

# Labour relations guidelines for employers

The South African labour dispensation is aimed at the optimal utilisation of manpower, industrial peace and orderly evolution. Employees and employers enjoy rights and freedoms, but also have responsibilities laid down by legislation.

Co-operation and consultation between employers, employees and the state is indispensable in achieving these aims. In this employers can play a key role by

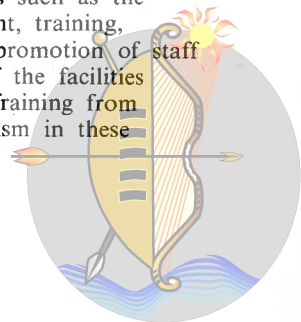
- adhering to the rules and guidelines laid down
- using the existing negotiation and conciliation machinery
- keeping communication channels between employers/employers' organisations and workers/workers' organisations on the one hand and employers/employers' organisations and the Government on the other hand open at all times.

## *What are employers to do?*

In its report the Wiehahn commission of inquiry into labour legislation recommended certain practical guidelines for employers. The Government accepted these recommendations in full in its White Paper on the report.

The eleven guidelines are:

1. The maintenance of standards relating to matters such as the selection, placement, training, appointment and promotion of staff and the quality of the facilities involved whilst refraining from resorting to tokenism in these areas.



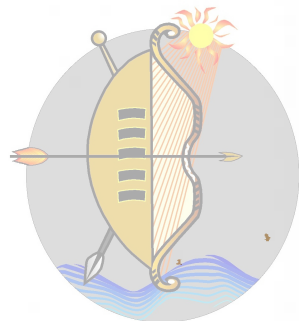
2. Consulting with all employees, and obtaining as far as possible their co-operation and support for adaptations to established labour practices.
3. No employee or group of employees should be coerced into accepting such adaptations — in fact, a pragmatic approach in the search for ways and means of accommodating each other's wishes or removing concern.
4. The maintenance of fair labour practices at all levels and towards all workers.
5. High-level and specialised attention to matters affecting labour relations.
6. Facilitation and encouragement of training and re-training of all workers.
7. Independent, circumspect, patient and restrained action in spite of dissatisfaction on the side of the labour force (this implies an approach in terms of which officials of the state are not unnecessarily or precipitately involved in essentially private affairs and power relationships between employers and employees).
8. Bona fide, imaginative, dynamic and enterprising action within the broad official policy framework in the handling of labour matters (this is essential for sustained progress,

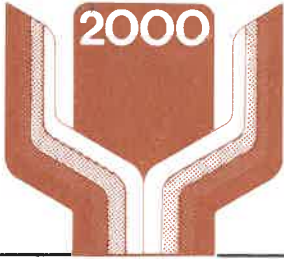
labour stability and industrial peace in spite of rapidly developing and changing circumstances and events).

9. Planning ahead to timeously avert bottlenecks and shortages of skilled manpower.
10. Avoiding unnecessary alarm over events in the labour field and hasty over-reaction (by which it is acknowledged that the labour situation in South Africa is in a state of continuous adaptation with a variety of new problems at the interface owing to the involvement of a much larger number of workers of all population groups in trade union activities and the active role of the unions in industrial relations).
11. Compliance with universally accepted labour standards and taking cognisance of national and international trends in the labour field.

If employers and employers' organisations follow these guidelines in their relations at labour level with the workers and the Government, they will enjoy the fruits of sound labour relations and stability.

For employers, training in labour relations should enjoy a high priority. This training should take place in different grades and on different levels within their organisations, but especially for *top management*, *personnel management* and *production management*.





# Riglyne vir werkgewers oor arbeidsverhoudinge

In die Suid-Afrikaanse arbeidsbestel is die strewe na die optimale benutting van mannekrag, nywerheidsvrede en ordelike evolusie. Werkers en werkgewers geniet regte en vryhede, maar het ook verantwoordelikhede wat deur wetgewing bepaal is.

