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POSITION APER F R DISCUS ION:

A POLICY FOR THE DEVELOPMENT OF HUMAN RESOURCES.

PRESENTED TO THE DEPARTMENT OF HUMAN RESOURCES DEVELOPMENT OF THE
AFRICAN NATIONAL CONGRESS

INTRODUCTION

Any future human resources development policy will have to address the direct effects of past neglect and indifference bred by apartheid. Past policies and past business practices have meant that few people enter the labour force in South Africa with adequate work related skills. As a future government. the ANC will make every endeavour to develop the potential of all the people in this country. The talents, aptitudes and abilities of each and every South African will need to be recognised and carefully nurtured so that all our human resources are fully utilised. We need a suitably qualified, efficient and effective workforce that is properly managed.

It is recognised that economic growth is fundamental to the future development of human resources in South Africa. But economic growth, on its own, cannot ensure that we have the kind of workforce that we need. High growth rates cannot be sustained without adequate human resource development. During the 1960's South Africa had an average annual growth rate of 5.8 %. but this did not automatically mean that the vast majority of people benefited from this growth. No attempt was made to give everyone the opportunity to enter into those occupations or situations that create wealth. A high growth rate in the 1960's did not help us to prevent a declining growth rate of 3.3 % per annum on average during the 1970's or the even lower average annual growth rate of 1.6 % during the 1980's.

At present we are facing the reality of a negative growth rate of the economy. Employment opportunities have declined substantially

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in spite of an increase in the size of the population. Our gold resources have been squandered on enriching only a few and on sustaining apartheid. Gold is becoming increasingly expensive to mine and it is also becoming less valued on international markets.

Our country has been in a state of economic decline for more than 20 years. We have failed to develop our human resources. This failure can in itself partly explain the economic decline of our country.

Worldwide, many of the development policies adopted in the 1960's, based on theories of economic growth such as those of Lewis and Rostow, failed partly because the development of human resources was not adequately addressed.

Therefore, in addition to promoting economic growth, the future ANC government will need to take active steps to ensure that employment is created, that marketable skills are acquired, and that everyone has equal access to employment or to income generating activities.

A broad based, multifaceted approach to human resource development will be taken. Economic growth will be encouraged by incentives given to existing companies for upgrading their manufacturing techniques through the more productive use of both capital goods and labour, so that they can become more competitive in international markets generally and in markets in Africa in particular. We will encourage expansion. Our policies will reward enterprise. We will not, as the present government does, penalise our industrialists by making it far cheaper to buy shares than to run a company. We will encourage the expansion of our export markets by means of real support of our existing private sector ventures.

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We need foreign investments in South Africa to help our economy to grow and to help to create more employment. Without the stigma of apartheid or the illegitimate status of the government, the credibility of companies investing in our country will improve. We will therefore attempt to make foreign investment an attractive option in this country by offering tax and other incentives. We will encourage the establishment of branches of overseas companies and of factories in this country. Joint ventures between local and foreign companies, or even between the state and foreign companies will also be encouraged. However, a well trained, efficient and stable workforce is essential to ensure that foreign investors are attracted. Therefore the optimal development of our human resources is vital to the future prosperity of the country.

We need to be fully aware that, taken in isolation, an export driven approach and the fostering of foreign investments will not ensure stability. The benefits of economic growth must be made accessible to all our people. Policies are therefore also needed to promote local small business development, including the informal sector. Inward industrialization will be strongly encouraged. We will promote the local manufacturing of basic goods for domestic consumption through encouraging the establishment of small manufacturing businesses. Labour intensive methods of producing these basic goods will be encouraged. We do not view a policy of encouraging local basic goods production as being inconsistent with encouraging foreign companies to set up branches or factories here, because the type of goods that they are likely to produce will not necessarily be those that are needed by those people who are struggling to survive. Special employment creation programmes will also be introduced and training programmes will be implemented.

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The Department of Human Resources Development will therefore formulate policies to include the following components:

1. The facilitation of employment and income generation opportunities for all South Africans.
2. The promotion of training and the development of marketable skills among all South Africans.
3. The facilitation of fair employment practices and fair labour practices.
4. The introduction of affirmative action strategies.

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The encouragement of improvements in productivity.

