



NUMSA

**Proposal for
Vocational Training
Research and Training
Project**

Introduction

The broad aim of the Training Research and Development Group is to investigate strategies to facilitate the training of NUMSA members to higher levels of skill. This is partly to ensure that workers organised in conservative unions do not monopolise the highest skills - and therefore wield power to hold a future economy to ransom. And it is partly to ensure that a pool of politically progressive skilled workers will be available to assist with planning and organising a future economy.

NUMSA believes that the task of overcoming the heritage of race discrimination in vocational training laid down by Apartheid over decades, will only be fully accomplished when organised workers take the initiative at plant and national level.

Segregation of training institutions and discrimination at every level needs to be ended - not only in theory but also in practice. As a result of apartheid policies, in 1989 of the 68,318 students at technikons only 14% were black and 70% were white, and of the 65,374 students at technical colleges only 15% were black and 70% were white. In 1986, 80% of the new apprentices were white. The figures below on the numbers of people who applied for apprenticeships in the metal industry between January and February 1989 show that privileged access for white workers to training opportunities is continuing.

Racial group	No. interviewed	No. placed
Asian	26	0
Black	166	3
Coloured	48	4
White	43	45

Changes in policy will not be enough to end segregation and discrimination in training. The practical implementation of new policies will need to be continually policed. In addition affirmative action is needed to address problems arising from the segregated and inferior education given to black people under Apartheid - the form and content of which needs to be formulated democratically. Workers have the organisation and power, through their trade union structures, to take on these tasks.

However, as a result of the heritage of Apartheid there are currently relatively few black workers who have been exposed to negotiations on training. In addition to challenge existing training strategies effectively NUMSA also needs to conduct research in a number of areas.

NUMSA is therefore proposing the following 3 month project to develop a layer of worker leaders able to lead an organised attack on racist training practices as well as co-ordinate debate and research amongst membership on training initiatives for the future.

NUMSA needs to do research in the following areas:-

- (i) training strategies which will allow all workers the right to advance to the limit of their capability with direct correlations with wages and grading. In particular to do research into the development of a proposal for an Operator Upgrading Course aimed at workers who are currently not able to be apprenticed or indeed to even receive any further training because they do not have a Standard 7. Such a course should lead to a certificate which will be recognised by all employers in the engineering, motor, auto and tyre and rubber sectors that NUMSA covers. It should also enable workers to go back into the formal educational system to study further if they want or to continue with skills training - so such a course would need to cover both general education and vocational training. Research into various aspects of such a course has already commenced.
- (ii) alternative approaches to determining access to training which overcome current discriminatory selection procedures and management prerogative
- (iii) the practices of state and private training institutions which discriminate against black workers
- (iv) the educational and training needs of workers to ensure that any proposals submitted by the union reflect the interests of the members
- (v) the future training needs of companies
- (vi) affirmative action needed in order to promote training for women
- (vii) the skills and information needed for skilled worker leaders to be able to play an active role in monitoring training in their plants and sectors through involvement in the regional apprenticeship committees of the various Industry Training Boards
- (viii) preparing worker leaders to be able to negotiate on training related issues with management at plant, company or industry level including issues like selection, recruitment, entrance requirements, interviews, application forms, criteria used for acceptance of apprentices and selecting workers for further training
- (ix) comparative approaches to vocational training in order to assist NUMSA with the task of formulating proposals for training strategies

By building in provision for the participants in the 3 month project to conduct regular regional report-backs and consultation, as well as periods during which the participants will be doing systematically planned field work in their regions, the union will ensure that the research is conducted in a democratic way. At the same time the participants will be developing research skills. All the research will be co-ordinated by the Training Research Group.

NUMSA believes that the proposed 3 month project would lay the basis for an altogether new training initiative in South Africa because of the focus on exploring ways of opening up training opportunities to all workers, whilst at the same time considering ways of linking training to wages and a new job grading system.

This initiative would be led by organised black workers themselves and would be based on truly democratic debate with those who have suffered most severely from Apartheid - black unskilled and semi-skilled workers. However, it would also seek to incorporate the lessons learnt in other countries so that the solutions to the problems are genuinely forward looking to a future South African economy that is productive and efficient, based on the realisation of the full potential of people who produce its wealth.

What are the main aims of the 3 month project?

