



PERS 322

A SURVEY OF INDUSTRIAL RELATIONS  
IN THE TRANSVAAL

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UDC 658.315 (680)

Johannesburg, Republic of South Africa, June 1981

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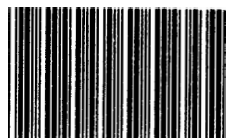
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UNIVERSITY OF TOWNSHIP

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SUMMARY

This survey covers industrial relations policies and structures, training needs, and degree of participation in industrial relations and personnel processes in 184 companies in the Transvaal. Responses have been analysed according to economic sector (mining, manufacturing or construction), number of employees (greater or less than 1 000) and percentage of Black employees (greater or less than 80%). Most of the respondents have formal industrial relations policies, and at least some recognised industrial relations structures exist within their organisations. Training has in the past been given chiefly to industrial relations specialists, and the greatest perceived need is for training for non-specialists. The degree of employee representative participation in industrial relations and personnel processes is severely limited.

The data obtained in this survey should provide a useful baseline for a longitudinal study of industrial relations changes and developments in South Africa.

OPSOMMING

Hierdie opname dek nywerheidsverhoudingsbeleid en -struktuur, die opleidingsbehoefte en graad van deelname aan nywerheidsverhoudings en personeelprosesse in 184 maatskappy in die Transvaal.

Response is ontleed volgens die ekonomiese sektor (myne, vervaardiging of konstruksie), aantal werknemers (meer of minder as 1 000) en persentasie Swart werkers (meer of minder as 80%). In die meerderheid van gevalle het respondente 'n formele nywerheidsverhoudingsbeleid gehad terwyl sommige die bestaan van 'n nywerheidsverhoudingstruktuur binne hul organisasie erken het. Opleiding is in die verlede beperk tot nywerheidsverhoudingspesialiste en die grootste behoefte is aan opleiding vir nie-spesialiste. Die graad van deelname van werknemerverteenwoordigers aan nywerheidsverhoudings en personeelprosesse is uiters beperk.

Die verkreë gegewens behoort 'n nuttige grondslag te bied vir 'n lengtedeurneestudie oor ontwikkeling en verandering in nywerheidsverhoudings in Suid-Afrika.

## FOREWORD

This study is topical, was well conceived and has been painstakingly carried out. The data has been exhaustively analysed and every step taken by the authors is reflected in the many tables and histograms, and the voluminous appendices.

The response rate, given as "40%", is fair for this sort of research; nevertheless, efforts should be made to improve this if further studies are carried out. It is probably safe to assume that companies not responding are those with less-developed industrial relations policies and procedures, and the sample is thus likely to represent a minority situation.

The main findings are well covered in the overview of results (pp. 60 - 68) but some interesting issues deserve comment, as follows:

1. 47% of companies are listed as being a party to Industrial Council agreements, while less than 3% have agreements with unregistered unions. Measuring this relationship again at some time in the future would provide valuable evidence on a crucial issue in I.R. at present.
2. More than half (of the 40%) have formal written I.R. policies. This proportion is greater in companies employing over 80% of Blacks, and it is interesting to contrast the (generally more developed) policies of the 80+ companies with others who are presumably less pressurised by smaller components of Black employees.
3. Also of interest is the generally poorer level of I.R. in the construction companies. Sound I.R. is traditionally more difficult in this industry, but the potential for conflict in what is a key economic sector is highlighted - and should be heeded. Mines are shown to lead manufacturing in most areas.

4. Less than 7% of committees carried out real, meaningful decision functions. This highlights the relatively unimportant roles played by committees, and the need to involve them far more meaningfully if they are to retain any credibility at all. Greater participation by workers in personnel management related areas is rightly stressed. Whether this is via in-company committees, or via union and shop steward involvement, is immaterial, but the need is there. These are the "positive" areas of I.R., and to neglect them is to court a largely conflict-centred or "adversary" relationship.
  
5. Finally, it is of interest to find that universities are seen by 53% as the appropriate avenues to train specialists, but that little has been done to date. In line with our own findings, however, is that the greatest perceived training need of all is for non-specialists; i.e. those entrusted with day-to-day I.R., at line manager level.

This report is very detailed, and the non-specialist will have to do some critical skim reading. Nevertheless, it is hoped that the experience gained from this study will encourage the authors to develop a more succinct approach and that they will repeat it after a period has elapsed. The I.R. scene is changing with bewildering rapidity in some areas, and the availability of comparative data on some of the key issues raised in this report will be invaluable to practitioners and policy makers alike.

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## LIST OF TERMS

Certain terms which are used throughout this report are listed and defined below. This listing will assist the reader in understanding the specific concepts used and will avoid unnecessary repetition in the text of the report.

Breakdown: refers to the division of the sample into sub-groups according to a particular criterion. The breakdown serves to identify any differences that occur between the sub-groups. Three separate breakdown analyses were performed in the present study. Each of these breakdowns is defined below.

Sector breakdown: refers to the sub-division of the sample into groups according to membership of a particular economic sector. The sample was drawn from members of three sectors of the economy: mining, manufacturing and construction. Therefore the sector breakdown analyses involved comparing responses to the survey for the three separate sub-groups. The aim of this breakdown was to compare trends and find similarities and differences between the three economic sectors.

Size breakdown: refers to the division of the sample into two groups according to size. The "Under 1 000" sub-group contained all those companies which employed less than 1 000 people. The "Over 1 000" sub-group comprised the larger companies which employed more than 1 000 people.

Percentage Black Employee breakdown: refers to the division of the sample into two groups according to the proportion of Black employees in relation to the total staff complement. The '80-' group consisted of all those companies in which less than 80% of the total staff complement was Black. The '80+' group consisted of those companies in which the Black workforce made up more than 80% of the total workforce. Due to the distribution of proportion of Black employees in the companies of the sample, 80% was chosen as a convenient cut-off point.

The aim of this breakdown was to determine any differences in I.R. policies and practices in companies that had a predominantly Black labour force to those companies that did not have a predominantly Black labour force.

Black: For the purpose of the study, the term "Black" refers to all racial groups that are not classified as White i.e. Asians, Coloureds and Africans. However, in one instance (trade union agreements), the Black group has been split up into the conventional sub-groups.

Optimal training figure: serves as an indication of the organisation's maximum overall I.R. training effort. It is derived by adding the amount of I.R. training that has been given already and the amount of I.R. training perceived still to be needed. Because there may be the need to train further, in areas in which training has been given previously, the optimal training figure is higher than the actual training effort. (In the aforementioned case, a company would be included twice, once for responding positively to the 'training received' question and once more for the 'perceived training needed' question.) Although the optimal training figure is an inflation of the actual training effort, it still provides an index of the concern for I.R. training in the sample organisations.

I.R. specialists: refers to those people who are involved specifically in the I.R. (and/or personnel) function. People included in this classification are I.R. managers, I.R. officers and the personnel practitioners who have acquired the necessary skills in I.R.

I.R. non-specialists: refers to those people who are involved with industrial relations as part of their overall line function, but are not strictly speaking part of the personnel and/or I.R. function. Line managers and supervisors are examples of I.R. non-specialists.

Employee representatives: Unless otherwise stated, the term employee representatives refers to all company employees who represent the needs and interests of the work force in some form or another.

Degree of effectiveness: refers to a ranking index constructed to evaluate differences within a particular breakdown. For example, we evaluate the situation where a high number of companies have a formal I.R. policy to be preferable to a situation where a low number of companies have I.R. policies. These ranking indices were used to summarize the results for the various breakdowns in the final chapter.

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## 1. INTRODUCTION

In the early seventies, industrial relations (I.R.) was virtually unheard of in South Africa. Now, in the eighties, it is an established organisational practice and a flourishing academic discipline. Establishing key dates in the growth of the study and practice of industrial relations may give us some clues as to the factors involved in its rapid rise to prominence. The South African Labour Bulletin appeared in 1974, the South African Journal of Labour Relations in 1977. In 1976 both the Institute for Industrial Relations and the Institute of Labour Relations were established. In 1980 the first Chair in Industrial Relations was created at the University of Port Elizabeth.

The most obvious precipitating factors for the development of interest in industrial relations were the Black strikes of 1973/74, originating in Durban. Management had perhaps been lulled into a sense of false security by South Africa's admirable record of industrial peace through the late sixties and early seventies. Suddenly the discontent of Black workers was brought forcibly to their attention, and action had to be taken. Wage increases were an immediate and short term response. If, however, such grievances were not to catch management unawares in the future, some slightly longer term steps had to be taken. "Employer-employee communication" became all-important, and this concern may be seen as the first step along the road towards developing adequate industrial relations structures for employees of all races. Trade unions for Whites had been recognised by the State since 1924 but it is interesting to note that it was unrest on the part of Black workers which led to a renewed interest in industrial relations.

Government legislation provided the solution for concern about communication, and the form of the first industrial relations structures. In 1973, the Native Labour (Settlement of Disputes) Act was amended to allow the establishment of liaison committees as well as works committees. Whether due to the shock effect of the strikes, or the new legislation, or both, the growth in committees was astonishing. In 1972, 24 registered works committees existed. In 1974, 207 works committees and 1 482 liaison committees had been established, and by

1975, 287 works committees and 2 042 liaison committees were in existence.<sup>1</sup>

Initial industrial relations interest focussed on committees. In 1974, the National Development and Management Foundation organised a conference on works and liaison committees. In the same year, the Institute for Personnel Management held a conference which called on commerce and industry to upgrade the works and liaison committee system into an effective tool for labour relations. The call was endorsed by the President of the Confederation of Labour, and the SEIFSA annual meeting also emphasised the role of works and liaison committees (Race Relations survey, 1979).

In 1974, speaking at a SABRA conference, the then Minister of Labour discussed the question of works and liaison committees. He accepted that a commission of enquiry into the system of communication between employees and management might be necessary, but only after employers and Black employees had had more experience with the committee system. In 1977, the Commission of Enquiry into Labour Legislation received a brief from the State President to examine legislation "with specific reference to modernising the existing system for regulation of labour relations and the prevention and settlement of disputes, eliminating bottlenecks and problems within the entire sphere of labour, and laying a sound foundation for labour relations in the future" (White Paper on Part One of the Report of the Commission of Enquiry into Labour Legislation). What happened between 1974 and 1977 to shift the focus from committees to labour relations in general?

Part of the answer must lie in the magnitude of the 1973/74 strikes. In 1973, 229 281 man-days were lost as a result of strikes.<sup>2</sup> This far exceeds the strikes of 1961, when 60 115 man-days<sup>3</sup> were lost.

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<sup>1</sup>Report of the National Manpower Commission, 1980

<sup>2</sup>Report of the National Manpower Commission, 1980

<sup>3</sup>South African Statistics, 1970

In 1974, 59 224 man-days were lost by all workers.<sup>1</sup> The shock waves of these strikes carried far beyond the actual years in which they occurred.

In addition, pressure against discrimination in the labour field was growing both within and outside South Africa. Some of this pressure found its expression in 1977 when the Sullivan, EEC and Urban Foundation/SACCOLA codes of employment practice were drawn up. Although not all of the initial versions of these codes specifically mentioned industrial relations practices, any Black-White comparison within the labour sphere would highlight the glaring differences between the groups in terms of industrial relations legislation and practice. The Urban Foundation/SACCOLA code was the beginning of an interesting exercise in self-examination by some South African organisations, to be followed by the Institute of Race Relations' reports on Ford (1979,1980), the Federated Chamber of Industries' industrial relations guidelines (1980) and the Barlow Rand industrial relations guidelines (1981). The external and internal pressures to expand Black industrial rights beyond committees were given further impetus by the growth of Black unionism after 1974.

The publication of the first report of the Wiehahn Commission in early 1979 gave clearer form and additional impetus to industrial relations changes. Although the initial and most far-reaching Wiehahn report related to the role of Blacks in the South African industrial relations system, the suggested changes implied a redefinition of the role of Whites, and a process of change likely to affect all employees and employers was set in motion. In order to chart some of the processes of this change, the National Institute for Personnel Research has undertaken this industrial relations survey. It is hoped that the findings of the survey will give an indication of the organisational changes which have accompanied industrial relations changes, and also provide a base-line for the measurement of further change.

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<sup>1</sup> Report of the National Manpower Commission, 1980

Chapter 2 of the report provides a description of the aims and method of the survey, and of the sample of organisations which responded to the survey. Chapter 3 sets out the results of questions relating to industrial relations policies, processes and training needs. Chapter 4 provides an overview of results and a summary of the trends evidenced in the survey.

## 2. METHODOLOGY

### 2.1 Aims of the survey

The aim of the survey was to gather information on the state of industrial relations in organisations in the Transvaal at the end of 1980. It was hoped to provide a framework within which further, more detailed, investigations could be carried out, as well as a base-line for possible longitudinal studies. The questionnaire sought to elicit information in the following areas: industrial relations policies and structures, degree of participation in personnel and industrial relations processes, and training needs. The effectiveness of existing structures and processes was not measured, as this could not easily be done by means of a survey. Only management perceptions have been tapped; the views of employees or their representatives were not sought.

### 2.2 Procedure

#### 2.2.1 Formulation of the questionnaire

The questionnaire was developed by the Industrial Relations Study Group of the NIPR. It was based on a survey of the literature as well as an assessment and listing of organisational functions related to industrial relations.

Draft copies of the questionnaire were sent to 25 organisations, who were asked to complete it and comment on its contents. Comments and criticism were also obtained from the Institute of Labour Relations at UNISA and the Institute for Industrial Relations. The questionnaire was modified in accordance with the comments and advice obtained.

### 2.2.2 The survey

Specifications of sample size (minimum of 500 employees), sector (mining, manufacturing and construction) and region (Transvaal) were sent to the UNISA Bureau of Market Research who supplied the names and addresses of 462 companies whose specifications complied with the stated requirements.

The questionnaire, an accompanying letter and a self-addressed return envelope were sent to the selected companies (see Appendix A).

A reminder letter and duplicate questionnaire were sent to companies who had not responded to the survey within 25 days. Once no more replies were being received, the completed questionnaires were coded. (For details on response rates see 2.4.1 "Participating Companies".)

### 2.3 The questionnaire

Data were obtained by means of a mailed questionnaire and covering letter which explained the purpose of the survey and requested participation in the survey (Appendix A).

#### 2.3.1 The structure of the questionnaire

The questionnaire was divided into five sections:

- i) Particulars of the company;
- ii) Industrial relations policy;
- iii) General industrial relations processes;
- iv) Industrial relations training;
- v) General comments concerning areas covered by the questionnaire.

#### 2.3.1.1 Particulars of the company

This section was included to obtain biographical data for the survey (cf. 2.4).

#### 2.3.1.2 Industrial relations policy

This section covered different areas relating to industrial relations policy. These included:

- i) The existence of an industrial relations policy;
- ii) The scope of the policy - does it cover all relevant issues such as recruitment, corporate responsibility, worker representation, etc. - to whom does such policy apply, for example, Whites, Blacks, all employees;
- iii) Which outside organisations provided assistance in drafting such policy and associated procedures - for example, Institute for Industrial Relations, Institute of Labour Relations, universities, etc. ;
- iv) How policy is communicated to employees;
- v) Does policy cover relationships with outside bodies such as unions, and industrial councils;
- vi) Is there an internal worker representation system?

#### 2.3.1.3 General industrial relations processes

This part of the survey aimed at placing the industrial relations function within an organisational context. Questions revolved around who decides and/or advises on policy in various I.R.-related areas. Furthermore, the nature and status of the function was established by examining who is responsible for industrial relations, how many people are employed to deal with industrial relations, whether it is a separate division or part of an existing division and, if separate, when was the industrial relations division established.



#### 2.3.1.4 Industrial relations training

The purpose of including a specific section on training in the questionnaire was to determine: what I.R. training has been provided; what I.R. training is required; and for whom such training is relevant, (for example, industrial relations specialists, line management, and employee representatives). The organisation's perceptions concerning who should provide such training were assessed.

#### 2.3.1.5 General comments concerning areas covered by the questionnaire

This section was included to provide respondents with the opportunity of commenting and expanding on any item in the questionnaire, as well as supplying additional information pertinent to this particular organisation.

### 2.4 The sample

#### 2.4.1 Participating companies

The survey questionnaire was sent to 462 companies operating in the Transvaal. A list of all companies operating in the Transvaal in the mining and quarrying, manufacturing and construction sectors of the economy was obtained from the Market Research Department of UNISA. Although initially it was intended only to include companies that employ more than 500 people, 20 organisations (11 % of the final sample) had staff complements of under 500 employees.

Completed questionnaires were received from 184 organisations. This figure represents a response rate of 40 %. The representative nature of the sample is greater than the response figure suggests because, in many cases, the questionnaire was sent to several subsidiaries of a particular holding company and only one reply, which covered all the subsidiaries, was returned.

The questionnaire included a number of biographical items providing a description of participating companies. Each of these items will be dealt with separately.

## 2.4.2 Description of the sample

### 2.4.2.1 Total number of employees

The total number of people employed at the 184 companies was 585 025 ( $\bar{X} = 3\ 179,5$ ; S.D. = 7 180,9). The distribution of staff complements is represented in Figure 2.1.

From Figure 2.1 it can be seen that 74 organisations, representing 40% of the sample, employed less than 1 000 people, and 107 organisations (58%) employed between 1 000 and 80 000 people. Data on total staff complement were missing for three organisations.

### 2.4.2.2 White employees

The distribution of the number of Whites employed by the 184 companies of the sample is represented in Figure 2.2. From Figure 2.2 it can be seen that 81 companies (44%) each employed less than 200 Whites. None of the companies included in the sample employed more than 20 000 Whites.

### 2.4.2.3 Black employees

The distribution of the number of Black employees employed by the 184 companies of the sample is represented in Figure 2.3.

From Figure 2.3 it can be seen that only 14 companies (8%) employed less than 200 Blacks. Furthermore, 77 organisations (42%) employed more than 1 000 Blacks.