6. The facilitation of rural development and the creation of employment opportunities in rural areas.
7. The creation of employment opportunities for the disabled.
8. The collection of unbiased data to reflect the true position of human resources development throughout the country.

1. THE FACILITATION OF EMPLOYMENT AND INCOME GENERATION OPPORTUNITIES FOR ALL SOUTH AFRICANS

The rate of unemployment which at present may be as high as 46% is totally unacceptable. Effective approaches will have to be attempted to make an impact on this situation.

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The aim of the ANC employment and income generating policy in the short term is to reverse the current trend of an ever increasing loss of employment opportunities. The ultimate aim is to ensure that there are either employment or else income generating

opportunities for all economically active people in the country.

Methods:

tau Inward Industrialization and small business development

We will encourage local people to produce those basic goods and services that are needed for domestic consumption. This will be done by the active promotion of programmes to enable people to start small manufacturing businesses in either the formal or else in the informal sectors by making funding and training accessible to them. Preference will be given in making funds available as loans for start up businesses, to those who have suffered most through past apartheid policies.

In addition to small manufacturing industries, we will also encourage the establishment of other small businesses such as retail trading outlets, repair businesses and other services. This encouragement will take place mainly in impoverished areas where at present, very few registered businesses actually exist. Tax incentives and loan schemes will be introduced to empower people in disadvantaged communities to start up businesses and to purchase machinery, equipment and raw materials. Allocation of loans will take place through approved development agencies.

Appropriate agencies to encourage the development of small businesses will therefore need to be set up. We are aware that many agencies of this nature already exist, some through state assistance, but many of them were set up as part of the apartheid structures. Existing agencies will therefore be evaluated in terms of their policies and strategies. They will be required to meet certain criteria to obtain state assistance. We want to establish development agencies that are an integral part of their local communities. Premises of development agencies should be located among the disadvantaged people. They should be easily accessible to all people. Agencies housed in prestigious

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buildings, which is often the present case, may be experienced as being threatening or imposing by those people who may most need help in starting up a business. We also need to avoid paternalistic attitudes, dictatorial, rigid or bureaucratic approaches among staff in these agencies. The staff of these agencies will therefore need to be drawn from members of local underprivileged communities. In this way, an understanding of the problems and life circumstances of owners of small start up businesses will be fostered.

The banks too, will be actively encouraged to fund small businesses, possibly through state guarantees of repayments of at least a portion of these loans.

Protection of the rights of informal business owners

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The ANC government will recognise the right of people coming from disadvantaged backgrounds to operate unregistered or informal businesses. These business owners will not be required to pay licensing or registration fees to obtain official recognition. They will have the legal right to use their homes or their back yards or even certain street pavements '31' street corners

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which to operate any legitimate business, provided that the health and safety of the people using them or living or working in the vicinity of these businesses are not affected. This means that foodstuffs will have to be hygienically handled, noise will have to be kept down within acceptable limits, premises will have to be kept clean and obstructions to traffic or to pedestrians will not be permitted. Dangerous or harmful substances will be required to be stored and used safely. Appropriate legislation with a focus on education of informal business owners, rather than on punitive measures, will therefore be introduced.

In addition to allowing informal business owners more freedom with regard to business premises rights, stalls will be established along major transport routes and in areas of high

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pedestrian traffic in Cities and towns from With vendors can operate. The construction of these stalls can form part of a special employment creation scheme (see section d below).

In order to give informal business owners access to finance, loan schemes along the lines of those that have been introduced by the Grameen Bank of Bangladesh will be introduced. These schemes will be managed by the development agencies whose staff are in touch with the local culture. Group guarantees of repayments will form the basis of granting small loans for informal business activities.

By encouraging the development of informal businesses, employment creation through replication of businesses is fostered. But we are fully aware that the informal sector cannot be regarded as a panacea for employment creation. Most informal businesses are entered into as a means of survival rather than as a means of wealth generation. Nevertheless, some relief from poverty is possible and dignity can be maintained.

co-operative business ventures

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encourage the development of Co-operative business ventures to help solve some of the problems experienced by both formal and informal small business owners. The following types of co-operatives will be encouraged by means of easy access to loans through development agencies.

- Purchasing co-operatives to enable bulk buying for small businesses to take place.