- 1 To train a group of worker leaders on the research that has already been done on the economy and training within NUMSA and to co-ordinate further research, both locally and abroad, as agreed by the training group.

It is envisaged that the participants in the project would serve as members of the Regional Apprenticeship Committees in all the sectors covered by NUMSA. As RAC members they would get access to statistics and information that will be needed to monitor developments. They would also be aware of day to day problems which would be necessary for the development of strategies for the future. This ongoing research is essential from the point of view of being able to monitor the implementation of any new policies agreed on at national industry training board meetings.

RAC delegates would also be in an ideal position to monitor the activities of the state and private training institutions in the various regions and sectors. Such institutions which continue to apply racist or sexist practices could then be identified and campaigned against.

In addition related research areas could be identified by participants to the 3 month project - such as job grading and wage structures; non-discriminatory recruitment and selection practices; comparative training systems; changing training institutional structures; current training strategies and the strengths and weaknesses of these; research into the knowledge and skills required for workers to cope with artisan training and formal Std. 8. Where necessary, outside specialists could be drawn in to assist with aspects of the research and in fact some of the research has already been commissioned out.

- 2 To facilitate debate in the union regarding strategies and demands on training and the related issues of job grading and wage structures and ultimately job creation. A proposed model for dealing with these issues will then be formulated and presented to the employers at the end of the project. Following such a presentation, a phase of negotiation around this model could begin.

- 3 To facilitate organised worker input into the development of the operator upgrading course being proposed by the Training Research Group.(See above)

A detailed proposal will be drawn up during the 3 month project based on the regional consultations, the lessons from the study tours and other comparative research, as well as the research into the possible educational and vocational ingredients of such a course. This proposal will be presented to the employers at the end of the project.

- 4 To train a group of worker leaders on education methods and seminar design so that they are able to carry out the report backs and follow-up seminars in the regions.

- 5 To prepare worker leaders to be able to negotiate on training related issues with management at plant, company or industry level eg on recruitment, selection procedures, interviews, criteria for acceptance of applicants, entrance requirements etc.
- 6 To equip worker leaders to actively assist in the process of planning to meet the training needs of a future South Africa by enabling them to develop research skills as well as providing a group of strategically placed skilled workers in terms of sector, company and region with an opportunity to study issues related to training in depth, to participate in the process of developing strategies, to study and debate comparative approaches. This layer of worker leaders could also be drawn on in the future to play an active role in the implementation of a future training system by virtue of their experience in the apprenticeship committees and the experience and skills they would have acquired whilst conducting research during the project.

Who should attend?

Engineering - 9 participants

There are 9 Regional Apprenticeship Committees under the Metal Industry Artisan Training Board. It is proposed that we identify and then include all 9 delegates.

The RACs are in the following regions:

Western Cape
Eastern Cape
OFS and Northern Cape
Southern Natal
Northern Natal
Wits - Johannesburg
East Rand
Pretoria (including Highveld)
Vaal

There are 10 key companies that are involved in training in Engineering, and it would be worthwhile to get representation from as many of the 10 onto the 3 month project if we wish to develop key worker leadership at key points of training. Wherever possible regional delegates should be chosen from the key companies. The companies are:

SCAW metals (Katlehong - Wits)
Dorbyl (Vaal, Dbn, Uitenhage)*
Haggie Rand (Jupiter -Jhb)
Ferrometals (Meyerton Secunda)
Philips (Industria)
Highveld Steel
Siemens (Isando, Pta (2))
Iscor (Pta, VDB, Newcastle)
Middleburg Steel and Alloys
USCO

* Although the plants sometimes fall under Motor, the apprentices are registered under metal.

NUMSA believes that by including Regional Apprenticeship Committee delegates as participants onto this project, we will ensure that input into the training structures of these key areas continues after the end of the project.

Motor - 7 participants

Again there are a number of RACs. These are

Johannesburg
Cape Town
Pretoria
Kimberley
Durban
Port Elizabeth
East London
Bloemfontein*

* Since Bloemfontein is a very small centre, it could be excluded.

7 delegates from motor elected in each region from the main motor companies.

