

PRESENT AND FUTURE ORGANISATION AND MANNING REQUIREMENTS

1. OUTLINE:

The factory, situated in the old sisal factory at Mazimbu, is organised into a Machine Shop and Joiners' Shop. Production is for use in the building of the school; ANC documents postulate the factory as a later source of income.

2. MACHINERY AND PREMISES

2.1. MACHINERY

Main Woodworking Machines

Combination(Planer, thicknesser, saw, spindle, moulder, mortiser)
 Combination (Same, without mortiser. Spindle moulder and thicknesser missing)

Thicknesser

Spindle moulder

Band saw

Small table circular saw

Hand held electric saws (used for cross cutting)

Tool grinding machines.

Under Construction: Saw bench and trenching machine.

On Order:

- 1 Circular saw
- 1 Crosscut saw
- 1 Bit mortiser
- 1 Chain mortiser
- 1 Spindle moulder
- 1 Belt sanding machine (part arrived)
- 1 Lathe
- 1 Universal grinder
- 1 Planer cutter grinder
- 1 Bandsaw sharpener
- 1 Guillotine
- 2 Planers.

Hand Tools:

Drill, router, jigsaw, blower. Most normal hand tools, except bench vices. Planes hard to obtain.

Required:

- 4 Cutter.

3. MATERIALS

Hardwoods: Mkangazi (joinery), Mninga and Mvule (furniture).
 Sawn sizes: 6" x 2", 12" x 1" & etc.

Softwood

- Boards: Ply: 19 mm, 15 mm, 9 mm (out of stock), 6 mm & 4 mm.
- Blockboard: 18 mm
- Chipboard: 18 mm
- Hardboard: 3 mm

Most nails screws, pins, white woodglue & etc available.

4. PERSONNEL

Manning

1 ANC specialist, 2 volunteers, 2 employed foremen, 10 machine operators, 8 labourers, six joiners, four learners.

5. TYPES OF PRODUCTION

5.1. JOINERY: Door and window frames, mostly machined from 6" x 2" sections. Outside doors, framed and battened. Internal fitted cupboards, kitchens, shelving. Strips of many sizes and sections, i.e., all requirements for 1st and 2nd fixing, except structural softwood.

5.2. FURNITURE: Tables and chairs for dining hall. Bunk beds, benches, cupboards for dormitory units. Beds, wardrobes, tables for residences.

5.3. OTHER: Block pallets, coffins. Many one-off jobs. (against policy).

6. GENERAL POLICY AND FUTURE POSSIBILITIES

The basic guideline is: production first, for the site. This affects and determines most decisions.

A meeting is held each week between site and workshop supervision. The minutes of this meeting form the programme of production.

Data:

Instruction to operators is given through a duplicate (Job number) book. This specifies dimensions, operations to be carried out, and quantities. Commonly an operator will carry out most operations himself. It is intended however to increase specialisation on the machines.

The job duplicate book provides rudimentary data if the number of machined pieces is used as a unit. This does give a rough guide to overall rate of production, since the mix is approximately consistent month on month.

X Costing data and comparative productivity are not available. This will require a new design of basic stationery quantifying sawn timber, and recording times for each operation.

X Accounting is not carried out. Payment for materials and goods is dealt with in the ANC general office. If separate accounts are kept, including power, wages, these are not available to factory supervision. No stock taking is systematically done. Nor is the site charged for production, not any cash value put on output.

Thus the normal data available to management is not generated. Assessment is on the basis of:

- (1) Are we meeting the requirements of the site?
- (2) Are we progressing towards a more controlled form of production?

X Functions falling on the machine shop supervision and on Knud, which should be delegated are: (1) The checking of: (a) cut and machines parts held for completion; (b) offcuts; (c) sawn timber stocks. This is a full-time job for one person.

X (2) A setter-out capable of reading a drawing and marking for mortises, tenons, rebates etc. A full-time job.

X (3) A clerk to operate the collection of costing and productivity data.

Further, all available specialists and experts in the business field: accounting, costing, systems, marketing, labour relations, legal and taxation, should be brought together with the technicians to plan systems for this factory which will enable it to be a profitable asset to the ANC

6 now and in the future. The earlier this is done the better, since these systems which we will need later will have to be developed in practice before they become critical. Conversely, any systems used now should be compatible with later requirements.

X In other words, the conversion of our factory from an ad hoc set-up depending on donations into a profitable concern operating competitively, is a major job which we are already engaged in. The sooner concrete plans are made the more relaxed will be the transition.

The ANC must also form an explicit policy towards the workers employed at the factory and generally at Mazimbu.

APPENDIX

A Summary of present staffing needs

- 1) Conference of all available qualified or experienced ANC people to discuss and plan the future of the factory. The following fields of experience are required, in addition to technical:

Cost Accounting	Systems Management
Legal	Marketing
Financial Accounting	Labour Relations

- 2) Functions requiring manning in factory:
 - (i) Stock and progress checker
 - (ii) Setter - out
 - (iii) Clerk.

B Future needs

- 1) A board, meeting regularly, with experts in fields mentioned in A 1) above, plus the Project Production Manager, and Political Consultant or Commissar.
- 2) Qualified and/or experienced peoples as:
 - i) Overall head of factory
 - ii) Head of Machine Shop
 - iii) Head of Joiners' Shop
 - iv) Head of design, development and tooling.
- 3) Fifteen to twenty machine operators, ten joiners, ten to fifteen labourers. A small, separate workshop for one-off jobs, with two joiners. Two foremen as at present. Each foreman to have a deputy among the tradesmen.
- 4) Stock-keeper
Progress checker
Setter-out
Clerk
Draughtsman
Tool maintainance operative.