Producer co-operatives to encourage the development of democratically run business ventures.

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- Marketing co-operatives to ensure that locally produced basic goods are distributed and sold where and when they are needed.
- Transport co-operatives to help those who do not have access to transport to obtain raw materials and to distribute their goods.
- Joint storage schemes to enable small business owners to store

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raw materials and surplus goods safely and hygienically.

- Co-operative schemes for joint ownership of equipment and tools.

In addition to granting loans to these types of ventures, development agencies will also have a strong advisory and training role to play in the establishment of co-operatives.

(d) Special employment creation schemes

The ANC government will award money to labour intensive projects designed to create employment for unskilled people within oppressed communities. Once we have democratically elected local authorities who are accountable to the people who elected them, then these authorities will administer the funds allocated for special employment creation schemes. The local communities themselves will decide on the type of projects to be funded through this scheme and local unemployed people will work on them. Examples include building houses, schools, recreation centres and churches.

Establishing stalls for informal businesses would also be considered. The laying down of roads, sewerage systems and piped water to houses can also be funded through this scheme. The idea is that money that would in any case have to be spent on upgrading local areas can also be used to create employment.

An appropriate department within the town or city council, for example the engineering department or housing department would take responsibility for each project and would supply people with the necessary skills to manage each project, to supervise the workers and to give them on-the-job training. For certain projects, the private sector will also be asked to help by supplying the necessary high level manpower to oversee them.

In order to qualify for funding as part of the special employment creation scheme, the following criteria will have to be met:

- The projects must be labour intensive in that more than half the money allocated to them should be paid out in wages.
- There must be a highly motivated, well trained manager to accept responsibility for the project and the way in which it is run.

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- The work itself must contain a training element. This means that all persons employed in any project that forms part of the programme will acquire skills which enable them to improve their chances of obtaining employment in the labour market or of starting a business.

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leavers and the

unemployed

Employers will be given special incentives to employ and train these leavers and young people under the age of 25 who have never worked. In this regard, the system of the United Kingdom will be adapted to meet local needs.

J. THE PROMOTION OF TRAINING AND THE DEVELOPMENT OF MARKETABLE SKILLS AMONG ALL SOUTH AFRICANS

The legacy of apartheid has meant that, for large numbers of people, the education and training that they have received, if any, has been totally inadequate to enable them to compete for employment on the labour market. More than a quarter of the economically active black people in this country have never attended school and less than one percent are matriculants. Altogether, 65 % of black people view themselves as not being fully literate (NTB / HSRC investigation into a national training strategy for the RSA). Any training policy of the ANC will have to address this huge inequality.

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The aim of the ANC training and development policy is to create a skilled, efficient and effective workforce. In the short term, the aim is the empowerment of as many people as possible through enabling them to acquire work related skills so that they can improve their employment prospects or so that they can use these skills to generate an income. In the long term, the ANC aims to ensure that each and every South African is given the opportunity to develop his or her potential to the full to enable people to live a useful and productive life and to contribute meaningfully to society.

Methods:

(a) Integrating training efforts

At present, training in the country is fragmented. Various laws govern different training efforts. There are inadequate structures to co-ordinate training and insufficient co-ordination between training organizations.

The National Training Board is a statutory body whose main role is to co-ordinate and promote training in SA (excluding what the present government calls the self governing territories and Independent states). While this body has completed a number of useful investigations into the training needs of the country, it lacks the decision making powers to carry out its own recommendations. It merely advises the Minister of Manpower on the training needs of the country, based on the investigations it conducts.

In addition, the Department of Manpower has its own training scheme which it exercises through the division of registrar of training and through its training programme for the unemployed and for work seekers.

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ther government departments also assume a training role. For example in the public sector, the Institute of Training of the Commission for Administration develops its own training programmes for state officials. While other departments also develop separate programmes, without any co-ordination between them.

A number of industry based training boards have been established to take responsibility for coordination of training for specific industries. This has allowed for the decentralization of training and for each industry to assume responsibility for its own training. But unfortunately it also means that the needs of employers, but not necessarily those of the workers are taken into account. Training, when it does take place, is done to meet the present needs of employers, and a longer term view of the training needs of the country is often not taken. The involvement of the trade unions in representing the training needs of the workers on these boards has been minimal. The co-ordination of training between industries is lacking, even between those industries where similar skills may be required.