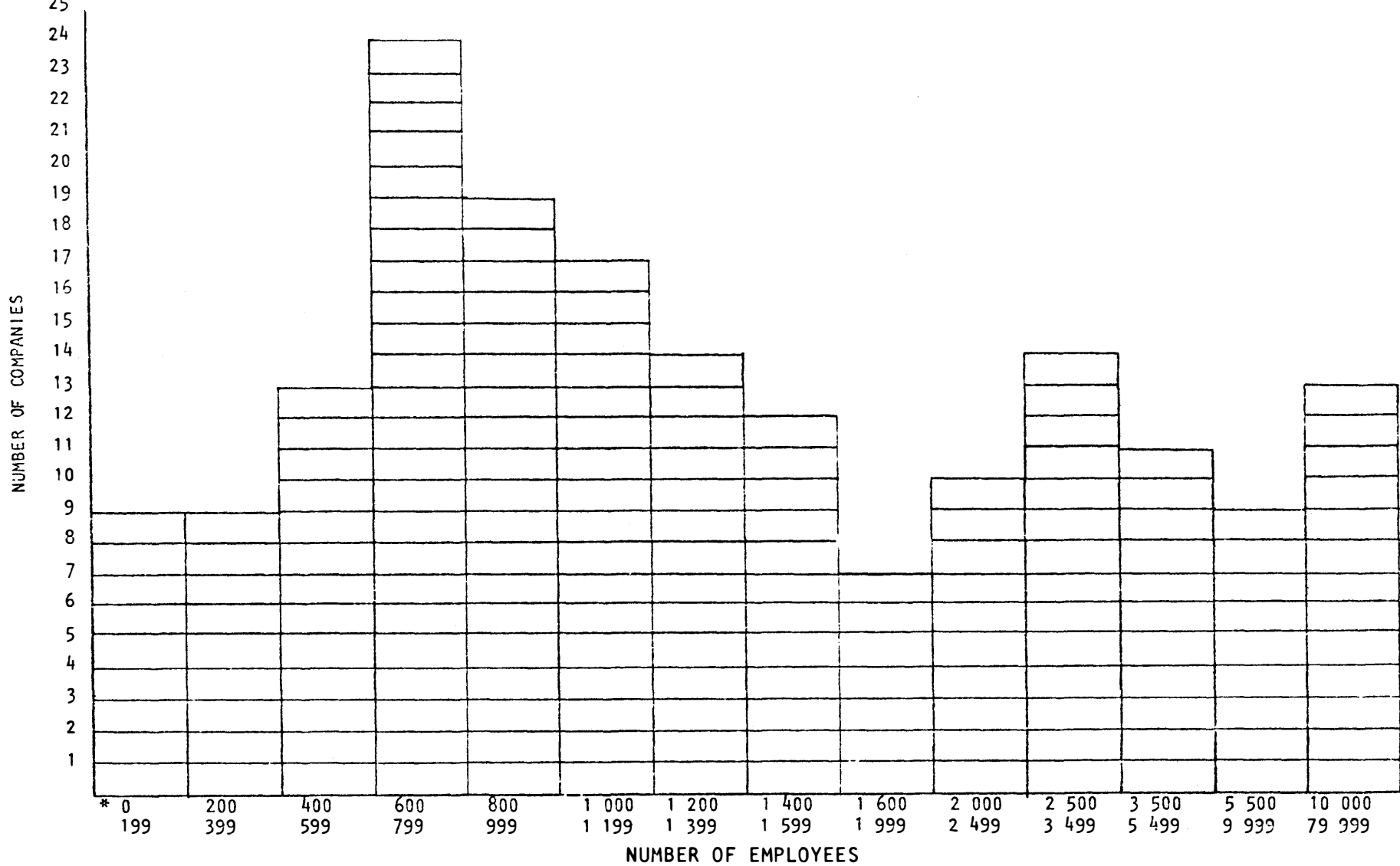


FIGURE 2.1: Histogram: Participating companies; Distribution of total labour force (N=181; Missing cases=3)

\* Please note that the size of the intervals is not equal because the original intervals were condensed to facilitate convenient representation of the distribution of scores. Condensation procedures were also used for all subsequent biographical histograms (Figures 2.2 through 2.5).

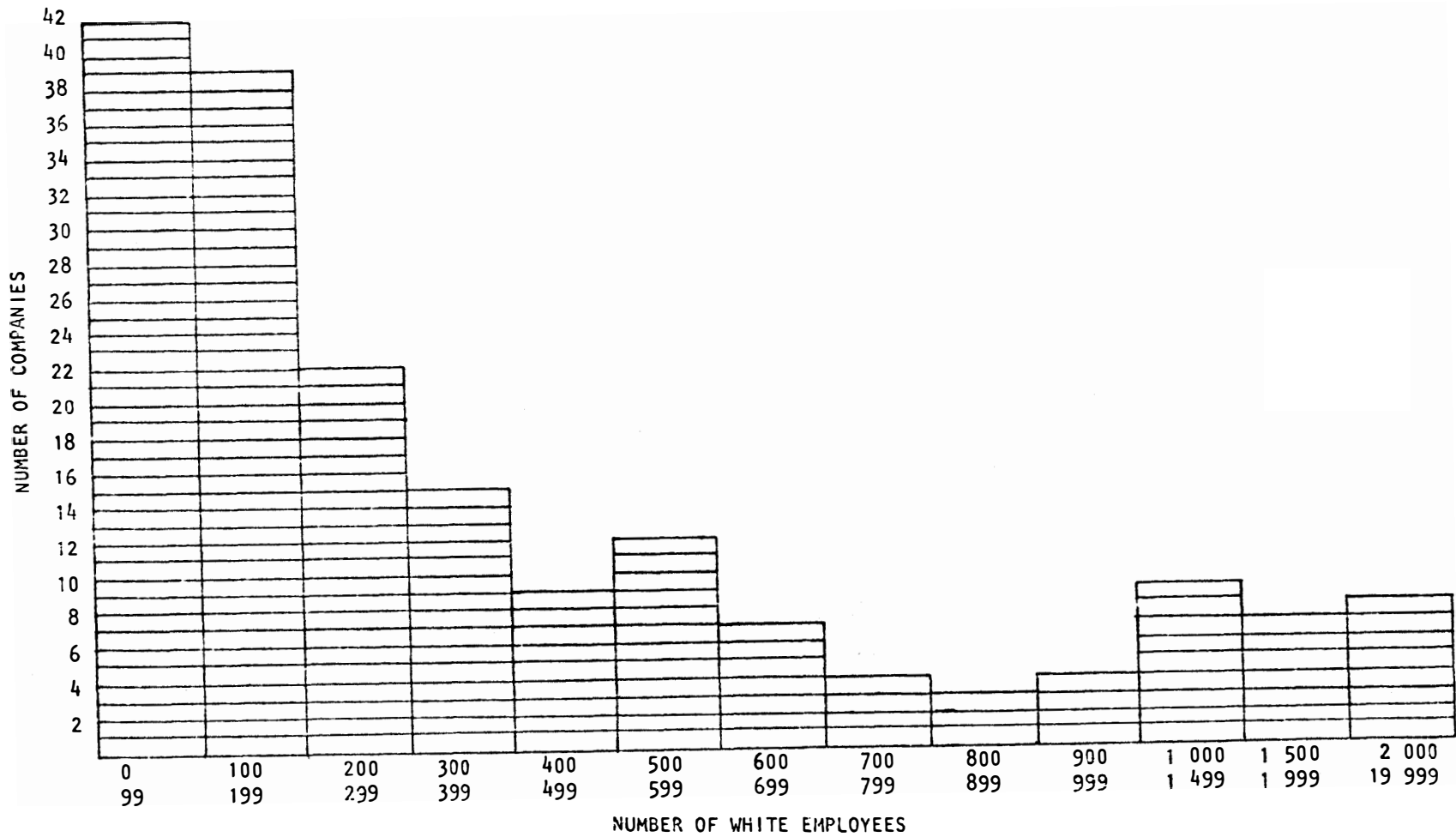


FIGURE 2.2: Histogram: Participating companies; Distribution of total White labour force (N=181; Missing cases=3)

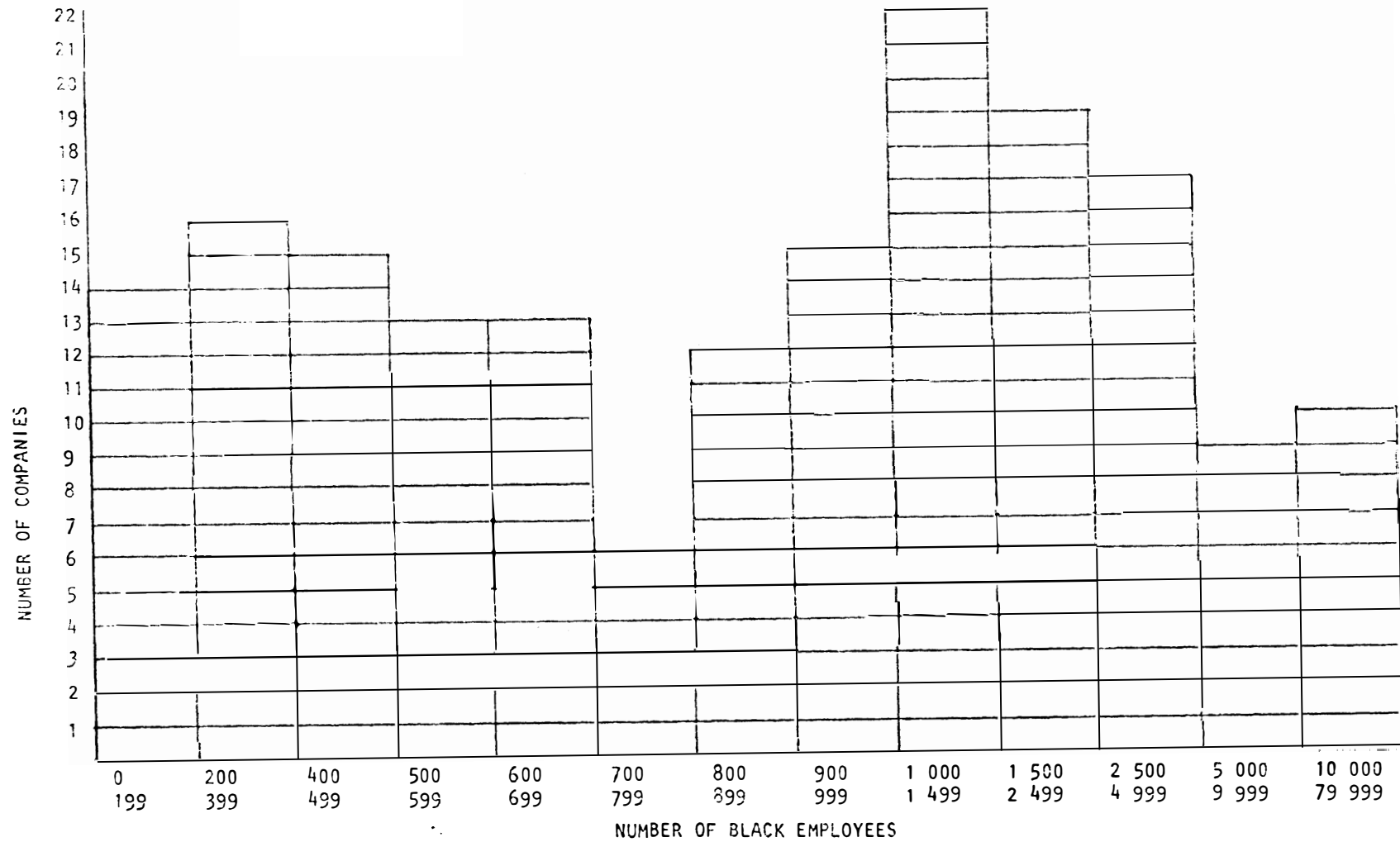


FIGURE 2.3: Histogram: Participating companies; Distribution of total Black labour force (N=181; Missing cases=3)

To place the proportion of the Black work force in context as related to each company's size, and to establish whether the predominance of Blacks in a company influenced industrial relations policies, practices and training, the ratio of Black work force to total work force was calculated.

Seventy five companies (42% of available data) had a staff complement consisting of less than 80% Black employees. One hundred and five companies (58% of available data) had staff complements consisting of more than 80% Black employees. Data on Black staff complement were missing for four companies.

#### 2.4.2.4 Migrant workers

The distribution of the number of migrant workers employed by the 184 companies included in the sample is presented in Figure 2.4. It can be seen from Figure 2.4 that 87 organisations (47%) had less than 100 migrant workers.

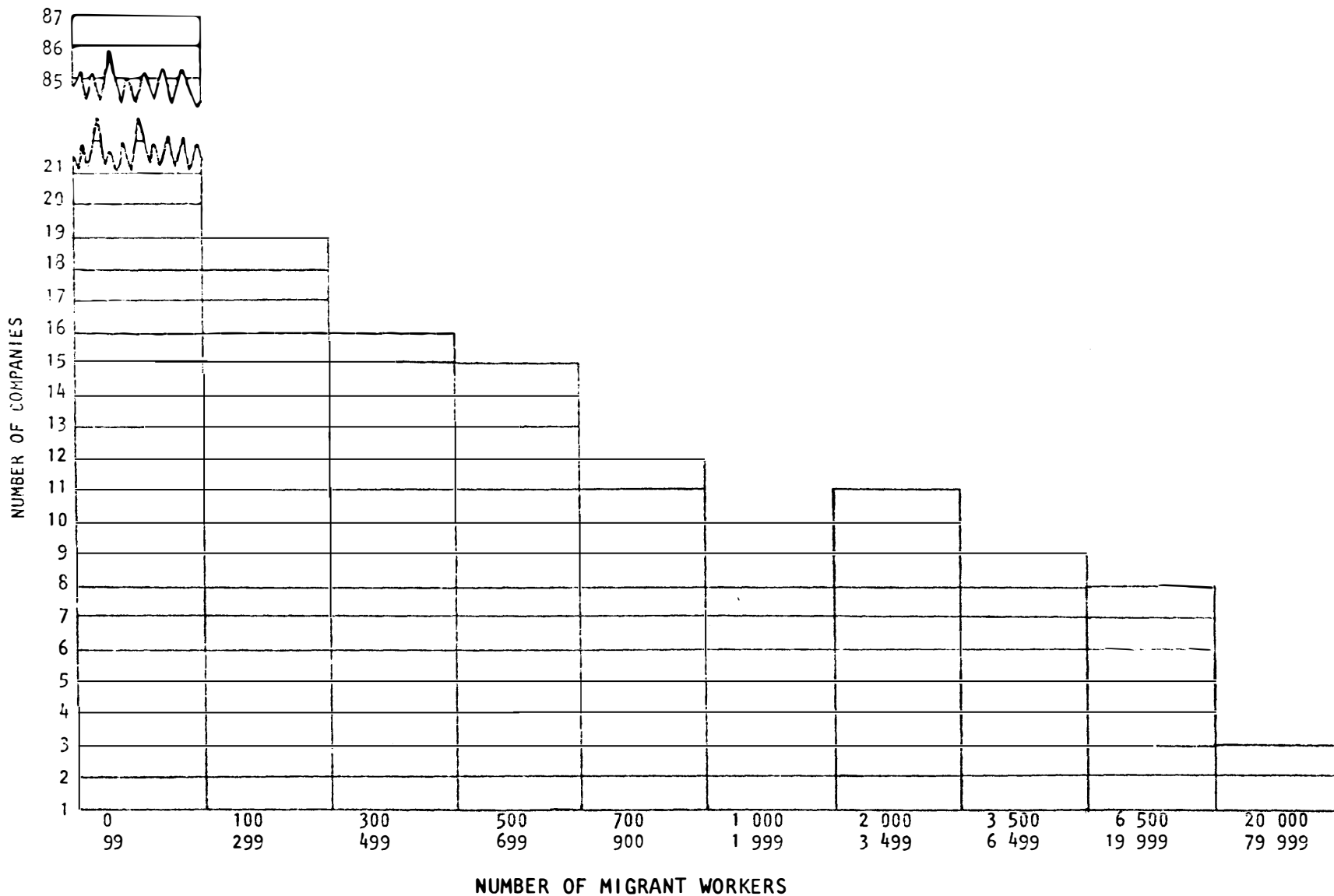
#### 2.4.2.5 Skilled, semi-skilled, and unskilled labour

The distribution of skilled, semi-skilled and unskilled labour<sup>1</sup> is presented in graph form in Figure 2.5. From this graph it can be seen that 118 companies (71%) had a staff complement of less than or equal to 20% skilled labour. Furthermore, only eight companies (five per cent) had a labour force consisting of more than 50% skilled employees.

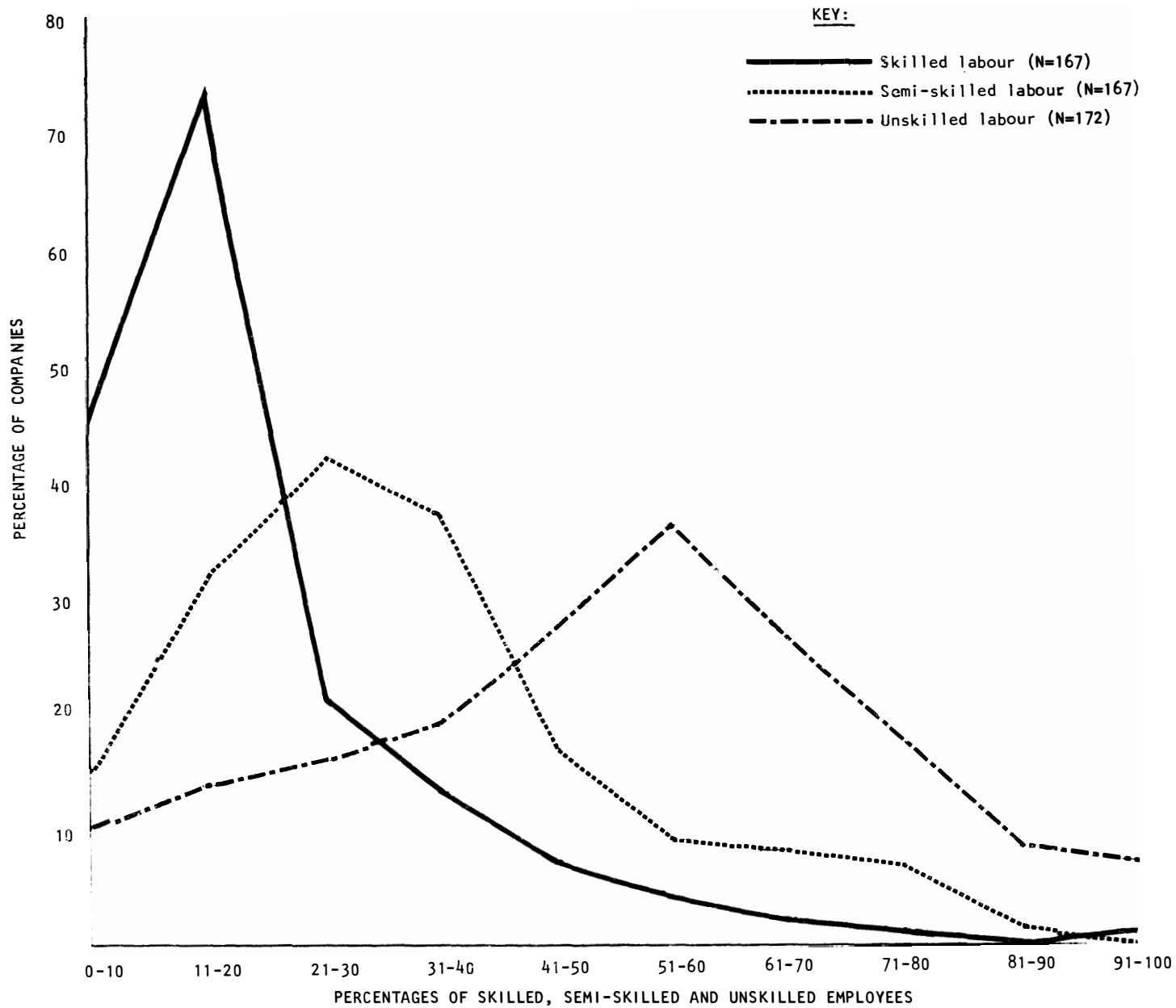
The distribution of semi-skilled employees was similar to that of the skilled employees but with a flatter curve. One hundred and forty-three companies (86%) had a labour force consisting of less than 50% semi-skilled employees.

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<sup>1</sup>See Appendix A, p.73 for definitions of different labour skill level used in the present study.



**FIGURE 2.4:** Histogram: Participating companies; Distribution of total migrant labour force (N=181; Missing cases=3)



**FIGURE 2.5:** Frequency polygon: Participating companies; Distribution of skilled, semi-skilled and unskilled employees



The distribution of unskilled workers was fairly even across the sample, ranging from 10 companies having less than 10% unskilled workers, peaking at 51 - 60% unskilled workers (36 companies, representing 21% of available data) and, finally, seven companies employing more than 90% unskilled labour (see Figure 2.5).

