

ANNEXURE A: QUESTIONNAIRE

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Dear Panelist

VALIDATING A THEORETICAL MODEL OF THE SOUTH AFRICAN LABOUR RELATIONS SYSTEM

Thank you for agreeing to participate in this research project. As you know the purpose of my doctoral thesis is to propose a validated theoretical model of the SA labour relations system. It is hoped that this model will provide a reliable and valid framework for purposes of developing effective labour relations learning interventions at different competency levels, labour relations research and improving the insight, skills and knowledge of labour practitioners across the spectrum of labour relations practice.

Please peruse the accompanying diagram of the model and the explanatory notes, before judging the essence of the components and interaction links. It is absolutely essential that you evaluate the components and links critically.

Judging Section A

The Lawshe model for determining content validity of a model will be applied in the analysis of the input of a number of expert panelists who indicated their judgements on the essentiality for including certain components in a valid theoretical model. Each component has been identified during a content analysis of definitions and theoretical models that are applicable to the South African labour relations system. You may add components that you deem to be essential in the spaces provided.

Judging Section B

Section B is aimed at determining how essential the inclusion of various labour relations themes will be in models of labour relations that represents the behaviour and skills requirements of practitioners involved in different levels of labour relations practice. Instructions are provided at the beginning of the Section. Please consider and evaluate how essential the inclusion of each respective theme will be for each defined level, and indicate your judgement as prescribed. You may add components that you deem to be essential in the spaces provided.

Completed questionnaire

It will be highly appreciated if you could complete and return the completed questionnaire to Lukas Ehlers as soon as possible but not later than 22 February 2002. You may return it in any of the following ways:

- Fax the completed questionnaire to : 012 4609706
- Where possible e-mail the completed questionnaire to: eams@mweb.co.za
- Phone Lukas or Wilma at 012 4607779 and arrange that the completed questionnaire be collected at your premises.

Again, thank you very much for the time and effort that you are dedicating to this project. It is highly appreciated.