Most training is therefore industry specific. It does not open avenues to enable people to seek employment in other industries or to enable people to work for themselves or to start a small business. In view of the large numbers of unemployed people in the country at present and the apparent inability of existing

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ions to absorb an expanding workforce, this state of

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s unacceptable.

Handing over the responsibility of training to individual industries has meant that during downturns in the economy, less training takes place in most industries, but during upswings, employers desperately seek people with the skills that they need to meet the increased demand for their goods and services. The ANC will change the entire approach to training. All education, training and development taking place in the country will be viewed as part of the enrichment of the people and the mobilization of their potential. It will create one Department of Education, Vocational Training and Development at a national level. In this way the education at schools and at tertiary institutions and the training that is taking place both within and outside the workplace will be integrated and made relevant to the needs of the country as a whole, not only to employers. While the formation of industry based training boards has some merit, trade unions will need to participate fully on these boards and co-ordination between them will need to take place to avoid duplication and to ensure that more people have access to training. Structures will be put in place to ensure that this occurs. These structures will be facilitated by, not bureaucratic. In nature,

1b) Competency based modular training
The ANC feels that, in view of the inferior education and training, if any, that large numbers of people have received, a competency based modular training system as an appropriate way to sent to enable more people to acquire work related skills.

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However, registration of all these courses with an approved national body in a unified Department of Education, Vocational Training and Development will have to take place and nationally recognised certificates for completed courses will need to be issued.

A modular system of training should allow each individual to acquire a unique qualification structure that is suited both to his or her talents and abilities and to the employers' requirements. It should be possible for an unskilled worker to progress through training so that a high level of technical skills can be acquired even if the person's basic education is

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A nationally recognised modular training system will ensure that access to work related skills is created for everyone. As far as the development of modular training systems is concerned, there are already many examples that have been set by other countries in establishing this type of training. The Australian, the Scottish, the French, the German and the Japanese systems could all be studied. Once we have re-established our international credibility we could involve experts in various other countries and the staff of the International Labour Organization to give advice and guidance on establishing this type of training.

loved and for work seekers

The present policy of the government of financing three weeks training for the unemployed and for work seekers at approved training centres does not allow sufficient time for people to acquire work related skills. The type of training that is entered is not necessarily related to ensuring that people

attending the courses actually acquire those skills that are needed in the labour market. The ANC will make this type of training more relevant to both the individual and to the labour market.

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is offered to the unemployed or to work seekers

established. Training for small business

owners and those in the informal sector (see section d below)

ed to be linked to these training schemes. The aim

"1!! :e to enable unemployed people to improve their chances

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obtaining employment or of starting their own business. 0

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are generating some income. then further training to improve their skills or to acquire new skills can be acquired. as and when the individual wishes to do so.

Most of the training for the unemployed and for work seekers will take place in community based training centres. It will be regarded as an extremely worthwhile investment to establish these types of centres to offer training to people in a familiar environment within their own communities. Therefore a large number of community based training centres, under the control of local authorities, will be introduced for all forms of adult education and training. These can complement the larger regional training centres which already exist in the country. Regional training centres can offer more variety and more advanced courses. The staff in these centres can also play a role in giving advice and guidance to the local community training centres and they can also be used to train ruralers and individuals for small business owners in the formal and in the informal sectors.

The development agencies and the community training centres will both have a role to play in this regard and they will work together to establish modular training systems for both the informal and the formal small business owner. In this way, skills training (training to enable people to perform specific tasks, for example, dressmaking) and business training (training to enable people to run a business, for example, costing and pricing of goods) can be linked. Thus the unskilled work seeker, through completing an initial training module, will be enabled to acquire basic skills, for example dressmaking or woodwork skills that he or she can use in a work situation or to start a business. A second module could, for example, allow him or her to acquire SIC skills needed to start an informal business from home. As

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more about running a business. An additional course on managing a business could then be taken. when the business expands. a course in employee relations could be taken and so on. Training could then become an integral part of human resource development and upgrading of skills.