Auto - 6 participants

It will be necessary to try and get one rep from each of the major motor assembly plants. These are:

VW
Toyota
Samcar
Mercedes Benz
Delta
Nissan

Tyre and Rubber - 2 participants

There are only four major companies in this sector and only two of these are major trainers. It is therefore proposed we have two delegates in this sector:

Good Year Tyres
General Tyres

Women - 1 participant

Given the special problems faced by women workers in obtaining training, especially in non-traditional trades. Further given the fact that it is extremely unlikely that any women will be elected as delegates under the above as so few have had any exposure to training at all, it is therefore suggested that one women participant be elected whose task it would be to ensure that women's special interests and their past discriminations are addressed. We should ensure to get a delegate from one of the key companies.

NUMSA Official - 1 participant

It is proposed that we include as a full participant one organiser whose task will be to specialise on training issues within the organiser body. A suitable candidate is already participating in the Training Research and Development Group who was an artisan in a motor company before joining the union full time.

Total number of participants

Engineering	9
Motor	7
Auto	6
Tyre and Rubber	2
Women	1
Organiser	1
Total	26

There will of course also be other officials who will participate in parts of the course.

Co-ordination

The project will ultimately be co-ordinated through the Education and Research Department of NUMSA. However, the day to day co-ordination would be done by the Regional Education Officer presently co-ordinating the Training Research and Development Group. She would be assisted full time by a person who has been involved with this project from the start who would be seconded on full pay by SACHED for this task. The programme details have been discussed by the full Training Research and Development Group of NUMSA.

Proposed Timetable

First Month - Preparatory Period

Meeting of participants: Meeting of all participants to discuss outline of project and explore appropriate ways of negotiating time off with companies. Task of research within own companies will also be discussed with participants.

Presentation to employers: NUMSA to call a meeting to give presentation of proposal to employers. Those to attend meeting

- Training Research Group members
- companies from which participants are drawn (across sector)
- senior union leadership

Aim to be:

- get support for project in general
- get workers released (on pay)
- get commitment to attend follow-up meeting at the end of July to consider proposals to come out of the training

programme and enter a negotiation and feasibility study phase jointly with NUMSA.

- get permission for participants to return to their plants to do research at certain agreed times.

Second Month

Preparation of programme details - (preparation period) time delay to give ample notice to employers for release

Participants would also be expected, in this time, to do detailed research into the training provided in their own companies - to report during the first week of the programme.

Third Month — 3 month project begins

End of Fifth Month

Meeting with capital again to present proposals and begin planning a joint development plan

Draft Programme

Below is a draft programme for the three months, which would clearly need to be refined. It should be noted that time periods may seem long, but it is the stated aim of the programme to develop educators as well as negotiators and researchers - it will therefore be essential to build a lot of project and practical work into the programme.

Third Month

Week 1

(Residential)

Presentation by participants of training done by their companies. They should also prepare a critique of this training at company level. Time would then be spent looking at what participants would like to see in a future South Africa regarding training. Invite Centre for the Development of Human Resources in here. Debate around the divide between education and training: the whole People's Education debate. This would be followed by a discussion of the programme and aims of the 3 month course.

Week 2

(Residential)

The political economy of training in South Africa. This would include the history of training and struggles around training (possibly invite white unionists), as well as the economic context of industrialisation and its implications for training (eg Doug Hindson to be approached for this). An initial analysis of the metal and motor industries within the South African Economy re development of human resources.

	<p>Changing training institutional structures as well as the legal framework etc. (Could include visits to training centres - company and state.) Also how capital sees training now (possibly invite company training officers eg Middleburg Steel, also CEA and BIFSA as examples of liberal capital thinking). For possible future state initiative invite people from HSRC "Skills Training in South Africa". Show where Industrial Training Boards and Regional Apprenticeship Committees fit in and their central importance in monitoring the system (possible presentation by managers of our council training boards). Some time would also be spent preparing how to conduct regional and overseas research, in detail. For overseas study visits - see Week 5.</p>
Weeks 3 & 4	<p>Return to regions. Conduct research in regions on exactly what training institutions exist in the region (both company and state and as much information as possible about their policies on who can train there as who DOES train there - evaluation of centres etc. Address regional workshops on training issues.</p>
Week 5	<p>Participants meet to prepare themselves for their overseas study visits.</p>
Fourth Month	<p>Leave on study tour</p> <p>The following countries are proposed:</p> <ul style="list-style-type: none"> • Australia (via metal workers) • Italy (visit Milan metalworkers, and then some comrades proceed via Turin to Poland and/or Czechoslovakia hosted by ILO) • West Germany (IG Metall) • Zimbabwe/Botswana/Zambia (CTUC?) • Cuba • UK (TUC) • Sweden/Denmark <p>4 participants to each country, except for the Zimbabwe etc trip where two would go. Included in these trips are officials involved in the Training Research Group (30 people in total)</p>
Week 6	<p>Study tour</p>
Week 7	<p>Complete study tour</p>
Week 8	<p>Return to regions to complete country reports</p> <p>Compilation of useful lessons from visits</p> <p>Also to complete reports of regional research done in weeks 3 and 4.</p> <p>Participants return to residential accommodation where they will present their reports.</p>

