

CHAPTER 7: RESEARCH FINDINGS: DIFFERENT LEVELS OF PRACTICE

1. INTRODUCTION

After conducting an initial content analysis of labour relations definitions and models, a comprehensive list of related labour relations themes were identified and structured in the form of a questionnaire. A panel of experts judged the necessity to include these themes in three models that are relevant to different levels of labour relations practice in South Africa. Statistical and mathematical analyses were then performed. Research findings related to the respective models for labour relations practice at introductory, advanced and specialist levels are discussed in this Chapter.

2. SELECTION CRITERIA

The following selection criteria were applied in selecting themes to be included in the respective models of labour relations practice:

1. Select theme unconditionally if CVR is equal to or larger than 0.5. This value applies for 14 panelists according to Lawshe's table.
2. Select theme if CVR is between 0 and 0.5 and the mean of judgments is higher than 2. A value of 2 or higher would indicate that the mean of judgments is higher than 66 % of the maximum value of 3 and is therefore equal to or higher than the value assigned to "essential" .
3. Reject theme if CVR is less than 0 and the mean is lower than 2. This ensures that themes that were not judged as "essential" by at least half of the panelists, and themes with mean values below 66%, will be excluded from a framework.

3. INTRODUCTORY LEVEL

Introductory learning can be defined as the activities typically performed by shop stewards, supervisors and junior labour relations officers.

3.1 Research findings related to the introductory level

The judgements of the panel of experts indicated that most of the themes included in the draft list, were deemed to be inappropriate at an introductory level of practice. 117 of the 145 listed themes (81 percent) were not included in the introductory level model.

The preferences of panelists were focussed on primary workplace relationships. These predictably included themes such as union and employer structures, rights and duties, communication process and structures, grievances and discipline. A comprehensive list of themes follows elsewhere in this Chapter.

Two themes included in the introductory model, indicate that the panel was of the opinion that their impact is of such importance that it warrants inclusion in an introductory framework. These themes are:

- HIV/AIDS, Mental fatigue, Stress.
- The influence of diversity and cultural differences.

It was also of interest that the panel did not view motivation as an important outcome. The panel rather chose job satisfaction and commitment as important outcomes in an introductory model.

The following tables provide an overview of the actual research findings related to the introductory framework.

TABLE 7-1: INPUT FINDINGS: INTRODUCTORY LEVEL

(Reject theme if CVR < 0 and/or Mean < 2)

THEMES : INPUT	CVR	MEAN	DECISION
CVI (CVR MEAN)	0.13		REJECT
AVERAGE OF MEANS		1.68	REJECT
1. The nature and role of the state as a party to labour relations	0.14	2.00	INCLUDE
2. The nature and role of state institutions in labour relations	0.14	1.79	REJECT
3. The strategies and methods of the state	-0.29	1.36	REJECT
4. The nature of employee needs and behaviour	0.29	2.00	INCLUDE
5. The nature, objectives and function of trade unions	1.00	2.57	INCLUDE
6. The structure of trade unions and federations in SA	0.43	1.93	REJECT
7. The strategies and methods of trade unions	0.71	2.07	INCLUDE
8. The nature of employer needs and behaviour	0.43	2.07	INCLUDE
9. The nature, objectives and function of employer organisations	0.57	2.07	INCLUDE
10. The structure of employer organisations and federations in SA	0.00	1.57	REJECT
11. The strategies and methods of employer organisations	0.29	1.71	REJECT
12. The impact of general technology on labour relations	0.00	1.50	REJECT
13. The impact of electronic technology on labour relations	-0.14	1.36	REJECT
14. The role of basic human behaviour forms in labour relations	0.00	1.79	REJECT
15. The influence of globalization on labour relations	-0.14	1.36	REJECT
16. The role of micro economic variables labour relations (demand, production levels, scrap, absence etc)	0.00	1.50	REJECT
17. The role of macro-economic variables in labour relations (Inflation, Unemployment, economic growth, etc.)	0.14	1.57	REJECT
18. The influence of SA labour market conditions on labour relations	0.43	1.64	REJECT
19. Labour economic theory	-0.14	1.14	REJECT
20. The role of the formal political system in labour relations	0.29	1.86	REJECT
21. The role of government policies in labour relations (RDP, GEAR etc.)	-0.14	1.57	REJECT
22. The influence of political struggle on labour relations	-0.29	1.50	REJECT
23. The influence of political alliances on labour relations	-0.14	1.36	REJECT
24. The influence of basic social needs (water, electricity, sanitation, housing etc.) on labour relations	0.14	1.50	REJECT
25. The influence of burning social issues on labour relations (gender, discrimination, childcare, crime, harassment etc.)	0.29	1.79	REJECT
26. The influence of health issues on labour relations (AIDS, TB, fatigue, stress etc.)	0.57	2.07	INCLUDE
27. The influence of diversity and cultural differences	0.43	2.07	INCLUDE
28. The influence of societal attitudes, perceptions and - needs on labour relations	0.00	1.71	REJECT
29. The relationship between education and training and labour relations	0.00	1.57	REJECT
30. The influence of general SA history on labour relations	0.00	1.50	REJECT
31. The influence of struggle history on labour relations	0.14	1.71	REJECT
32. The impact of general natural conditions and phenomena on labour relations	-0.14	1.29	REJECT
33. The impact of natural disasters on labour relations	-0.57	0.93	REJECT
34. Different theoretical approaches to labour relations	-0.43	1.07	REJECT

TABLE 7-2: INDIVIDUAL TRANSFORMATION FINDINGS: INTRODUCTORY LEVEL

(Reject theme if CVR < 0 and/or Mean < 2)

THEMES : INDIVIDUAL TRANSFORMATION	CVR	MEAN	DECISION
CVI (CVR MEAN)	0.22		REJECT
AVERAGE OF MEANS		1.78	REJECT
1. Overview of the SA legislative structure	0.14	1.79	REJECT
2. Application of the Constitution and Bill of Rights: Individual	-0.14	1.50	REJECT
3. The Basic Conditions of Employment Act	0.71	2.43	INCLUDE
4. The Employment Equity Act	0.71	2.43	INCLUDE
5. The Labour Relations Act: Individual	0.71	2.43	INCLUDE
6. Skills Development and – Levies Acts	0.29	1.71	REJECT
7. SAQA Act	-0.14	1.36	REJECT
8. Unemployment Insurance Act	-0.29	1.21	REJECT
9. Compensation for Occupational Injuries and Diseases Act	0.00	1.43	REJECT
10. Occupational Health and Safety Act	0.29	1.64	REJECT
11. Common law principles related to employment contracts	-0.14	1.50	REJECT
12. Rights and duties in labour relations	0.86	2.43	INCLUDE
13. The psychological contract between employer and employee	0.00	1.50	REJECT
14. Implementing HR & LR policies	0.14	1.64	REJECT
15. Fair employee remuneration practices	0.43	1.86	REJECT
16. Implementation of fair service conditions	0.57	2.14	INCLUDE
17. Communication in labour relations	0.86	2.43	INCLUDE
18. Communication skills	0.57	2.14	INCLUDE
19. Fair and equitable HR management practice (hiring, admin, evaluation, etc.)	0.43	1.79	REJECT
20. Health and safety management practice	0.14	1.93	REJECT
21. Training and development practice	-0.14	1.36	REJECT
22. Affirmative action	0.43	1.93	REJECT
23. Informal grievance resolution - process and skills	0.86	2.57	INCLUDE
24. Formal grievance resolution procedures- process and skills	0.86	2.57	INCLUDE
25. Informal maintenance of discipline - process and skills	0.86	2.50	INCLUDE
26. Formal disciplinary procedures - process and skills	0.86	2.64	INCLUDE
27. Advanced disciplinary procedures - process and skills	0.14	1.50	REJECT
28. Strategic management process (vision, mission, policy development etc.)	-0.86	0.64	REJECT
29. Operational managerial process (plan, organise, lead, control etc)	-0.57	1.00	REJECT
30. Structural management practice (organisation and task structures, workflow, etc.)	-0.57	0.79	REJECT
31. Basic forms of organisational behaviour (decisions, attitudes, groups, teams, power, politics, decision-making etc.)	-0.43	1.21	REJECT
32. Advanced forms of organisational behaviour (culture, climate, organisational development, learning organisation, etc.)	-0.57	0.86	REJECT

TABLE 7-3: COLLECTIVE TRANSFORMATION FINDINGS: INTRODUCTORY

TABLE 7-3: OUTPUT FINDINGS: INTRODUCTORY LEVEL

(Reject theme if CVR < 0 and/or Mean < 2)