In addition to conventional training. advice. counselling and consulting will form an important part of small business training. The private sector. including the banks. established local businesses and the large corporations can all make a significant contribution in this regard as indeed some are already doing. Mobile training clinics will be set up in rural areas to make training accessible to all people and the mass media will be used to give information on small business development. Separate coordinating training bodies for business

where in the informal and the formal sectors will be established so that the training needs of the informal business owner are met. Management training

the use of management training will be fully dealt with in the

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lens on affirmative action and on productivity.

If' Literacy training

The need for adult literacy training is so urgent that every endeavour will be made to promote it. The community training centres will have a vital role to play in this regard. Serious consideration should be given to the idea that. as an alternative 'of military service. matriculants are conscripted into a "Peace Corps' to help people to become literate. under close supervision

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instructors

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Thus training and development policy depends entirely on the quality of the trainers and instructors that will implement it.

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Not only will they need to have a high degree of expertise in analysing training needs. In developing training modules and in setting standards of training. but they will also have to be accepted within the communities where training will be offered. Therefore trainers and instructors will have to register with an

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a body to ensure that they meet the standards of

professionalism that will be required.

3. THE FACILITATION OF FAIR EMPLOYMENT AND FAIR LABOUR PRACTICES
COSATU will be asked to formulate a policy in this regard. This

policy will need to take at least the following into account.

- The right of all workers. including civil servants. domestic and farm workers. to join and to be represented by trade unions and the right of freedom of association
- The need to specify minimum wages
- Health and safety at work. including an AIDS policy
- Acceptable basic conditions of employment, including hours of work, sick leave. vacation leave. maternity leave. overtime and other conditions
- Selection. recruitment and placement practices
- Promotion practices
- Practices related to terminating work contracts including

dismissals, redundancies and retrenchments.

- Practices in relation to handling grievances and disciplinary matters
- The role of trade unions, of employers and employer organizations and of the state in Labour relations
- Codes of conduct in the workplace
- Handling manifestations of racism in the workplace
- Handling negotiations, collective bargaining and dispute resolution
- Compensation for injury at work
- Compensation for unemployment.
- The social responsibility of employers

4. AFFIRMATIVE ACTION STRATEGIES

Fast policies and practices of both the apartheid government and private sector businesses have meant that the people needed for high level occupations and professions have been drawn from an extremely small pool, namely white South Africans. Both the public and the private sectors. In the past, have taken full advantage of apartheid legislation. Among this extremely small pool of white South African talent most people appointed into the top positions have been whites. Not only has this practice been discriminatory, but it has also had negative effects on the economy of the country.

Data of the Central Statistical Service show that there are approximately 1 250 000 economically active white males in the country which constitutes between 10 to 15 % of the entire workforce. At least half of these males occupy top paying high level professional, managerial and administrative posts in the country. Given that abilities are normally distributed in any population, serious questions need to be raised regarding just how many of these males are capable of carrying out the tasks that are demanded in their high level posts.

It is highly likely that people have been promoted beyond their abilities because of the artificially created shortage of high level manpower in the country. Therefore there is an urgent need to identify talent among the oppressed, including women, and to introduce an affirmative action programme to promote their interests. In the past, in the public sector, for example, affirmative action has already taken place. Top positions are almost exclusively held by Africans speaking white males. We now have to reverse this situation.

The aim of the ANC affirmative action policy is to ensure that people who were discriminated against in a work situation in the past

are now empowered to enable them to gain access to and compete for all posts including the high level posts in the economic structure of the country.

Methods:

(a) improving the life circumstances of the oppressed

A human resources development programme cannot ignore the disadvantageous life circumstances in which large numbers of people live. Poverty, malnutrition or undernutrition, poor housing, overcrowding and the lack of proper sewerage, clean water and electricity negatively affect the individual's ability to develop his or her full potential. Any affirmative action development programme therefore demands that attention be paid to these damaging life circumstances.

(b) Childhood development

Poor preschool environments and poor schooling significantly stunt intellectual development and the ability to learn.

An affirmative action programme therefore has to start at birth. We need to ensure that our infants are adequately fed. Studies in South Africa and elsewhere have shown that chronic malnutrition during the first two years of life leads to stunted intellectual growth. The provision of milk to mothers of infants under the age of two years and an education programme for mothers regarding

healthy nutrition should therefore be seen as part of an affirmative action programme.