#### 2.4.2.6 Economic sector

The sample was limited to the mining, manufacturing and construction sectors of the economy. The breakdown of the sample according to sector is presented in Table 2.1.

Table 2.1: Breakdown of organisations according to economic sector

Economic Sector	Number of companies	%* of sample
Mining	48	26
Manufacturing	99	54
Construction	28	15
Mining and manufacturing	2	1
Mining and construction	2	1
Manufacturing and construction	4	2
Missing data	1	1
TOTAL	184	100

\*Percentages rounded to the nearest whole number in this, and all subsequent tables

From Table 2.1 it can be seen that more than half of the sample was drawn from the manufacturing sector, roughly a quarter from the mining industry and 15% from construction. It is evident also that there was some overlap between sectors concerning the functions of certain organisations. Such overlaps occur when the companies in question were involved in activities in two of the three aforementioned sectors. No cases were reported where an organisation's activities overlapped into all three sectors.

2.4.2.7 Head office and subsidiary branches

The final item of biographical information to be discussed is whether the respondents were representative of the head office of an organisation, a subsidiary branch, or a combined head office and subsidiary branch. A breakdown along these dimensions appears in Table 2.2.

Table 2.2: Breakdown of respondents according to head office vs. subsidiary branch status

Organisational representation	Number of companies	% of sample
Head office	71	39
Subsidiary branch	99	54
Combined organisation	12	6
Missing data	2	1
TOTAL	184	100

From Table 2.2 it can be seen that 54% of the sample consisted of subsidiary branches and 39% were head offices of companies. Six per cent of the sample reported that they served as both head office and subsidiary branch for their respective companies.

## 2.5 Statistical analysis

### 2.5.1 Breakdown of the sample

In an attempt to obtain a clear understanding of the state of industrial relations in the Transvaal, data were divided and analysed in four different ways:

- i) The total sample. In this case no subdivisions were made. This analysis provided an overall impression of the situation;
- ii) Sector breakdown. The data were divided according to the economic sector to which the company belonged (mining, manufacturing or construction). In those cases where companies belonged to more than one sector, data were included for both relevant sectors;
- iii) Size breakdown. The sample was divided into a small group (less than 1 000 employees) and a large group (larger than 1 000 employees);
- iv) Percentage Black employee breakdown. The sample was divided into two groups, one with less than 80% Black employees (80-) and one with 80% or more Black employees (80+).

### 2.5.2 Coding the data

A coding convention was established for the survey. Because there could be more than one response to an item, separate variables were created for each cell. An example from the survey should clarify this point:

Q 15. Do you have a formal agreement with:

	A registered union	An unregistered union	A union that has applied for registration
White	X		
Black		X	
Coloured			
Mixed			X

It is feasible that a particular company has a formal policy with, for example, a White union, a Black unregistered union, and a mixed union that has applied for registration. Therefore, to cater for such responses, each cell was recoded as a separate variable. In the example above (question 15), 12 variables were developed in the coding process. Each of the variables was dichotomous (yes or no) and missing data were accounted for separately. Similar coding procedures were adopted for all 'yes/no'-type questions.

The remainder of the data consisted of quantitative data in which case no recoding was necessary (e.g. number of Black employees) or it consisted of names, in which case coding keys were constructed (e.g. "To whom do industrial relations employees report?").

### 2.5.3 Statistical techniques

Frequency distributions expressed as percentages were used for every variable in the sample. In those cases where the sample was subdivided, frequencies were presented for each subgroup (e.g. less than 1 000 and more than 1 000 in the case of the size breakdown).

The Chi-square statistical procedure was used to assess whether differences between smaller and bigger groups of companies were

statistically significant. The Chi square test was also used to assess the differences between the 80- and 80+ groups of companies<sup>1</sup>. This type of analysis evaluates whether or not empirically obtained frequencies differ significantly from expected values (Blalock, 1972).

No comparisons were made for the division of the sample into the three economic sectors because of the nature of the data. Three separate sets of frequency distributions were presented. In each case the criterion for dividing the sample was membership vs. non-membership of the economic sector in question. For example, mining was separated from non-mining (i.e. manufacturing and construction collectively). Thus, the meaningfulness of comparing the one sector to the other two combined was limited and such computations have not been reported.

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<sup>1</sup>The statistical significance of the differences between groups for the size and percentage Black employee breakdowns are denoted in the tables included in Appendices B, C and D.

### 3. RESULTS

In this section an analysis of the responses to the questionnaire is presented. Not all the results are presented: for ease of reading, emphasis is placed on the total sample. Where appropriate, comparisons for the three breakdown analyses i.e. mining, manufacturing, and construction sectors, larger and smaller organisations, and organisations employing differing percentages of Black employees have been included. Detailed analyses of the three breakdowns may be found in the tables in Appendices B, C and D.

It must be borne in mind, when examining these results, that the industrial relations function is developing very rapidly in South African organisations. Some of the respondents indicated that they were in the process of developing policies, introducing structures and providing training. The picture presented by these results therefore will be somewhat conservative, reflecting the situation in the latter half of 1980 and not taking account of changes that have occurred in 1981.

#### 3.1 Industrial relations policy

This section reflects the status quo regarding company policy on industrial relations. Included are aspects such as policy formulation and policy scope, action plans and communication processes.

Eight subsections were used to cover different policy aspects. Tables with relevant material for the total sample have been included where appropriate.<sup>1</sup>

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<sup>1</sup>All scores are expressed as percentages of the total sample.

Numbers have been corrected to the nearest whole number throughout the text as well as in the appendices.

### 3.1.1 The existence of a formal industrial relations policy

Fifty-one per cent of the organisations in the sample do have a formal written industrial relations policy, 31% of the sample have an unwritten policy and 18% have no policy at all.

From the results of the sector breakdown (Appendix B, Table B.1) it can be seen that a higher proportion of the mining industry has a formal industrial relations policy than do the manufacturing or construction industries.

The size of the organisation does not seem to be directly linked to existence of an industrial relations policy, although the incidence of formal policy is higher for larger organisations than for smaller companies (Table B.1).

More 80+ companies have formal written industrial relations policies than 80- companies (Table B.1).

### 3.1.2 Action planning for dealing with work stoppages

Forty-nine per cent of the companies contributing to the survey have a written action plan, 30% have an unwritten action plan and 21% have no action plan for dealing with matters such as employee unrest and work stoppages.

A greater proportion of the mining industry has a written action plan for dealing with work stoppage than do either the manufacturing or the construction companies (Table B.2). Although more larger companies have written procedures than do smaller companies, the smaller company group has a higher percentage of unwritten procedures than the group of larger companies. Proportionately more of the 80+ companies have action plans than 80- companies (Table B.2).

### 3.1.3 Communication of policies to employees

The majority of companies make use of orientation programmes and the worker representative committee system to communicate policy to employees. To a lesser extent, briefing groups and circulars are used to serve this function (Table 3.1). Comprehensive results of the communication of policies for the various breakdowns are presented in Table B.3 of Appendix B.

Table 3.1 The means of communicating policies to employees

Means	% of companies
(More than one response may be applicable)	
Not communicated to employees	10
Written document circulated	33
Briefing groups	34
Explained during orientation/induction	45
Informally communicated	23
Communicated to representative committee	59
Communicated via in-house magazine	10

Mining companies rely heavily on induction programmes, representative committees and briefing groups. Manufacturing companies favour representative committees for communicating policy. The construction companies do not make as much use of the above-mentioned list of communication systems as do either of the other sectors. This may be due to the dispersed nature of the construction industry where the traditional forms of communication might be less appropriate.

It would appear that larger companies make more use of all forms of communication than do smaller companies. This may be a result of the fact that more of the larger companies have formal industrial relations policies than the smaller concerns (cf. 3.1, 3.2).



It seems that the 80+ companies prefer formal means of communication such as written documents, briefing or induction procedures. The 80- companies favour a more informal system of communication (Table B.3).

#### 3.1.4 Coverage by industry-based agreements

Forty-seven per cent of the companies included in the survey are covered by industrial council (I.C.) agreements and 44% are covered by a wage determination. Sixteen per cent of the organisations are not covered by either an industrial council agreement or a wage determination.

Before discussing the results for the sector breakdown, the situation regarding industry-based agreements in the mining sector should be mentioned. The mining industry has opted for an informal agreement between employee representatives and management on matters usually covered in an industrial council or wage agreement. This accounts for the difference of trends for mining as compared to the other two sectors (Table B.4). Approximately two-thirds of the manufacturing companies are covered by an industrial council agreement whereas only one-fifth of the mining organisations are so covered. It is possible that the mining companies that responded positively to being covered by I.C. agreements are either party to I.C. agreements of other industries or the respondents interpreted the questionnaire incorrectly.

Sixty-one per cent of the construction companies are covered by wage determinations, whereas only 29% of the mining companies are covered by wage determination enforcements.

Forty per cent of the mining companies are not obliged to comply with decisions taken either at industrial councils or at wage determinations. Only seven per cent of manufacturing companies and

seven per cent of construction companies are not covered by either of the aforementioned types of agreements.

Size of company appears to have no bearing on coverage by industry-based agreements. The proportion of Black employees does influence whether or not a company is covered by these agreements. A far greater percentage of 80- companies are covered than 80+ companies (Table B.4).

### 3.1.5 Formal agreements with unions

Whereas nearly half the total sample have formal agreements with White registered unions, between 5% and 10% of companies have such agreements with Black, Coloured or mixed unions. It should be borne in mind that there are far more White registered unions than Black, Coloured or mixed registered unions. Of the 167 trade unions registered by December 1979, 79 were White, 49 were Asian and Coloured, and 39 were mixed (Department of Manpower Utilisation, 1980).

Under three per cent of the sample have formal agreements with any unregistered union or with any union that has applied for registration with the exception of Black unions that have applied for registration, where six per cent of the companies have formal agreements.

Table 3.2: Percentage of companies having formal agreements with unions

	Registered	Unregistered	Applied for registration
White	46	*1	1
Black	7	2	6
Coloured	8	1	1
Mixed	6	1	1

\*Companies that responded positively to having agreements with White unregistered unions may have misinterpreted the questionnaire. There

are no White unregistered unions. This finding, therefore, should be viewed with some caution.

Union agreements for the three economic sectors are graphically illustrated in Figure 3.1. Mining companies have agreements only with White registered unions. At this stage there are no Black mine unions, however the emergence of such unions may change the situation.

Manufacturing concerns have relatively more agreements with Black, Coloured and mixed unions than the other two sectors. Construction companies have relatively few formal agreements with any union (Figure 3.1). Larger companies have relatively more agreements with White registered unions than smaller companies. No other meaningful differences are evident for these two groups.

Both 80+ companies and 80- companies displayed similar response patterns regarding union recognition (Table B.5).

### 3.1.6 Internal employee representative committees

Twenty-six per cent of the companies included in the total sample have works committees, 69% have liaison committees and 13% have other forms of internal representative committees.

Similar trends are evident for internal employee representation in the three economic sectors (Table B.6).

The smaller and larger companies also show no differences. However, the 80- group companies show a higher proportion of companies with liaison committees than 80+ group of companies (Table B.6).

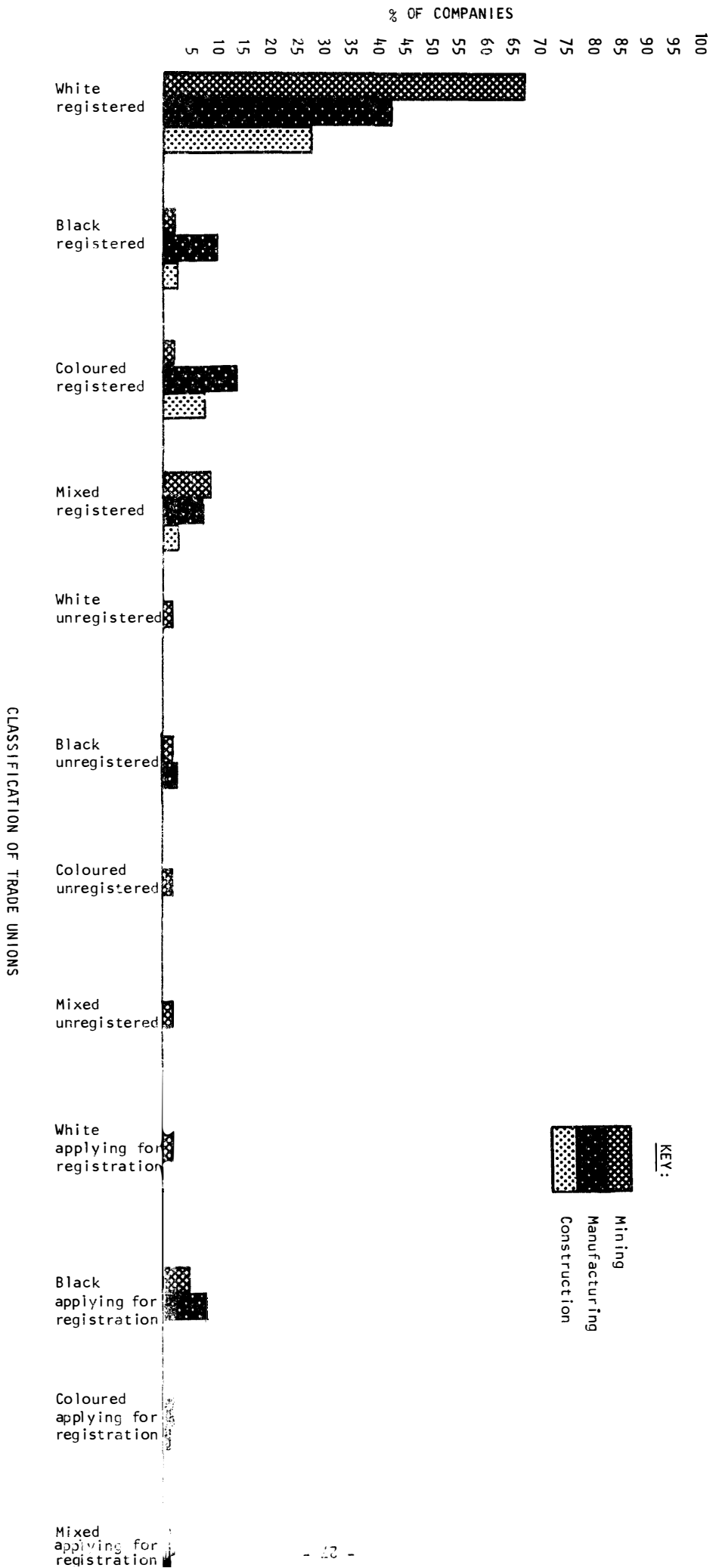


FIGURE 3.1: Histogram: Incidence of formal agreements with unions in the mining, manufacturing and construction sectors

### 3.1.7 Outside assistance in drawing up company industrial relations policy and procedures

Less than 30% of the companies received assistance from the various organisations listed in the survey (see Table 3.3). Eighteen per cent of the sample made use of an 'other' source of assistance. This mainly included overseas principals, head office and internal company departments.

Little use has been made of employee associations (e.g. unions) in developing company I.R. policy and procedures. This finding provides further evidence for the fact that employee representation based outside of the company level has been ascribed a relatively small role in company I.R. affairs. Another group of resource bodies that has been under-utilized in I.R. policy formulation is the full-time universities. (This does not include UNISA, which through its specialized department, the Institute of Labour Relations, offers services to companies. This Institute has been included as a separate item in Table 3.3.) With the exception of UNISA, Transvaal universities therefore appear to play a minor role in the field of I.R. It is interesting to note that although so few companies consulted universities when drawing up policies, 53% of the total sample responded that universities should provide training for industrial relations specialists (cf. 5.2). An appeal to universities to become involved in industrial relations training was voiced by the Minister of Manpower Utilisation, Mr. S.P. Botha, recently at the University of South Africa (Cape Times, 28th November 1980).

An indication of the use of outside organisations for the sector size and percentage Black work force breakdowns can be gained by referring to figures listed in Table 3.3.

<sup>1</sup>TABLE 3.3 : Percentages of companies making use of outside assistance in drawing up industrial relations policies and procedures

	TOTAL SAMPLE	SECTOR			SIZE		% BLACK EMPLOYEES	
		Mining	Manufac-turing	Constr-uction	Under 1 000	Over 1 000	80%-	80%+
Institute for Industrial Relations (Johannesburg)	24	10	31	23	23	25	29	21
Institute of Labour Relations (UNISA, Pretoria)	16	2	18	16	16	15	24	11*
University	4	0	6	3	4	4	6	3
Employee Organisation	6	4	9	0	8	4	9	4
Employer Organisation	28	24	30	36	26	30	38	46*
Other Companies	16	8	22	7	12	18	16	16
Consultants	15	22	13	10	12	17	10	19
Other	18	27	14	13	8	25**	15	20

\* p < ,05

\*\* p < ,01

<sup>1</sup>Chi-square tests measuring differences between groups were conducted for the size breakdown (under 1 000 vs over 1 000) and the percentage Black employee breakdown (80- vs 80+). No Chi-square tests were conducted for the sector breakdown (see list of terms).

### 3.1.8 The scope of industrial relations policy in the organisation

Table 3.4 contains a list of 20 functions that are directly or indirectly related to industrial relations. The table also indicates to whom the policies are applicable.

From Table 3.4 it appears that the functions listed can be classified into five groups according to the responses of the sample.

Firstly, between 60% and 80% of the sample have formal policy applicable to all employees in the following 12 functions:

Recruitment

Selection

Induction

Training and Development

Job Evaluation

Salary Scales

Fringe Benefits

Employee Promotions

Industrial Safety

Grievance Procedures

Disciplinary Procedures

Downward Communication Systems

In very few cases are policies in these areas applicable solely to either Whites or Blacks.

Secondly, the the areas of Redundancy, Codes of Employment Practice and Internal Corporate Social Responsibility, similar proportions of companies have policies applicable to all employees to those companies having no policies at all. As in the case of the 12 areas listed previously, few instances are evident in which the policies are applicable to either Whites or Blacks only.