Ter verwesenliking van dié strewe is samewerking en oorlegpleging tussen werknemers, werkgewers en die staat onontbeerlik. Hierin kan werkgewers 'n sleutelrol speel deur

- hulle by die voorgeskrewe reëls en riglyne te hou
- die bestaande onderhandelings- en versoeningsmasjinerie te gebruik
- te alle tye kommunikasiekanale tussen werkgewers/werkgewersorganisasies en werkers/werkersorganisasies andersyds en tussen werkgewers/werkgewersorganisasies en die Regering andersyds oop te hou.

## *Wat staan werkgewers te doen?*

In die verslag van die Wiehahn-kommissie van ondersoek na arbeidswetgewing is sekere praktiese riglyne vir werkgewers aanbeveel. In die Regering se Witskrif oor die verslag word dié aanbevelings sonder wysigings aanvaar.

Die elf riglyne is:

1. Die handhawing van standarde met betrekking tot aangeleenthede soos die keuring, plasing, opleiding, aanstelling en bevordering van personeel en die gehalte van die betrokke geriewe, sonder om op dié gebiede tot lêë gebare oor te gaan.



- 2. Oorlegpleging met alle werknemers, en die verkryging, sover moontlik, van hul samewerking en steun vir aanpassings in gevestigde arbeidspraktyke.
- 3. Geen uitoefening van dwang op enige werker of groep werkers om sulke aanpassings te aanvaar nie — inderdaad 'n pragmatiese benadering in die soeke na weë en middele om mekaar se wense bevredigend te akkommodeer of besorgdheid uit die weg te ruim.
- 4. Die handhawing van billike arbeidspraktyke op alle vlakke en teenoor alle werkers.
- 5. Hoëvlak- en gespesialiseerde aandag aan sake rakende arbeidsverhoudinge.
- 6. Vergemakliking en aanmoediging van die opleiding en heropleiding van alle werkers.
- 7. Onafhanklike, omsigtige, geduldige en beheerste optrede ondanks ontevredenheid van die kant van die werksmag (dit impliseer 'n benadering waarvolgens amptenare van die staat nie onnodig of oorhaastig betrek word by wesenlik private aangeleenthede en magsverhoudinge tussen werkgewers en werknemers nie).
- 8. Bona fide, verbeeldingryke, dinamiese en ondernemende optrede binne die breë amptelike beleidsraamwerk by die hantering van arbeidsaangeleenthede (dis

- noodsaaklik vir volgehoue vooruitgang, arbeidstabiteit en arbeidsvrede ondanks vinnig ontwikkelende en veranderende omstandighede en gebeure).
- 9. Vooruitbeplanning om knelpunte en tekorte aan geskoolde mannekrag betyds af te weer.
- 10. Vermyding van onnodige ontsteltenis oor gebeure op die arbeidsterrein en van haastige oorreaksie (waarby erken word dat die arbeidsituasie in Suid-Afrika in 'n toestand van voortdurende aanpassing is met 'n verskeidenheid nuwe probleme op die raakvlak weens die betrokkenheid van 'n veel groter aantal werkers van alle bevolkingsgroepe by vakverenigings se bedrywighede en die aktiewe rol van die verenigings in nywerheidsverhoudinge).
- 11. Voldoening aan die arbeidstandaarde wat universeel aanvaar word en kennisname van nasionale en internasionale neigings op arbeidsgebied.

As werkgewers en werkgewersorganisasies hierdie riglyne in hul betrekkinge op arbeidsvlak met die werkers en die Regering volg, sal hulle die vrugte van gesonde arbeidsverhoudinge en bestendigheid pluk.

Vir werkgewers moet opleiding in arbeidsverhoudinge hoë voorrang geniet. Dié opleiding moet geskied in verskillende grade en op verskillende vlakke binne hul organisasies, maar veral vir *topbestuur, personeelbestuur en produksiebestuur*.