The education of mothers and child minders in techniques or stimulation of healthy development generally and intellectual development in particular should also be seen as part of an affirmative action programme. In this way we can ensure that when children enter school, they are ready to learn.

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Obviously the discontinuation of segregated schools and improving the education that is offered at present at black schools is an urgent priority. A separate position paper has however been drawn up on school education and will not be discussed further here.

(c) Tertiary education

As a direct result of poor education and poor matriculation results, many people are denied access to tertiary educational institutions. To address this situation, the ANC will not adopt the present policy where matriculation results are used as the sole criterion for admission to higher learning institutions. In the past, many children of immigrants performed poorly at school, but they were still able to develop a career in spite of poor school performance. Aptitude tests, special examinations for entry into different faculties at universities and technicals and into different study fields will all be considered as assessment methods. In addition to matriculation examination results, special colleges will be introduced or else the community colleges already discussed will be used to give older pupils an opportunity to improve their basic knowledge so that they can attempt tertiary studies. Bridging courses at tertiary institutions can also be introduced to prepare people to enter their first year of tertiary education. Autonomy will be granted to tertiary institutions to decide on their own admission policies provided that admission is not based on race. The present rigid system of requiring people to complete a

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to course within a prescribed period of time will need to be altered. The aim here is to enable more people to obtain a

higher level qualification at their own pace, within limits, without negatively affecting academic standards. Some people are capable of completing a course in a shorter period than the prescribed time, while others may need to take longer. Summer schools, preparatory schools and other arrangements can be

introduced to make tertiary learning more flexible. Part time studies should be more widely available at all universities and opportunities for correspondence studies should be expanded. The methods of teaching at tertiary institutions may also need to be revised. For example, more tutorials and individual tuition in addition to formal lectures may need to be introduced.

(d) Entry requirements into an occupation

As a general principle, a policy where competence in a field is recognised, rather than appropriate qualifications, will be implemented in the immediate future. This will give returning exiles the opportunity to obtain work. In certain cases, protective legislation will be removed to enable a person who can demonstrate that he or she can perform the tasks that are needed in the work situation, to gain employment in that field, irrespective of his or her academic qualification structure. Obviously this removal will not apply to those professions such as medicine where the public may be endangered by unqualified people practising it.

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In larger organizations, the drawing up of a possible career structure for occupants of each position in the organ can be encouraged by an ANC government. Requirements to this structure will be spelled out. Goals to attain promotion to follow a career path for each employee, coupled with career counselling and a training programme to indicate how the employee can attain these goals, can then be implemented. For smaller firms, this service will be available through trained counsellors at personnel and employment agencies and at the Department of Human Resources Development. It will be regarded as an essential service. The aim will be to promote growth and development of each person in his or her work situation so that maximum use is made of abilities.

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from dlsadvantaged backgrounds can be acqulred within companies

lg) Afflrmatlve actlon and women

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naie equal for all men and women; Entry levels lnt0 an occupatlon

and promotxon crlterla Wlll also be made Slmxlar. In additlon,

gaze maternlty leave wlll be Introduced for all women who have

worked for a mxnlmum of two years an the same workplace.

' :mpenles wll! also be encouraged to prOVide more child Pare

feellltles for all staff members on a non-raCIal bagls1

Spewlal trainng to enable women to re-enter the labour force

after a peraed of absenre, to update their eXIStIng knowledge

Nlll be encouraged. Programmes of trainng dealgnd to enhance

self-esteem and to help women to develop self assertlveness wlll

also be Implemented.

5. IMPROVEMENTS IN PRODUCTIVITY

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terms of usxng capltal goods efflclently. is one lmpoant wav rn

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encourage ecenemlc growth1 If both capltal and labnur are

:rocuttlvely used. then production prlces can become more

tempetltxve and we can expand our markets and lmprove our sales.

This applzes not only t0 Investing ln lmprovements of both

"apltal and labour. but also t0 lmprovng the way ln whlch

bUSInesses are managed and the way in Wthh Jobs and work systems

are desgnd.

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The axms of the ANC productlvxty policy are threefold. Flrstly lt

aims to improve the proguqtlvxty of the labour force. Secondly lt

aims to improve the productlvty of the actual work processes

through the lntroductlon of new technologies and modern

equlpment. Finally. it alms to improve productlvty regardng the

way in whlch organizations are managed.