THEMES : COLLECTIVE TRANSFORMATION	CVR	MEAN	DECISION
CVI (CVR MEAN)	0.03		REJECT
AVERAGE OF MEANS		1.5	REJECT
1. Application of the Constitution and Bill of rights: Collective	-0.29	1.14	REJECT
2. Labour Relations Act: Collective	0.71	2.14	INCLUDE
3. Employment Equity Act	0.71	2.14	INCLUDE
4. Relationship between Collective Bargaining & other labour laws	0.29	1.71	REJECT
5. Collective bargaining theory	0.14	1.57	REJECT
6. Nature and function of employee representation	0.86	2.43	INCLUDE
7. Skills for interacting with shop stewards or supervisors	0.71	2.29	INCLUDE
8. Skills for interacting with union organisers or LR managers	0.43	2.14	INCLUDE
9. Skills for interacting with senior union officials or LR Directors	0.29	1.79	REJECT
10.The nature and role of labour relations consultants	-0.43	1.21	REJECT
11.Organisational level structures (workplace forums, workplace comm's, recognition agreement structures, etc.)	0.57	2.07	INCLUDE
12.Industry level bargaining structures (bargaining councils, statutory councils)	0.29	1.79	REJECT
13.Societal level bargaining structures (NEDLAC, commissions, congresses etc.)	0.00	1.36	REJECT
14.Effective communication in labour relations	0.71	2.14	INCLUDE
15.Effective communication skills	0.71	2.29	INCLUDE
16.Effective interaction in labour relations	0.71	2.21	INCLUDE
17.Effective interaction skills	0.57	2.14	INCLUDE
18.Organisational rights of parties to labour relations	0.71	2.29	INCLUDE
19.Skills related to recognition/application of organizational rights	0.43	2.07	INCLUDE
20.Consultation process	0.57	2.00	INCLUDE
21.Consultation skills	0.43	1.71	REJECT
22.Negotiation process	0.71	2.07	INCLUDE
23.Negotiation skills	0.43	1.79	REJECT
24.Advanced negotiation skills	-0.14	1.14	REJECT
25.Establishing collective bargaining relationship and structures	0.14	1.36	REJECT
26.Drafting collective agreements	-0.86	0.64	REJECT
27.Types of collective agreements	-0.43	1.14	REJECT
28.Applying collective agreements	0.00	1.64	REJECT
29.Conciliation processes	0.00	1.43	REJECT
30.Conciliation skills	-0.29	1.21	REJECT
31.Facilitation skills	-0.43	1.07	REJECT
32.Mediation skills	-0.43	1.14	REJECT
33.Voluntary and statutory arbitration process	-0.43	0.93	REJECT
34.Arbitration skills	-0.71	0.79	REJECT
35.Advanced arbitration skills"	-1.00	0.43	REJECT
36.Labour Court litigation process	-1.00	0.43	REJECT
37.Labour Court litigation skills	-1.00	0.29	REJECT
38.Labour Appeal Court litigation process	-1.00	0.36	REJECT
39.Labour Appeal Court litigation skills	-1.00	0.29	REJECT
40.Strike management process and skills	0.00	1.43	REJECT
41.Lock-out management process and skills	-0.29	1.29	REJECT

TABLE 7-4: OUTPUT FINDINGS: INTRODUCTORY LEVEL

(Reject theme if CVR < 0 and/or Mean < 2)

THEMES: OUTPUT	CVR	MEAN	DECISION
CVI (CVR MEAN)	0.09		REJECT
AVERAGE OF MEANS		1.58	REJECT
1.Social pacts as societal outcomes	-0.71	0.86	REJECT
2.Changes in government policies as societal outcomes	-0.71	0.93	REJECT
3.Changes to legislation as a societal outcome	-0.29	1.21	REJECT
4.End user need satisfaction as societal outcome	-0.43	1.14	REJECT
5.Socio-economic welfare as societal outcome	-0.57	1.21	REJECT
6.Economic growth as societal outcome	-0.29	1.36	REJECT
7.Productivity as a societal outcome	0.14	1.79	REJECT
8.Job creation as societal outcome	0.00	1.50	REJECT
9.Socio-political stability as societal outcome	-0.43	1.21	REJECT
10.Mass industrial protest action as a societal outcome	-0.29	1.36	REJECT
11.Productivity as organisational outcome	0.43	1.86	REJECT
12.Quality service/product delivery as organisational outcome	0.43	1.79	REJECT
13.Profitability as organisational outcome	0.00	1.57	REJECT
14.Effectiveness as organisational outcome	0.14	1.64	REJECT
15.Shareholder need satisfaction as organisational outcome	-0.14	1.14	REJECT
16.Outside stakeholder need satisfaction as organisational outcome	-0.29	1.00	REJECT
17.Collective agreements as group outcomes	0.57	1.86	REJECT
18.The nature of strikes as group outcomes	0.43	1.64	REJECT
19.The nature of secondary strikes as group outcomes	0.00	1.50	REJECT
20.The nature of lockouts as group outcomes	0.14	1.57	REJECT
21.Mass dismissals of striking employees as group outcome	0.57	1.79	REJECT
22.Mass retrenchment as group outcome	0.57	1.86	REJECT
23.Organisational expansion as an organisational outcome	-0.43	1.07	REJECT
24.Organisational demise as an organisational outcome	-0.43	1.07	REJECT
25.Improved trust levels as group outcome	0.57	1.93	REJECT
26.Availability as individual outcome	-0.14	1.36	REJECT
27.Competency as individual outcome	0.43	2.00	INCLUDE
28.Motivation as individual outcome	0.57	2.00	INCLUDE
29.Physical health as individual outcome	0.14	1.71	REJECT
30.Mental health as individual outcome	0.00	1.64	REJECT
31.Job satisfaction as individual outcome	0.71	2.21	INCLUDE
32.Commitment as individual outcome	0.29	1.86	INCLUDE
33.Personal need satisfaction as individual outcome	0.29	1.71	REJECT
34.Personal empowerment as individual outcome	0.57	1.93	REJECT
35.Dismissal as individual outcome	0.57	2.14	INCLUDE
36.Retrenchment as individual outcome	0.57	2.07	INCLUDE
37.Resignation as individual outcome	0.29	1.79	REJECT
38.Improved trust levels as individual outcome	0.29	1.86	REJECT

3.2 A valid model of labour relations practice at introductory level

The following tables reflect the themes selected for inclusion in the introductory model and the content validity of each theme:

TABLE 7-5: VALID INPUT THEMES: INTRODUCTORY MODEL

THEMES : INPUT	CVR	MEAN
1. The nature and role of the state as a party to labour relations	0.14	2.00
2. The nature of employee needs and behaviour	0.29	2.00
3. The nature, objectives and function of trade unions	1.00	2.57
4. The strategies and methods of trade unions	0.71	2.07
5. The nature of employer needs and behaviour	0.43	2.07
6. The nature, objectives and function of employer organisations	0.57	2.07
7. The influence of health issues on labour relations (HIV/AIDS, TB, mental fatigue, stress etc.)	0.57	2.07
8. The influence of diversity and cultural differences	0.43	2.07
9. The Basic Conditions of Employment Act	0.71	2.43
10. The Employment Equity Act	0.71	2.43
11. The Labour Relations Act: Individual	0.71	2.43

TABLE 7-6: VALID INDIVIDUAL TRANSFORMATION THEMES: INTRODUCTORY MODEL

THEMES : INDIVIDUAL TRANSFORMATION	CVR	MEAN
1. Rights and duties in labour relations	0.86	2.43
2. Implementation of fair service conditions	0.57	2.14
3. Communication in labour relations	0.86	2.43
4. Communication skills	0.57	2.14
5. Informal grievance resolution – process and skills	0.86	2.57
6. Formal grievance resolution procedures- process and skills	0.86	2.57
7. Informal maintenance of discipline - process and skills	0.86	2.50
8. Formal disciplinary procedures - process and skills	0.86	2.64

TABLE 7-7: VALID COLLECTIVE TRANSFORMATION THEMES: INTRODUCTORY MODEL

THEMES : COLLECTIVE TRANSFORMATION		CVR	MEAN
1.	Labour Relations Act: Collective	0.71	2.14
2.	Employment Equity Act	0.71	2.14
3.	Nature and function of employee representation	0.86	2.43
4.	Skills for interacting with shop stewards or supervisors	0.71	2.29
5.	Skills for interacting with union organisers or LR managers	0.43	2.14
6.	Organisational level structures (workplace forums, workplace committees, recognition agreement related structures, etc.)	0.57	2.07
7.	Effective communication in labour relations	0.71	2.14
8.	Effective communication skills	0.71	2.29
9.	Effective interaction in labour relations	0.71	2.21
10.	Effective interaction skills	0.57	2.14
11.	Organisational rights of parties to labour relations	0.71	2.29
12.	Skills related to recognition/application of organizational rights	0.43	2.07
13.	Consultation process	0.57	2.00
14.	Negotiation process	0.71	2.07

TABLE 7-8: VALID OUTPUT THEMES: INTRODUCTORY MODEL

THEMES : OUTPUT		CVR	MEAN
1.	Competency as individual outcome	0.43	2.00
2.	Motivation as individual outcome	0.57	2.00
3.	Job satisfaction as individual outcome	0.71	2.21
4.	Dismissal as individual outcome	0.57	2.14
5.	Retrenchment as individual outcome	0.57	2.07

TABLE 7-9: OVERALL CONTENT VALIDITY OF INTRODUCTORY MODEL

CVI (CVR MEAN)	0.65
AVERAGE OF MEANS	2.22

The overall content validity of the validated introductory framework is much higher than the required minimum required levels. The framework is therefore deemed valid for the intended purpose.

