.3 Size of Industrial Relations Staffs

Number of Employees	No of respondents		% of Total respondents		
	1983	1980	1983	1980	
Full time	1 - 2	56	69	26	38
	3 - 6	29	14	12	8
	7 - 10	5	8	2	4
	11 and over	6	0	3	0
Part time	1 - 2	29	27	14	15
	3 - 6	9	16	6	9
	7 - 10	4	9	2	5
	11 and over	2	0	1	0

Table 3.3.4 The Handling of Industrial Relations Functions

Location of the I R Function	No. of respondents		% of respondents	
	1983	1980	1983	1980
A separate I R Department	11	12	5	7
Part of the Personnel Department				
Full-time staff reporting to Personnel Manager	47	31	21	17
Part-time staff reporting to Personnel Manager	57	41	25	22
Staff reporting to Industrial Relations Manager	14	8	6	4
Staff reporting to Group or Regional Managers	24	21	10	12
Staff reporting to Top or Line Managers	48	36	21	19
Subtotal	190	137	83	74
Top or Line Management with full- or part-time specialist assistance	5	7	2	4
Top or Line Management without specialist assistance	20	24	9	13
Subtotal	25	31	11	17
No information	2	4	1	2
TOTAL	228	184	100	100

The 1980 results have been derived from a reanalysis of the 1980 returns

The relatively small number of separate I R departments reported is a reflection of the small number of group head offices covered by the survey.

### 3.4 Industrial relations training

The survey endeavoured to ascertain what industrial relations training had been given, was still required and who should be responsible for providing training in the nine areas listed in the previous report, namely,

I R strategies

I R structures

I R legislation

I R on the shop floor

Employee representation

Communication

Equal Employment Opportunity strategies

Collective bargaining

Negotiation skills

#### 3.4.1 Industrial relations training given and required

Question 18 presented some difficulty with its request for the numbers that had been or required training. It appears this information was often not available and this possibly caused a number of respondents to omit the question which must cast some doubt on the conclusions in section 3.4.1.

Tables 3.4.1.1 and 3.4.1.2 show that while the percentage of establishments with staff who have received IR training of any kind has remained relatively constant, the percentage reporting a need for training has fallen. This might be an artefact of the question as mentioned earlier, it might reflect the pruning of expenditure that normally takes place during a recession or it might indicate a decline in the demand IR training to a more stable level after the initial surge in 1980. On the other hand a number of respondents reported running or planning comprehensive training programmes for all sections of staff.

Table 3.4.1.1 Training of Industrial Relations Specialists in Establishments with Staff Specifically Responsible for Industrial Relations\*

	No. of respondents		% of respondents with specialist staff	
	1983	1980	1983	1980
Specialists have had some training	110	82	69	70
Specialists require some training	79	70	50	60
Staff Specifically Responsible for I R	159	117	70**	64**

\* Both full- and part-time.

\*\* Percentage based on total respondents.

Table 3.4.1.2 Training of Non-specialists and Employee Representatives in All Establishments

	No. of respondents		% of respondents	
	1983	1980	1983	1980
Non-specialist have had some Training	144	114	63	62
Non-specialists require some Training	129	133	57	72
Employee Representatives have had some Training	124	100	55	54
Employee Representatives require some Training	113	120	50	65

#### 3.4.1.1 Training of specialists

The most important need for training is still in negotiation skills and collective bargaining. Most training appears to have been done on I R on the shop floor and I R strategies, structures and legislation - see table 3.4.1.2.

#### 3.4.1.2 Training of Non-specialists

The need for training non-specialists appears to be greater than that for specialists and the main areas are I R on the shop floor, negotiation skills and strike handling. Most training for Non-specialists has been on I R on the shop floor.

#### 3.4.1.3 Training of employee representatives

Training requirements appear to have decreased markedly. As there is no corresponding increase in the percentages of establishments reporting that employee representatives had received training, it would seem that there has been some reassessment of the need to train employee representatives. The areas where most establishments reported that training had been given and where there still was need for training were employee representation and communication.

Table 3.4.1.3 Industrial Relations Training Given and Required  
Numbers of Responding Establishments

	I R Specialists				Non-Specialists				Employee Representatives			
	Trained		Require Training		Trained		Require Training		Trained		Require Training	
	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980
I R Strategies	113	70	56	52	75	69	73	84	31	27	40	60
I R Structures	122	79	49	42	97	79	77	76	67	49	51	65
I R Legislation	118	71	58	51	83	57	77	75	50	35	56	68
I R on the Shop Floor	97	52	45	51	106	50	90	82	72	43	64	85
Employee Representation	91	72	34	29	82	73	59	45	100	79	74	64
Communication	101	69	38	41	101	69	72	75	80	60	65	81
E E O Strategies	54	44	45	42	35	31	47	77	15	15	33	59
Collective Bargaining	91	63	61	54	66	42	78	86	32	30	54	80
Negotiation Skills	96	60	64	60	78	53	86	96	39	37	59	81
Strike Handling	92	-	58	-	68	-	84	-	10	-	42	-



Table 3.4.1.4 Industrial Relations Training Given and Required  
Percentages of Responding Establishments

	I R Specialists				Non-Specialists				Employee Representatives			
	Trained		Require Training		Trained		Require Training		Trained		Require Training	
	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980	1983	1980
I R Strategies	50	38	25	28	33	38	32	46	14	15	18	33
I R Structures	54	43	21	23	43	43	34	41	29	27	22	35
I R Legislation	52	39	25	28	36	31	34	41	22	19	25	37
I R on the Shop Floor	43	28	20	28	46	27	39	45	32	23	28	46
Employee Representation	40	39	15	16	36	40	26	24	44	43	32	35
Communication	44	38	17	22	44	38	32	41	35	33	29	44
E E O Strategies	24	24	20	23	15	17	21	42	7	8	14	32
Collective Bargaining	40	34	27	29	29	23	34	47	14	16	24	43
Negotiation Skills	42	33	28	33	34	29	38	52	17	20	26	44
Strike Handling	40	-	25	-	30	-	37	-	4	-	18	-

## 3.4.2 Sources of industrial relations training

Table 3.4.2.2. shows that industrial relations departments, consultants and universities are still seen as the main sources for training industrial relations specialists but more now look to consultants. The industrial relations department has been displaced by the training department as the major source of training for non-specialists and employee representatives. An expected development as the field becomes better known.