TABLE 3.4 : The existence of formal policy in 20 IR-related areas and the applicability of policy to different race groups

FUNCTION	White	Black	Both	Neither
1. Recruitment	1	6	67	26
2. Selection	2	7	65	26
3. Induction	2	11	61	26
4. Training and Development	0	7	71	22
5. Job Evaluation	2	2	69	27
6. Salary Scales	2	4	75	19
7. Fringe Benefits	4	2	83	11
8. Employee Promotions	2	3	64	31
9. Industrial Safety	0	3	73	24
10. Redundancy	3	2	47	48
11. Codes of Employment Practice	1	2	52	45
12. Corporate Social Responsibility Ext.	0	2	36	62
13. Corporate Social Responsibility Int.	1	4	46	49
14. Black Advancement	1	37	25	37
15. Grievance Procedures	1	11	69	19
16. Disciplinary Procedures	0	10	70	20
17. Downward Communication Systems	0	5	59	36
18. Employee Representation: Unions	18	2	31	49
19. Employee Representation: Employee Representative Committee	2	32	48	18
20. Labour/Management Conflict	3	4	33	60

All figures in this table are percentages



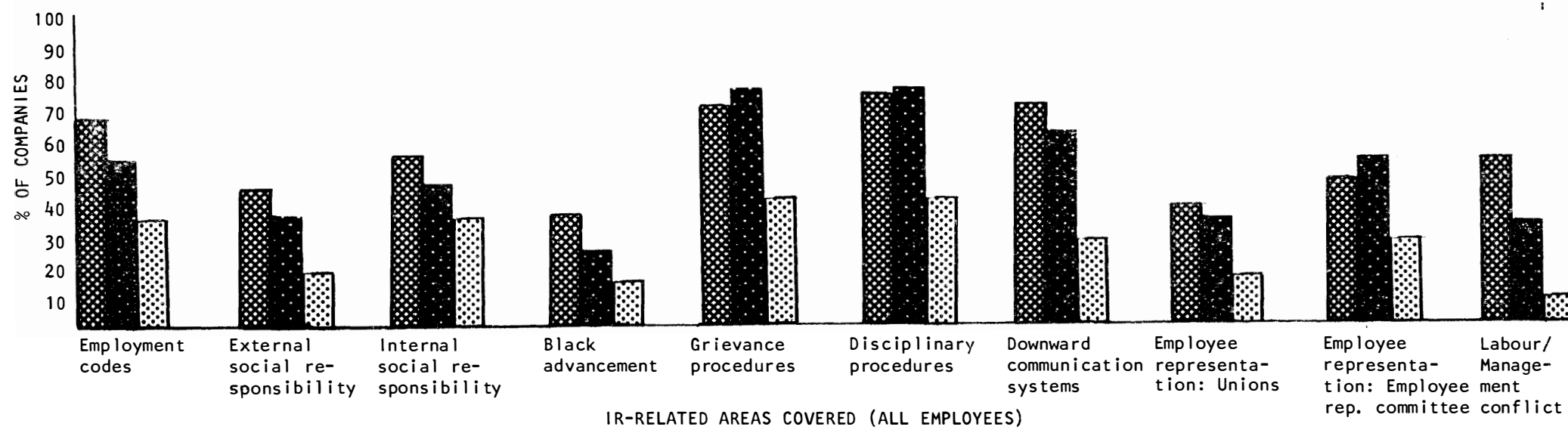
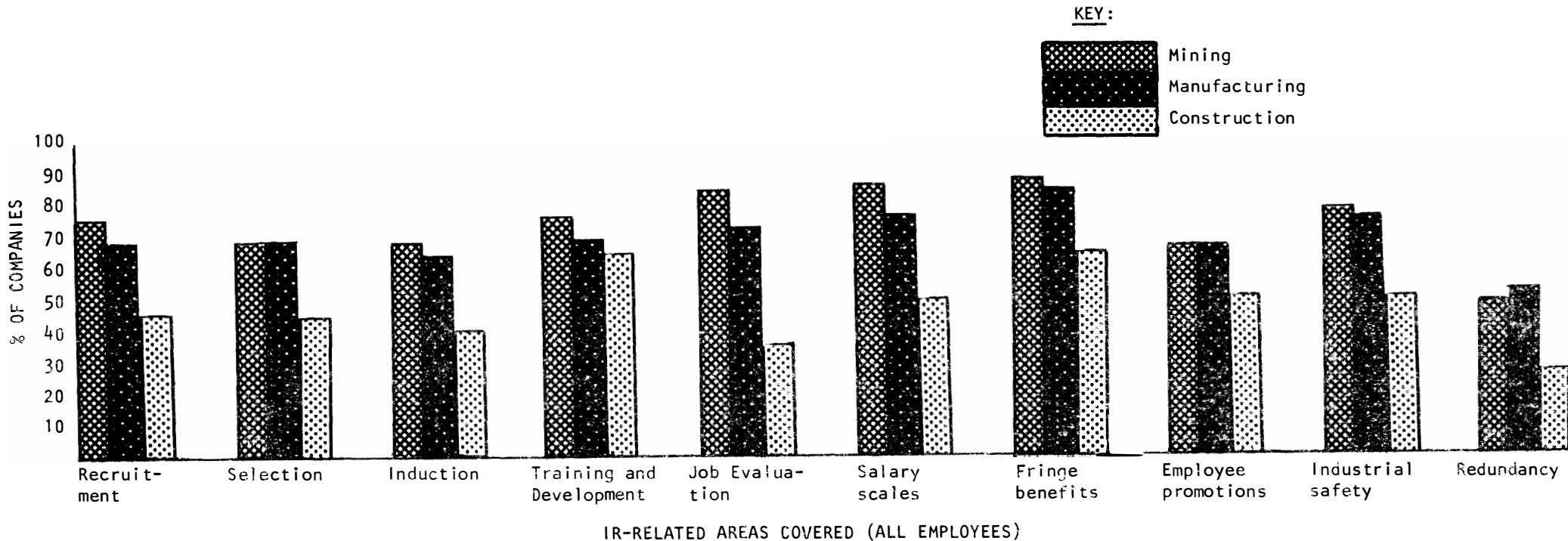
Thirdly, in the case of External Corporate Social Responsibility and Labour-Management conflict, approximately one third of the companies have policies that are applicable to all employees and nearly two thirds of companies have no policies at all.

Fourthly, in the cases of 'Black Advancement' and 'Employee Representative Committees', approximately one third of the sample have a formal policy applicable to Blacks only. Black advancement is concerned exclusively with the interests of Black employees. Many employee representative committees are composed entirely of Black members, although mixed or White committees do exist. Therefore, it is reasonable to find in companies that have policies concerning these two areas, that the policies should be applicable solely to Blacks.

Fifthly, for the function entitled 'Unions', 18% of the companies have formal policies applicable only to Whites, two per cent solely to Blacks, 31% to both groups and 49% to neither group. An examination of sector and size results will help to explain this outcome.

The results of the sector breakdown indicate that the majority of companies (60% - 100%) in the mining industry have formal policy applicable to all race groups for 13 of the 20 functions listed. In the case of the manufacturing sector, the corresponding number of functions for which more than 60% of companies have policies that apply to all races is 12, and for construction companies, the number is two (Figure 3.2; Table B.7).

No significant differences were recorded for the proportion of companies in each of the three sectors having policies specifically for the Whites or for the Blacks. However, there is an obvious difference in the proportion of companies having no policies at all. The highest scores are recorded for construction followed by manufacturing and, finally, mining.



The under 1 000 group of companies shows a smaller proportion of organisations having formal policies on the 20 industrial relations-related functions than are found in the over 1 000 group of companies. The differences between groups is particularly large for the following functions:

- Job evaluation
- Grievance procedures
- Unions
- In-house employee committees
- Labour management conflict.

No large differences were found for the two groups with regard to policies applicable solely to Whites or solely to Blacks (Table B.7).

In the case of the Percentage Black Employee breakdown, the 80- sub-group has a higher proportion of companies with policies applicable to all employees than the 80+ group. A final noticeable difference between the groups is that more 80+ than 80- companies have disciplinary procedures specifically for Blacks (Table B.7).

In summarizing, it would appear that although the situation is not yet ideal, many of the companies do have formal I.R. policies. Moreover, these policies cover a wide range of related areas and in many cases the policies apply to all employees.

### 3.2 Industrial relations processes

In this section, an assessment will be made of the degree to which different individuals and groups take decisions or play an advisory role in various industrial relations and personnel functions. In Europe, employee representatives participate in decision making in many of the traditional personnel functions such as training, productivity, safety, discipline and manpower planning (Daniel and McIntosh, 1976). They are also involved in hiring, firing, transfer,

promotion (Garson, 1977) and job evaluation systems and productivity bonuses (Slater, 1977). Both personnel and industrial relations functions therefore are included in this part of the survey.

### 3.2.1 Involvement in industrial relations procedures

#### 3.2.1.1 The role of the line manager

Line managers play a major role in industrial relations. From Table 3.5 it can be seen that line managers take industrial relations decisions in more organisations than do personnel departments, industrial relations departments, unions or other employee representatives. The lowest number of decisions taken by line managers relates to unions.

#### 3.2.1.2 The role of the industrial relations and personnel departments

More companies appear to use the personnel department in an advisory than in a decision making capacity. On all topics, more organisations expect advice from the personnel department than from any other grouping. Relatively few organisations (6% - 21%) use the industrial relations department in either a decision making or an advisory capacity. This may be explained in part by the fact that not all firms have a separate industrial relations department or industrial relations staff. The industrial relations department is involved in decision making more often than are committees, except when decisions concerning committees or unions must be made. It is interesting to note that while 21% of organisations call for advice from an industrial relations department on the subject of committees, only 14% use the advice of this department in relation to unions. As demands for recognition of and co-operation with Black unions increase, this ratio may be expected to reverse itself.

TABLE 3.5 : Total sample: Decision making and advisory roles in industrial relations procedures

	Grievance Procedure		Disciplinary Procedure		Downward Communication		Unions		Committees		Conflict	
	Decide	Advise	Decide	Advise	Decide	Advise	Decide	Advise	Decide	Advise	Decide	Advise
Line Manager	58	30	66	27	55	24	27	12	47	20	53	25
Personnel Dept	40	49	37	51	26	47	14	27	30	41	25	48
IR Dept	12	18	11	19	6	12	6	14	9	21	10	21
Committees	6	38	7	32	4	28	4	13	24	32	6	34
Unions	3	10	4	11	1	6	16	13	2	7	7	15

All figures in this table are percentages.

### 3.2.1.3 The role of committees and unions

The decision making role of both committees and unions is severely limited, with 7% or less of companies granting decision making powers to these bodies in most areas. In areas affecting their own organisation and functioning, the percentage is higher: 24% of organisations allow committees to take decisions related to committees, and 16% allow unions to take decisions relating to unions. Fifteen per cent accept advice from unions in the area of conflict, but apart from this, unions play a very small advisory role. Committees play a larger advisory role: in all areas (except the area of unions) 28% - 38% of organisations use committees in an advisory capacity. Although committees and unions are consulted equally about matters pertaining to unions, only 7% of companies consult unions about committees. This may reflect a suspicion of unions, or simply the larger number of Blacks represented by committees: 774 150 in 1979<sup>1</sup> as opposed to 161 700 Blacks represented by unions.<sup>2</sup>

### 3.2.1.4 Breakdown by sector

A breakdown by sector (Table C.1 in Appendix C) does not provide much additional information in this area. There is less decision making by industrial relations departments in the construction industry than in other industries. In the larger companies the industrial relations department plays a larger decision making and advisory role than in the smaller companies (Table C.1).

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<sup>1</sup>Report of the National Manpower Commission, 1980.

<sup>2</sup>Total Black union membership figures are hard to come by. This is an approximate figure taken from the Industrial Relations Review produced by the Anglo American Corporation in 1980.

### 3.2.2 Involvement in traditional personnel procedures

#### 3.2.2.1 The role of the line manager

More companies rely on the line manager for decisions in the personnel field than on any other grouping (Table 3.6). The advisory role of the line manager remains important, although the personnel department plays a more important advisory role in this area.

#### 3.2.2.2 The role of the industrial relations and personnel departments

The decision making role of the personnel department increases in this area (compare Tables 3.5 and 3.6), and overtakes that of the line manager in induction and job evaluation. The advisory role of the personnel department increases in importance, but the advisory and decision making roles of the industrial relations department drop significantly. Ten per cent of organisations obtain the advice of industrial relations departments on salary scales and on redundancy.

#### 3.2.2.3 The role of committees and unions

The most noteworthy feature of Table 3.6 is the insignificant role played by both unions and committees in recruitment, selection and induction. These appear to be regarded as purely management/personnel functions. Unions play an insignificant role in all the functions listed in this table, with the possible exception of redundancy and fringe benefits, where 10% and 11% of organisations respectively use them in an advisory capacity. Thirteen per cent of the companies surveyed consult with unions on salary scales. The finding on salary scales may be somewhat influenced by poor wording in the questionnaire - had the term "salaries and wages" been used, different results might have been obtained. The advice of committees is obtained somewhat more often than that of unions on training and development, fringe benefits, promotion, industrial safety and redundancy.

TABLE 3.6 : Total sample: Decision making and advisory roles in traditional personnel procedures

	Recruit-ment		Select-ion		Induct-ion		Train & Develop		Job Eva-luation		Salary Scales		Fringe Benefits		Employee Promotion		Industrial Safety		Redund-ancy	
	Dec	Adv	Dec	Adv	Dec	Adv	Dec	Adv	Dec	Adv	Dec	Adv	Dec	Adv	Dec	Adv	Dec	Adv	Dec	Adv
Line Management	59	36	70	29	39	35	67	40	47	38	50	31	46	25	82	22	77	28	67	25
Personnel Dept	42	53	37	59	57	38	38	55	51	42	46	47	42	50	19	64	16	46	22	52
IR Department	5	7	5	8	8	11	4	2	6	7	7	10	6	9	3	7	2	6	3	10
Committees	1	5	1	3	0	3	2	15	2	9	2	8	1	19	2	10	1	23	2	17
Unions	2	3	1	1	0	1	2	7	3	4	8	13	5	11	2	5	0	8	2	10

All figures in this table are percentages.



#### 3.2.2.4 Breakdown by sector

The sectional breakdown gives us similar results under personnel procedures to those obtained under industrial relations procedures. Unions play a slightly expanded advisory role in mining companies, and industrial relations departments have a larger input in mining companies than for the total sample. In construction companies, personnel departments play a smaller role in this area than they do in the other companies.

Personnel departments have a decision making and advisory role in more large than small companies. Industrial relations departments and unions also play a somewhat more important role in the larger companies than in the smaller ones (Table C.2).

#### 3.2.3 Involvement in employment codes, social responsibility and equal opportunity

In Table 3.7 the trend for line managers to take decisions in the majority of firms is continued. In the areas of employment codes, equal employment opportunities and social responsibility, the personnel department again plays an important advisory role, particularly in the area of Black advancement. The role of unions is again negligible, although 11% of organisations consult unions on the subject of Black advancement. Committees play a more important decision making role than do industrial relations departments, except in the areas of codes of employment practice and Black advancement.

Unions play a greater role in these areas in mining companies than in other companies, and are also consulted in more large companies than small companies (Table C.3).

TABLE 3.7 : Total sample: Decision making and advisory roles for employment codes, equal employment opportunities, and social responsibility

	Codes of Employment		Social Responsibility (external)		Social Responsibility (internal)		Black Advancement	
	Decide	Advise	Decide	Advise	Decide	Advise	Decide	Advise
Line Management	43	24	36	16	41	21	62	23
Personnel Dept	33	45	22	34	26	39	33	52
IR Department	11	16	6	9	5	11	7	16
Committees	1	16	10	0	20	1	1	20
Unions	4	9	1	3	1	3	3	11

All figures in this table are percentages.

### 3.2.4 Conclusions

What conclusions can be drawn from these figures? The three areas of real power in dealing with employees are recruitment, selection and salary scales. In these areas, decisions are taken chiefly by line managers. The involvement of committees, unions and industrial relations departments appears to be largely with industrial relations functions and those personnel functions which are closest to industrial relations, such as redundancy. Although wages were the cause of the initial unrest in 1973, and remain the largest cause of strikes (NDMF Survey, 1980), no employee representatives appear to have a meaningful say in this area. Some union representatives, however, have a say via Industrial Councils. Employee representative bodies (committees or unions) which are perceived by their members to have no effective say in areas central to their working lives, are unlikely to be very effective. Meaningful employee participation in traditional personnel areas, on the other hand, might well be a solution to many of the conflicts besetting this area (Godsell, 1981).

### 3.3 Status and structure of industrial relations departments

#### 3.3.1 Status of the industrial relations function

Table 3.8 shows the status of the industrial relations function in the organisations surveyed. In 46% of the total sample a member of the board is responsible for the industrial relations function, with the figure slightly higher for small companies. The majority of mining companies (90%) have a member of senior management responsible for industrial relations functions, and a smaller number of construction companies than any other group (71%) has senior management responsible for these functions. A smaller percentage of both construction and small companies (54% and 55%) have employees specifically responsible for industrial relations functions, while 76% of mining companies have employees responsible for these functions. Very few of the organisations surveyed have separate industrial relations

TABLE 3.8 : Status of Industrial relations function/department for the total sample and the three breakdowns

	TOTAL SAMPLE	SECTOR			SIZE		% BLACK EMPLOYEES	
		Mining	Manufac- turing	Constr- uction	Under 1 000	Over 1 000	80%-	80%+
Member of board responsible IR functions	46	42	45	48	52	42	46	46
Senior management responsible IR functions	86	90	88	71	84	87	84	87
Employees responsible IR functions	65	76	61	55	54	71	63	66
Separate IR department	8	8	6	10	4	9	8	7
IR department part of Personnel department	82	88	85	59	73	80	85	80
IR part of other department	10	6	10	21	13	8	10	11

All figures in this table are percentages.

departments, with construction the highest at 10% and small companies the lowest at 4%. In 81% of large companies, and 59% of construction companies, the industrial relations department is part of the personnel department. In 21% of construction companies, the industrial relations department is part of another department, usually part of line management (plant or site manager). The responses to the question concerning the date of the founding of I.R. departments could not be meaningfully analysed, because of the small number of answers.

### 3.3.2 Structure and reporting of industrial relations departments

Table 3.9 gives the number of industrial relations staff members and the department of person to whom they report. Fifty per cent of the total sample employ one or more full-time staff members in industrial relations. Mining companies are above the average for the total sample, as 62% of mining companies employ full-time industrial relations personnel, and 10% employ 7 - 10 industrial relations staff members. Construction is somewhat below the average - 42% of the construction companies surveyed employ full-time industrial relations staff. Predictably, fewer of the small companies (38%) employ such staff. Levels of part-time employees were more or less the same for all groupings.

The majority of mining companies (60%) stated that industrial relations staff report to the personnel department. Forty-six per cent of large companies fall into this category, and 43% of 80+ companies. Forty-eight per cent of the 80- companies state that industrial relations staff report direct to top management. Forty-nine per cent of manufacturing companies, and 36% of small companies, also have their industrial relations staff reporting to top management. In only 11% of the total sample did industrial relations employees report to an industrial relations department.

TABLE 3.9 : Employees concerned with industrial relations for the total sample and the three breakdowns

	TOTAL SAMPLE	SECTOR			SIZE		% BLACK EMPLOYEES	
		Mining	Manufac- turing	Constr- uction	Under 1 000	Over 1 000	80%-	80%+
Number of full-time employees: 1-2	38	44	37	29	37	39	38	38
3-6	8	8	9	10	1	12	9	6
7-10	4	10	3	3	0	8	1	6
Number of part-time employees: 1-2	15	14	16	10	12	17	18	12
3-6	9	8	8	10	7	10	9	9
7-10	5	6	5	6	1	6	3	7
Employees report to: Personnel Dept	37	60	28	27	21	46	29	43
IR Department	11	8	12	13	8	13	13	10
General Manager	16	24	10	27	31	7	8	20
Top management	34	5	49	33	36	32	48	24
Other	1	3	2	0	3	1	2	2

All figures in this table are percentages.

### 3.4 Industrial relations training

Respondents were required to state what training had been given and what training was still required for I.R. specialists, I.R. non-specialists and employee representatives for each of nine I.R. training areas. These areas are:

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

The final part of the section is focussed on perceptions of who should be responsible for providing training for the above-mentioned three groups of employees.

#### 3.4.1 Training already conducted and perceptions of training needs

##### 3.4.1.1 The total sample

##### 3.4.1.1.1 Industrial relations specialists

Results of the nine identified training areas are presented in Table 3.10. Approximately 40% of the total number of companies included in the survey have received or provided training for industrial relations specialists in eight of the nine training areas<sup>1</sup>. In the

---

<sup>1</sup>In this part of the section, the distinction between companies giving in-house training and those receiving training from external sources will not be made as it has no bearing on the question of training done and training needed. This distinction is made very clear, however, in Section 3.4.2 which deals with training responsibility.