3.3 Application of the introductory model

It is believed that the introductory model can serve as a valid and reliable framework for research, enhancing understanding of labour relations and the development of learning interventions at this level, since all components and relationships have been derived from a valid model of the South African labour relations system.

This position is further supported by the fact that each of the respective labour relations themes included in the introductory model, has been judged to be essential by a panel of experts. Related research further proved that the overall content validity of the model is far higher than the minimum acceptable level normally prescribed.

FIGURE 7-11: A VALID MODEL OF LABOUR RELATIONS PRACTICE AT AN INTRODUCTORY LEVEL

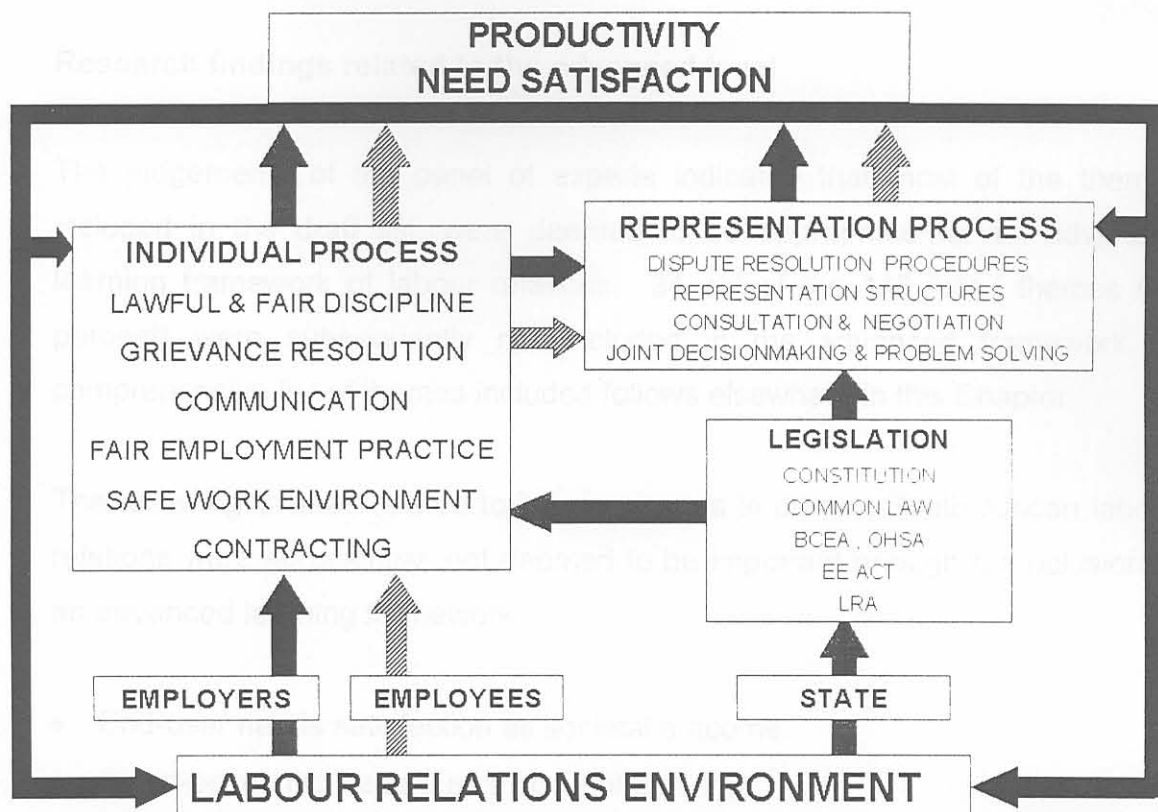


TABLE 7-12: INPUT FINDINGS: ADVANCED LEVEL

4. ADVANCED LEVEL

An advanced practice level can be defined as the activities typically performed by union organizers, labour relations officers and line managers.

4.1 Research findings related to the advanced level

The judgements of the panel of experts indicated that most of the themes included in the draft list, were deemed to be appropriate for an advanced learning framework of labour relations. 34 out of the 145 listed themes (23 percent) were subsequently not included in the advanced framework. A comprehensive list of themes included follows elsewhere in this Chapter.

The following themes related to burning issues in current South African labour relations were surprisingly, not deemed to be important enough for inclusion in an advanced learning framework:

- End-user needs satisfaction as societal outcome.
- Socio-economic welfare as a societal outcome.
- Shareholder and outside stakeholder need satisfaction as organisational outcome.
- Organisational expansion or demise as an organisational outcome.
- Availability as an individual outcome.

Panel members appear to be of the opinion that the advanced framework should be related to labour relations management practice *per sé*. The following tables provide an overview of the actual research findings related to the introductory model.

TABLE 7-12: INPUT FINDINGS: ADVANCED LEVEL

(Reject component if CVR < 0 and/or Mean < 2)

THEMES: INPUT	CVR	MEAN	DECISION
CVI (CVR MEAN)	0.58		
AVERAGE OF MEANS		2.16	
1. The nature and role of the state as a party to labour relations	0.71	2.29	INCLUDE
2. The nature and role of state institutions in labour relations	0.57	2.21	INCLUDE
3. The strategies and methods of the state	0.43	1.86	REJECT
4. The nature of employee needs and behaviour	0.86	2.43	INCLUDE
5. The nature, objectives and function of trade unions	0.86	2.71	INCLUDE
6. The structure of trade unions and federations in SA	0.29	2.00	INCLUDE
7. The strategies and methods of trade unions	1.00	2.71	INCLUDE
8. The nature of employer needs and behaviour	0.86	2.57	INCLUDE
9. The nature, objectives and function of employer organisations	0.71	2.36	INCLUDE
10. The structure of employer organisations and federations in SA	0.14	1.79	REJECT
11. The strategies and methods of employer organisations	0.43	2.07	INCLUDE
12. The impact of general technology on labour relations	0.14	1.86	REJECT
13. The impact of electronic technology on labour relations	0.14	1.86	REJECT
14. The role of basic human behaviour forms in labour relations	0.71	2.29	INCLUDE
15. The influence of globalization on labour relations	1.00	2.29	INCLUDE
16. The role of micro economic variables labour relations (demand, production levels, scrap, absence etc)	0.71	2.36	INCLUDE
17. The role of macro-economic variables in labour relations (Inflation, Unemployment, economic growth, etc.)	0.86	2.29	INCLUDE
18. The influence of SA labour market conditions on labour relations	0.71	2.29	INCLUDE
19. Labour economic theory	0.43	2.00	INCLUDE
20. The role of the formal political system in labour relations	0.86	2.36	INCLUDE
21. The role of government policies in labour relations (RDP, GEAR etc.)	0.86	2.43	INCLUDE
22. The influence of political struggle on labour relations	0.57	2.14	INCLUDE
23. The influence of political alliances on labour relations	0.43	2.00	INCLUDE
24. The influence of basic social needs (water, electricity, sanitation, housing etc.) on labour relations	0.43	2.07	INCLUDE
25. The influence of burning social issues on labour relations (gender, discrimination, childcare, crime, harassment etc.)	0.86	2.43	INCLUDE
26. The influence of health issues on labour relations (AIDS, TB, fatigue, stress etc.)	0.86	2.57	INCLUDE
27. The influence of diversity and cultural differences	1.00	2.50	INCLUDE
28. The influence of societal attitudes, perceptions and -needs on labour relations	0.57	2.07	INCLUDE
29. The relationship between education and training and labour relations	0.86	2.29	INCLUDE
30. The influence of general SA history on labour relations	0.29	1.71	REJECT
31. The influence of struggle history on labour relations	0.43	1.86	REJECT
32. The impact of general natural conditions and phenomena on labour relations	0.00	1.43	REJECT
33. The impact of natural disasters on labour relations	-0.29	1.29	REJECT
34. Different theoretical approaches to labour relations	0.43	1.93	REJECT