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(a) Improving the Qroductlvtx of labour

It is a trul5m to say that a well trained workforce can work more

productlvly. The maln way of ensuring that the workforce IS

produbtive is through enablng them to acqulre the skllls that

they need. In thls document, the trelng of the workforce has

already been discussed in sectlon 2a and 2b.

However. past research. both here and overseas. has shown that

wlth the lntroductlon of computer based technology lnto the

workplace. a more flexlble workforce ls needed. Cognltive and

problem solving skllls become increasxngly lmpoant and they are

needed among all levels of workers. Trainng therefore has to be

seen as an ongoing process throughout the working life of the

lndlvxual. He or she wlll be requred to update exlstng

knowledge, to learn to modify and adapt exlstng skllls and to

undergo training for redeployment lf exlstng skllls become

obsolete. The ANC policy will make It p055lble for thls type of

ongolng training to be implemented through the creatlon of

community colleges and through the exlstng industry trainng

boards.

The relatlon between the lndustrlal and technologzcal policy on

the one hand and the educatxon and trainng policy on the other

Wlll be studied to ensure that there ls agreement between the

aims of lndustrlal development and those of trainng.

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to bring about a reduction

South Africa must become more competitive in international

markets. This increased competitiveness needs to be seen against a background of the innovations that are taking place both in new products and in manufacturing processes in other countries. More and more sophisticated technology is being introduced into overseas production processes to improve the quality of goods and services.

To become more competitive, we will need to know about new trends and technological innovations that are being introduced elsewhere. We will need to import this type of technology and we will need to adapt it for use in this country. We cannot afford to fall even further behind other countries in our manufacturing processes. The ANC will promote research regarding technological innovations and their use in South Africa.

However, the introduction of new technology into the workplace does not ensure that the workplace becomes more productive. Research in South Africa has shown that the full potential of the new technology that has already been introduced into the country is not being used. This is due in part to a poorly trained workforce. It is also due in part to the lack of management skills among many managers in this country. The way in which enterprises are managed is very important.

In order to improve productivity, the ANC will pay attention not only to management training but also towards management's attitude to the workforce. Encouragement will be given for training organisations to train as many managers as possible in modern

management principles. This training will be implemented from supervisory level upwards. We will also encourage human relations training to enable managers to move away from negative attitudes that have developed in relation to the workforce as a result of living in a segregated society for so long

and to recognise the potential of all their workers.

The way in which work is organised can have a profound effect on productivity. If the morale of the workforce is low then workers are less likely to be productive. It is absolutely essential that we move away from the rigidly hierarchical work structures of the past. Teamwork needs to be promoted and democratic processes need to be introduced into the workplace. The workers need to have a say in the decisions that directly affect the work that they are doing. The ANC's policy will be to encourage democratisation of the workplace.

6. THE FACILITATION OF RURAL DEVELOPMENT AND EMPLOYMENT IN RURAL AREAS

The questions of rural development and the creation of employment in rural areas cannot be separated from those of ownership of the land. Decisions will urgently need to be taken regarding ways in which

all people can own land in any part of South Africa, by an ANC government. A rural human resources development policy based on the present situation where large numbers of people are forced into subsistence farming in their homeland areas will not work. It is impossible to farm minute areas of land productively, no matter how skilled the farmer or the farm workers are.

The expertise of agricultural economists and others with specialised knowledge in the field of agriculture will be drawn on to formulate a policy in relation to rural employment and rural development.

Such a policy will be required to take the following aspects into account:

- Addressing the problems of rural poverty
- Improving rural infrastructure, for example improving roads, access to water supplies and sewerage systems
- Improving access to amenities such as schools, health centres.

training Institutions, churches and recreation facilities

- Improving the access of farmers to the resources that they need to carry out their farming operations, for example modern farming implements, high quality seed and fertilizer and transport facilities.
- Ensuring that agricultural extension services are available to all farmers who need them
- Improving agricultural productivity
- Making agricultural loans more widely available
- Improving access to markets for farming produce among all farmers
- The development of buying, production and marketing co-operatives among farmers
- Involvement of rural communities in income generating community projects
- Fair employment and labour practices in rural areas

7. EMPLOYMENT FOR THE DISABLED

There are many ways of viewing a disability. On the one hand, one can focus on the disability itself rather than on the person and see it as a limiting factor affecting the person's ability to work. On the other hand, one can focus on the person rather than on the disability. Each person has certain strengths and weaknesses which are brought to the workplace. The ANC will focus on the person, rather than on the disability. The aim of the ANC policy will be to ensure that each person will be encouraged to develop his or her full potential. The emphasis will be on ability, not on disability.