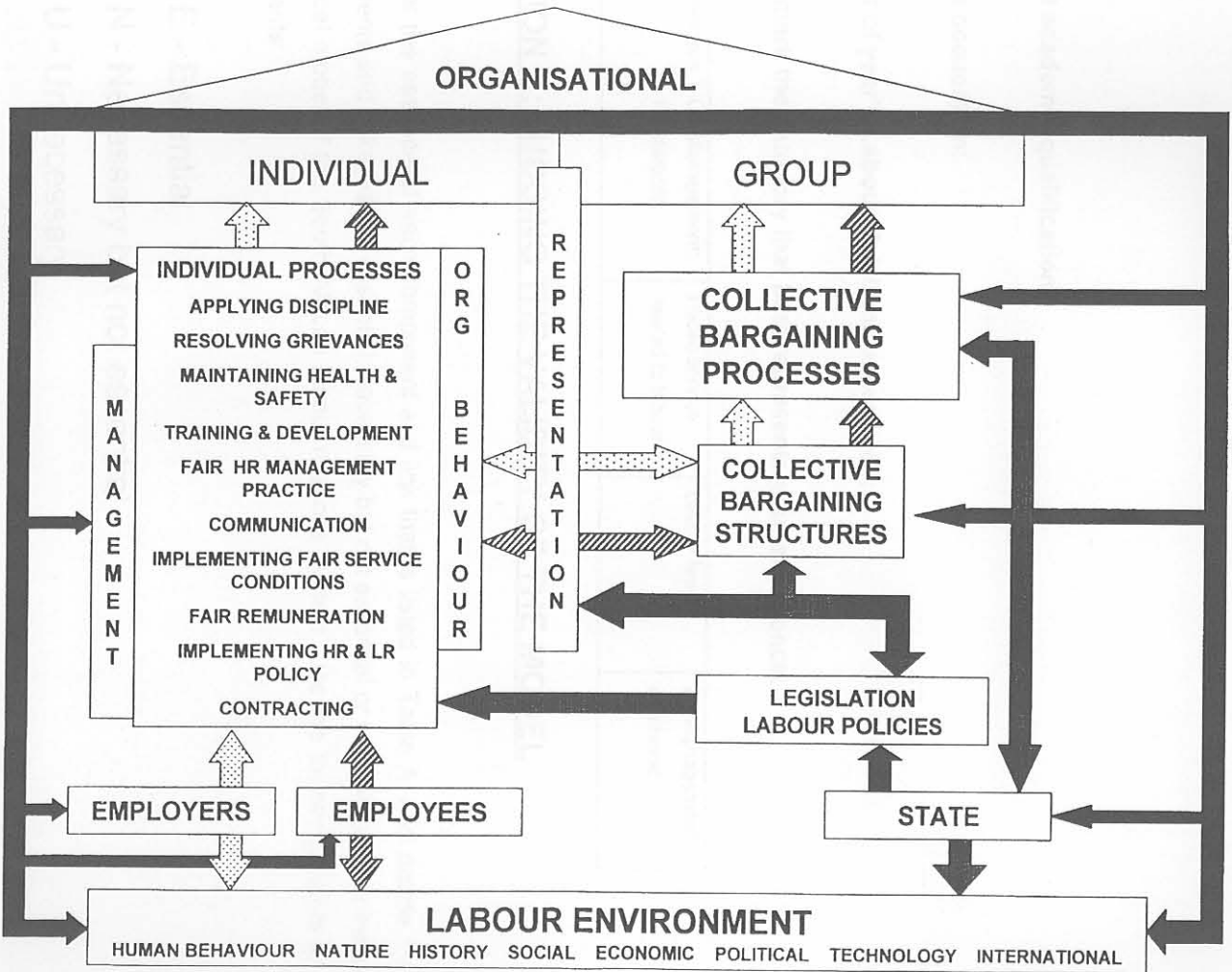
Yours sincerely

Lukas Ehlers

LABOUR RELATIONS MODEL: EXPLANATORY NOTES

1. Labour relations can be represented as a system. This means that given inputs are transformed to specific outputs or outcomes. The outcomes of a system will in turn influence the input variables and the transformation process within the system.
2. The primary input of the labour relations system can be viewed as employers, employees and the state. Their needs, objectives and behaviour will be determined and/or influenced by a number of dynamic variables operating in the labour environment.
3. The state will establish and maintain a legislative framework that will regulate and influence the behaviour of employers and employees in the transformation process. Legislation can thus be viewed as an integral component of the transformation process.
4. Labour relations interaction may occur in an individual dimension. This dimension is typified by recognized labour relations procedures and practices. The behaviour of individual employees and - employers must comply with applicable legislation. The general managerial function and the organisational behaviour of participants will exert an influence on the direction of behaviour in this dimension.
5. Individual labour relations may evolve into a collective dimension. This will occur when employees group together and acquire representation by a trade union or another form of employee representation. Employers may also group together and be represented by employer organisations or other forms of employers representation. In some instances the state may become involved in collective labour relations through representatives of their choosing.
6. Parties involved in the collective dimension will interact within various types of bargaining structures that are determined and/or regulated by legislation. Specific collective labour relations processes are adopted by the parties to reach agreements, resolve differences, and deal with conflict and disputes. These processes are influenced by behaviour in other processes and components in the system, and are determined and/or regulated by legislation.
7. Behaviour of participants in the respective individual and collective labour relations transformation processes, give rise to certain outcomes. These outcomes are interrelated and can occur at individual, group, organisational and societal level. Representation will also influence system outcomes.
8. Labour relations system outcomes exert a feedback influence on the components and behaviour that are common to the input and transformation processes of a labour relations system.

DRAFT MODEL OF THE SOUTH AFRICAN LABOUR RELATIONS SYSTEM



CONTENT VALIDITY QUESTIONNAIRE

A theoretical model of the South African labour relations system

Lukas Ehlers Tel: 012 4609706

BIOGRAPHICAL INFORMATION OF PANELIST:

Title:

Name:

Highest academic qualification:

Present occupation:

Number of year's Labour Relations experience:

Please mark the category that best represents your experience:

Trade Unionism	LR Management: Practitioner	Public service related to labour	Labour law	LR Management: Academic
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SECTION A: JUDGING THE VALIDITY OF THE MODEL

Consider the essence of each component and link that is listed in Table A, and decide if the respective components and linkages are essential, necessary but not essential or unnecessary for inclusion in a valid theoretical model of the South African labour relations system. Use the following letters to indicate your judgements:

E - Essential

N - Necessary but not essential

U - Unnecessary

TABLE A E – Essential N – Necessary but not essential U – Unnecessary

JUDGEMENT	MODEL COMPONENTS
	1. Technology (labour environment influence)
	2. History (labour environment influence)
	3. Basic human behaviour–needs,motivation, etc.(labour environment influence)
	4. Nature – phenomena and disasters (labour environment influence)
	5. Economic system – micro and macro (labour environment influence)
	6. Political system (labour environment influence)
	7. Social system – housing, education, hiv etc.(labour environment influence)
	8. International or global events and conditions
	9. Employers and their representatives
	10. Employees and their representatives
	11. The state and it's representatives
	12. Legislation and policies (state policies and related labour laws)
	13. Management practice (planning, organizing, leading, control etc.)
	14. Organisational behaviour (groups, attitudes, decisions, traits, values etc.)
	15. Contracting (legal and psychological contracts)
	16. Implementing HR & LR policy (guidelines for whole spectrum)
	17. Fair remuneration (determination, job evaluation, etc.)
	18. Fair service conditions (leave, working hours, breaks etc.)
	19. Communication (skills, methods, structures etc.)
	20. Fair hr management practices (staffing, evaluating, promoting etc.)
	21. Training and development (assessment, needs analysis, interventions etc.)
	22. Maintaining health and safety (structures, procedures, programmes etc.)
	23. Resolving grievances (informal and formally)
	24. Applying discipline (counseling, reprimanding, warning leading to outcomes)
	25. Representation (shop stewards, unions, employer organisations etc.)
	26. Collective bargaining structures (bargaining council, recognition etc.)
	27. Collective bargaining processes (negotiation, dispute resolution, strikes etc)
	28. Individual outcomes (availability, competence, health, dismissal etc)
	29. Group outcomes (agreements, industrial action, productivity etc.)
	30. Organisational outcomes (goal achievement, effectiveness, profitability etc.)
	31. Societal outcomes (economic growth, welfare, stability etc.)
	32.
	33.
	34.
	35.
JUDGEMENT	INTERACTION AND FEEDBACK INDICATORS
	1. Links between influences and participants
	2. Link between state and policy & legislation
	3. Influence link between legislation and individual transformation process
	4. Link between legislation and representation
	5. Link between legislation and collective bargaining structures
	6. Link between legislation and collective bargaining processes
	7. Link between participants and individual transformation process
	8. Links between individual transformation process and representation
	9. Links between representation and collective transformation process
	10. Links between representation and collective bargaining structures
	11. Links between collective bargaining structures and collective bargaining processes
	12. Link between individual transformation processes and individual outcomes
	13. Link between collective bargaining process and group outcomes
	14. Link and feedback between outcomes and representation
	15. Link between individual and group outcomes
	16. Link between individual and group outcomes and organisational outcomes
	17. Feedback links from outcomes to collective bargaining components
	18. Feedback links from societal outcomes to participants and environment

SECTION B: ESSENTIAL THEMES AT DIFFERENT LEVELS OF PRACTICE

Tables B, C, D and E contain lists of themes that are deemed to be representative of current structures and practice in the South African labour relations system. These themes were identified after conducting a thorough content analysis of six theoretical models of the South African labour relations system and 26 definitions of labour relations that were proposed by international and South African authors. It will be appreciated if you will add any additional themes that you believe should also be included in a labour relations model, in the spaces provided for such, and indicate the essence of the additions as prescribed.

Please consider the essence of each theme, and decide if the respective themes are absolutely essential, essential, necessary but not essential or unnecessary in theoretical models representing different levels of labour relations practice. Use the following numbers to indicate your judgements:

- 3 - Absolutely essential (Specialist knowledge, insight and/or skills related to the theme is an absolute requirement at this level)
- 2 - Essential (Thorough knowledge, insight and/or skills related to the theme is an important requirement at this level)
- 1 - Necessary but not essential (Background information on the theme will be adequate at this level)
- 0 - Unnecessary (Knowledge, insight and/or skills related to the theme will not be required at this level)

Please judge the essentiality of each respective theme for each of the following levels of labour relations practice:

1. Introductory: Indicate your judgement on how essential the inclusion of each respective theme will be in a model representing introductory level labour relations practice. Introductory level behaviour will require specific insights, knowledge and skills that are typically displayed by shop stewards, supervisors and junior labour relations officers.
2. Advanced: Indicate your judgement on how essential the inclusion of each respective theme will be in a model representing advanced level labour relations practice. Advanced level behaviour will require specific insights, knowledge and skills that are typically displayed by union organizers, labour relations officers, and line managers.
3. Specialist: Indicate your judgement on how essential the inclusion of each respective theme will be in a model representing specialist labour relations practice. Specialist level behaviour will require specific insights, knowledge and skills that are typically displayed by senior union officials, labour relations managers, influential decision-makers in industry and the union movement, labour consultants and senior government officials.

TABLE C: INDIVIDUAL TRANSFORMATION

3 - Absolutely essential 2 - Essential 1 - Necessary but not essential 0 - Unnecessary

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

TRANSFORMATION COMPONENTS : COLLECTIVE 3 - Absolutely essential 2 - Essential 1 - Necessary but not essential 0 - Unnecessary

TABLE B: INPUT

3 - Absolutely essential

2 - Essential

1 - Necessary but not essential

0 - Unnecessary

INPUT COMPONENTS		INTRO	ADVANCED	SPECIALIST
1.	The nature and role of the state as a party to labour relations			
2.	The nature and role of state institutions in labour relations			
3.	The strategies and methods of the state			
4.	The nature of employee needs and behaviour			
5.	The nature, objectives and function of trade unions			
6.	The structure of trade unions and federations in sa			
7.	The strategies and methods of trade unions			
8.	The nature of employer needs and behaviour			
9.	The nature, objectives and function of employer organisations			
10.	The structure of employer organisations and federations in sa			
11.	The strategies and methods of employer organisations			
12.	The impact of general technology on labour relations			
13.	The impact of electronic technology on labour relations			
14.	The role of basic human behaviour forms in labour relations			
15.	The influence of globalization on labour relations			
16.	The role of micro economic variables labour relations (demand, production levels, scrap, absence etc)			
17.	The role of macro economic variables in labour relations (inflation, unemployment, economic growth, etc.)			
18.	The influence of sa labour market conditions on labour relations			
19.	Labour economic theory			
20.	The role of the formal political system on labour relations			
21.	The role of government policies in labour relations (RDP, GEAR etc.)			
22.	The influence of political struggle on labour relations			
23.	The influence of political alliances on labour relations			
24.	The influence of basic social needs (water, electricity, sanitation, housing etc.) on labour relations			
25.	The influence of burning social issues on labour relations (gender, discrimination, childcare, crime, harassment etc.)			
26.	The influence of health issues on labour relations (HIV/AIDS, TB, mental fatigue, stress etc.)			
27.	The influence of diversity and cultural differences			
28.	The influence of societal attitudes, perceptions and -needs on labour relations			
29.	The relationship between education and training and labour relations			
30.	The influence of general sa history on labour relations			
31.	The influence of struggle history on labour relations			
32.	The impact of general natural conditions and phenomena on labour relations			
33.	The impact of natural disasters on labour relations			
34.	Different theoretical approaches to labour relations			
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INPUT COMPONENTS	INTRO	ADVANCED	SPECIALIST	

3 - Absolutely essential

2 - Essential

1 - Necessary but not essential

0 - Unnecessary

TABLE D: COLLECTIVE TRANSFORMATION

3 - Absolutely essential 2 - Essential 1 - Necessary but not essential 0 - Unnecessary

TRANSFORMATION COMPONENTS : COLLECTIVE	INTRO	ADVANCED	SPECIALIST
1. Application of the Constitution and Bill of rights: Collective			
2. Labour Relations Act: Collective			
3. Employment Equity Act			
4. Relationship between collective bargaining and other labour laws			
5. Collective bargaining theory			
6. Nature and function of employee representation			
7. Skills for interacting with shop stewards or supervisors			
8. Skills for interacting with union organizers or LR managers			
9. Skills for interacting with senior union officials or LR Directors			
10. The nature and role of labour relations consultants			
11. Organisational level structures (workplace forums, workplace committees, recognition agreement related structures, etc.)			
12. Industry level bargaining structures (bargaining councils, statutory councils)			
13. Societal level bargaining structures (NEDLAC, commissions, congresses etc.)			
14. Effective communication in labour relations			
15. Effective communication skills			
16. Effective interaction in labour relations			
17. Effective interaction skills			
18. Organisational rights of parties to labour relations			
19. Skills related to recognition/application of organizational rights			
20. Consultation process			
21. Consultation skills			
22. Negotiation process			
23. Negotiation skills			
24. Advanced negotiation skills			
25. Establishing collective bargaining relationships and structures			
26. Drafting collective agreements			
27. Types of collective agreements			
28. Applying collective agreements			
29. Conciliation processes			
30. Conciliation skills			
31. Facilitation skills			
32. Mediation skills			
33. Voluntary and Statutory arbitration process			
34. Arbitration skills			
35. Advanced arbitration skills			
36. Labour Court litigation process			
37. Labour Court litigation skills			
38. Labour Appeal Court litigation process			
39. Labour Appeal Court litigation skills			
40. Strike management process and skills			
41. Lock-out management process and skills			
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TRANSFORMATION COMPONENTS : COLLECTIVE	INTRO	ADVANCED	SPECIALIST

3 - Absolutely essential 2 - Essential 1 - Necessary but not essential 0 - Unnecessary

TABLE E: OUTPUT

3 - Absolutely essential

2 - Essential

1 - Necessary but not essential

0 - Unnecessary

OUTPUT COMPONENTS	INTRO	ADVANCED	SPECIALIST
1. Social pacts as societal outcomes			
2. Changes in government policies as societal outcomes			
3. Changes to legislation as a societal outcome			
4. End user need satisfaction as societal outcome			
5. Socio-economic welfare as societal outcome			
6. Economic growth as societal outcome			
7. Productivity as a societal outcome			
8. Job creation as societal outcome			
9. Socio-political stability as societal outcome			
10. Mass industrial protest action as a societal outcome			
11. Productivity as organisational outcome			
12. Quality service/product delivery as organisational outcome			
13. Profitability as organisational outcome			
14. Effectiveness as organisational outcome			
15. Shareholder need satisfaction as organisational outcome			
16. Outside stakeholder need satisfaction as organisational outcome			
17. Collective agreements as group outcomes			
18. The nature of strikes as group outcomes			
19. The nature of secondary strikes as group outcomes			
20. The nature of lockouts as group outcomes			
21. Mass dismissals of striking employees as group outcome			
22. Mass retrenchment as group outcome			
23. Organisational expansion as an organisational outcome			
24. Organisational demise as an organisational outcome			
25. Improved trust levels as group outcome			
26. Availability as individual outcome			
27. Competency as individual outcome			
28. Motivation as individual outcome			
29. Physical health as individual outcome			
30. Mental health as individual outcome			
31. Job satisfaction as individual outcome			
32. Commitment as individual outcome			
33. Personal need satisfaction as individual outcome			
34. Personal empowerment as individual outcome			
35. Dismissal as individual outcome			
36. Retrenchment as individual outcome			
37. Resignation as individual outcome			
38. Improved trust levels as individual outcome			
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OUTPUT COMPONENTS	INTRO	ADVANCED	SPECIALIST

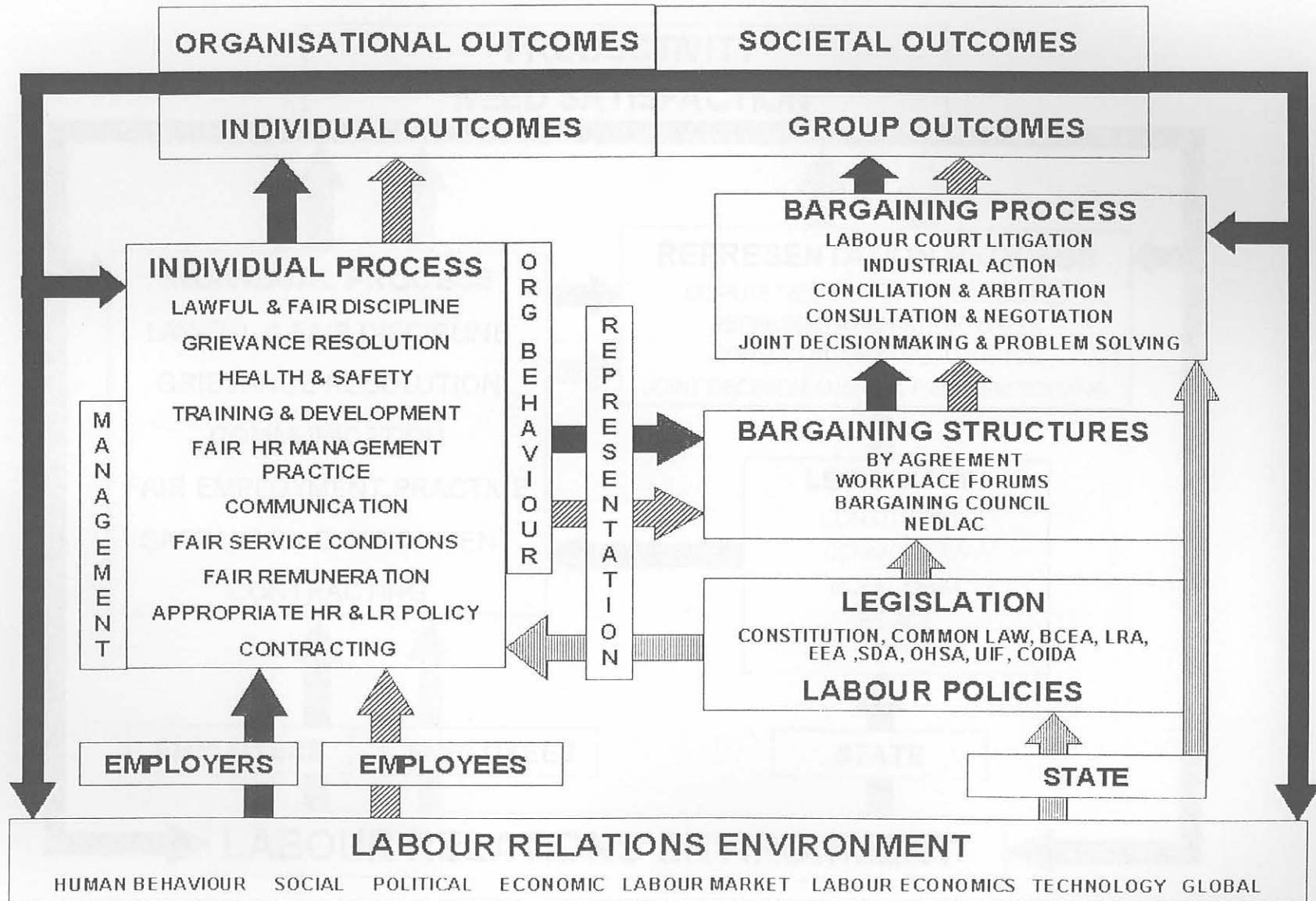
3 - Absolutely essential

2 - Essential

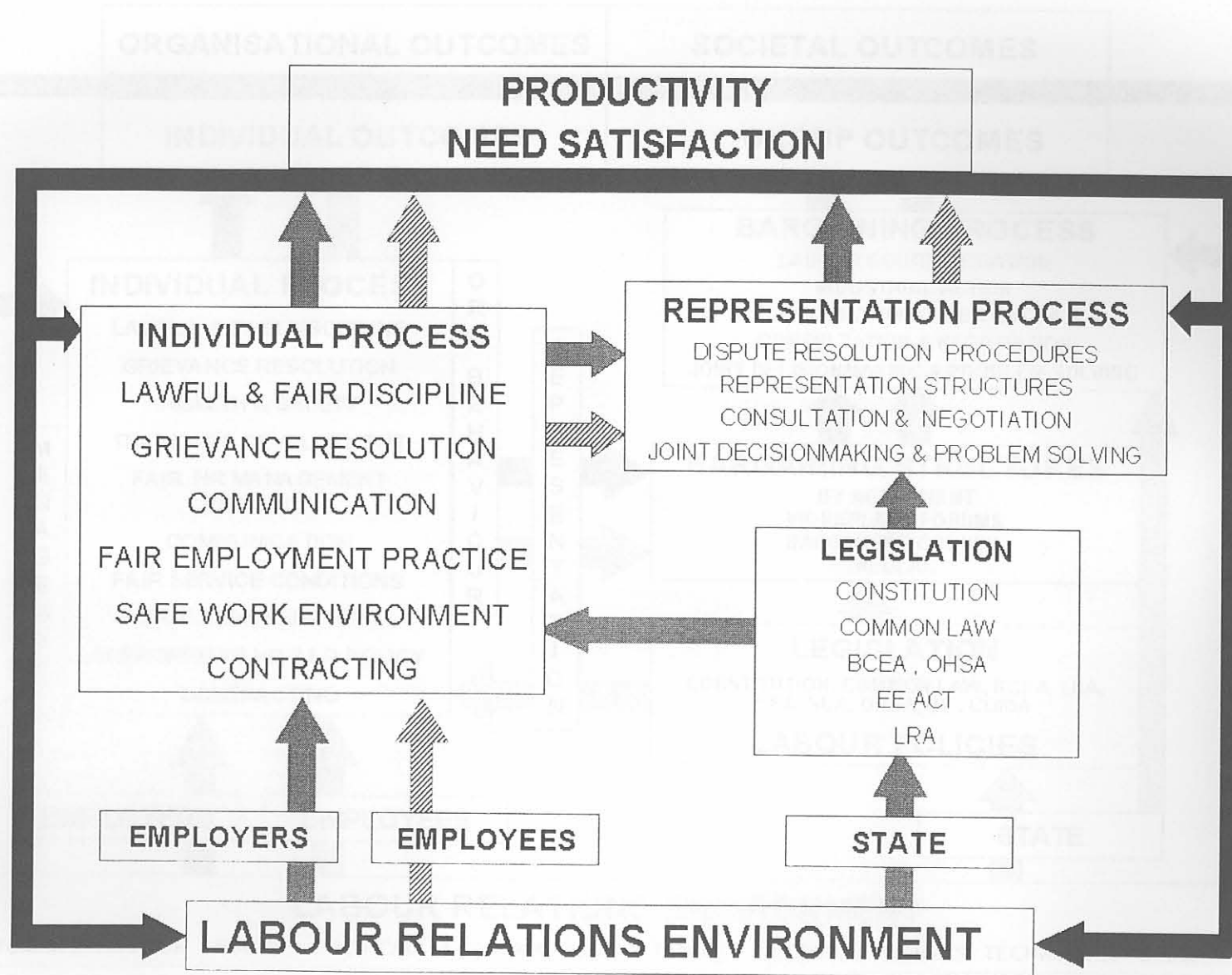
1 - Necessary but not essential

0 - Unnecessary

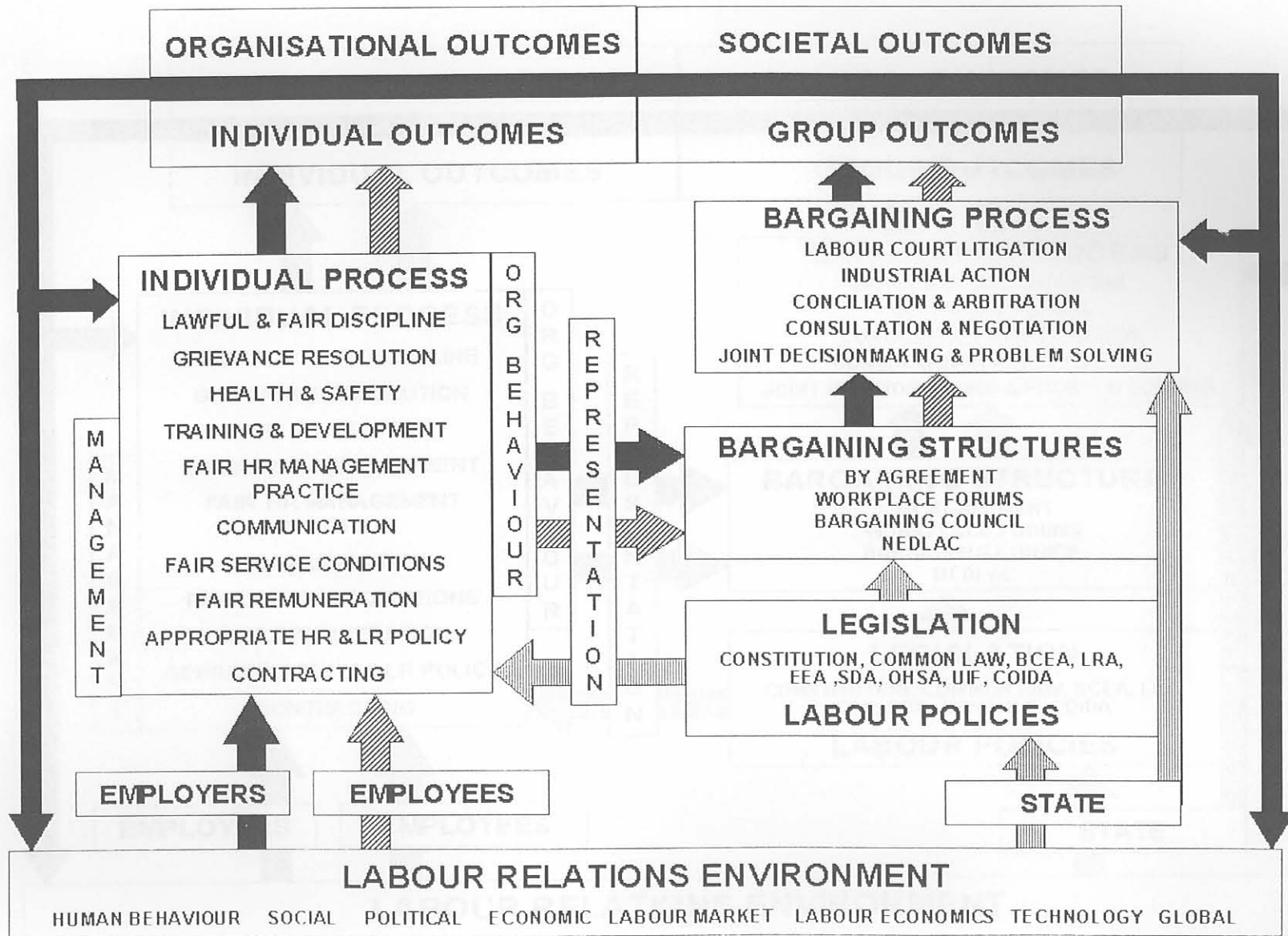
ANNEXURE B: VALIDATED MODEL OF THE SOUTH AFRICAN LABOUR RELATIONS SYSTEM



ANNEXURE C: A MODEL OF LABOUR RELATIONS PRACTICE AT INTRODUCTORY LEVEL



ANNEXURE D: A MODEL OF LABOUR RELATIONS PRACTICE AT ADVANCED LEVEL



ANNEXURE E: A MODEL OF LABOUR RELATIONS PRACTICE AT SPECIALIST LEVEL