TABLE 7-14: COLLECTIVE TRANSFORMATION FINDINGS: ADVANCED LEVEL

TABLE 7-13: INDIVIDUAL TRANSFORMATION FINDINGS: ADVANCED LEVEL

(Reject component if CVR < 0 and/or Mean < 2)

THEMES : INDIVIDUAL TRANSFORMATION	CVR	MEAN	DECISION
CVI (CVR MEAN)	0.82		
AVERAGE OF MEANS		2.44	
1. Overview of the SA legislative structure	0.71	2.14	INCLUDE
2. Application of the Constitution and Bill of Rights: Individual	0.86	2.21	INCLUDE
3. The Basic Conditions of Employment Act	1.00	2.86	INCLUDE
4. The Employment Equity Act	1.00	2.86	INCLUDE
5. The Labour Relations Act: Individual	1.00	2.86	INCLUDE
6. Skills Development and – Levies Acts	1.00	2.57	INCLUDE
7. SAQA Act	1.00	2.43	INCLUDE
8. Unemployment Insurance Act	0.43	2.00	INCLUDE
9. Compensation for Occupational Injuries and Diseases Act	0.57	2.07	INCLUDE
10. Occupational Health and Safety Act	0.71	2.36	INCLUDE
11. Common law principles related to employment contracts	0.86	2.36	INCLUDE
12. Rights and duties in labour relations	1.00	2.71	INCLUDE
13. The psychological contract between employer and employee	0.57	2.21	INCLUDE
14. Implementing HR & LR policies	0.86	2.57	INCLUDE
15. Fair employee remuneration practices	0.86	2.50	INCLUDE
16. Implementation of fair service conditions	1.00	2.64	INCLUDE
17. Communication in labour relations	1.00	2.79	INCLUDE
18. Communication skills	1.00	2.64	INCLUDE
19. Fair and equitable HR management practice (hiring, admin, evaluation, etc.)	0.86	2.50	INCLUDE
20. Health and safety management practice	0.57	2.29	INCLUDE
21. Training and development practice	0.71	2.21	INCLUDE
22. Affirmative action	0.86	2.50	INCLUDE
23. Informal grievance resolution - process and skills	1.00	2.79	INCLUDE
24. Formal grievance resolution procedures- process and skills	1.00	2.93	INCLUDE
25. Informal maintenance of discipline - process and skills	1.00	2.86	INCLUDE
26. Formal disciplinary procedures - process and skills	1.00	2.86	INCLUDE
27. Advanced disciplinary procedures - process and skills	1.00	2.57	INCLUDE
28. Strategic management process (vision, mission, policy development etc.)	0.57	2.00	INCLUDE
29. Operational managerial process (plan, organise, lead, control etc)	0.71	2.07	INCLUDE
30. Structural management practice (organisation and task structures, workflow, etc.)	0.71	2.07	INCLUDE
31. Basic forms of organisational behaviour (decisions, attitudes, groups, teams, power, politics, decision-making etc.)	0.43	1.93	REJECT
32. Advanced forms of organisational behaviour (culture, climate, organisational development, learning organisation, etc.)	0.43	1.86	REJECT

TABLE 7-14: COLLECTIVE TRANSFORMATION FINDINGS: ADVANCED LEVEL

(Reject component if CVR < 0 and/or Mean < 2)

THEMES : COLLECTIVE TRANSFORMATION	CVR	MEAN	DECISION
CVI (CVR MEAN)	0.69		
AVERAGE OF MEANS		2.16	
1. Application of the Constitution and Bill of rights: Collective	0.57	1.93	INCLUDE
2. Labour Relations Act: Collective	1.00	2.79	INCLUDE
3. Employment Equity Act	1.00	2.64	INCLUDE
4. Relationship between Collective Bargaining & other labour laws	0.86	2.29	INCLUDE
5. Collective bargaining theory	1.00	2.14	INCLUDE
6. Nature and function of employee representation	0.86	2.43	INCLUDE
7. Skills for interacting with shop stewards or supervisors	0.86	2.50	INCLUDE
8. Skills for interacting with union organisers or LR managers	0.86	2.50	INCLUDE
9. Skills for interacting with senior union officials or LR Directors	0.86	2.50	INCLUDE
10. The nature and role of labour relations consultants	0.29	1.71	REJECT
11. Organisational level structures (workplace forums, workplace comm's, recognition agreement structures, etc.)	0.86	2.43	INCLUDE
12. Industry level bargaining structures (bargaining councils, statutory councils)	0.86	2.21	INCLUDE
13. Societal level bargaining structures (NEDLAC, commissions, congresses etc.)	0.43	1.93	REJECT
14. Effective communication in labour relations	1.00	2.79	INCLUDE
15. Effective communication skills	1.00	2.71	INCLUDE
16. Effective interaction in labour relations	1.00	2.50	INCLUDE
17. Effective interaction skills	1.00	2.64	INCLUDE
18. Organisational rights of parties to labour relations	0.86	2.57	INCLUDE
19. Skills related to recognition/application of organizational rights	0.86	2.50	INCLUDE
20. Consultation process	1.00	2.36	INCLUDE
21. Consultation skills	0.86	2.36	INCLUDE
22. Negotiation process	1.00	2.64	INCLUDE
23. Negotiation skills	1.00	2.71	INCLUDE
24. Advanced negotiation skills	0.71	2.21	INCLUDE
25. Establishing collective bargaining relationship and structures	0.57	2.00	INCLUDE
26. Drafting collective agreements	0.43	1.86	REJECT
27. Types of collective agreements	0.71	2.00	INCLUDE
28. Applying collective agreements	0.86	2.29	INCLUDE
29. Conciliation processes	0.71	2.14	INCLUDE
30. Conciliation skills	0.71	2.14	INCLUDE
31. Facilitation skills	0.71	2.14	INCLUDE
32. Mediation skills	0.71	2.14	INCLUDE
33. Voluntary and statutory arbitration process	0.43	1.86	REJECT
34. Arbitration skills	0.71	1.93	REJECT
35. Advanced arbitration skills	0.14	1.50	REJECT
36. Labour Court litigation process	0.00	1.36	REJECT
37. Labour Court litigation skills	-0.43	1.00	REJECT
38. Labour Appeal Court litigation process	-0.14	1.14	REJECT
39. Labour Appeal Court litigation skills	-0.43	0.79	REJECT
40. Strike management process and skills	1.00	2.43	INCLUDE
41. Lock-out management process and skills	1.00	2.36	INCLUDE

TABLE 7-15: OUTPUT FINDINGS: ADVANCED LEVEL

(Reject component if CVR < 0 and/or Mean < 1.8)