Week 9

List the special conditions in South Africa that need to be addressed.

Formulation of a model to form the basis of a proposal to capital.

(Residential)

Training at the crossroads.

Study how and why training systems change. Focus would be a summary of South African experience, and then invite a Zimbabwean to explain how they approached restructuring of training there.

NB : wages and job grading link to training; also to:

- selection
- career guidance
- job creation
- new technology and upgrading
- special opportunities for eg women

Rest of week spent formulating model to present to employers.

Month Five

Week 10

Participants return to regions to discuss proposed model in their own companies, in their locals and regions. Also start preliminary discussions with workers on what they feel should be included in the operator upgrading course.

Week 11

(Residential)

Finalisation of model in light of workers comments. Presentation of broad outlines to NUMSA constitutional structures (end of week 11). Remainder of week to be spent on details of Operator Upgrading Course Development (eg reports of discussions with workers, input from subject specialists at Wits, research proposal by Pam Christie on how such an Operator Upgrading Course should link to the formal sector and to company needs etc).

Week 12

(Residential)

More detailed work on how the Operator Course should be developed, what it should contain etc., as well as work on the direction of future initiatives at other levels eg unskilled and technician etc. Also focus on psychometric testing, selection, recruitment etc. Preparation of presentation to Capital. Here we may want to include an expert from overseas eg CPVE in UK or metalworkers of Australia.

Week 13

(Participants residential)

Major presentation to capital

Aim to get agreement to enter a process of negotiation and development around model and operator upgrading course.

Aim also to get Engineering employers to contribute their Supplementary Fund "agterskots" into this project and other sectors also to enter some financial arrangement to financially support the project.

Agree to commission research, endorse that which has already begun etc.

Attempt to draw provisional timetables for this.

Proposed budget, drawn on the basis of this programme, is appended.

Budget

The following budget is calculated on the basis of :

- 25 worker participants
- 1 official participant
- 2 co-ordinators (non-resident)

Accommodation has been calculated at R75 per person per day + GST. Cheaper accommodation will be difficult to get at this late stage. (Rate quoted by reasonable hotel.)

Cost of airtravel is based on present tariffs (indicated in brackets) plus 20%, which is the anticipated increase for the second half of this year.

The budget has been broken down into separate months, to facilitate staged payments, if necessary.

Month 1

Meeting of Participants

Lost wages (25 people x R15ph x 18hours/2days)	R6 750
Accommodation (R150 x 28 residential + GST)	R4 746

Travel

Western Cape (2 x R610)	R1 464	
Port Elizabeth (8 x R520)	R4 992	
East London (1 x R462)	R 555	
Durban (4 x R332)	R1 594	
Kimberley (3 x R326)	R1 174	
Northern Natal (1 x R490)	R 588	
Witbank (300 km x 73cpkm*)	R 219	
Pretoria (100 km x 16cpkm**)	R 16	
Travel airport (19 x R14)	R 266	
Total travel		R10 868

* Quoted AA claim rate

** Union organiser, union claim rate

Presentation to employers

Participants from NUMSA (Training Research Group and Senior Leadership - approximately 20

Participants from employers - approximately 35 companies.

(It is assumed that employers will pay own transport and accomodation.)