Table 3.4.2.1 Perception of Training Sources  
Numbers of Responding Establishments

Source of Training	I R Specialist		Non-Specialist		Employee Representative	
	1983	1980	1983	1980	1983	1980
Industrial Relations Department	63	57	90	69	87	68
Personnel Department	40	38	81	67	75	67
Training Department	47	33	106	55	95	61
Joint Employer/Employee Organisation	36	30	27	29	43	34
Employer Organisation	47	41	38	31	19	17
Trade Union	17	17	6	5	71	36
Outside Consultants	124	76	70	42	47	37
Government Agencies	37	25	10	5	6	8
Universities	108	90	23	17	12	10

Table 3.4.2.2 Perception of Training Sources  
Percentages of Responding Establishments

Source of Training	I R Specialist		Non-Specialist		Employee Representative	
	1983	1980	1983	1980	1983	1980
Industrial Relations Department	28	31	40	38	38	37
Personnel Department	18	21	36	36	33	36
Training Department	21	18	47	30	42	33
Joint Employer/Employee Organisation	16	16	12	16	19	18
Employer Organisation	21	22	17	17	8	9
Trade Union	8	9	3	3	31	20
Outside Consultants	55	41	31	23	21	20
Government Agencies	16	14	4	3	3	4
Universities	48	49	10	9	5	5

### 3.5 Future development

The following table gives an indication of proposed development in the I R field. The emphasis is clearly on training. Unfortunately similar data is not available for 1980.

Table 3.5.1 Plans for Developing the I R Function

Nature of Future Development	No of Respondents	% of Total Respondents
Intend to develop an I R System	20	9
Appoint more I R Specialists	19	8
Train Staff (All Levels)	64	28
Revise Present I R Policy	4	2
Revise Present I R Procedures	7	3
Extend the Present I R System	4	2
Consolidate and Improve the Present I R System	3	1
Decentralise the Present System to Branches	12	5
Set up a Collective Bargaining Structure	14	6
Train Worker Representatives	6	3
Revise Employment Strategy	2	1

Note: The table contains multiple responses.

#### 4. SUMMING UP

The survey has shown that over the past three years information and experience has accumulated to the point that it can be formalised and it is now incorporated in written policies in most large establishments. The process has been facilitated by the concentration of control that has taken place. There are undoubted cost benefits in assembling scarce expertise and setting up specialist industrial relations departments at the head offices of large groups to provide high level industrial relations services to subsidiaries. The formalising of policy and procedures is a necessary element for the successful operation of such a system.

Other advantages of formal policies are consistency and the provision of a framework within which it is easier to take decisions; both important in industrial relation where inconsistency provides opponents with leverage and rapid decision-making is often required.

The pressure of industrial relations on line management at establishment level and the increasing value of specialised knowledge has led to the shifting of responsibility for decision-making on industrial relations and personnel matters to the personnel department and the creation of specialist sections within it. In some cases these sections are directly responsible to top management, but more frequently they report to the personnel manager suggesting that industrial relations is being seen as an extension of the personnel function, a natural approach as many of the elements of the personnel function are intimately connected with industrial relations. Another feature of the broadening of this function is the relatively frequent use made of employee representative committees for consultation and advice on industrial relations matters.

The survey also shows that in comparison with overseas experience contact with trade unions is still at a low level, even for establishments falling under an industrial council. The new unions are mostly general unions and, if overseas experience is any guide, the nature of their membership compels them to pay a great deal of attention to working conditions at establishment level. These unions have had a difficult

time during the current recession, but they can be expected to make considerable advances in both membership and organisation when conditions improve. This means that a large increase in contacts at the level of the factory floor can be expected which has important implications for training and organisation. Contrary to the downturn in training requirements reported in the survey, increased contact will require increased training of line management from supervisor to plant manager level in negotiation skills and I R on the shop floor. Structures and procedures will be required for handling daily or weekly contacts and specialist I R sections will need to be enlarged for processing the routine work thereby generated.

The increasing sophistication of the new unions and the attention they are paying to law and safety will require a corresponding enlargement of the scope of the industrial relations function at establishment level because this is the point at which confrontation on these issues can most easily be contained. The personnel departments' low level of involvement in decision-making on industrial safety and the small requirement for the training of specialists in I R legislation reported by this survey can therefore be expected to rise, increasing the demand for training in these areas.

## APPENDIX A

Covering letter, questionnaire, reminder and letter to head offices.



Council for Scientific and Industrial Research  
National Institute for Personnel Research

PO Box 32410, Braamfontein, 2017 South Africa • Telex 3-630 SA, Telegrams Navorspers, Tel. (011) 39-4451

Our ref.

Your ref.

Dear Sir/Madam

NIPR Industrial Relations Survey, 1983

In response to important changes in the field of industrial relations, the NIPR carried out a survey in late 1980, to establish the level of development of IR in three key sectors of the economy, namely mining, manufacturing and construction.