By the correct placement and utilization of the skills of the disabled in a work situation, fewer social problems, a reduced financial burden on the state and better adjustments to life situations by the disabled themselves are promoted.

Aim:

The aim of the ANC's policy regarding employment of the disabled is to ensure that employment opportunities are accessible to all disabled people who are capable of working. Thus employment can be created in a variety of settings, including protected and sheltered environments and in the open labour market.

Encouragement will also be given to disabled people to create employment for themselves either through self employment or else through the creation of community based self help employment schemes.

(a) Integration of services

The present situation where employment and other services for the disabled are fragmented along racial lines is intolerable. In future all efforts directed at placing the disabled in a work situation, including placing them in protected or sheltered work or in the open labour market will be handled by the Department of Human Resources Development. This department will work in close cooperation with social welfare services although employment should not be seen as a welfare function, since the focus is on what the disabled person can do and not on handicaps.

(b) Extra facilities

More protected and sheltered workshops will be built throughout the country. These building schemes will be financed through the sale of goods made at these workshops and the sale of their services. Both the private and the public sectors will be encouraged to contract work out to these workplaces. Geographically, they will be located close to residential areas or to good transport systems which are accessible to the disabled.

l?! Facilitates to cater for multiple handicaps

At present, different protected, but not sheltered, workplaces cater for people with different types of disabilities. A person with a Visual Impairment is assigned to one workplace while a person with a hearing impairment is assigned to another. The ANC will alter this state of affairs. People with different handicaps will be accommodated in the same protected workplace so that they can help each other to complete work tasks. The hearing impaired person can help the visually impaired one to complete those tasks which need sight, for example, and vice versa. After all, in a conventional work environment people with different abilities are catered for.

'd) Placement in the open labour market

A system will be introduced to ensure that any employer who has a workforce of more than a specified number, for example 100 employees, employs a minimum number of disabled people, for example, five. The British system will be used as an example at how to implement such a scheme, self help schemes

Examples of community based self help schemes creating work for the disabled, such as SHADE in Soweto and SHADAX in Alexandra township, already exist in South Africa. These schemes have developed both as a result of the formation of a disability rights movement in South Africa, and also as a result of the large numbers of black people in the townships and in rural areas who are living in poverty and who have inadequate access to work opportunities or to social services. The ANC government will see every encouragement to the further development of these schemes and it will ensure that loans are available for workplaces which are started by the disabled themselves to function effectively.

(d) Starting small businesses

Disabled people will be encouraged to start their own businesses in both the formal and the informal sectors. The issues with have already been discussed in Section 1 of this document also apply to the disabled.

8. THE COLLECTION OF UNBIASED DATA

Even a cursory examination of labour statistics that have been collected by the present government will show up the biased manner in which they have been collected. One needs to be familiar with apartheid terminology to be able to make any sense of them. When it suits the government, statistics are presented separately for what is called the RSA, the self governing territories and the TBVC states. However, when it does not suit the government these statistics are combined to present a unitary picture. Not all statistics are collected for all parts of the country. In the so-called self governing territories or the TBVC states, they may be collected in a different manner to the way in which they are collected in the RSA. Such strange methods of data collection leads to confusion. A unitary unbiased system of data collection to reflect the true employment circumstances in the country will be introduced by the ANC government. Unbiased indicators regarding the state of employment and employment trends in the country conditions of employment and social security in relation to work will be developed to enable us to monitor the situation and to adopt and adjust our policy in relation to the trends revealed in the statistics.

Research into human resources development will be an important component of our programme and will guide our future decisions.

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The opxnlons expressed here are sometimes based on the research that I and my colleagues were engaged in when I worked for the Human Resources Group of the Human Sciences Research Council. Although I am sure that many of them would not agree with many of my interpretations of thexr research findings. I would still like to acknowledge their contributions.

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