THEMES : OUTPUT	CVR	MEAN	DECISION
CVI (CVR MEAN)	0.64		
AVERAGE OF MEANS		2.24	
1. Social pacts as societal outcomes	0.00	1.71	REJECT
2. Changes in government policies as societal outcomes	0.14	1.86	REJECT
3. Changes to legislation as a societal outcome	0.57	2.07	INCLUDE
4. End user need satisfaction as societal outcome	0.43	1.93	REJECT
5. Socio-economic welfare as societal outcome	0.00	1.79	REJECT
6. Economic growth as societal outcome	0.29	2.00	INCLUDE
7. Productivity as a societal outcome	0.86	2.36	INCLUDE
8. Job creation as societal outcome	0.71	2.29	INCLUDE
9. Socio-political stability as societal outcome	0.57	2.00	INCLUDE
10. Mass industrial protest action as a societal outcome	0.71	2.21	INCLUDE
11. Productivity as organisational outcome	1.00	2.57	INCLUDE
12. Quality service/product delivery as organisational outcome	0.57	2.36	INCLUDE
13. Profitability as organisational outcome	0.57	2.29	INCLUDE
14. Effectiveness as organisational outcome	0.71	2.36	INCLUDE
15. Shareholder need satisfaction as organisational outcome	0.43	1.93	REJECT
16. Outside stakeholder need satisfaction as organisational outcome	0.14	1.79	REJECT
17. Collective agreements as group outcomes	0.86	2.36	INCLUDE
18. The nature of strikes as group outcomes	0.57	2.21	INCLUDE
19. The nature of secondary strikes as group outcomes	0.57	2.21	INCLUDE
20. The nature of lockouts as group outcomes	0.57	2.21	INCLUDE
21. Mass dismissals of striking employees as group outcome	0.71	2.29	INCLUDE
22. Mass retrenchment as group outcome	0.86	2.36	INCLUDE
23. Organisational expansion as an organisational outcome	0.14	1.86	REJECT
24. Organisational demise as an organisational outcome	0.14	1.86	REJECT
25. Improved trust levels as group outcome	0.86	2.36	INCLUDE
26. Availability as individual outcome	0.29	1.86	REJECT
27. Competency as individual outcome	1.00	2.50	INCLUDE
28. Motivation as individual outcome	1.00	2.64	INCLUDE
29. Physical health as individual outcome	0.57	2.21	INCLUDE
30. Mental health as individual outcome	0.43	2.14	INCLUDE
31. Job satisfaction as individual outcome	1.00	2.64	INCLUDE
32. Commitment as individual outcome	0.86	2.50	INCLUDE
33. Personal need satisfaction as individual outcome	0.57	2.14	INCLUDE
34. Personal empowerment as individual outcome	0.86	2.36	INCLUDE
35. Dismissal as individual outcome	1.00	2.64	INCLUDE
36. Retrenchment as individual outcome	1.00	2.57	INCLUDE
37. Resignation as individual outcome	0.86	2.36	INCLUDE
38. Improved trust levels as individual outcome	0.71	2.50	INCLUDE

4.2 A validated model of labour relations practice at advanced level

ADVANCED MODEL

The following tables reflect the validity of themes included in the model as well as the overall content validity of the advanced model.

TABLE 7-16: VALID INPUT THEMES : ADVANCED MODEL

THEMES : INPUT	CVR	MEAN
CVI (CVR MEAN)	0.72	
AVERAGE OF MEANS		2.31
1. The nature and role of the state as a party to labour relations	0.71	2.29
2. The nature and role of state institutions in labour relations	0.57	2.21
3. The nature of employee needs and behaviour	0.86	2.43
4. The nature, objectives and function of trade unions	0.86	2.71
5. The structure of trade unions and federations in SA	0.29	2.00
6. The strategies and methods of trade unions	1.00	2.71
7. The nature of employer needs and behaviour	0.86	2.57
8. The nature, objectives and function of employer organisations	0.71	2.36
9. The strategies and methods of employer organisations	0.43	2.07
10. The role of basic human behaviour forms in labour relations	0.71	2.29
11. The influence of globalization on labour relations	1.00	2.29
12. The role of micro-economic variables labour relations (demand, production levels, scrap, absence etc)	0.71	2.36
13. The role of macro economic variables in labour relations (inflation, unemployment, economic growth, etc.)	0.86	2.29
14. The influence of SA labour market conditions on labour relations	0.71	2.29
15. Labour economic theory	0.43	2.00
16. The role of the formal political system on labour relations	0.86	2.36
17. The role of government policies in labour relations (RDP, GEAR etc.)	0.86	2.43
18. The influence of political struggle on labour relations	0.57	2.14
19. The influence of political alliances on labour relations	0.43	2.00
20. The influence of basic social needs (water, electricity, sanitation, housing etc.) on labour relations	0.43	2.07
21. The influence of burning social issues on labour relations (gender, discrimination, childcare, crime, harassment etc.)	0.86	2.43
22. The influence of health issues on labour relations (HIV/AIDS, TB, mental fatigue, stress etc.)	0.86	2.57
23. The influence of diversity and cultural differences	1.00	2.50
24. The influence of societal attitudes, perceptions and -needs on labour relations	0.57	2.07
25. The relationship between education and training and labour relations	0.86	2.29

**TABLE 7-17: VALID INDIVIDUAL TRANSFORMATION THEMES:
ADVANCED MODEL**

THEMES : INDIVIDUAL TRANSFORMATION	CVR	MEAN
CVI (CVR MEAN)	0.85	
AVERAGE OF MEANS		2.5
1. The Basic Conditions of Employment Act	1.00	2.86
2. The Employment Equity Act	1.00	2.86
3. The Labour Relations Act: Individual	1.00	2.86
4. Skills Development and – Levies Act	1.00	2.57
5. SAQA Act	1.00	2.43
6. Unemployment Insurance Act	0.43	2.00
7. Compensation for Occupational Injuries and Diseases Act	0.57	2.07
8. Occupational Health and Safety Act	0.71	2.36
9. Common law principles related to employment contracts	0.86	2.36
10. Rights and duties in labour relations	1.00	2.71
11. The psychological contract between employer and employee	0.57	2.21
12. Implementing HR & LR policies	0.86	2.57
13. Fair employee remuneration practices	0.86	2.50
14. Implementation of fair service conditions	1.00	2.64
15. Communication in labour relations	1.00	2.79
16. Communication skills	1.00	2.64
17. Fair and equitable HR management practice (hiring, admin, evaluation, etc.)	0.86	2.50
18. Health and safety management practice	0.57	2.29
19. Training and development practice	0.71	2.21
20. Affirmative action	0.86	2.50
21. Informal grievance resolution - process and skills	1.00	2.79
22. Formal grievance resolution procedures- process and skills	1.00	2.93
23. Informal maintenance of discipline - process and skills	1.00	2.86
24. Formal disciplinary procedures - process and skills	1.00	2.86
25. Advanced disciplinary procedures - process and skills	1.00	2.57
26. Strategic management process (vision, mission, policy development etc.)	0.57	2.00
27. Operational managerial process (plan, organise, lead, control etc)	0.71	2.07
28. Structural management practice (organisation and task structures, workflow, etc.)	0.71	2.07

**TABLE 7-18: VALID COLLECTIVE TRANSFORMATION THEMES:
ADVANCED MODEL**

THEMES : COLLECTIVE TRANSFORMATION	CVR	MEAN
CVI (CVR MEAN)	0.87	
AVERAGE OF MEANS		2.39
1. Employment Equity Act	1.00	2.64
2. Relationship between Collective Bargaining and other labour laws	0.86	2.29
3. Collective bargaining theory	1.00	2.14
4. Nature and function of employee representation	0.86	2.43
5. Skills for interacting with shop stewards or supervisors	0.86	2.50
6. Skills for interacting with union organizers or LR managers	0.86	2.50
7. Skills for interacting with senior union officials or LR Directors	0.86	2.50
8. Organisational level structures (workplace forums, workplace committees, recognition agreement related structures, etc.)	0.86	2.43
9. Industry level bargaining structures (bargaining councils, statutory councils)	0.86	2.21
10. Effective communication in labour relations	1.00	2.79
11. Effective communication skills	1.00	2.71
12. Effective interaction in labour relations	1.00	2.50
13. Effective interaction skills	1.00	2.64
14. Organisational rights of parties to labour relations	0.86	2.57
15. Skills related to recognition/application of organizational rights	0.86	2.50
16. Consultation process	1.00	2.36
17. Consultation skills	0.86	2.36
18. Negotiation process	1.00	2.64
19. Negotiation skills	1.00	2.71
20. Advanced negotiation skills	0.71	2.21
21. Establishing collective bargaining relationships and structures	0.57	2.00
22. Types of collective agreements	0.71	2.00
23. Applying collective agreements	0.86	2.29
24. Conciliation processes	0.71	2.14
25. Conciliation skills	0.71	2.14
26. Facilitation skills	0.71	2.14
27. Mediation skills	0.71	2.14
28. Strike management process and skills	1.00	2.43
29. Lock-out management process and skills	1.00	2.36