As a result of excellent cooperation from industry the survey provided insight into the developmental needs in the field at that time. This information was published in the NIPR report PERS 332 "A Survey of Industrial Relations in the Transvaal".

The survey also provided a base line from which development could be measured in subsequent years. The present survey is intended to show what developments have taken place in IR since 1980.

Will you please complete the questionnaire and return it in the enclosed addressed envelope before *1<sup>st</sup> August 1983*

The results will be published in a report available from the NIPR. Preliminary results will be available on request.

Your responses in the questionnaire will be treated as confidential.

If there are any difficulties in answering the questionnaire please phone me at (011) 39-4451.

Thankyou for your co-operation,

Yours faithfully

*R. S. Hall*

R S HALL  
HEAD. INDUSTRIAL RELATIONS GROUP  
for CHIEF DIRECTOR  
NATIONAL INSTITUTE FOR PERSONNEL RESEARCH



CSIR



Council for Scientific and Industrial Research  
National Institute for Personnel Research

PO Box 32410, Braamfontein, 2017 South Africa • Telex 3-630 SA, Telegrams Navorspers Tel. (011) 39-4451

Our ref. R Hall/sv

Your ref.

1983.08.02

Dear Sir/Madam

We recently sent you a questionnaire to complete for a survey of industrial relations in the Transvaal.

As stated in the covering letter, this is a follow-up to the survey conducted in 1980 and is intended to show the advances that have been made in industrial relations practices in the Mining, Manufacturing and Construction Industries over the period.

It is possible that you have completed and returned the questionnaire but have preferred to remain anonymous, in which case please ignore this letter. On the other hand if you have not received a questionnaire because it went astray in the post or have received one but have not yet returned it, please complete the enclosed questionnaire and return it as soon as possible.

We are anxious to have these returns as quickly as possible so that we can process and publish the information while it is still fresh.

Yours faithfully

*R. S. Hall*

R S HALL  
HEAD: INDUSTRIAL RELATIONS GROUP  
for CHIEF DIRECTOR  
NATIONAL INSTITUTE FOR PERSONNEL RESEARCH





Council for Scientific and Industrial Research  
National Institute for Personnel Research

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PO Box 32410, Braamfontein, 2017 South Africa • Telex 3-630 SA, Telegrams Navorspers, Tel. (011) 39-4451

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Our ref.

Your ref.

R S Hall/ndv

1983.08.26

Dear Sir,

The National Institute for Personnel Research (CSIR) is currently repeating the survey of industrial relations processes originally carried out in 1980. The purpose is to determine what developments have taken place in industrial relations policies and in industrial relations organisation, processes and training since 1980. This information will be published and should be useful to those planning further development in industrial relations and to organisations engaged in industrial relations training.

Even before the returns have been processed, it has become clear that there has been a considerable development and concentration of industrial relations services in holding companies. Thus while the original specifications for the sample - registered companies in the Transvaal with more than 500 employees in the economic sectors of mining, manufacturing and construction - were reasonably adequate for 1980. It is clear this will seriously underestimate developments in the industrial relations field in 1983 as holding companies are generally placed in the financial sector.

It will not be easy to reconcile the data for the two years, but it will assist greatly if you would complete and return the enclosed questionnaire for your company as a head office. Would you also please furnish us with a list of the subsidiaries or branches for which you provide industrial relations services and which conform to the above definition so that we can check these against our list. The subsidiaries should have received questionnaires through the post and completed them individually.

Should you find it easier to complete the questionnaire for the whole company - head office and subsidiaries combined - then do so, but please still supply a list of subsidiaries so that we can eliminate duplication in cases where subsidiaries have made separate returns.

2.

We regret to have to put you to this inconvenience, but the additional information will greatly enhance the value of the information we publish.

Should you already have received and returned a questionnaire on the above lines, please ignore this letter. We thank you for making the return.

Yours faithfully,

*R.S. Hall -*

R S HALL  
HEAD : INDUSTRIAL RELATIONS GROUP  
NATIONAL INSTITUTE FOR PERSONNEL RESEARCH

-----  
Name of person who may be contacted in connection with this return \_\_\_\_\_

Telephone number \_\_\_\_\_

Date \_\_\_\_\_

Would you like to receive a preliminary report on the most important results?

YES	NO
-----	----

-----  
Please return to:

National Institute for Personnel Research (CSIR)  
P O Box 32410  
BRAAMFONTEIN  
2017

An addressed and stamped envelope is enclosed.



SURVEY OF INDUSTRIAL RELATIONS IN THE TRANSVAAL: 1983

INSTRUCTIONS

This survey covers a number of areas related to industrial relations within an organisation. The aim is to provide insight into the current state of industrial relations in the Transvaal.

If this study is to be useful it is important that you answer each question as thoughtfully and frankly as possible.

Please mark that option which best describes your organisation with a cross (x). If more than one option of a particular question is applicable, please mark all appropriate alternatives.

Definitions have been provided for all words marked \*.

If you feel that the format of this questionnaire prevents you from giving answers which accurately reflect your work situation, additional comments are invited in questions 21-23

SECTION 1 PARTICULARS OF YOUR ESTABLISHMENT\*

1. Please indicate into which of the following divisions of Economic Activity your establishment\* falls.

Mining & Quarrying	1
Manufacturing	2
Construction, Building, Civil Engineering	3

2. a) How many people are in your employ today including permanent, temporary and contract/migrant employees?

Total Employed \_\_\_\_\_

b) Please indicate the numbers of each race group employed in your establishment.

Asians	
Blacks	
Coloureds	
Whites	

---

\*For definition see page 6.



3. The information required in the questionnaire concerns only your establishment. Please indicate whether this is a head office or a branch (subsidiary).

Head office	1
Branch or subsidiary	2
Independent firm without branches	3
Other (specify)	

4. If a head office, how many branches do you provide Industrial Relations services for? \_\_\_\_\_

If either a head office or a branch (subsidiary):

	Yes	No	Partly	N/A
a) Does head office lay down the overall industrial relations policy?	1	2	3	4
b) Does head office lay down the industrial relations structures and procedures at branches?	1	2	3	4
c) Does head office handle negotiations over working conditions at branches?	1	2	3	4
d) Does head office monitor disciplinary and grievance actions at branches?	1	2	3	4
e) Are strikes handled by head office?	1	2	3	4
f) If the answer to e) is "yes" or "partly", when does head office step in? _____				

SECTION 2. THE INDUSTRIAL RELATIONS POLICY OF YOUR ESTABLISHMENT

5. Do you have a formal policy on Industrial Relations?

Written	1
Unwritten	2
No	3

6. Do you have an action procedure for dealing with strikes, work stoppages, etc.?

Written	1
Unwritten	2
No	3

If you have answered 'No' to both 5 and 6, omit Question 7.

7. By what means have these policies been communicated to employees?  
(mark all applicable)

Not communicated to employees	1
Written documents circulated	2
Briefing groups	3
Explained during orientation/induction	4
Informally communicated	5
Communicated to worker representatives	6
Communicated via an in-house magazine or newsletter	7
Other (specify)	

8. Are you covered by

	Yes	No
An Industrial Council Agreement*	1	2
A Wage Determination*	1	2

---

\* For definitions see page 6

DEFINITIONS1) \*Establishment

*An organised staff of employers and employees operating within or from a single premises (possibly comprising several buildings). Head office, subsidiaries and branches are considered separate establishments.*

2) \*Industrial Council agreement

*The Industrial Council is a voluntary body, which must be registered, and whose function is to endeavour by the negotiation of agreements, or otherwise, to prevent disputes from arising and to settle disputes that have arisen, and to take such steps as it may think expedient to bring about the regulation and settlement of matters of mutual interest to employers and employees*

*An Industrial Council can be formed by a registered trade union (or group of trade unions) together with any number of employers or employer associations.*

3) \*Wage Determination

*A wage regulating measure in terms of a determination made under the Wage Act or Labour Relations Act.*

4) \*Recognition agreement

*A Recognition agreement is an agreement between a trade union, on the one hand, and an employer, on the other hand. In terms of this agreement the trade union is recognised as the representative of all or some of the employees of the employer who are members of the union, insofar as this representation is detailed in the agreement (Piron : 1982)*

9a. Do you have any contact with a Union?

Yes	1
No	2

9b (i) If you have any recognition agreements please indicate the unions involved (use their initials) \_\_\_\_\_

(ii) If you are subject to any Industrial Council Agreements please indicate the Industrial Councils \_\_\_\_\_

(iii) If you negotiate with Unions over wages and working conditions outside recognition and industrial council agreements, please indicate the unions \_\_\_\_\_

(iv) If you have other forms of contact with unions, please specify the form of the contact and the unions involved \_\_\_\_\_

10 Do you have an internal Employee Representative Committee\*?

Yes	1
No	2

\*For definition see page 10.

- 11 In developing an industrial relations policy and procedures, which organisations have you received assistance from?

Institute for Industrial Relations (Johannesburg)	1
Institute of Labour Relations (Unisa, Pretoria)	2
University (specify)	3
Employer Organisation (specify)	4
Employee Organisation (specify)	5
Other companies (specify)	6
Consultants (specify)	7
Other (specify)	

\*Redundancy

*Reduction in the labour force of an enterprise, company, or office owing to a closure, technical change, re-organisation, or a diminution in economic activity.*

\*Codes of employment practice

*Codes that have been drawn up by various individuals or groups (e.g. Sullivan, EEC, SACCOLA/URBAN FOUNDATION). These codes lay down employment standards according to which companies systematically try to provide fair and equal opportunity consistently throughout the organisation for all employees.*

\*Corporate social responsibility (internal and external)

*This refers to the company's concern for social priorities, inasmuch as business firms are expected to serve a wider range of human values and to contribute more to the quality of life than only providing goods, services and employment. Internal corporate responsibility refers to the company's concern for the general well-being of its own staff, whilst external corporate responsibility refers to the company's debt to, and concern for, the environment at large.*

\*Black advancement

*Efforts being made toward the development and training of Black workers in particular, in terms of the codes of employment practice. This entails ensuring that Blacks are provided with the opportunities commensurate with their potential, and that legal and other restraints are removed.*

\*Grievance procedure

*A formal system for handling an employee's expression to management of discontent or a belief that an injustice has been suffered in a job-related matter. This represents the procedure to be followed by the person with the complaint, as well as the manner in which various relevant parties (e.g. worker representative; supervisor) are expected to respond.*

\*Disciplinary procedure

A procedure established for dealing with instances, in which employees are alleged to have been involved in unacceptable behaviour, by prescribing disciplinary action to be taken when required.

\*Downward communication systems

This is the imparting of information within an organisation from the top downward. Such systems most often serve two purposes:

- (1) informing employees of their job responsibilities and of their importance within the organisation and
- (2) enlisting the understanding and support of employees about management objectives.

The actual link in this chain of downward communication is the relationship between supervisor and subordinate who in turn informs his/her subordinate and so on. One example of downward communication would be briefing, another example would be the use of a bulletin/notice board.

\*Employee representative committee

A body of people who are chosen from within an organisation to make representation to management on behalf of the workers, over and above their regular day-to-day job. Formal meetings are held by management and worker representatives, either jointly or separately, for considering work-related issues.

\*Labour/Management conflict

Labour/management conflict arises from conflict of interest. If this cannot be resolved by negotiation, a strike or lock-out may result.



- 12 Do you have a formal policy on items 1-22 below? If so, please indicate which classes of employees this policy applies to. (If you do not have such a policy please leave blank).

Function	Asians	Blacks	Coloureds	Whites
1. Recruitment	1	2	3	4
2. Selection	1	2	3	4
3. Induction	1	2	3	4
4. Training and Development	1	2	3	4
5. Job Evaluation	1	2	3	4
6. Wage Scales	1	2	3	4
7. Fringe Benefits	1	2	3	4
8. Employee Promotion	1	2	3	4
9. Industrial Safety	1	2	3	4
10. Redundancy*	1	2	3	4
11. Codes of Employment Practice*	1	2	3	4
12. Corporate Social Responsibility: External*	1	2	3	4
13. Corporate Social Responsibility: Internal*	1	2	3	4
14. Black Advancement*	1	2	3	4
15. Grievance Procedure*	1	2	3	4
16. Disciplinary Procedure*	1	2	3	4
17. Downward Communication Systems*	1	2	3	4
18. Employee Representation: Unions*	1	2	3	4
19. Employee Representation: Employee Representative Committee*	1	2	3	4
20. Labour/Management Conflict*	1	2	3	4
21. Strike Handling Procedure	1	2	3	4
22. Other (specify)	1	2	3	4



SECTION 3. GENERAL INDUSTRIAL RELATIONS FUNCTIONS IN YOUR ORGANISATION

14. Is a member of the board of directors responsible for Industrial Relations functions?

Yes	1
No	2

15. Is the person directly responsible for Industrial Relations functions a member of senior management?

Yes	1
No	2

- 16a. Do you have employees who are specifically responsible for Industrial Relations (excluding employee representatives)?

Yes	1
No	2

- 16b. If 'yes', how many of these employees are employed in Industrial Relations?

Full time	1
Part time	2

16c. To whom do these Industrial Relations employees report? Please state job title. \_\_\_\_\_

---

17a. Is your Industrial Relations Function:

A Separate Department	1
Part of the Personnel Department	2
Other (specify)	3

17b. If separate, in what year was this department inaugurated? \_\_\_\_\_

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18. SECTION 4. TRAINING:

On the following table appears a list of areas in which Industrial Relations training can be provided. Please indicate how many have received training (under T) and how many require training (under R) of

(a) I.R specialists

(b) Non-specialists, such as line managers

(c) Employee representatives

Area of Training	IR Specialists		Non-Specialists		Employee Reps.	
	T	R	T	R	T	R
IR Strategies*						
IR Structures*						
IR Legislation						
IR on the Shop Floor *						
Employee Representation						
Communications						
EEO Strategies*						
Collective Bargaining						
Negotiation Skills						
Strike Handling						
Other (Specify)						
No Training Required						

\* See definitions on page 16

\*Industrial relations structures

Industrial relations structures are those structures designed to regulate relationships between workers and management in a manner acceptable to both parties. Examples of industrial relations structures include committees, communication procedures, grievance procedures, disciplinary procedures, reward systems, redundancy procedures etc.

\*Industrial relations strategies

Industrial relations strategies are the decision-making processes involved in choosing appropriate approaches and allocating resources to deal with industrial relations issues. A typical decision could involve deciding on the level of collective bargaining e.g. national, industry-wide or company based.

\*Industrial relations on the shop floor

The practice of industrial relations procedures at that level of the company's operation that involves first-line supervisors, foremen, worker representatives and shop stewards.

\*Equal employment opportunity strategies

Equal employment opportunity strategies represent techniques and systems for achieving fair and equal opportunity for all minority groups employed by an organisation.

19. Who should provide Industrial Relations training for IR Specialists, Non-Specialists and Employee Representatives?

	IR Specialist	Non-Specialist	Employee Representatives
Industrial Relations Department	1	2	3
Personnel Department	1	2	3
Training Department	1	2	3
Joint Employer/Employee Organisation	1	2	3
Employer Organisation	1	2	3
Trade Union	1	2	3
Outside Consultants	1	2	3
Government Agencies	1	2	3
Universities	1	2	3
Other (Specify)	1	2	3

20. Please Describe any plans you have for the development and/or expansion of an IR Function in your organisation.

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21. SECTION 5. THE QUESTIONNAIRE

Additional comments or questions

As mentioned in the covering letter, this question provides you with an opportunity to clarify any issues to which you feel you were unable to do justice in the course of the questionnaire. Please indicate to which questions your comments are related.

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22. Did you experience any difficulty in completing the questionnaire?

Yes	
No	

Please give details:

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23. Please would you provide any other comments which you feel are appropriate.

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## APPENDIX B

A revised questionnaire for future surveys.

## Address Label

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Name of person who may be contacted in connection with this return \_\_\_\_\_

Trading Name of firm (if different from the label) \_\_\_\_\_

Telephone number \_\_\_\_\_

Date \_\_\_\_\_

Would you like to receive a preliminary report on the most important results?

YES	NO
-----	----

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Please return to:

National Institute for Personnel Research (CSIR)  
P O Box 32410  
BRAAMFONTEIN  
2017

An addressed and stamped envelope is enclosed.

## SURVEY OF INDUSTRIAL RELATIONS IN THE TRANSVAAL: 198

## INSTRUCTIONS

This survey covers a number of areas related to industrial relations within an organisation. The aim is to provide insight into the current state of industrial relations in the Transvaal.

If this study is to be useful it is important that you answer each question as thoughtfully and frankly as possible.

Please mark that option which best describes your organisation with a cross (x). If more than one option of a particular question is applicable, please mark all appropriate alternatives.

Definitions have been provided for all words marked \*.

If you feel that the format of this questionnaire prevents you from giving answers which accurately reflect your work situation, additional comments are invited in questions 21-23

If you are returning a questionnaire completed for a group please enclose a list of Transvaal subsidiaries with more than 500 employees that have been included in the return. If there are variations between subsidiaries of a group please report the most typical of the group.

## SECTION 1 PARTICULARS OF YOUR ESTABLISHMENT\*

1. Please indicate into which of the following division or divisions of Economic Activity your establishment\* falls.

Mining & Quarrying	
Manufacturing	
Construction, Building, Civil Engineering	

2. a) How many people are in your employ today including permanent, temporary and contract/migrant employees?

Total Employed \_\_\_\_\_

- b) Please indicate the numbers of each race group employed in your establishment.

Asians	
Blacks	
Coloureds	
Whites	

---

\*For definition see page 8.

3. a) Please indicate whether this return is for a group, a head office or a subsidiary or branch.

Group	
Head office only	
Head office which is simultaneously a subsidiary of a larger South African group	
Branch or subsidiary	
Single firm without branches or subsidiaries	
Other (specify) (e.g. a construction site)	

- b) If you are a subsidiary of a larger group, please identify the group. \_\_\_\_\_

4. If a head office

- a) do you provide IR services for subsidiaries?

Yes	No
-----	----

- b) If yes, how many subsidiaries do you provide Industrial Relations services for?

Size of subsidiaries	Transvaal	Elsewhere
With 500 or more employees		
With fewer than 500 employees		

- c) Are I R services provided for you by a higher level group head office?

Yes	No
-----	----

If either a head office or a subsidiary:

(if you have subsidiaries respond as a head office)

	Yes	No	Partly	N/A
d) Does head office lay down the overall industrial relations policy?				
e) Does head office lay down the industrial relations structures and procedures at branches?				
f) Does head office handle negotiations over working conditions at branches?				
g) Does head office monitor disciplinary and grievance actions at branches?				
h) Are strikes handled by head office?				

f) If the answer to h) is "yes" or "partly", when does head office step in? \_\_\_\_\_

SECTION 2. THE INDUSTRIAL RELATIONS POLICY OF YOUR ESTABLISHMENT

5. Do you have a formal policy\* on Industrial Relations?

Written	
Unwritten	
None	

6. Do you have an action procedure for dealing with strikes, work stoppages, etc.?

Written	
Unwritten	
None	

If you have answered 'No' to both 5 and 6, omit Question 7.

\*See definition on p.8.



7. By what means have these policies been communicated to employees?  
(mark all applicable)

Not communicated to employees	
Written documents circulated	
Briefing groups	
Explained during orientation/induction	
Informally communicated	
Communicated to worker representatives	
Communicated via an in-house magazine or newsletter	
Other (specify)	

8. a) Are you covered by

An Industrial Council Agreement*	
Wage Determination*	
Agreement between the Chamber of Mines and the Council of Mining Unions	

- b) If covered by industrial council agreements please list the industrial councils \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

\* For definitions see page 6

\*Establishment

An organised staff of employers and employees operating within or from a single premises (possibly comprising several buildings). Head office, subsidiaries and branches are considered separate establishments even if housed in the same building.

\*Industrial Council agreement

The Industrial Council is a voluntary body, which must be registered, and whose function is to endeavour by the negotiation of agreements, or otherwise, to prevent disputes from arising and to settle disputes that have arisen, and to take such steps as it may think expedient to bring about the regulation and settlement of matters of mutual interest to employers and employees

An Industrial Council can be formed by a registered trade union (or group of trade unions) together with any number of employers or employer associations.

\*Wage Determination

A wage regulating measure in terms of a determination made under the Wage Act or Labour Relations Act.

\*Recognition agreement

A Recognition agreement is an agreement between a trade union, on the one hand, and an employer, on the other hand. In terms of this agreement the trade union is recognised as the representative of all or some of the employees of the employer who are members of the union, insofar as this representation is detailed in the agreement (Piron : 1982)

\*Formal policy

A policy which has been agreed on by top management and communicated to subordinates.

\*Closed Shop

Employment in an establishment is conditional on membership of a specified trade union.

9a. Do you have any contact with a union or unions

Yes	No
-----	----

b. If yes, how frequently?

daily	weekly	monthly	irregularly
-------	--------	---------	-------------

c. Please give the initials of the unions \_\_\_\_\_

\_\_\_\_\_

d. If you have signed or are negotiating any recognition agreements\* with specific unions please indicate the unions involved (use their initials) \_\_\_\_\_

\_\_\_\_\_

e. If you are subject to a closed shop\* please indicate the unions in whose favour it is \_\_\_\_\_

\_\_\_\_\_

f. If you negotiate with unions over wages and working conditions outside industrial council or the Chamber of Mines agreements, please indicate the unions \_\_\_\_\_

\_\_\_\_\_

g. How many shop stewards do you officially recognise in your establishment?

--

\* For definitions see page 8

h. What facilities do you provide for shop stewards?

Check off*	
Time off during working hours for union business	
Freedom to recruit	
Use of notice boards	
Office space	
Use of telephones	
Free access to a management representative	
Leave to attend union meetings or training courses	
Other (please specify	

For which unions? \_\_\_\_\_

i. Do shop stewards or union representatives participate in IR structures or procedures?

Shop stewards committees	
Grievance procedures*	
Disciplinary procedures*	
Redundancy procedures*	
Safety committees	

For which unions? \_\_\_\_\_

j. If you have other forms of contact with unions, please specify the form of the contact and the unions involved \_\_\_\_\_

\*For definitions see page 14

k. Have you had a strike or work stoppage since 1983?

Strike		Work Stoppage	
Yes	No	Yes	No

How many in the past year?

In how many was a union involved in negotiating a settlement?

Which unions? \_\_\_\_\_

10a. Do you have an internal Employee Representative Committee\*?

Yes
-----

b. How many such committees? \_\_\_\_\_

c. What is the title of the most senior management representative who meets with the Committee? \_\_\_\_\_

d. What is the average number of worker representatives on such a committee? \_\_\_\_\_

e. Are the worker representatives 

appointed
-----------

elected?
----------

f. What matters are discussed by the Employee Representative Committees?  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

\*For definitions see page 14.

11. In developing an industrial relations policy and procedures, from which organisations have you received assistance over the past year? Rank in order of importance to you (1 highest, leave item blank if not used).

Institute for Industrial Relations (Johannesburg)	
Institute of Labour Relations (Unisa, Pretoria)	
University (specify)	
Employer Organisation (specify)	
Employee Organisation (specify)	
Head office	
Other companies (specify)	
Consultants (specify)	
Other (specify)	

\*Redundancy

Reduction in the labour force of an enterprise, company, or office owing to a closure, technical change, re-organisation, or a diminution in economic activity.

\*Codes of employment practice

Codes that have been drawn up by various individuals or groups (e.g. Sullivan, EEC, SACCOLA/URBAN FOUNDATION). These codes lay down employment standards according to which companies systematically try to provide fair and equal opportunity consistently throughout the organisation for all employees.

\*Corporate social responsibility (internal and external)

This refers to the company's concern for social priorities, inasmuch as business firms are expected to serve a wider range of human values and to contribute more to the quality of life than only providing goods, services and employment. Internal corporate responsibility refers to the company's concern for the general well-being of its own staff, whilst external corporate responsibility refers to the company's debt to, and concern for, the environment at large.

\*Black advancement

Efforts being made toward the development and training of Black workers in particular, in terms of the codes of employment practice. This entails ensuring that Blacks are provided with the opportunities commensurate with their potential, and that legal and other restraints are removed.

\*Grievance procedure

A formal system for handling an employee's expression to management of discontent or a belief that an injustice has been suffered in a job-related matter. This represents the procedure to be followed by the person with the complaint, as well as the manner in which various relevant parties (e.g. worker representative; supervisor) are expected to respond.

\*Disciplinary procedure

A procedure established for dealing with instances, in which employees are alleged to have been involved in unacceptable behaviour, by prescribing disciplinary action to be taken when required.

\*Downward communication systems

This is the imparting of information within an organisation from the top downward. Such systems most often serve two purposes:

- (1) informing employees of their job responsibilities and of their importance within the organisation and
- (2) enlisting the understanding and support of employees about management objectives.

The actual link in this chain of downward communication is the relationship between supervisor and subordinate who in turn informs his/her subordinate and so on. One example of downward communication would be briefing, another example would be the use of a bulletin/notice board.

\*Employee representative committee

A body of people who are chosen from within an organisation to make representation to management on behalf of the workers, over and above their regular day-to-day job. Formal meetings are held by management and worker representatives, either jointly or separately, for considering work-related issues.

\*Labour/Management conflict

Labour/management conflict arises from conflict of interest. If this cannot be resolved by negotiation, a strike or lock-out may result.

\*Check off facilities

The employer agrees to deduct union dues from wages and to pay them over to the union.

\*B/C/A

Blacks, Coloureds and Asians.



12. Do you have a formal policy on items 1-22 below? If so, please indicate which classes of employees this policy applies to. (If you do not have such a policy please leave blank).

Function	All Races	Only for	
		Whites	B/C/A *
Employment contracts			
Recruitment			
Selection			
Induction			
Training and Development			
Job Evaluation			
Salary Scales			
Fringe Benefits			
Employee Promotion			
Downward Communication Systems*			
Industrial Safety			
Redundancy*			
Grievance Procedure*			
Disciplinary Procedure*			
Employee Representation: Unions*			
Employee Representation: Employee Representative Committee*			
Strike Handling Procedure			
Labour/Management Conflict*			
Codes of Employment Practice*			
Corporate Social Responsibility: External*			
Corporate Social Responsibility: Internal*			
Black Advancement*			
Other (specify)			

\*For definitions see page 13 and 14

13. Procedures

Do you have a formal grievance and/or disciplinary procedure?

- |  | grievance                | disciplinary             |
|--|--------------------------|--------------------------|
| 1) how many steps has the procedure?   | <input type="checkbox"/> | <input type="checkbox"/> |
| 2) what level of management must decide or refer the matter at each step?                                |                          |                          |
|  | 1) _____                 | _____                    |
|  | 2) _____                 | _____                    |
|  | 3) _____                 | _____                    |
|  | 4) _____                 | _____                    |
| 3) what is the highest level of management to whom a case goes for final decision?                       | _____                    | _____                    |
| 4) is the employee allowed to have his case put forward by a union or employee committee representative? | <input type="checkbox"/> | <input type="checkbox"/> |
| 5) How frequently has the procedure been used in the last three months?                                  | <input type="checkbox"/> | <input type="checkbox"/> |

comments \_\_\_\_\_

14. Do you have a formal redundancy procedure  Yes  No
- 1) how much warning must you give employees? \_\_\_\_\_
- 2) are union officials advised beforehand?  Yes  No
- 3) is a joint meeting between management and union officials or employee representative committee members to discuss the situation mandatory?  Yes  No
- 4) on what principle are employees selected for lay off?
- a) last in first out  Yes  No
- b) least efficient first  Yes  No
- c) worst disciplinary record first  Yes  No
- d) other, please specify \_\_\_\_\_

5) a) is severance pay granted to employees?