TABLE 3.10: IR-related training already received and the training perceived to be necessary for the total sample

	IR Specialist		Non-Specialist		Employee Rep.	
	Already	Need	Already	Need	Already	Need
IR Strategies	42	31	41	50	16	36
IR Structures	47	25	47	45	29	39
IR Legislation	43	31	34	45	21	41
IR on the Shopfloor	31	31	30	49	26	51
Employee Representation	43	17	43	27	47	38
Communications	41	25	41	45	36	49
EEO Strategies	26	25	18	46	9	35
Collective Bargaining	38	32	25	51	18	48
Negotiation Skills	36	36	32	57	22	49
No training	3	2	4	5	2	8
Other	4	1	2	1	1	2

All figures in this table are percentages.



ninth area, equal employment opportunities strategies, only one quarter of the companies have had industrial relations specialists trained (Table 3.10).

Organisations' perceptions of training needs for industrial relations specialists indicate that between 25% and 36% of the companies identify the need for training industrial relations specialists in eight of the nine areas. In the ninth area, employee representation, only 17% of companies perceived a need for the training of industrial relations specialists (Table 3.10).

These results seem to indicate that for each of the nine I.R. training areas, the maximum number of companies that have already trained or perceive the need to train industrial relations specialists (optimal training figure) is approximately 75%. The inflated nature of the optimal training figure is taken into consideration and it is assumed that the inflationary effect is uniform throughout the sample (see List of Terms).

Returning to the results for the areas of I.R. on the shop floor and equal employment opportunity strategies, the optimal training figure for these areas is 51% and 62% respectively. It must be noted that because the optimal figure is 75% for any industrial relations area it does NOT mean that only 75% of companies train or perceive the need to train industrial relations specialists. It does indicate that only for the particular industrial relations area in question do 75% of the companies consider the need to train or have trained industrial relations specialists. In fact, only three per cent of the sample have not trained for industrial relations areas and 2% perceive there being no need for training of industrial relations specialists (Table 3.10).

#### 3.4.1.1.2 Non-specialists

Non-specialists have been defined as people such as line managers who are involved with industrial relations affairs but are not strictly speaking part of the personnel and/or industrial relations function.

It appears that the pattern for training of non-specialists is similar to that for training specialists although in areas such as industrial relations legislation, employment codes, and collective bargaining, a smaller proportion of companies have trained industrial relations non-specialists.

The perception of training needs is far greater for industrial relations non-specialists. This results in the optimal training figure being between 80% and 90%. Exceptions to this trend are employee representation and equal employment opportunity strategies where the optimal figure is 70% and 64% respectively.

Four per cent of companies have not trained non-industrial relations specialists at all and five per cent perceive no need for such training (Table 3.10).

#### 3.4.1.1.3 Employee representatives

It is necessary to differentiate labels between the group of people called employee representatives and the area of training labelled employee representatives. The former term refers to the group of company employees who represent the workforce in some form or another. The latter meaning of employee representation refers to one of the nine identified areas of industrial relations training. Included in such training would be input on all areas covered in the process of employee representation.

In approximately 20% of the companies included in the sample, employee representatives have received training in the areas of I.R. strategies, I.R. structures, I.R. legislation, I.R. on the shop floor,

collective bargaining and negotiation skills. Forty seven per cent of the companies have employee representatives who have received training in the area entitled 'employee representation'. In 36% of the sample, employee representatives have been trained in communications, and in nine per cent of the sample, employee representatives have been trained in equal employment opportunities strategies (Table 3.10).

It appears that between one third and one half of the companies perceive the need for training employee representatives in the nine I.R. training areas. The proportion of the sample perceiving the need to train employee representatives is higher than the corresponding training needs figure recorded for I.R. specialists but lower than the perceived training needed for I.R. non-specialists.

The optimal training figure for employee representatives ranges from 44% in the case of equal employment opportunity strategies to 85% (employee representation, communications). In most of the nine training areas, the optimal training figures range between 60% and 75%.

In two per cent of companies there has been no industrial relations training of employee representatives, and in eight per cent of companies no such training is perceived to be necessary (Table 3.10).

In summarising training trends for the total sample, it would seem that the greatest amount of training given so far has been for the industrial relations specialists, closely followed by non-specialists and, lastly, by employee representatives. The greatest perceived needs are to train non-specialists, employee representatives and, finally, industrial relations specialists. Combining training already received and training needed, it appears that the optimal training figure is far higher for non-specialists than for either the industrial relations specialists or the employee representatives.

### 3.4.1.2 Breakdown by sector

A detailed tabulation of training already received and training needed for the mining, manufacturing and construction sectors of the economy is provided in Appendix D (Table D1.1). Also included in Appendix D are similar detailed tabulations for the size breakdown and for the percentage Black employee breakdown. In this section, the discussion of the training effort for the various breakdowns will be limited to the discussion of overall trends. This will include referring to the optimal training figure instead of looking at figures of training already performed and perceived training needed. When interpreting the findings the reader is urged to bear in mind the fact that the optimal training figure is higher than the actual training effort.

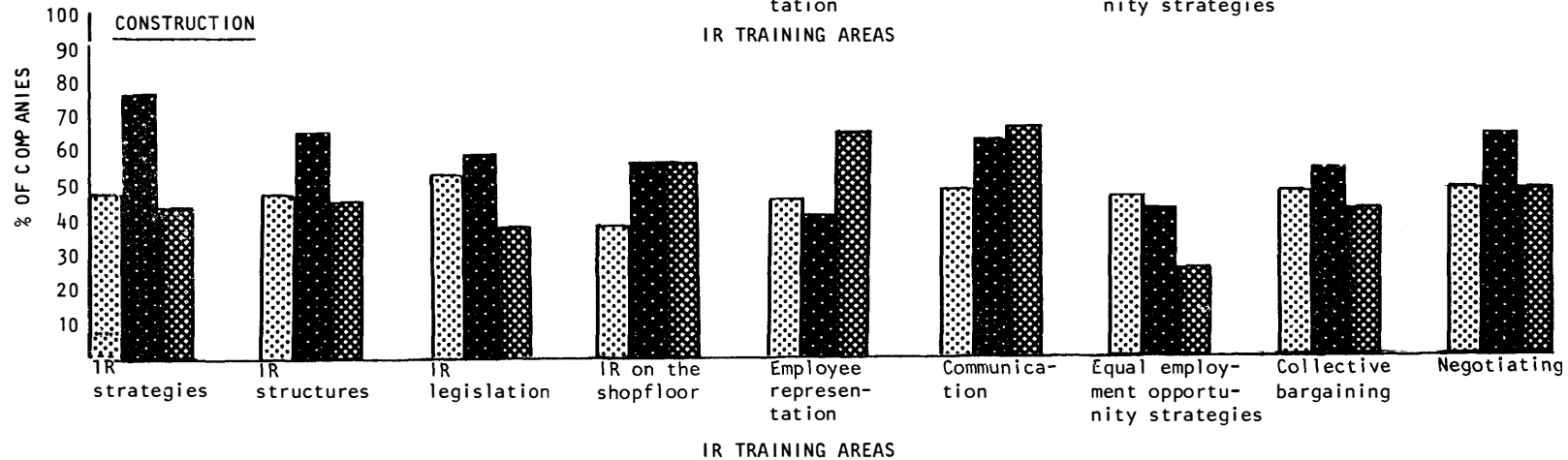
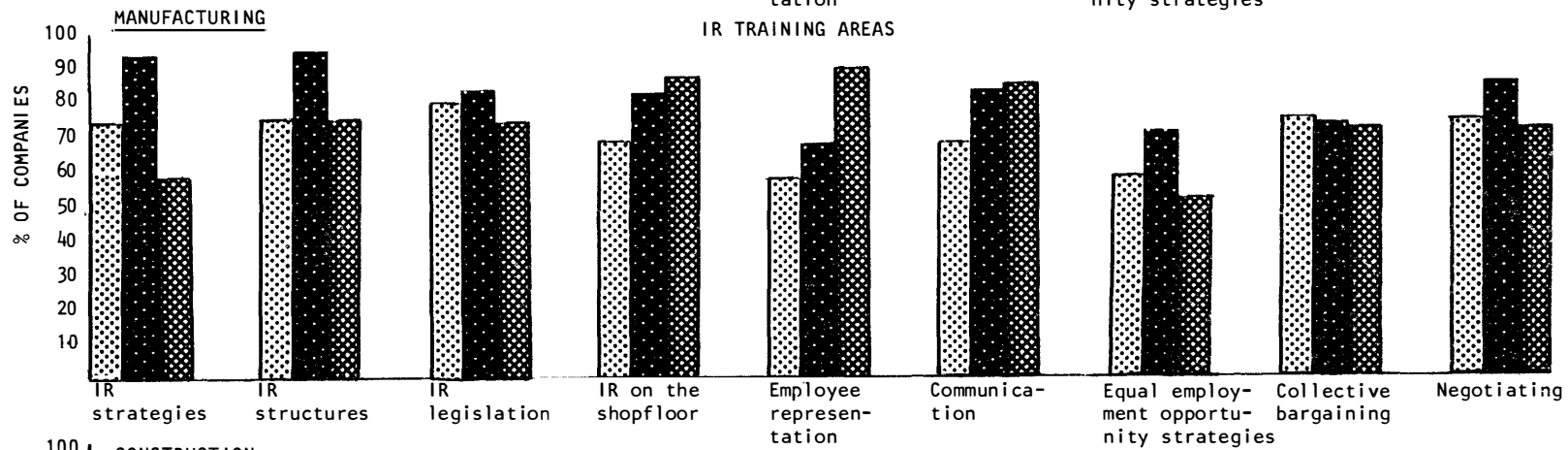
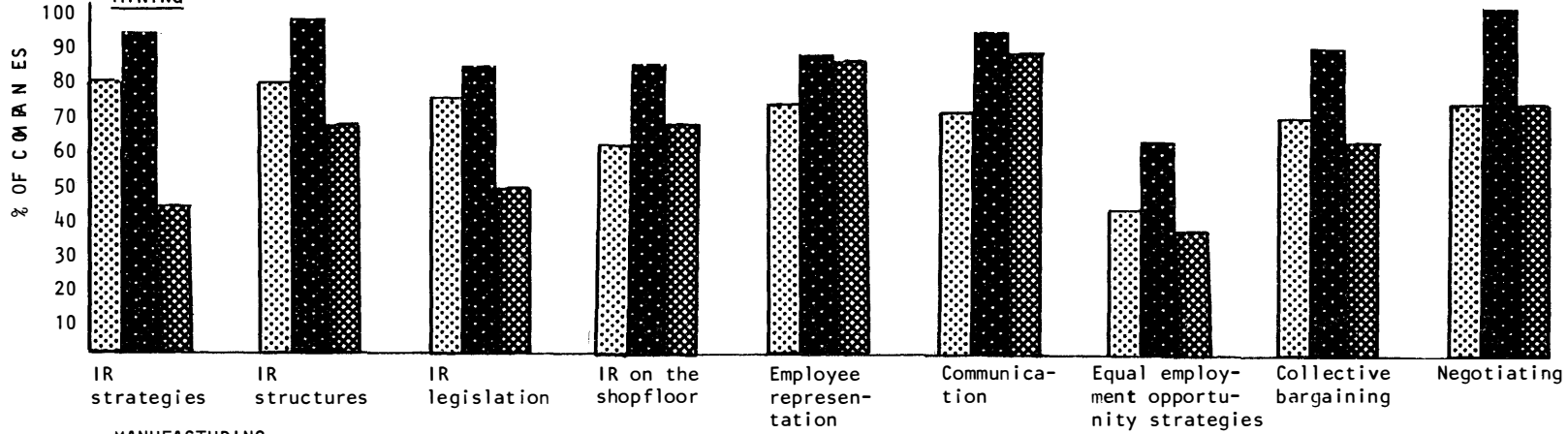
A summary of results for the mining, manufacturing and construction companies is provided in Figure 3.3 and Table 3.11.

In the mining industry the optimal training figure for non-specialists is considerably higher than for the other two groups of employees. Industrial relations specialists have the next highest figure but in the cases of I.R. on the shopfloor, employee representation and communication, employee representatives have a higher index.

A far greater balance of the optimal training figure is evident for the three groups of employees in the manufacturing industry. The overall order of rating is firstly industrial relations non-specialists, and then employee representative as slightly higher than the industrial relations specialist.

A similar pattern to the manufacturing sector became clear for the construction companies.

An overall comparison for the three sectors is provided in Table 3.11. It appears that the mining and manufacturing industry view industrial relations training in a comparable light. However, the training effort for the construction industry appears to be considerably less than for the other two sectors of the economy (Table 3.11).



**FIGURE 3.3:** Histogram: Company sector comparison; Optimal training figures for IR specialists, non-specialists and employee representatives

**KEY:**

- IR specialist
- IR non-specialist
- Employee representative

Table 3.11: Average optimal training figures for the mining, manufacturing and construction sectors

	Mining	Manu- facture	Con- struction	Average
IR specialists	68	71	47	62
IR non-specialist	88	82	58	76
Employee representative	63	75	48	62
Average	73	76	51	

All figures in this table are percentages

### 3.4.1.3 Breakdown by size

The results of the size breakdown have been summarised in Figure 3.2 and Table 3.12. Comprehensive tabulations of these results are presented in Appendix D (Table D.1.2).

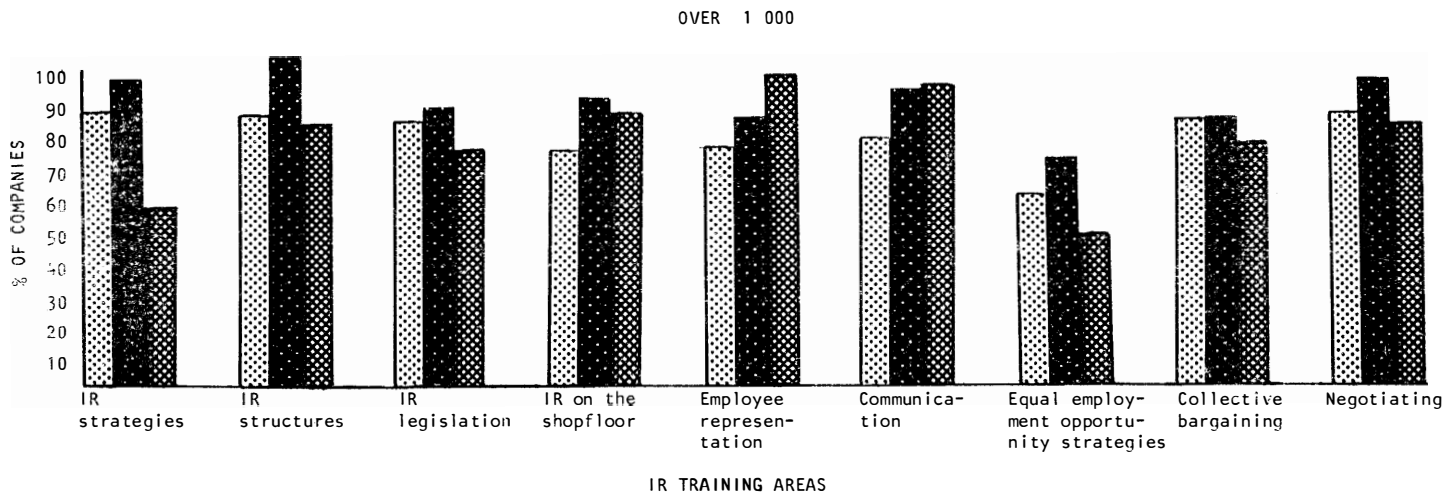
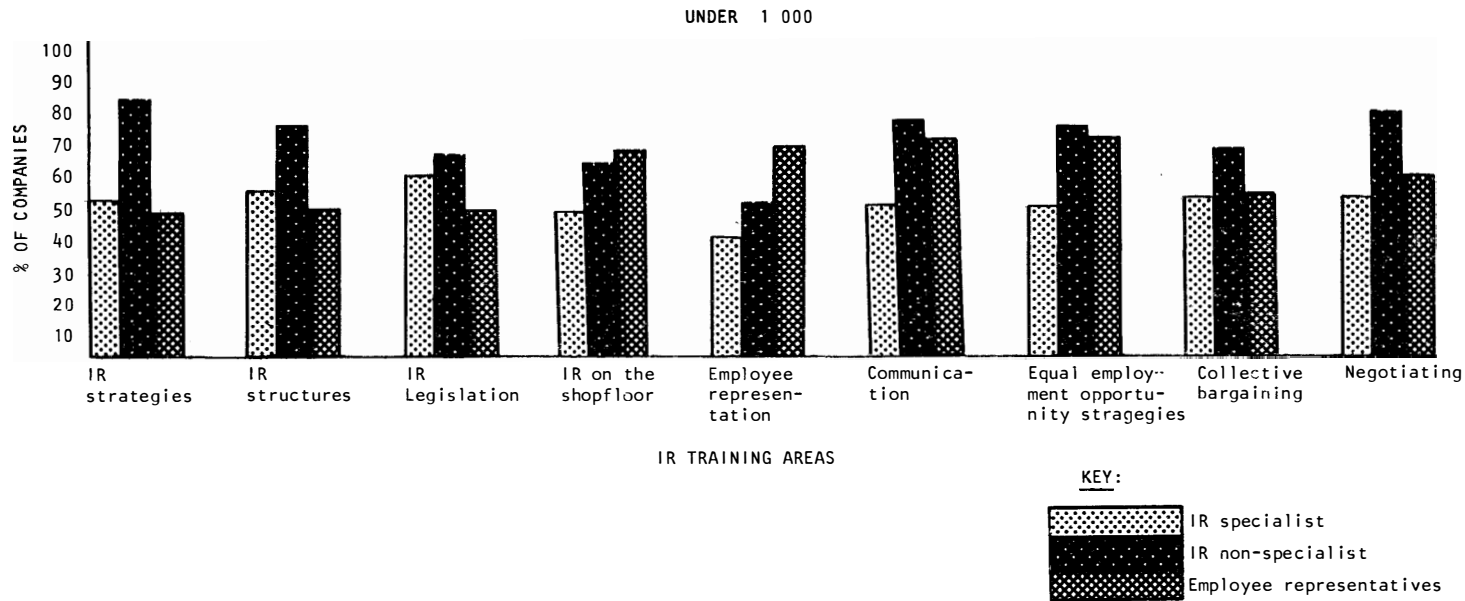
In the smaller companies (under 1 000 employees) I.R. non-specialists had the highest optimal training figures. Employee representatives had the second highest optimal training figures and I.R. specialists had the lowest scores for most of the nine I.R. training areas.

In the larger companies (over 1 000 employees) the highest optimal training figure was obtained for industrial relations non-specialists, followed by the other two groups who had similar overall scores. It appears that larger companies have much higher optimal training figures than smaller companies (Table 3.12, Figure 3.4).

Table 3.12: Average optimal training figures for small and large companies

	Under 1 000	Over 1 000	Average
IR specialists	47	79	63
IR non-specialists	67	90	79
Employee representatives	54	77	66
Average	56	82,3	

All figures in this table are percentages



**FIGURE 3.4:** Histogram: Company size comparison; Optimal training figures for IR specialists, non-specialists and employee representatives

3.4.1.4 Breakdown by percentage Black employee

The results of the percentage Black employee breakdown have been summarised in Figure 3.5 and Table 3.13. Comprehensive tabulations of these results have been included in Appendix D (Table D.1.2). In companies employing less than 80% Blacks (80-), industrial relations specialists (73), industrial relations non-specialists (74), and employee representatives (74) all appear to have similar optimal training figures.