TABLE 7-19: VALID OUTPUT THEMES: ADVANCED MODEL

THEMES : OUTPUT	CVR	MEAN
CVI (CVR MEAN)	0.74	
AVERAGE OF MEANS		2.33
1. Changes to legislation as a societal outcome	0.57	2.07
2. Economic growth as societal outcome	0.29	2.00
3. Productivity as a societal outcome	0.86	2.36
4. Job creation as societal outcome	0.71	2.29
5. Socio-political stability as societal outcome	0.57	2.00
6. Mass industrial protest action as a societal outcome	0.71	2.21
7. Productivity as organisational outcome	1.00	2.57
8. Quality service/product delivery as organisational outcome	0.57	2.36
9. Profitability as organisational outcome	0.57	2.29
10. Effectiveness as organisational outcome	0.71	2.36
11. Collective agreements as group outcomes	0.86	2.36
12. The nature of strikes as group outcomes	0.57	2.21
13. The nature of secondary strikes as group outcomes	0.57	2.21
14. The nature of lockouts as group outcomes	0.57	2.21
15. Mass dismissals of striking employees as group outcome	0.71	2.29
16. Mass retrenchment as group outcome	0.86	2.36
17. Improved trust levels as group outcome	0.86	2.36
18. Competency as individual outcome	1.00	2.50
19. Motivation as individual outcome	1.00	2.64
20. Physical health as individual outcome	0.57	2.21
21. Mental health as individual outcome	0.43	2.14
22. Job satisfaction as individual outcome	1.00	2.64
23. Commitment as individual outcome	0.86	2.50
24. Personal need satisfaction as individual outcome	0.57	2.14
25. Personal empowerment as individual outcome	0.86	2.36
26. Dismissal as individual outcome	1.00	2.64
27. Retrenchment as individual outcome	1.00	2.57
28. Resignation as individual outcome	0.86	2.36
29. Improved trust levels as individual outcome	0.71	2.50

TABLE 7-20: OVERALL VALIDITY OF ADVANCED MODEL

CVI (CVR MEAN)	0.73
AVERAGE MEANS	2.38

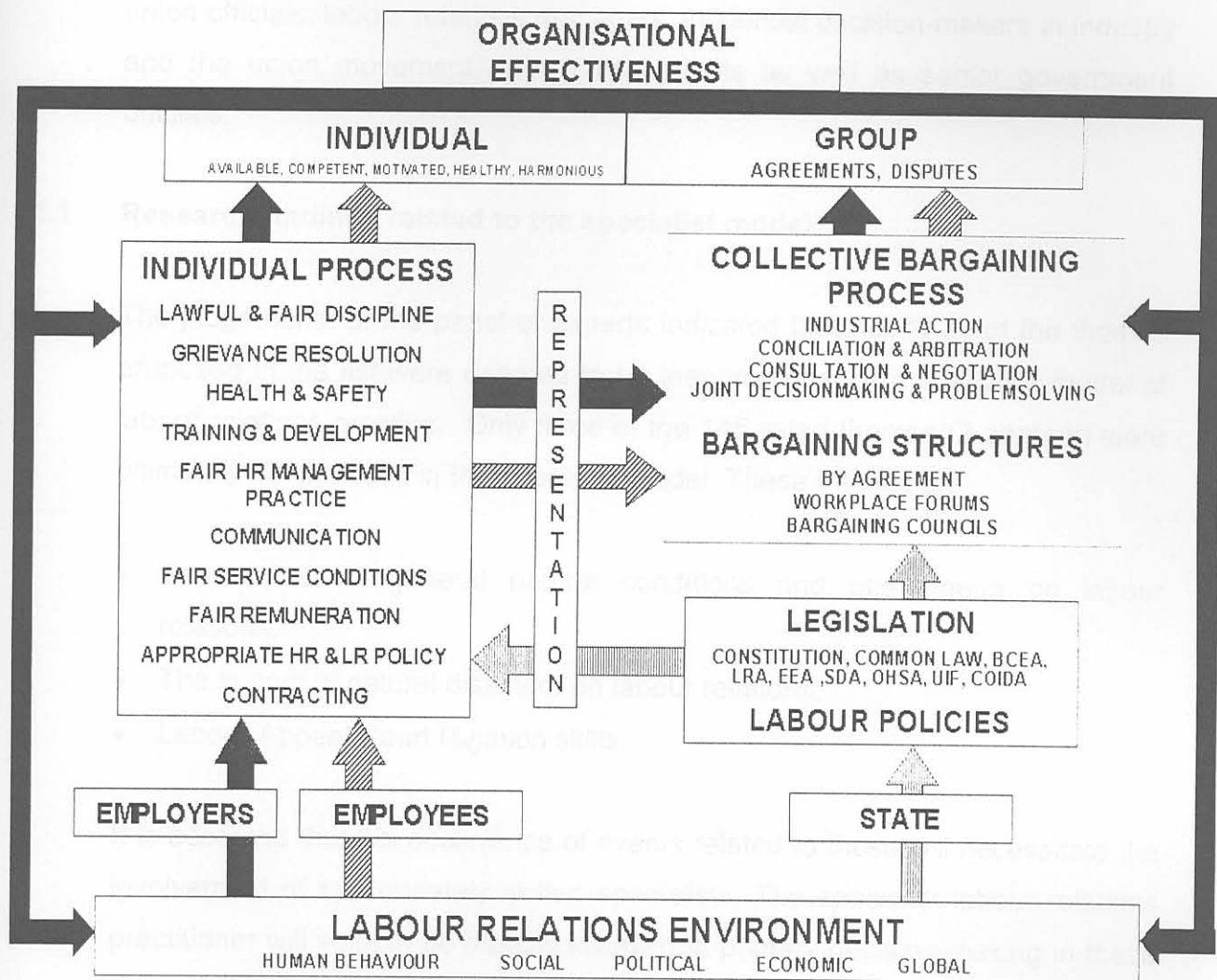
The overall content validity of the validated advanced framework is much higher than the required minimum required levels. The framework is deemed to be valid for the intended purpose.

4.3 Application of the advanced model

It is believed that this model can serve as a valid and reliable framework for research. It enhances understanding of labour relations and the development of learning interventions at this level, since all components and relationships have been derived from a valid model of the South African labour relations system.

This position is further supported by the fact that each of the respective labour relations themes included in the model was judged to be essential by a panel of experts. Related research further proved that the overall content validity of the model is far higher than the minimum acceptable level that is normally prescribed.

FIGURE 7-22: VALIDATED ADVANCED MODEL



5. SPECIALIST LEVEL

A specialist level can be defined as the activities typically performed by senior union officials, labour relations managers, influential decision-makers in industry and the union movement, labour consultants as well as senior government officials.

5.1 Research findings related to the specialist model

The judgements of the panel of experts indicated that nearly all of the themes proposed in the list were deemed to be inappropriate for a specialist model of labour relations practice. Only three of the 145 listed themes (2 percent) were ultimately not included in the specialist model. These themes are:

- The impact of general natural conditions and phenomena on labour relations.
- The impact of natural disasters on labour relations.
- Labour Appeal Court litigation skills.

It is accepted that the occurrence of events related to these will necessitate the involvement of appropriately skilled specialists. The specialist labour relations practitioner will seldom be directly involved in primary decision-making in these areas.

Although the themes included in the specialist model will not represent an absolutely exhaustive list of labour relations themes related to this level of practice, they are deemed to represent a fairly comprehensive list of the most important themes related to the current South African labour relations system. The following tables provide an overview of the research findings related to the specialist model.

TABLE 7-23: FINDINGS RELATED TO INPUT: SPECIALIST MODEL

(Reject component if CVR < 0 and/or Mean < 2)

THEMES: INPUT	CVR	MEAN	DECISION
CVI (CVR MEAN)	0.74		ACCEPT
AVERAGE OF MEANS		2.47	ACCEPT
1. The nature and role of the state as a party to labour relations	0.43	2.21	INCLUDE
2. The nature and role of state institutions in labour relations	0.71	2.36	INCLUDE
3. The strategies and methods of the state	0.29	2.07	INCLUDE
4. The nature of employee needs and behaviour	0.86	2.57	INCLUDE
5. The nature, objectives and function of trade unions	0.86	2.57	INCLUDE
6. The structure of trade unions and federations in SA	0.57	2.36	INCLUDE
7. The strategies and methods of trade unions	0.86	2.79	INCLUDE
8. The nature of employer needs and behaviour	0.86	2.57	INCLUDE
9. The nature, objectives and function of employer organisations	0.71	2.43	INCLUDE
10. The structure of employer organisations and federations in SA	0.71	2.36	INCLUDE
11. The strategies and methods of employer organisations	0.86	2.43	INCLUDE
12. The impact of general technology on labour relations	0.71	2.29	INCLUDE
13. The impact of electronic technology on labour relations	0.57	2.14	INCLUDE
14. The role of basic human behaviour forms in labour relations	0.71	2.50	INCLUDE
15. The influence of globalization on labour relations	1.00	2.86	INCLUDE
16. The role of micro economic variables labour relations (demand, production levels, scrap, absence etc)	1.00	2.93	INCLUDE
17. The role of macro-economic variables in labour relations (Inflation, Unemployment, economic growth, etc.)	0.86	2.79	INCLUDE
18. The influence of SA labour market conditions on labour relations	0.86	2.64	INCLUDE
19. Labour economic theory	0.86	2.64	INCLUDE
20. The role of the formal political system in labour relations	0.71	2.50	INCLUDE
21. The role of government policies in labour relations (RDP, GEAR etc.)	0.86	2.79	INCLUDE
22. The influence of political struggle on labour relations	0.86	2.50	INCLUDE
23. The influence of political alliances on labour relations	0.86	2.43	INCLUDE
24. The influence of basic social needs (water, electricity, sanitation, housing etc.) on labour relations	0.71	2.21	INCLUDE
25. The influence of burning social issues on labour relations (gender, discrimination, childcare, crime, harassment etc.)	0.86	2.71	INCLUDE
26. The influence of health issues on labour relations (AIDS, TB, fatigue, stress etc.)	1.00	2.79	INCLUDE
27. The influence of diversity and cultural differences	1.00	2.86	INCLUDE
28. The influence of societal attitudes, perceptions and - needs on labour relations	0.71	2.43	INCLUDE
29. The relationship between education and training and labour relations	0.86	2.71	INCLUDE
30. The influence of general SA history on labour relations	0.43	2.07	INCLUDE
31. The influence of struggle history on labour relations	0.57	2.07	INCLUDE
32. The impact of general natural conditions and phenomena on labour relations	0.43	1.79	REJECT
33. The impact of natural disasters on labour relations	0.00	1.64	REJECT
34. Different theoretical approaches to labour relations	1.00	2.86	INCLUDE