Lost wages (paid by Cos)		R2 000	
Accommodation (R55 pp x 55 + GST)		R3 418	
Travel (Training Research Group)			
Western Cape (1 x R610)	R 732		
Eastern Cape (3 x R520)	R1872		
Northern Natal (1 x R490)	R 588		
Kimberley (1 x R326)	R 392		
Witbank (300km x 73 c p km)	R 219		
Pretoria (100km x 16 c p km)	R 16		
Travel from airport	R 100		
Travel for Research Group		R3 919	
Travel for union leadership			
Durban 2 x R332	R796		
Port Elizabeth 1 x R520	R624		
Western Cape 1 x R610	R732		
Total for union leadership		R2 152	
Presentation materials including layout and printing		R2 000	
Administration (telex, fax, telephone)		R 500	
Total budget needed for Month 1			R36 353
Month 2			
Costs of stationary		R1 000	
Administration (telephone, telex, fax)		R 500	
Total budget needed for Month 2			R 1 500
Month 3			
Lost wages (25 people x R15ph.** x 45 hr x 4.33)		R73 069	
Residential session			
Accommodation (R75 x 28 people x 13 days + GST)		R30 849	
Travel (As for first meeting of participants)		R10 868	
Cost of visiting lecturers			
Doug Hindson (Natal R332)	R399		
Andre Kraak (Cape Town R610)	R732		
Alec Erwin (Natal R332)	R399		
One Other (Cape Town R610)	R732		
Cost of visiting lecturers		R 2 262	

Cost of hire of combi's to visit training centres	R 4 000
Stationary and photocopying	R 1 500
Period spent in Regions	
Travel allowance (25 people x R200 each)	R 5 000

Second residential period in May

This period is to prepare for overseas study tours

Travel (as above)	R10 868
Accommodation (28 people x R75 x 4 + GST)	R 9 492

Total budget Month 3

R147 908

Month 4 - overseas study visits

Lost wages	R73 069
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Overseas study tours

4 per study trip, except Botswana/Zimbabwe/Zambia, where 2 participants have been budgetted for. Note: this totals 30 people, 26 participants, 2 co-ordinators and 2 union officials involved in Training Research and Development Group. Again prices quoted allow for an anticipated 20% price hike.

Travel

UK (R3223)	R15 470	
Italy Milan(R3219)	R15 451	
Cuba (R4312)	R20 698	
West Germany (R3219)	R15 451	
Sweden/Denmark (R4434)	R21 283	
Harare etc (R1837)	R 4 409	
Australia (R5005)	R24 024	
Total overseas travel		R116 786
Cost of passport and visa applications (26 people x R50)		R 1 300
Travel allowance overseas (30 people x R300 each)		R 9 000

Return to regions to write reports. No budget.

Return for residential period

Travel (as above)	R10 868
Accommodation (28 people x R75 x 12 days)	R28 476
Stationary etc	R 1 500
Airfare for Zimbabwe	R 1 275

Accommodation - Zimbabwean	R 400	
Administration costs	R 2 000	
Total budget for Month 4		R244 674
Month 5		
Lost wages	R73 069	
Return to regions		
Travel allowance (25 people x R200)	R 5 000	
Final residential period		
Accommodation (28 people x R75 x 19 days + GST)	R45 087	
Travel (as above)	R10 868	
UK/Australia advisor	R 5 000	
Accommodation for 5 days	R 375	
Selection testing advisors		
Natal	R 399	
Western Cape	R 732	
Accommodation	R 100	
Final presentation to employers about 80 participants		
Venue (80 x R55)	R 4 972	
Stationary incl. layout and printing	R 3 000	
Administration costs	R 2 000	
Total budget for Month 5		R150 602
Total Budget for Total Project		R581 037

Summary of Budget

Total lost wages

R221 207

(Note: when requesting release for shop stewards, we will also request employers to cover cost of wages. We do not know what proportion will agree to this however.)

Overseas study tours

R127 086

(Note: some of these study tours have already been arranged. The proposed host countries have agreed to cover the costs involved. A final breakdown of the outstanding costs to be covered not yet available.)

Cost of meetings etc

R232 744

(The remainder after the above two items deducted)

Total

R581 037

SASIF

9.00 -

Remarks by Mar.

" " Pliso - challenges of change in the world

10.30

Background notes
Discussion - Namini

11.00
~~10.30~~ Lec.

11.15

Experiences & ach. - CDHR. - George.
~~with Namini~~ + Namini.

13.00
14.00
14.30

Rule.
MunisA.
Proposed str. & org. function of the CDHR.

16.00

Tea

16.15

end.

17.00

Sunday

9.00

① Prep for sect. cler

② Rep. init

③ Joint init with other messory.

Employment gen.

Training
etc.

10.00

Setting goals + targets.
Assess pd. env.

11.00

Tea
Reviewing off. intellig. etc. of kids in + out.