In 80+ companies industrial relations non-specialists have a far greater average optimal training figure (84) than the other two categories of relevant employees, both of which share the same scores (63).

When comparing the two groups, 80+ companies show far higher scores for non-specialists (84 vs. 76) but lower scores for industrial relations specialists (63 vs. 73) and employee representatives than 80- companies (63 vs. 74).

Table 3.13: Average optimal training figures for 80- and 80+ companies

	80-	80+	Average
IR specialists	73	63	68
IR non-specialists	76	84	80
Employee representatives	74	63	69
Average	74	70	

All figures in this table are percentages



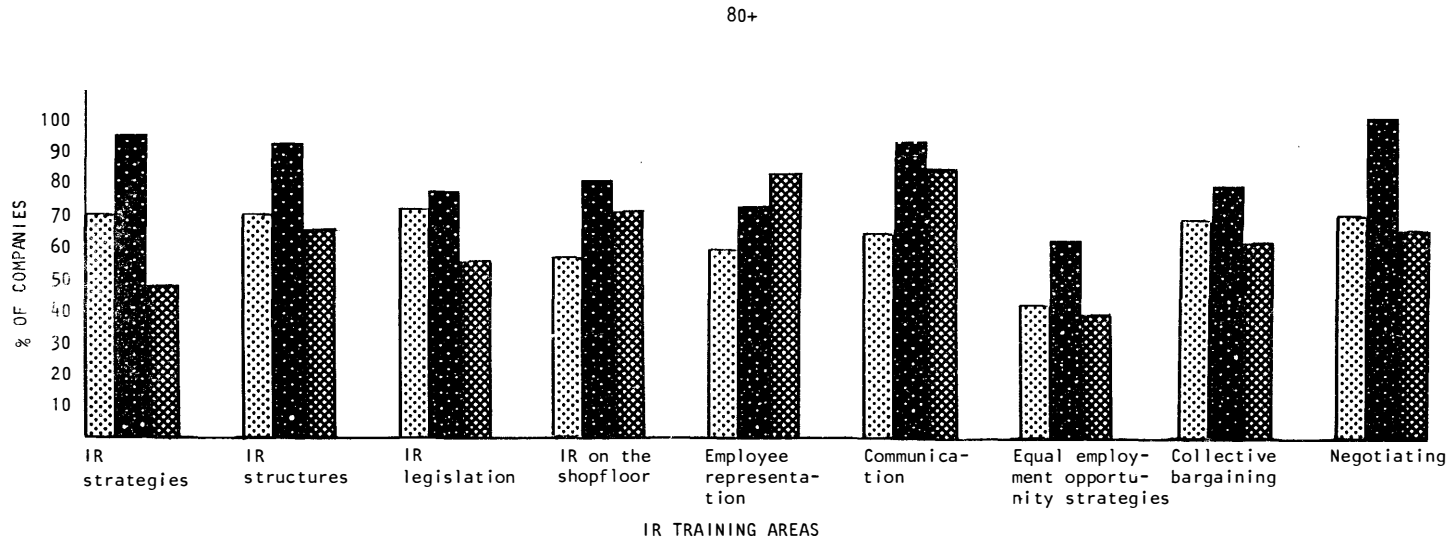
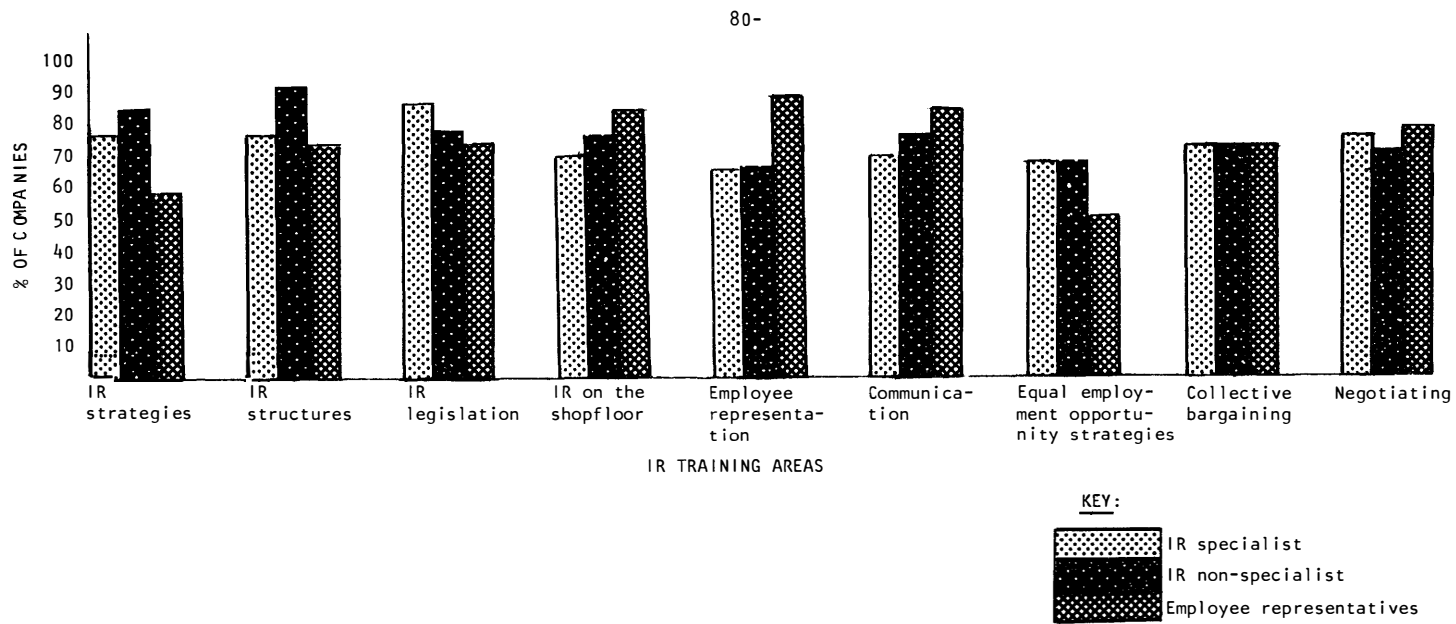


FIGURE 3.5: Histogram: Comparison (Black employee percentage); Optimal training figures for IR specialists, non-specialists and employee representatives

### 3.4.2 Perceptions of industrial relations training sources

#### 3.4.2.1 The total sample

The details of the perceptions of the total sample concerning who should supply training for industrial relations specialists, non-specialists and employee representatives are provided in Table 3.14.

Table 3.14: Perceptions of training sources expressed as a percentage of the total sample

	IR specialist	IR non-specialist	Employee rep.
Industrial relations department	33	40	40
Personnel department	22	39	39
Training department	19	32	36
Joint employer/employee organisation	18	17	20
Employer organisation	24	18	10
Trade union	10	3	21
Outside consultants	44	25	22
Government agencies	15	3	5
Universities	53	10	6
Other (specify)	7	1	1

From Table 3.14 it can be seen that industrial relations departments, outside consultants and universities are perceived as being the major training resources for training industrial relations specialists. The industrial relations department along with the personnel and training departments is perceived as being suitable for the training of industrial relations non-specialists and employee representatives.

The following observations concerning training source perceptions can be made. Firstly, the industrial relations department is perceived as a major source of training in all cases. However, only

eight per cent of the sample have separate industrial relations departments (cf. 3.3.1).

Secondly, although over half the sample perceive universities as being responsible for training industrial relations specialists (presumably prior to the industrial relations employees joining companies), only four per cent of the sample made use of universities in drawing up their industrial relations policies (cf. 3.7). This emphasises the need for universities to become more involved in the industrial relations field.

Thirdly, only 21% of the sample perceived trade unions as being responsible for training employee representatives. It is suggested that the training of employee representatives delegated by management to the unions is far smaller than the unions themselves would like to be involved in this endeavour.

Finally, government agencies are seen to play a very small role in industrial relations training. Either there is not much being offered in industrial relations training by such institutes or they are not publicising their services.

#### 3.4.2.2 Breakdown by sector, size and percentage Black employee

In all three breakdowns the same sources were seen to be most important for providing industrial relations training. Industrial relations departments, outside consultants and universities were perceived to be responsible for training industrial relations specialists. In the case of non-specialists and employee representatives, industrial relations departments, personnel departments and training departments were perceived to be the main training sources. A detailed tabulation of all perceived training sources for the breakdowns has been provided in Appendix D (Table D.2).

#### 4. OVERVIEW OF RESULTS

This section has been divided into two parts, one of which contains an overview of the total sample; the other summarises findings for the three separate breakdowns. Both sub-divisions are structured in terms of results obtained for industrial relations policy, industrial relations processes and industrial relations training.

##### 4.1 The total sample

###### 4.1.1 Industrial relations policy

The majority of companies in the sample do have a formal or unwritten industrial relations policy (82%). Furthermore, most companies prefer to communicate these policies to employees by means of employee representative committees (59%) or during orientation programmes (45%). However, 10% of companies have no formal means for communicating such policies to employees. This, of course, is unacceptable because in order for an IR policy to be successfully implemented all employees should be aware of it.

Nearly half the sample (49%) did have a written action plan, 30% had an unwritten action plan and 21% of the sample had no formal procedure for dealing with work stoppages. Strike handling is a very delicate issue. The implementation of a formalised strike procedure may well help management to defuse a potentially dangerous situation.

Approximately half the companies are covered by industrial council agreements (47%) and slightly less are covered by a wage determination (44%). Sixteen per cent of the companies are not covered by either form of agreement.

Concerning the scope of industrial relations involvement in the organisation, the majority of companies (60% - 80%) have formal policy for all employees in 12 of the 20 industrial relations related functions (recruitment, selection, induction, training, job evaluation,

salary scales, fringe benefits, employer promotions, industrial safety, grievance and disciplinary procedures and downward communication systems).

In three cases, redundancy, internal social responsibility and codes of employment practice, the same proportion of companies have policies applicable to all employees as companies having no policies at all.

In the areas of Black advancement and employee representative committees, policies covered Black employees only. The nature of these areas serves as an explanation for this occurrence. In the case of external social responsibility and conflict handling, most companies have no policy at all. Finally, in the case of trade unions, 18% of companies have policies only for Whites, two per cent have such policies only for Blacks, 31% had policies for both Blacks and Whites and 49% of the companies included in the sample have no policies at all regarding trade unions.

This interesting finding corroborates the responses obtained covering agreements with trade unions. Nearly half the companies (46%) have agreements with White unions and under 10% of the companies have such agreements with Black (7%), Coloured (8%) or mixed (6%) registered unions. Under three per cent of the sample have formal recognition of either unregistered unions or unions applying for registration. There is one exception in the case of Black unions applying for registration which has a slightly higher level of recognition agreements (6%).

These results might not be so much an indication of management's reluctance to recognise unions. Rather, they may be manifestations of the fact that at the end of 1980, approximately only a quarter of the White labour force (500 000 out of 2 million) and four per cent of the Black labour force (20 000 out of 5 million) were organised into unions.

Concerning internal employee representation, it would appear that liaison committees (69%) are a far preferred form of representation to works committees (26%). Most companies do have one of these two systems operating in their organisations.

The final aspect included under the policy section of the survey was aimed at establishing what assistance companies sought in drawing up their I.R. policies. The Institute for Industrial Relations and the various employer organisations appear to be the most popular source contacted for assistance in drawing up industrial relations policies. By and large, it would appear that the majority of companies do have I.R. policies and that these policies cover many of the relevant areas. The situation is far from ideal but it cannot be attributed solely to I.R. at the company level. Wider issues at the industry or national level may affect in-company I.R. policies.

Having established the fact that most companies have an I.R. framework within which to operate, attention was turned to the state of affairs regarding the implementation of I.R. at the company level. Implementation was divided into two areas, I.R. processes and I.R. training.

#### 4.1.2 Industrial relations processes

In the organisations described by respondents, line managers take the majority of decisions on industrial relations and related personnel functions. Personnel departments play an important advisory role, industrial relations departments play a small advisory role, related mainly to industrial relations functions.

The role played by employee representatives (committee members and union representatives) is severely limited, both in a decision making and in an advisory capacity. In some instances, a type of industrial relations ghetto appears to have been created: various industrial relations structures are brought into being but participants are permitted to take decisions relating only to themselves. Thus 24% of committees take decisions relating to committees, and one per cent (or none) take decisions relating to recruitment, selection and induction. Employee representatives do not appear to have authority in most areas which have in the past given rise to strikes and unrest. Their effectiveness, in the absence of this authority, must be questioned.

#### 4.1.3 Status and structure of industrial relations departments

Fifty per cent of the total sample employ one or more full-time staff members concerned with industrial relations affairs. In the majority of companies, a member of senior management is responsible for industrial relations functions. Very few organisations have separate industrial relations departments; in the majority of companies, the industrial relations department is part of the personnel department.

#### 4.1.4 Industrial relations training

It would appear that training thus far has favoured industrial relations specialists slightly over non-specialists. A much smaller emphasis has been placed on training employee representatives.

A different trend emerges concerning perceptions of industrial relations training needed. The order of priority for perceived industrial training requirements for the total sample is first: non-specialists, second, industrial relations specialists, and third, employee representatives.

Adding together training already received and perceived training needed provides a useful optimal training index which can serve as an indication of total training effort.

A far greater emphasis is placed on industrial relations training for line management (non-specialists) than for either I.R. specialists or employee representatives.

This finding is consistent with the results of the 'I.R. process' section where the extremely important role line management plays in the area of labour relations was stressed. However, this is by no means a happy state of affairs. Successful I.R. is dependent on the nature of the relationships between worker and management. Implicit in this statement is the assumption that all relevant persons be suitably trained to best articulate their group's needs. If this is

not done, conflict may well emerge in some less agreeable forms. Therefore, it is in management's own interests to ensure that all persons involved in I.R. are suitably trained, especially employee representatives. Presumably they have had much less exposure to matters such as chairing a meeting or negotiating an agreement than their management counterparts.

Perceptions of who should be responsible for training the various people related to industrial relations indicate outside consultants and universities are seen to be responsible for training industrial relations specialists. The company's own industrial relations department, personnel department and training department were perceived to be responsible for the training of the non-specialists as well as the employee representatives.

#### 4.2 Summary of trends for the three breakdowns

In order to condense the results as much as possible, a three-point ranking order has been used to rank the 'degree of effectiveness' (see list of terms) for the three sectors covered in the survey. Similarly, two-point rankings have been performed for the size and the percentage Black worker breakdowns.

A rank order of the trends for the breakdowns has been provided in Table 4.1. From this table it can be seen that the overall degree of effectiveness is highest for the mining sector, second for the manufacturing sector and lowest for construction. This trend is applicable for industrial relations policy and industrial relations processes. However, the manufacturing sector has the highest rank for training. In all cases, the construction sector has the lowest level of effectiveness.

An almost flawless trend occurs for the size breakdown. Larger companies have a higher degree of effectiveness than smaller companies for every industrial relations aspect measured.



TABLE 4.1: Rank order of trends exhibited in the three respective breakdown analyses for industrial relations policy; industrial relations process; and industrial relations training areas covered in the survey

	SECTOR			SIZE		% BLACK EMPLOYEES	
	Mining	Manufac-turing	Constr-uction	Under 1 000	Over 1 000	80%-	80%+
<b>Policy:</b>							
Existence of formal policy	1	2	3	2	1	2	1
Existence of action plan	1	2	3	2	1	2	1
Communication of policies	1	2	3	2	1	2	1
Formal agreements with unions	1	2	3	2	1	1	2
Internal employee representative committee	2	1	3	2	1	1	2
Scope of IR policy	1	2	3	2	1	1	2
<b>Process:</b>							
Industrial Relations procedures	1	2	3	2	1	1	2
Traditional personnel procedures	1	2	3	2	1	1	2
Codes, Black advancement, social responsibility	1	2	3	2	1	1	2
Employees concerned with IR	1	2	3	2	1	1	2
<b>Training:</b>							
Optimal training figure	2	1	3	2	1	1	2
<b>OVERALL TRENDS</b>	1	2	3	2	1	1	2

Companies with less than 80% Black employees seem to be far more effective with regard to industrial relations than companies with more than 80% Black employees. This trend is reversed in the cases of existence of industrial relations policy, an action plan for dealing with strikes, and communication of policies.

Thus, it appears that the degree of effectiveness is: highest for mining, then manufacture and lowest for construction; higher for larger companies than for smaller companies; and greater for companies employing less than 80% Black employees (Table 4.1).

#### 4.3 Recommendations for future research

The results of the survey indicate further research needs. These are listed below.

##### 1. Longitudinal survey of I.R.

It is suggested that the survey be repeated at regular, one to two yearly, intervals. The new labour dispensation is gaining momentum and it would be beneficial to assess changes at the in-company level over time. The present survey results could be used as baseline data. Progress could be viewed in the light of socio-economic and political developments at the time of each study.

##### 2. Survey incorporating differing viewpoints

Only management representatives responded to the present survey. It is possible that employees would have an entirely different view of in-company industrial relations systems.

A further survey could be conducted emphasizing the employees' point of view on I.R. systems. Similarly, union members could be requested to give a union point of view.

A comprehensive view of in-company I.R. systems consisting of the impressions of management, employees and unions would be valuable.

3. The functioning of an in-company I.R. system

The present study deals with the policies, structures and processes of I.R. However it does not provide much information about the actual functioning of the I.R. system. An in-depth analysis of the functioning and implementation of I.R. at the company level is also necessary. Insight into the effectiveness of I.R. systems as they apply to South Africa is required. Such insight could provide a basis for adaptations to the system at critical points relevant to this country and its needs.

4. A national survey of I.R. systems

The present survey was limited to the Transvaal. Although it was assumed that the findings could be generalised to the rest of the country, this assumption remains untested. Differences in factors such as political climate, level of economic development, group consciousness, working conditions and industrial unrest are found in different parts of South Africa. These differences could detract from generalisations made from the present findings. Future studies should sample industries throughout the country to develop a national picture of I.R. systems in South Africa.

5. Development of training programmes

The results of the present survey indicate a need for training which would include a skills and an attitudinal component. It is proposed that a comprehensive training programme be developed which could cater for a wide range of I.R. related activities. Such a programme could be adapted for use by the different sectors involved in I.R. in an organisation.

#### 4.4 Conclusion

The results of the survey indicate that generally speaking, companies in the Transvaal do have industrial relations policies and these policies are applicable to all employees. Although there is much room for improvement, the I.R. policy situation is acceptable, taking into account the fact that slightly more than one year had passed between the legislative changes (Industrial Conciliation Amendment Act, Act no. 94 of 1979) and the conducting of the survey.

The implementation of the I.R. policy is however less favourable. In terms of I.R. processes, it would appear that too much emphasis is placed on line management for making a wide range of I.R. decisions. Not enough responsibility has been given to I.R. specialists and employee representatives for deciding upon those areas relevant to their respective spheres of interest.

In terms of I.R. training, results indicate that the training efforts favour line management. Although this finding is consistent with the fact that line management makes most of the decisions, the situation as it stands is not likely to be effective. If management is genuine in their attempts to improve labour relations then providing the framework for an I.R. system is not enough. For such a system to work, people who can contribute should be included in the relevant decision-making practices. Furthermore, all people involved in I.R. should be trained in their particular sphere of activity. This would assist them to develop the necessary skills to operate effectively in the I.R. system of the organisation.

It must be accepted that management and employees do have inherent conflict of interests. These conflicts can neither be eliminated nor ignored, rather...

"The key to successful industrial relations is not the total elimination of conflict, which is an unattainable ideal, but the reduction of the area of conflict to the minimum and the identification of the greatest possible area of common purpose".