TABLE 7-24: FINDINGS RELATED TO COLLECTIVE TRANSFORMATION

**TABLE 7-24: FINDINGS RELATED TO INDIVIDUAL TRANSFORMATION:
SPECIALIST MODEL**

(Reject component if CVR < 0 and/or Mean < 2)

THEMES : INDIVIDUAL TRANSFORMATION	CVR	MEAN	DECISION
CVI (CVR MEAN)	0.86		ACCEPT
AVERAGE OF MEANS		2.73	ACCEPT
1. Overview of the SA legislative structure	0.57	2.21	INCLUDE
2. Application of the Constitution and Bill of Rights: Individual	1.00	2.71	INCLUDE
3. The Basic Conditions of Employment Act	0.86	2.86	INCLUDE
4. The Employment Equity Act	0.86	2.86	INCLUDE
5. The Labour Relations Act: Individual	0.86	2.86	INCLUDE
6. Skills Development and – Levies Acts	0.86	2.79	INCLUDE
7. SAQA Act	0.86	2.64	INCLUDE
8. Unemployment Insurance Act	0.57	2.43	INCLUDE
9. Compensation for Occupational Injuries and Diseases Act	0.57	2.50	INCLUDE
10. Occupational Health and Safety Act	0.71	2.71	INCLUDE
11. Common law principles related to employment contracts	1.00	2.93	INCLUDE
12. Rights and duties in labour relations	0.86	2.64	INCLUDE
13. The psychological contract between employer and employee	0.86	2.79	INCLUDE
14. Implementing HR & LR policies	0.86	2.86	INCLUDE
15. Fair employee remuneration practices	0.86	2.71	INCLUDE
16. Implementation of fair service conditions	0.86	2.71	INCLUDE
17. Communication in labour relations	1.00	2.86	INCLUDE
18. Communication skills	1.00	2.86	INCLUDE
19. Fair and equitable HR management practice (hiring, admin, evaluation, etc.)	0.86	2.79	INCLUDE
20. Health and safety management practice	0.86	2.57	INCLUDE
21. Training and development practice	0.86	2.71	INCLUDE
22. Affirmative action	0.86	2.79	INCLUDE
23. Informal grievance resolution - process and skills	0.86	2.79	INCLUDE
24. Formal grievance resolution procedures- process and skills	1.00	2.86	INCLUDE
25. Informal maintenance of discipline - process and skills	0.86	2.79	INCLUDE
26. Formal disciplinary procedures - process and skills	1.00	2.79	INCLUDE
27. Advanced disciplinary procedures - process and skills	1.00	3.00	INCLUDE
28. Strategic management process (vision, mission, policy development etc.)	1.00	2.93	INCLUDE
29. Operational managerial process (plan, organise, lead, control etc)	0.86	2.79	INCLUDE
30. Structural management practice (organisation and task structures, workflow, etc.)	0.86	2.71	INCLUDE
31. Basic forms of organisational behaviour (decisions, attitudes, groups, teams, power, politics, decision-making etc.)	0.86	2.43	INCLUDE
32. Advanced forms of organisational behaviour (culture, climate, organisational development, learning organisation, etc.)	0.86	2.50	INCLUDE

**TABLE 7-25: FINDINGS RELATED TO COLLECTIVE TRANSFORMATION:
SPECIALIST MODEL**

(Reject component if CVR < 0 and/or Mean < 2)

THEMES : COLLECTIVE TRANSFORMATION	CVR	MEAN	DECISION
CVI (CVR MEAN)	0.84		ACCEPT
AVERAGE OF MEANS		2.71	ACCEPT
1. Application of the Constitution and Bill of rights: Collective	0.86	3.00	INCLUDE
2. Labour Relations Act: Collective	1.00	3.00	INCLUDE
3. Employment Equity Act	1.00	3.00	INCLUDE
4. Relationship between Collective Bargaining & other labour laws	0.86	2.79	INCLUDE
5. Collective bargaining theory	0.86	2.79	INCLUDE
6. Nature and function of employee representation	0.57	2.50	INCLUDE
7. Skills for interacting with shop stewards or supervisors	0.57	2.50	INCLUDE
8. Skills for interacting with union organisers or LR managers	0.57	2.50	INCLUDE
9. Skills for interacting with senior union officials or LR Directors	0.71	2.64	INCLUDE
10. The nature and role of labour relations consultants	0.57	2.50	INCLUDE
11. Organisational level structures (workplace forums, workplace comm's, recognition agreement structures, etc.)	0.86	2.64	INCLUDE
12. Industry level bargaining structures (bargaining councils, statutory councils)	1.00	2.79	INCLUDE
13. Societal level bargaining structures (NEDLAC, commissions, congresses etc.)	0.71	2.50	INCLUDE
14. Effective communication in labour relations	1.00	2.93	INCLUDE
15. Effective communication skills	0.86	2.86	INCLUDE
16. Effective interaction in labour relations	0.86	2.79	INCLUDE
17. Effective interaction skills	0.86	2.86	INCLUDE
18. Organisational rights of parties to labour relations	0.71	2.50	INCLUDE
19. Skills related to recognition/application of organizational rights	0.71	2.57	INCLUDE
20. Consultation process	1.00	2.79	INCLUDE
21. Consultation skills	1.00	2.79	INCLUDE
22. Negotiation process	1.00	2.79	INCLUDE
23. Negotiation skills	1.00	3.00	INCLUDE
24. Advanced negotiation skills	1.00	2.93	INCLUDE
25. Establishing collective bargaining relationship and structures	0.86	2.64	INCLUDE
26. Drafting collective agreements	1.00	3.00	INCLUDE
27. Types of collective agreements	1.00	2.79	INCLUDE
28. Applying collective agreements	1.00	2.79	INCLUDE
29. Conciliation processes	1.00	2.93	INCLUDE
30. Conciliation skills	0.86	2.79	INCLUDE
31. Facilitation skills	0.86	2.79	INCLUDE
32. Mediation skills	0.86	2.79	INCLUDE
33. Voluntary and statutory arbitration process	0.86	2.71	INCLUDE
34. Arbitration skills	1.00	2.86	INCLUDE
35. Advanced arbitration skills	0.86	2.71	INCLUDE
36. Labour Court litigation process	1.00	2.57	INCLUDE
37. Labour Court litigation skills	0.57	2.07	INCLUDE
38. Labour Appeal Court litigation process	0.43	2.14	INCLUDE
39. Labour Appeal Court litigation skills	0.14	1.57	REJECT
40. Strike management process and skills	1.00	3.00	INCLUDE
41. Lock-out management process and skills	1.00	3.00	INCLUDE

TABLE 7-26: FINDINGS RELATED TO OUTPUT: SPECIALIST MODEL

TABLE 7-27: OVERALL VALIDITY OF SPECIALIST MODEL

(Reject component if CVR < 0 and/or Mean < 2)