Yes	No
-----	----

b) If so how is it calculated? \_\_\_\_\_

\_\_\_\_\_

15. Upward Communication

If you have formal procedures for upward communication for matters arising on the shop floor, does this include

1) meetings between management and

	regular	irregular
employee representative committee		
union officials		
shop stewards		

2) other forms: please specify \_\_\_\_\_

\_\_\_\_\_

3) What procedures are adopted for very urgent and serious matters? \_\_\_\_\_

\_\_\_\_\_

16. Below are listed various areas related to personnel management and industrial relations and persons who might be involved.

Please indicate if they make the actual policy decisions (mark column D) or are consulted before policy decisions are made (mark column C)

Function	I.R Specialist		Personnel Department		Line Management		Unions		Employee Representative Committee Members	
	D	C	D	C	D	C	D	C	D	C
Recruitment										
Selection										
Induction										
Training and Development										
Job Evaluation										
Wage Scales										
Fringe Benefits										
Employee Promotion										
Downward Communication Systems*										
Industrial Safety										
Redundancy*										
Grievance Procedures*										
Disciplinary Procedures *										
Trade Unions										
Employee Representative Committee*										
I R legal issues										
Labour/Management Conflict*										
Codes of Employment Practice*										
Corporate Social Responsibility (External)*										
Corporate Social Responsibility (Internal)*										
Black Advancement*										

\* For definitions see pages 13,14

SECTION 3. GENERAL INDUSTRIAL RELATIONS FUNCTIONS IN YOUR ORGANISATION

17. What is the highest level of management for whom the IR function is a distinctly specified responsibility?

A member of the Board of Directors	
Senior management at Group or Regional level	
Senior management at establishment level	
Management responsible for a specific function at establishment level	

18. Do you have employees who are specifically responsible for Industrial Relations (excluding employee representatives)?

Yes	No
-----	----

Number

19. If 'yes', how many of these employees are employed in Industrial Relations?

Full time	
Part time	

20. How is the IR function handled?

	At Group Level	At Establishment Level	At Subsidiary Level
by a separate IR department			
by a specialist section within the Personnel Department			
by specialists within the Personnel Department			
by non-specialists within the Personnel Department			
by line management and full-time IR assistants			
by line management with part-time assistance			
by line management with no assistance			

21. SECTION 4. TRAINING:

On the following table appears a list of areas in which Industrial Relations training can be provided. Please indicate which of your staff have received training (under T) and which need training (under N).

Indicate the degree to which training has been received or is required ranking the areas in order of importance (1 highest). Leave blank if no training received or needed.

- (a) I.R specialists
- (b) Supervisors
- (c) Line managers
- (d) Employee representatives

Area of Training	IR Specialists		Supervisors		Line Managers		Employee Representatives	
	T	N	T	N	T	N	T	N
IR Strategies*								
IR Structures*								
IR Legislation and Law								
IR on the Shop Floor*								
Employee Representation								
Communications								
EEO Strategies*								
Collective Bargaining								
Negotiation Skills								
Strike Handling								
Other (Specify)								
No Training Required								

\*For definitions see page 21

\*Industrial relations structures

Industrial relations structures are those structures designed to regulate relationships between workers and management in a manner acceptable to both parties. Examples of industrial relations structures include committees, communication procedures, grievance procedures, disciplinary procedures, reward systems, redundancy procedures etc.

\*Industrial relations strategies

Industrial relations strategies are the decision-making processes involved in choosing appropriate approaches and allocating resources to deal with industrial relations issues. A typical decision could involve deciding on the level of collective bargaining e.g. national, industry-wide or company based.

\*Industrial relations on the shop floor

The practice of industrial relations procedures at that level of the company's operation that involves first-line supervisors, foremen, worker representatives and shop stewards.

\*Equal employment opportunity strategies

Equal employment opportunity strategies represent techniques and systems for achieving fair and equal opportunity for all minority groups employed by an organisation.

\*Joint Employer/Employee Organisation .

For example : Institute for Industrial Relations or training units set up by industrial councils.

22. Who provides Industrial Relations training for your IR Specialists, Supervisors, Line Managers and Employee Representatives? Rank in order of importance (1 highest, leave blank if none provided by that unit).

		IR Specialist	Super-visors	Line Managers	Employee Representatives
Industrial Relations Department					
Personnel Department	Head Office				
	Establishment				
Training Department	Head Office				
	Establishment				
Joint Employer/Employee Organisation*					
Employer Organisation					
Trade Union					
Consultants	Head Office				
	Outside				
Government Agencies					
Universities					
Other (Specify)					

\* For definition see page 21

23. Please Describe any plans you have for the development and/or expansion of the IR function in your organisation.

a) Organisational

---

b) Training

---

c) Recruiting

---

d) Other

---



24. SECTION 5. THE QUESTIONNAIRE

Additional comments or questions

As mentioned in the covering letter, this question provides you with an opportunity to clarify any issues to which you feel you were unable to do justice in the course of the questionnaire. Please indicate to which questions your comments are related.

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25. Did you experience any difficulty in completing the questionnaire?

Yes	No
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Please give details:

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