(Owen, 1979, p. 16)

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A P P E N D I X A

SURVEY QUESTIONNAIRE AND COVERING LETTER







**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.

1980-11-03

Dear Sir/Madam

**NIPR INDUSTRIAL RELATIONS SURVEY**

Recent developments in the field of labour relations such as the Wiehahn and Riekert Reports, changes in labour legislation and the current labour unrest have emphasised the need for effective industrial relations (IR) systems for all companies operating in South Africa.

The area of IR is relatively new to many organisations in South Africa and as such a differential rate of progress in this area can be expected between companies.

The NIPR is conducting a survey to establish the level of development of IR in three key sectors of the economy, these being mining, manufacturing and construction. The information gathered from this survey will hopefully provide insight into the developmental needs of industry as well as where further assistance and training is required.

I would be most grateful if you would complete the attached questionnaire and return it in the enclosed self-addressed envelope before 28 November 1980.

If you have any problems with answering the questionnaire, please do not hesitate to phone me at (011) 394451, Ext. 35.

I appreciate the time and effort you are allocating us in participating in this venture.

Yours faithfully

INDUSTRIAL RELATIONS GROUP  
for Director  
NATIONAL INSTITUTE FOR PERSONNEL RESEARCH

SDB/smw

Please address correspondence to the Director, National Institute for Personnel Research



## SURVEY OF INDUSTRIAL RELATIONS

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 cross all appropriate alternatives.

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 question 27.

The information generated by this survey will be available in a report, produced by the NIPR, and obtainable at a nominal charge.

INDUSTRIAL RELATIONS STUDY GROUP

N I P R

P O BOX 32410

BRAAMFONTEIN

2017

**SECTION 1. PARTICULARS OF ESTABLISHMENT (Questions 1 - 5 optional)**

1. Name of person who may be contacted in connection with this return \_\_\_\_\_
  
2. Trading name \_\_\_\_\_
  
3. Postal address \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
  
4. Street address \_\_\_\_\_  
\_\_\_\_\_
  
5. Telephone number \_\_\_\_\_

Questions 6 onwards are not optional, please answer each question.

6. PLEASE INDICATE BY MEANS OF A CROSS INTO WHICH OF THE FOLLOWING DIVISIONS OF ECONOMIC ACTIVITY THE ESTABLISHMENT FALLS.

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

- 7a. HOW MANY PEOPLE ARE IN YOUR EMPLOY TODAY, INCLUDING PERMANENT, TEMPORARY, AND CONTRACT/MIGRANT EMPLOYEES?  
 b. HOW MANY CONTRACT/MIGRANT LABOURERS ARE IN YOUR EMPLOY TODAY?

a.	Total employed		1
b.	Migrant employees		2

8. PLEASE INDICATE THE NUMBER OF WHITES AND BLACKS (INCLUDING COLOURED AND ASIANS) EMPLOYED IN YOUR ESTABLISHMENT.

Whites		1
Blacks		2

9. PLEASE ESTIMATE THE PERCENTAGE OF SKILLED (INCLUDING MANAGEMENT), SEMI-SKILLED AND UNSKILLED PERSONS EMPLOYED IN YOUR ESTABLISHMENT. IF THIS IS NOT CONVENIENT, SIMPLY PROVIDE THE NUMBERS OF PEOPLE INVOLVED.

Refer to the following definitions:

**Skilled Work** - requires comprehensive knowledge of work processes, independent judgement, and often considerable manual dexterity. An apprenticeship of 3 - 5 years is usually required.

**Semi-skilled** - characterised by considerable manipulative ability but confined to a definite work routine. Usually required some form of training which may last up to several months.

**Unskilled** - requires little or no training and usually involved heavy physical labour.

Skilled		1
Semi-skilled		2
Unskilled		3

10. THE INFORMATION SOUGHT IN THIS QUESTIONNAIRE CONCERNS YOUR IMMEDIATE ORGANISATION. PLEASE INDICATE WHETHER YOURS IS THE HEAD OFFICE, OR A SUBSIDIARY BRANCH, OF YOUR COMPANY.

Head Office	1
Subsidiary	2

**SECTION 2. INDUSTRIAL RELATIONS POLICY**

11. DO YOU HAVE A FORMAL POLICY ON INDUSTRIAL RELATIONS?

Written	1
Unwritten	2
No	3

- 11a. 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 11 and 11a then omit Questions 12 and 13.

12. IF POSSIBLE, PLEASE INCLUDE A COPY OF THESE POLICIES WHEN RETURNING THIS QUESTIONNAIRE.
13. BY WHAT MEANS HAVE THESE POLICIES BEEN COMMUNICATED TO EMPLOYEES? (CROSS MORE THAN ONE IF APPLICABLE)

Not communicated to employees	1
Written document circulated	2
Briefing groups	3
Explained during orientation/induction	4
Informally communicated	5
Communicated to representative committee	6
Communicated via in-house magazine	7

\* *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 Black Labour Relations Regulation Act.*

\* *REGISTERED AND UNREGISTERED UNIONS*

*A Registered trade union is included in the Industrial Registrar's list of registered trade unions. A Non-Registered trade union is not.*



14. ARE YOU COVERED BY:

	Yes	No
An Industrial Council agreement*		
Wage Determination *		
Neither		
Don't know		

15. DO YOU HAVE A FORMAL AGREEMENT WITH:

	A Registered Union *	An Unregistered Union *	A Union that has applied for Registration
White			
Black			
Coloured			
Mixed			

16. DO YOU HAVE AN INTERNAL EMPLOYEE REPRESENTATIVE COMMITTEE?

Works committee	1
Liaison committee	2
Other (specify):	3

17. IN DEVELOPING AN INDUSTRIAL RELATIONS POLICY AND PROCEDURES, WHICH ORGANISATIONS HAVE YOU RECEIVED ASSISTANCE FROM?

Institute for Industrial Relations (Jhb)	1
Institute of Labour Relations (Unisa, Pretoria)	2
University (specify):	3
Employee Organisation (specify):	4
Employer Organisation (Specify):	5
Other companies (specify):	6
Consultants (specify):	7
Other (specify):	8

\* For definitions see p. 5

\* REDUNDANCY

Reduction in the labour force of an enterprise, company, factory, 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 PROCEDURES

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 PROCEDURES

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 downwards. 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 COMMITTEES

A body of people who are chosen from within an organisation to make representations 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, who get together and attempt to solve work-related issues.

\* LABOUR/MANAGEMENT CONFLICT

A labour/management conflict originates out of a conflict of interest between these two groups. If this cannot be resolved by the negotiation process, a strike or lock-out may result.

18. DO YOU HAVE A FORMAL POLICY ON ITEMS 1 - 20 BELOW? IF SO, PLEASE INDICATE WHETHER THIS POLICY APPLIES TO WHITE EMPLOYEES ONLY, BLACK EMPLOYEES ONLY, OR BOTH. (IF YOU DO NOT HAVE SUCH A POLICY, PLEASE LEAVE BLANK).

Function	WHITES	BLACKS
1. Recruitment	1	2
2. Selection	1	2
3. Induction	1	2
4. Training and Development	1	2
5. Job Evaluation	1	2
6. Salary Scales	1	2
7. Fringe Benefits	1	2
8. Employee Promotions	1	2
9. Industrial Safety	1	2
10. Redundancy *	1	2
11. Codes of Employment Practice *	1	2
12. Corporate Social Responsibility Ext.*	1	2
13. Corporate Social Responsibility Int.*	1	2
14. Black Advancement *	1	2
15. Grievance Procedures *	1	2
16. Disciplinary Procedures *	1	2
17. Downward Communication Systems *	1	2
18. Employee Representation: Unions*	1	2
19. Employee Representation: Employee Representative Committee *	1	2
20. * Labour/Management Conflict *	1	2

\* For definitions see p.7

Function	Industrial Relations Specialist	Personnel Dept	Line Managers	Unions	Members of an Employee Rep. Comm.
<b>RECRUITMENT</b>					
Decide	1	3	5	7	9
Advise	2	4	6	8	10
<b>SELECTION</b>					
Decide	1	3	5	7	9
Advise	2	4	6	8	10
<b>INDUCTION</b>					
Decide	1	3	5	7	9
Advise	2	4	6	8	10
<b>TRAINING AND DEVELOPMENT</b>					
Decide	1	3	5	7	9
Advise	2	4	6	8	10
<b>JOB EVALUATION</b>					
Decide	1	3	5	7	9
Advise	2	4	6	8	10
<b>SALARY SCALES</b>					
Decide	1	3	5	7	9
Advise	2	4	6	8	10
<b>FRINGE BENEFITS</b>					
Decide	1	3	5	7	9
Advise	2	4	6	8	10
<b>EMPLOYEE PROMOTION</b>					
Decide	1	3	5	7	9
Advise	2	4	6	8	10
<b>INDUSTRIAL SAFETY</b>					
Decide	1	3	5	7	9
Advise	2	4	6	8	10
<b>REDUNDANCY</b>					
Decide	1	3	5	7	9
Advise	2	4	6	8	10

9. BELOW ARE LISTED VARIOUS AREAS RELATED TO INDUSTRIAL RELATIONS. PLEASE INDICATE (a) THOSE WHO MAKE THE ACTUAL POLICY DECISIONS (DECIDE) AND (b) THOSE WHO ARE CONSULTED BEFORE POLICY DECISIONS ARE MADE (ADVISE).

Function	Industrial Relations Specialist	Personnel Dept	Line Managers	Unions	Members of Employees Rep Committee
CODES OF EMPLOYMENT PRACTICE					
Decide	1	3	5	7	9
Advise	2	4	6	8	10
CORPORATE SOCIAL RESPONSIBILITY -EXTERNAL					
Decide	1	3	5	7	9
Advise	2	4	6	8	10
CORPORATE SOCIAL RESPONSIBILITY -INTERNAL					
Decide	1	3	5	7	9
Advise	2	4	6	8	10
BLACK ADVANCEMENT					
Decide	1	3	5	7	9
Advise	2	4	6	8	10
GRIEVANCE PROCEDURES					
Decide	1	3	5	7	9
Advise	2	4	6	8	10
DISCIPLINARY PROCEDURES					
Decide	1	3	5	7	9
Advise	2	4	6	8	10
DOWNWARD COMMUNICATIONS SYSTEMS					
Decide	1	3	5	7	9
Advise	2	4	6	8	10
EMPLOYEE REPRESENTATION: UNIONS					
Decide	1	3	5	7	9
Advise	2	4	6	8	10
EMPLOYEE REPRESENTATION: EMPLOYEE REP. COMMITTEES					
Decide	1	3	5	7	9
Advise	2	4	6	8	10
LABOUR/MANAGEMENT CONFLICT					
Decide	1	3	5	7	9
Advise	2	4	6	8	10

SECTION 3. GENERAL INDUSTRIAL RELATIONS FUNCTIONS IN YOUR ORGANISATION.

20. IS A MEMBER OF THE BOARD OF DIRECTORS DIRECTLY RESPONSIBLE FOR INDUSTRIAL RELATIONS FUNCTIONS?

Yes	1
No	2

21. IS THE PERSON DIRECTLY RESPONSIBLE FOR INDUSTRIAL RELATIONS FUNCTIONS A MEMBER OF SENIOR MANAGEMENT?

Yes	1
No	2

22a. DO YOU HAVE EMPLOYEES WHO ARE SPECIFICALLY RESPONSIBLE FOR INDUSTRIAL RELATIONS?

Yes	1
No	2

22b. IF 'YES', HOW MANY OF THESE EMPLOYEES ARE EMPLOYED IN INDUSTRIAL RELATIONS:

Full Time		1
Part Time		2

22c. TO WHOM DO THESE INDUSTRIAL RELATIONS EMPLOYEES REPORT? PLEASE STATE SUPERVISOR'S JOB TITLE.

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23a. IS YOUR INDUSTRIAL RELATIONS FUNCTION:

A separate department	1
Part of the Personnel department	2
Other (specify)	3

23b. IF SEPARATE, IN WHAT YEAR WAS THIS DEPARTMENT INAUGURATED?

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\* *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 and reward systems, etc.*

\* *INDUSTRIAL RELATIONS STRATEGIES*

*Industrial Relations strategies are the decision-making processes involved in choosing appropriate approaches as well as allocating resources to deal with Industrial Relations issues. A typical decision could involve deciding on the level of collective bargaining desired, 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.*

SECTION 4. TRAINING

24. On the following table appears a list of areas in which Industrial Relations training can be provided. Please indicate what training you feel is required and what has already been received by (a) Industrial Relations specialists, (b) Non-specialists, such as line managers, and (c) employee representatives

Area of Training	(a) IR Specialists (eg IR officers)		(b) Non Specialists (Management)		(c) Employee Representatives	
	Already Received	Need to Attend	Already Received	Need to Attend	Already Received	Need to Attend
IR Strategies *	1	2	3	4	5	6
IR Structures *	1	2	3	4	5	6
IR Legislation	1	2	3	4	5	6
IR on the Shopfloor *	1	2	3	4	5	6
Employee Representative	1	2	3	4	5	6
Communications	1	2	3	4	5	6
EEO Strategies *	1	2	3	4	5	6
Collective Bargaining	1	2	3	4	5	6
Negotiation Skills	1	2	3	4	5	6
No Training	1	2	3	4	5	6
Other (Specify): -----	1	2	3	4	5	6

\* For definitions see p.12



25. 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

26. PLEASE DESCRIBE ANY PLANS YOU HAVE FOR THE DEVELOPMENT AND/OR EXPANSION OF AN INDUSTRIAL RELATIONS FUNCTION IN YOUR ORGANISATION.

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SECTION 5. THE QUESTIONNAIRE

27. 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 ITEM NUMBERS YOUR COMMENTS ARE RELATED.

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28. DID YOU EXPERIENCE ANY DIFFICULTY IN COMPLETING THE QUESTIONNAIRE?

Yes	1
No	2

PLEASE GIVE DETAILS:

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29. PLEASE WOULD YOU PROVIDE ANY OTHER COMMENTS WHICH YOU FEEL ARE APPROPRIATE.

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A P P E N D I X B

TABULATED RESULTS OF IR POLICY FOR THE  
SECTOR, SIZE AND PERCENTAGE BLACK EMPLOYEE  
BREAKDOWNS.

(All figures in this and subsequent  
appendices are expressed as percentages.)



TABLE B.1 : The existence of an IR policy

The existence of an IR policy in the organisation :	SECTOR			SIZE		% BLACK EMPLOYEES	
	Mining	Manufac- ture	Con- struction	Under 1 000	Over 1 000	80%-	80%+
	Written	69	41	48	45	55	37
Unwritten	21	39	23	27	33	41	24 *
None	10	20	29	28	12*	22	15

\* p < ,05 <sup>1</sup>

\*\* p < ,01

TABLE B.2 : The existence of an action plan for dealing with work stoppages, etc.

The existence of a plan for dealing with work stoppages, etc.	SECTOR			SIZE		% BLACK EMPLOYEES	
	Mining	Manufac- ture	Con- struction	Under 1 000	Over 1 000	80%-	80%+
	Written	69	42	42	37	58 **	43
Unwritten	21	37	26	38	25 *	32	29
None	10	21	32	25	17	25	17

\* p < ,05 <sup>1</sup>

\*\* p < ,01

<sup>1</sup>All significance levels appearing in Appendices B, C and D refer to the degree of difference between groups for the size and the % Black employee breakdowns only. For example, in Table B.1 in the size breakdown '12\*' means that there is a significant difference between the smaller and the larger companies with regard to absence of any formal IR policy. It is noted that no significance levels are given for the Sector breakdown. Because the three subdivisions' breakdowns were done on the basis of mining vs 'the rest', manufacture vs 'the rest' and construction vs 'the rest', little meaningful information could be gathered from calculating the statistical differences between groups.

TABLE B.3 : The means of communicating policies to employees  
(More than one response may be applicable)

MEANS OF COMMUNICATION	SECTOR			SIZE		% BLACK EMPLOYEES	
	Mining	Manufac- ture	Con- struction	Under 1 000	Over 1 000	80%-	80%+
Not communicated to employees	10	10	13	12	9	10	10
Written document circulated	35	32	29	28	36	27	37
Briefing groups	48	27	35	26	39	23	41 *
Explained during orientation/induction	61	44	26	38	51	40	49
Informally communicated	26	24	13	20	25	32	17 *
Communicated to representative committee	61	63	42	55	61	60	57
Communicated via in-house magazine	12	11	7	10	11	16	7

\*  $p < ,05$

TABLE B.4 : The percentage of organisations covered by industry-based agreements  
(A company can be covered by more than one type of agreement)

	SECTOR			SIZE		% BLACK EMPLOYEES	
	Mining	Manufac- ture	Con- struction	Under 1 000	Over 1 000	80%-	80%+
Industrial Council agreement	22	64	42	47	48	68	32***
Wage determination	32	45	61	47	42	42	45
Neither	44	7	7	11	19	11	19
Unsure	2	0	3	3	0	0	2

\*\*\*  $p < ,001$

TABLE B.5 : The percentage of organisations having formal agreements with unions

TYPE OF UNION		SECTOR			SIZE		% BLACK EMPLOYEES	
		Mining	Manufac- ture	Con- struction	Under 1 000	Over 1 000	80%-	80%+
Registered Union:	White	67	42	27	33	55 **	44	47
	Black	2	10	3	7	7	11	4
	Coloured	2	13	7	13	6	8	9
	Mixed	8	7	3	4	7	7	6
Unregistered Union:	White	2	0	0	1	0	0	1
	Black	2	3	0	1	3	3	2
	Coloured	2	0	0	1	0	0	1
	Mixed	2	0	0	1	0	0	1
Unions that have applied for registration:	White	2	0	0	1	0	0	1
	Black	4	7	0	6	6	5	6
	Coloured	2	1	0	1	1	0	2
	Mixed	2	1	0	3	0	1	1

\*\*p < ,01

TABLE B.6 : Existence of an internal employee representative committee  
(More than one response or no response also may be reported)

TYPE OF COMMITTEE		SECTOR			SIZE		% BLACK EMPLOYEES	
		Mining	Manufac- ture	Con- struction	Under 1 000	Over 1 000	80%-	80%+
Works committee		23	29	27	25	27	24	28
Liaison committee		64	76	57	65	72	77	63 *
Other		15	11	10	8	16	13	13

\*p < ,05



TABLE B.7 : The percentage of organisations with formal policy in 20 IR-related areas and the applicability of policy to different race groups

FUNCTION	SECTOR												SIZE								% BLACK EMPLOYEES							
	Mining				Manufacture				Construction				Under 1 000				Over 1 000				80%-				80%+			
	White	Black	Both	Neither	White	Black	Both	Neither	White	Black	Both	Neither	White	Black	Both	Neither	White	Black	Both	Neither	White	Black	Both	Neither	White	Black	Both	Neither
1. Recruitment	0	10	74	16	1	2	69	28	0	13	44	43	0	8	58	34	1	5	73	21	1	1	71	27	0	10	65	25
2. Selection	4	10	68	18	1	4	69	26	0	17	43	40	0	7	58	35	3	7	70	20	1	4	72	23	2	9	61	28
3. Induction	2	16	68	14	1	8	63	28	3	20	40	37	1	10	50	39	2	11	70	17	1	8	64	27	2	13	60	25
4. Training and Development	0	10	76	14	1	7	70	22	0	7	63	30	0	8	61	31	1	6	77	16	1	3	77	19	0	10	66	24
5. Job Evaluation	0	2	84	14	4	2	72	22	0	3	34	63	3	0	55	42	2	4	78	16	3	1	79	17	2	3	62	33
6. Salary Scales	0	6	86	8	2	3	77	18	7	3	50	40	3	4	69	24	2	3	79	16	1	1	80	18	3	5	72	20
7. Fringe Benefits	4	6	88	2	3	2	86	9	7	0	63	30	7	3	75	15	2	2	89	7	4	1	83	12	4	3	83	10
8. Employee Promotions	6	10	66	18	0	2	66	32	3	0	50	47	3	4	58	35	2	3	68	27	0	0	72	28	4	6	58	32
9. Industrial Safety	0	4	78	18	0	3	76	21	3	7	50	40	2	4	65	29	0	2	78	20	0	1	80	19	1	4	68	27
10. Redundancy	10	2	48	40	0	1	51	48	0	7	26	67	0	3	44	53	5	1	48	46	0	1	56	43	5	2	40	53
11. Codes of Employment Practice	0	0	66	34	1	4	53	42	0	0	33	67	0	1	46	53	1	3	57	39	0	4	56	40	1	1	50	48
12. Corporate Social Responsibility - External	0	0	44	56	1	3	37	59	0	3	17	80	1	1	35	63	0	2	36	62	1	3	40	56	0	1	32	67
13. Corporate Social Responsibility - Internal	4	4	54	38	0	5	46	49	0	0	33	67	1	3	45	51	1	5	47	47	0	3	48	49	2	5	44	49
14. Black Advancement	0	36	34	30	1	41	23	35	0	30	13	57	0	33	25	42	1	40	26	33	1	41	26	32	0	34	26	40
15. Grievance Procedures	2	20	70	8	0	9	76	15	0	13	40	47	0	14	57	29	1	10	77	12	0	5	75	20	1	16	65	18
16. Disciplinary Procedures	0	20	74	6	0	6	76	18	0	10	40	50	0	8	63	29	0	11	75	14	0	1	76	23	0	16	66	18
17. Downward Communication Systems	0	8	70	22	0	3	61	36	0	10	27	63	0	5	53	42	0	4	64	32	0	1	61	38	0	7	59	35
18. Employee Representations: Unions	26	2	38	34	18	3	34	45	3	0	14	83	14	3	12	71	21	2	44	33	20	1	36	43	17	3	27	53
19. Employee Representations: Employee Representative Committee	2	34	46	18	2	31	53	14	0	40	27	33	1	32	36	31	2	31	56	11	3	29	55	13	1	33	43	23
20. Labour/Management Conflict	10	6	52	32	0	3	31	66	3	10	7	80	0	4	22	74	5	4	40	51	1	1	35	63	4	6	31	59

\* p < ,05  
 \*\* p < ,01  
 \*\*\* p < ,001

In the case of Table B.7 the asterisks denote significant difference between the distributions, i.e. 'White, Black, Both, Neither' and not between individual scores.

A P P E N D I X C

TABULATED RESULTS OF IR PROCESSES FOR  
THE SECTOR, SIZE AND PERCENTAGE BLACK  
EMPLOYEE BREAKDOWNS

(All figures are expressed as percentages.)



TABLE C.1 : Decision-making and advisory roles in Industrial Relations procedures for the sector, size and percentage Black employee breakdowns

		GRIEVANCE PROCEDURE		DISCIPLINARY PROCEDURE		DOWNWARD COMMUNICATION		UNIONS		COMMITTEES		CONFLICT	
		Decide	Advise	Decide	Advise	Decide	Advise	Decide	Advise	Decide	Advise	Decide	Advise
<b>SECTOR</b>													
Mining	Line Management	71	33	73	31	61	29	31	12	55	20	63	35
	Personnel Department	39	53	37	51	28	53	14	33	26	45	26	54
	IR Department	16	20	16	20	19	10	4	14	10	24	12	24
	Committees	4	26	4	26	4	29	4	6	16	28	12	29
	Unions	6	12	6	16	2	6	22	18	4	4	14	24
Manufacture	Line Management	49	33	60	28	53	25	25	13	42	22	46	25
	Personnel Department	46	47	41	51	30	44	16	26	34	40	28	45
	IR Department	12	17	11	18	5	14	9	16	10	20	10	21
	Committees	8	45	9	35	5	30	5	18	30	36	6	37
	Unions	3	12	4	12	0	6	15	12	2	11	5	14
Construction	Line Management	68	14	71	18	46	14	29	7	50	11	61	14
	Personnel Department	21	43	25	46	21	39	11	18	29	29	21	43
	IR Department	4	25	4	29	4	18	0	18	0	25	7	21
	Committees	7	39	7	32	4	18	4	11	14	21	0	32
	Unions	0	4	0	4	0	4	11	11	0	4	0	7
<b>SIZE</b>													
Under 1 000	Line Management	57	30	62	25	48	23	16	4	37	19	42	28
	Personnel Department	36	42	36	44	26	36	7	20	26	33	29	39
	IR Department	7	7	7	7	1	4	3	4	6	10	4	13
	Committees	10	38	12	32	6	25	4	9	20	25	4	32
	Unions	3	1	3	1	0	0	9	7	1	1	3	4
Over 1 000	Line Management	59	30	68	29	60	24	34**	16*	53*	21	60*	23
	Personnel Department	42	53	37	56	27	54*	18*	31	32	46	22	54
	IR Department	15	25**	13	27**	9*	17*	9	21**	11	28**	13*	26*
	Committees	4	38	4*	31	3	31	4	16	26	36	8	35
	Unions	4	16**	5	18***	1	10*	21*	16	3	11*	10	22**
<b>% BLACK EMPLOYEES</b>													
80%-	Line Management	50	37	64	32	53	27	26	14	39	20	46	30
	Personnel Department	46	41	45	45	32	39	16	27	33	35	31	40
	IR Department	14	18	11	19	7	14	10	15	8	19	12	19
	Committees	4	43	4	34	3	31	5	19	28	31	7	41
	Unions	3	14	4	15	0	7	15	14	3	12	7	19
80%+	Line Management	64	25	67	23	57	21	28	10	53	20	58	21
	Personnel Department	35	55	31	56	22	53	12	27	27	45	20	54
	IR Department	11*	18	11	19	5	11	4	14	9	22	8	22
	Committees	8	34	9	30	5	26	3	9	20	32	6	29
	Unions	4	8	4	9	1	5	17	12	2	4*	7	12

\* p < ,05  
 \*\* p < ,01  
 \*\*\* p < ,001

TABLE C.2 : Decision-making and advisory roles in traditional personnel procedures for the sector, size and percentage Black employee breakdowns

		RECRUITMENT		SELECTION		INDUCTION		TRAINING & DEVELOPMENT		JOB EVALUATION		SALARY SCALES		FRINGE BENEFITS		EMPLOYEE PROMOTIONS		INDUSTRIAL SAFETY		REDUNDANCY	
		Dec.	Adv.	Dec.	Adv.	Dec.	Adv.	Dec.	Adv.	Dec.	Adv.	Dec.	Adv.	Dec.	Adv.	Dec.	Adv.	Dec.	Adv.	Dec.	Adv.
<b>SECTOR</b>																					
Mining	Line Management	61	33	71	33	51	28	67	47	55	37	59	29	53	26	84	26	78	35	67	29
	Personnel Department	41	59	35	61	55	5	43	53	43	53	35	59	39	51	21	60	14	43	20	55
	IR Department	8	4	12	4	10	8	4	6	8	4	14	10	12	3	4	10	2	4	8	10
	Committees	0	6	0	4	0	12	0	12	0	4	2	2	2	18	0	8	2	31	2	14
	Unions	0	4	0	2	0	0	2	10	4	8	8	18	6	12	0	4	0	12	4	14
Manufacture	Line Management	54	41	66	31	28	42	64	39	43	45	44	34	42	28	80	20	73	26	64	25
	Personnel Department	48	49	42	59	63	30	42	56	61	39	54	44	46	52	21	70	21	49	25	53
	IR Department	4	8	2	9	7	11	4	14	6	8	5	11	4	11	4	5	3	7	2	11
	Committees	1	6	1	4	0	12	2	17	2	12	1	13	2	21	2	11	2	21	2	22
	Unions	2	2	1	1	0	2	1	6	2	3	8	12	6	12	2	6	0	7	2	11
Construction	Line Management	73	20	82	11	50	14	78	32	43	18	57	25	50	11	82	21	89	21	75	14
	Personnel Department	21	50	14	54	36	36	14	50	29	25	32	39	32	39	11	46	0	39	21	39
	IR Department	4	14	4	11	7	25	4	18	0	14	0	11	0	7	0	7	0	7	0	14
	Committees	4	4	4	0	0	15	4	18	4	0	7	0	0	14	4	11	0	21	0	4
	Unions	3	4	4	0	0	0	4	11	4	4	7	4	0	7	4	0	0	4	0	4
<b>SIZE</b>																					
Under 1 000	Line Management	4	32	60	36	41	31	67	40	46	37	47	34	41	21	74	27	70	29	59	30
	Personnel Department	31	44	29	44	43	33	29	49	40	31	40	37	36	40	21	56	19	49	24	39
	IR Department	3	6	4	9	7	4	3	9	4	6	4	7	0	6	1	6	3	4	3	6
	Committees	0	4	0	4	0	16	1	16	0	10	0	6	3	11	0	13	3	21	3	16
	Unions	1	0	0	0	0	1	0	3	0	1	4	6	4	4	0	3	0	3	1	3
Over 1 000	Line Management	56	36	76*	24	37	37	67	40	49	39	52	29	50	28	87*	18	81	28	73*	21
	Personnel Department	50*	58	42	67*	68*	42	49*	59	58*	50*	50	54*	46	56*	18	70	14	45	21	61**
	IR Department	7	9	6	8	9	15*	5	14	7	8	9	12	10*	11	5	8	2	7	4	13
	Committees	2	6	2	3	0	11	2	15	3	8	3	10	0	25*	3	9	0	25	1	18
	Unions	2	5	2	2	0	1	3	10	5	6	11	17*	6	16*	3	6	0	11*	3	15*
<b>% BLACK EMPLOYEES</b>																					
80%-	Line Management	54	40	76	27	30	40	61	44	37	41	52	32	49	27	83	23	73	31	67	27
	Personnel Department	48	44	38	62	64	25	44	50	62	36	53	50	45	54	24	64	22	44	25	52
	IR Department	4	7	1	9	6	8	4	13	5	6	5	10	5	12	4	5	1	6	0	13
	Committees	1	7	1	3	0	9	1	13	1	12	1	12	1	19	3	12	0	23	3	23
	Unions	3	3	1	1	0	3	1	11	4	5	8	11	5	10	3	8	0	11	1	12
80%-	Line Management	63	33	65	30	45	31	71	37	55	36	49	30	44	24	81	21	29	26	68	23
	Personnel Department	38	59	35	56	51	48**	34**	58	42**	47	40	45	39	46	16	64**	11**	48	20	52
	IR Department	6	8	8*	7	9	13	4	11	6	7	8	10	6	7	3	8	3	5	6*	8
	Committees	1	4	1	4	0	15	2	17	2	6	2	5	1	20	1	9	2	24	1	13
	Unions	1	3	1	1	0	0	2	4	2	3	8	14	5	12	1	2	0	6	3	9

\*p < ,05

\*\*p < ,01

A P P E N D I X D

TABULATED RESULTS OF IR TRAINING FOR  
THE SECTOR, SIZE AND PERCENTAGE BLACK  
EMPLOYEE BREAKDOWNS

(All figures are expressed as percentages.)



TABLE C.3 : Decision-making and advisory roles for Employment Codes, Equal Employment Opportunities and Social Responsibility for the sector, size and percentage Black employee breakdowns

		CODES OF EMPLOYMENT		SOCIAL RESPONSIBILITY (EXTERNAL)		SOCIAL RESPONSIBILITY (INTERNAL)		BLACK ADVANCEMENT		
		Decide	Advise	Decide	Advise	Decide	Advise	Decide	Advise	
SECTOR	Mining	Line Management	51	28	41	26	49	23	63	26
		Personnel Department	20	60	26	43	29	47	31	55
		IR Department	14	16	6	10	6	12	12	18
		Committees	2	16	10	0	18	2	0	20
		Unions	7	18	2	8	2	4	8	14
	Manufacture	Line Management	35	26	31	15	34	21	61	26
		Personnel Department	38	41	24	32	27	36	37	51
		IR Department	12	17	6	10	5	12	6	15
		Committees	1	19	12	0	21	0	2	20
		Unions	3	4	0	2	1	3	1	11
	Construction	Line Management	54	11	39	4	54	14	71	11
		Personnel Department	25	36	21	25	29	39	25	46
IR Department		4	21	0	14	4	21	0	29	
Committees		0	3	7	0	18	0	0	21	
Unions		0	7	0	0	0	0	0	7	
SIZE	Under 1 000	Line Management	42	22	33	10	41	16	55	22
		Personnel Department	26	35	22	30	19	35	29	49
		IR Department	7	10	4	7	3	9	4	9
		Committees	11	1	10	0	19	0	3	23
		Unions	2	7	0	0	0	0	1	3
	Over 1 000	Line Management	44	26	37	20	42	24	67	24
		Personnel Department	37	51*	23	36	31	42	35	53
		IR Department	13	20	7	10	7	13	9	21*
		Committees	18	1	10	0	20	1	0	17
		Unions	6	10	1	6*	2	5	4	16**
% BLACK EMPLOYEES	80%-	Line Management	41	30	38	20	39	26	64	30
		Personnel Department	42	43	22	34	27	37	38	45
		IR Department	12	12	7	8	5	10	8	16
		Committees	0	16	0	14	0	22	1	18
		Unions	3	3	0	3	1	4	1	12
	80%+	Line Management	45	20	34	13	43	17	61	18
		Personnel Department	27	46	23	34	26	41	29	52
		IR Department	10	19	5	9	5	13	6	16
		Committees	2	16	0	8	1	18	1	21
		Unions	5	13**	1	4	1	2	4	10

\* p < ,05

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TABLE D.1.1 : IR-related training already received and the training perceived to be necessary for mining manufacturing and construction industries

	MINING						MANUFACTURE						CONSTRUCTION					
	IR Specialist		Non Specialist		Employee Rep.		IR Specialist		Non Specialist		Employee Rep.		IR Specialist		Non Specialist		Employee Rep.	
	Received	Need	Received	Need	Received	Need	Received	Need	Received	Need	Received	Need	Received	Need	Received	Need	Received	Need
IR Strategies	45	33	49	43	12	29	45	31	42	53	20	39	27	21	21	52	10	32
IR Structures	53	25	57	39	29	35	50	26	47	49	32	44	31	17	28	38	21	25
IR Legislation	39	33	39	43	12	35	49	31	33	50	27	48	35	17	28	31	17	21
IR on the shopfloor	27	33	41	41	27	39	40	29	29	53	28	59	14	24	21	35	24	32
Employee Representation	51	20	59	29	45	41	44	14	41	27	52	38	28	17	24	17	35	29
Communications	45	25	49	45	41	47	45	23	42	43	38	48	24	24	21	41	21	46
EEG Strategies	14	27	16	45	6	31	35	24	20	51	10	42	21	24	14	28	10	14
Collective Bargaining	39	29	45	45	22	39	42	34	18	57	18	55	24	24	14	41	10	32
Negotiation Skills	39	35	53	51	29	45	39	37	26	60	22	52	21	28	14	51	10	39
No training	2	0	2	0	4	12	3	2	4	6	2	7	3	7	3	10	3	7
Other training	2	0	2	0	0	4	4	1	3	2	1	3	3	0	0	0	0	0

TABLE D.1.2 : IR-related training already received and the training perceived to be necessary for the size and percentage Black employee breakdowns

	SIZE												% BLACK EMPLOYEES											
	UNDER 1 000						OVER 1 000						80%-						80%+					
	IR Specialist		Non-Specialist		Employee Rep.		IR Specialist		Non-Specialist		Employee Rep.		IR Specialist		Non-Specialist		Employee Rep.		IR Specialist		Non-Specialist		Employee Rep.	
	Received	Need	Received	Need	Received	Need	Received	Need	Received	Need	Received	Need	Received	Need	Received	Need	Received	Need	Received	Need	Received	Need	Received	Need
IR Strategies	28	22	37	45	9	36	51	37	44	54	21	36	45	32	33	52	21	38	40	30	46	49	12	34
IR Structures	30	22	34	39	16	30	59	27	55	50	38	45	49	27	41	51	34	39	46	24	51	41	26	39
IR Legislation	33	24	27	37	9	36	49	35	39	50	29	44	45	31	32	47	27	47	41	30	35	43	17	37
IR on the shopfloor	22	22	16	45	18	46	37	36	39	52	31	55	38	31	28	48	28	56	26	30	31	50	24	47
Employee representation	28	10	30	19	33	33	53	22	53	32	56	42	48	16	39	27	52	37	40	19	46	27	43	40
Communications	27	21	34	40	28	41	51	27	46	48	41	54	45	24	39	37	39	45	39	25	42	51	33	51
EEO Strategies	22	16	18	37	9	32	29	31	19	52	9	38	35	31	18	49	11	39	20	21	19	43	7	32
Collective Bargaining	28	22	19	46	10	41	44	39	29	55	23	53	37	35	20	52	20	52	39	30	29	51	17	45
Negotiation Skills	22	28	19	58	12	44	45	41	40	56	29	52	34	41	20	52	24	54	38	32	40	61	21	45
No Training	2	3	5	5	3	8	4	2	3	6	2	8	0	3	1	6	0	7	5	2	5	5	4	8
Other Training	5	2	2	2	0	2	3	0	3	1	1	3	3	0	1	1	1	4	4	1	3	1	0	1

TABLE D.2 : Perceptions of training sources for the sector, size and percentage Black worker breakdowns

	SECTOR									SIZE						% BLACK EMPLOYEES					
	Mining			Manufacture			Construction			Under 1 000			Over 1 000			80%-			80%+		
	IR Specialist	Non-Specialist	Employee Representative	IR Specialist	Non-Specialist	Employee Representative	IR Specialist	Non-Specialist	Employee Representative	IR Specialist	Non-Specialist	Employee Representative	IR Specialist	Non-Specialist	Employee Representative	IR Specialist	Non-Specialist	Employee Representative	IR Specialist	Non-Specialist	Employee Representative
Industrial Relations Department	40	48	52	33	40	36	29	29	29	24	27	28	39*	49*	47*	29	40	37	37	41	42
Personnel Department	24	32	38	21	46	40	21	29	36	15	39	40	27	39	39	25	45	36	20	35	42
Training Department	18	40	40	19	30	31	18	25	43	16	28	36	21	35	36	21	29	30	18	35	40
Joint Employer/Employee Organisation	4	12	12	23	18	23	25	21	25	16	19	19	18	15	20	27	18	25	16*	16	16
Employer Organisation	16	14	14	25	18	6	29	21	21	24	19	12	24	17	9	26	15	8	22	20	11
Trade Union	8	2	16	11	3	28	7	4	14	18	5	16	**5	2	24	8	1	27	11	4	16
Outside Consultants	34	16	10	53	28	27	29	21	18	52	24	19	39	25	23	48	23	23	42	26	20
Government Agencies	12	4	4	17	2	6	11	4	4	19	1	6	12	4	4	15	3	3	14	3	6
Universities	52	12	8	56	8	5	39	11	4	51	9	5	54	11	7	56	6	4	50	13	7
Other (specify)	16	4	4	4	0	0	0	0	0	1	2	2	11*	1	1	6	1	1	8	1	1

P < ,05

p < ,01



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