THEMES: OUTPUT	CVR	MEAN	DECISION
CVI (CVR MEAN)	0.81		ACCEPT
AVERAGE OF MEANS		2.61	ACCEPT
1. Social pacts as societal outcomes	0.57	2.29	INCLUDE
2. Changes in government policies as societal outcomes	0.86	2.5	INCLUDE
3. Changes to legislation as a societal outcome	0.86	2.50	INCLUDE
4. End user need satisfaction as societal outcome	0.71	2.43	INCLUDE
5. Socio-economic welfare as societal outcome	0.57	2.29	INCLUDE
6. Economic growth as societal outcome	0.71	2.50	INCLUDE
7. Productivity as a societal outcome	1.00	2.79	INCLUDE
8. Job creation as societal outcome	1.00	2.71	INCLUDE
9. Socio-political stability as societal outcome	0.71	2.50	INCLUDE
10. Mass industrial protest action as a societal outcome	0.86	2.64	INCLUDE
11. Productivity as organisational outcome	1.00	2.93	INCLUDE
12. Quality service/product delivery as organisational outcome	0.86	2.71	INCLUDE
13. Profitability as organisational outcome	0.86	2.57	INCLUDE
14. Effectiveness as organisational outcome	0.86	2.64	INCLUDE
15. Shareholder need satisfaction as organisational outcome	0.57	2.43	INCLUDE
16. Outside stakeholder need satisfaction as organisational outcome	0.43	2.29	INCLUDE
17. Collective agreements as group outcomes	1.00	2.79	INCLUDE
18. The nature of strikes as group outcomes	0.86	2.64	INCLUDE
19. The nature of secondary strikes as group outcomes	1.00	2.57	INCLUDE
20. The nature of lockouts as group outcomes	1.00	2.71	INCLUDE
21. Mass dismissals of striking employees as group outcome	0.86	2.79	INCLUDE
22. Mass retrenchment as group outcome	1.00	2.79	INCLUDE
23. Organisational expansion as an organisational outcome	0.71	2.50	INCLUDE
24. Organisational demise as an organisational outcome	0.71	2.43	INCLUDE
25. Improved trust levels as group outcome	0.86	2.64	INCLUDE
26. Availability as individual outcome	0.57	2.29	INCLUDE
27. Competency as individual outcome	0.86	2.71	INCLUDE
28. Motivation as individual outcome	1.00	2.93	INCLUDE
29. Physical health as individual outcome	0.57	2.50	INCLUDE
30. Mental health as individual outcome	0.57	2.43	INCLUDE
31. Job satisfaction as individual outcome	0.86	2.79	INCLUDE
32. Commitment as individual outcome	1.00	2.79	INCLUDE
33. Personal need satisfaction as individual outcome	0.86	2.57	INCLUDE
34. Personal empowerment as individual outcome	0.86	2.64	INCLUDE
35. Dismissal as individual outcome	0.86	2.79	INCLUDE
36. Retrenchment as individual outcome	0.86	2.79	INCLUDE
37. Resignation as individual outcome	0.71	2.64	INCLUDE
38. Improved trust levels as individual outcome	0.86	2.79	INCLUDE

TABLE 7-27: OVERALL VALIDITY OF SPECIALIST MODEL

CVI (CVR MEAN)	0.81
AVERAGE MEANS	2.63

The overall content validity of the validated specialist framework is much higher than the required minimum required levels. The framework is therefore deemed to be valid for the intended purpose.

5.2 Application of the specialist learning model.

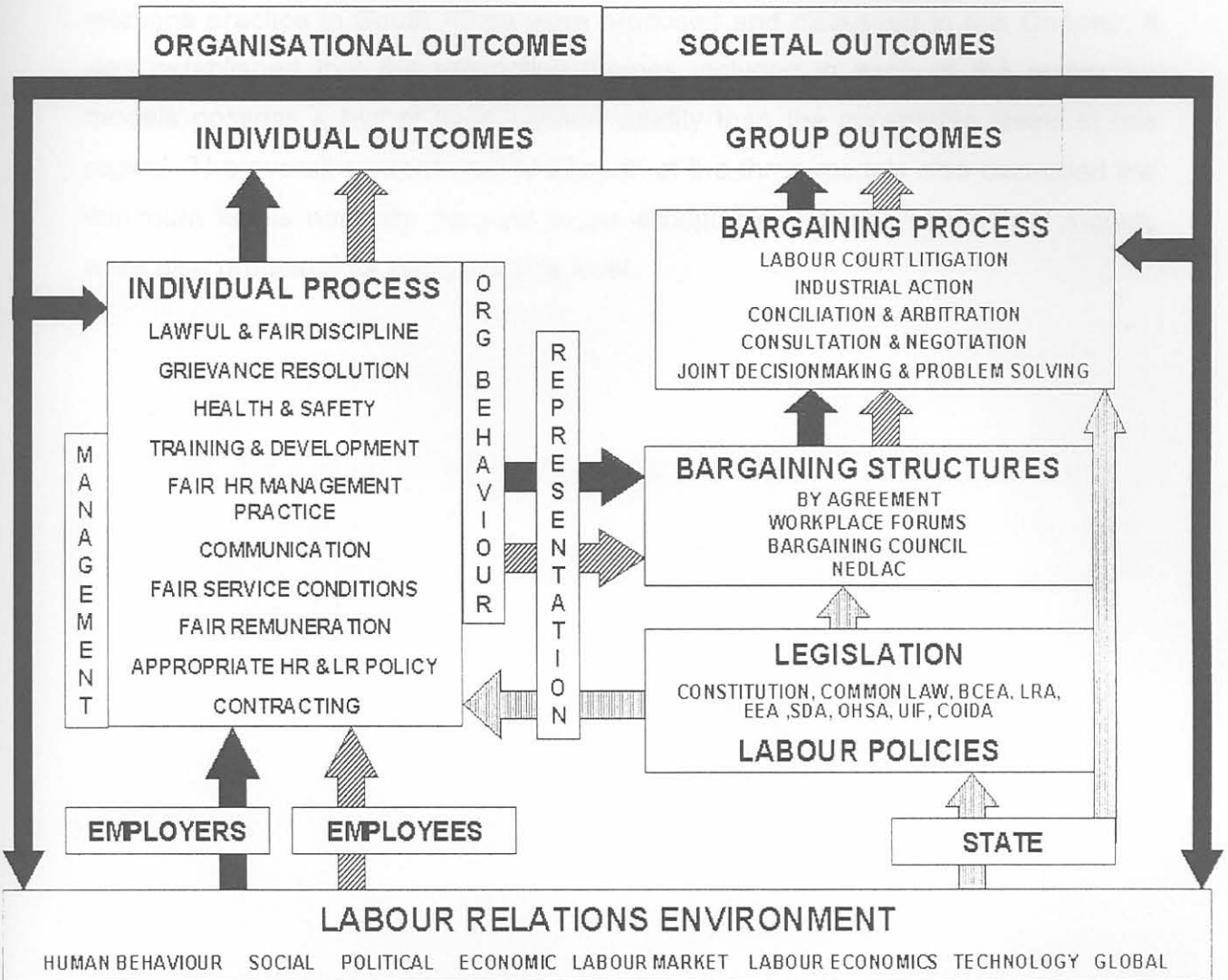
It is believed that this model can serve as a valid and reliable framework for research. It enhances understanding of labour relations and the development of learning interventions at this level, since all components and relationships have been derived from a valid model of the South African labour relations system.

This position is further supported by the fact that each of the respective labour relations themes incorporated in the model was judged to be essential by a panel of experts. Related research further proved that the overall content validity of the model is far higher than the minimum acceptable level that is normally prescribed.

6. SUMMARY

Research findings related to introductory, advanced and specialist levels of labour relations practice in South Africa were proposed and discussed in this Chapter. It was established that the respective themes included in both of the respective models possess a higher level content validity than the acceptable levels in this regard. The overall content validity of each of the three models also exceeded the minimum levels normally deemed to be acceptable. Specific conceptual models were also produced for each practice level.

FIGURE 7-29: VALIDATED SPECIALIST MODEL



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systems approach to the analysis and explanation of human behaviour phenomena and the nature of theoretical models as concluded in Chapter three.

Methodological, theoretical models and fundamental principles of labour relations were included in Chapters four and five. A-a specific research strategy was identified and discussed in Chapter six and seven. Conclusions and recommendations of the study are discussed in this Chapter.

2. ACHIEVEMENT OF OBJECTIVES

The objectives of the study were met as follows:

2.1 Primary objectives

A validated theoretical model that represents and explains the most important components and processes typical of the current labour relations system of South Africa was developed in accordance with the methodology described in Chapter two. The results were discussed in Chapter six.

2.1.1 An integrative definition of labour relations

The following integrated definition was developed to explain the process represented in the validated model: