

HARGA NUMRU 3 – MARZU 1988

MEETENSTAD  
13 1988

**pettivi  
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## KONTENT

Editorjal	1
Konfront	3
Il-WPDC iressaq fehmiyet dwar il-proċess ta' għażla ta' haddiema diretturi fl-impriżi tal-Gvern	6
Hidma tal-WPDC	9
Shubija fit-Trejd Unjons	10
Parteċipanti ta' l-ewwel Diploma fl-Applied Social Studies (Labour Studies) u d-dissertation tagħhom	12
L-Edukazzjoni għall-hajja u l-WPDC	14
Aktar Diretturi Haddiema eletti b'elezzjoni	17
Industrial Relations Review	17
Sharing Power	27
Social Studies Crossword	32
Developments Elsewhere	33



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## EDITORJAL:

### Direttur u Haddiem

Mhux hekk imdorrijin.... is-soltu jew ma' naha jew m'ohra! Dawn minn dejjem kellhom jahdmu flimkien - izda fl-istess hin bosta drabi kienu kontra xulxin fl-istess impriza.

Maz-zmien dahal fil-kreditu tal-unjons illi bhala difensuri tal-haddiema ghandhom jitqiesu bhala l-ghedewwa tas-sidien ta' l-impriza. Alla hares jaraw 'shop-steward' jindiehes, jew jiehu grokk ma' l-imghallem ghax malajr jahsbu hazin!

Il-principju tal-partecipazzjoni jaghrif illi f'azjenda hemm min jinvesti gidu u hemm min jinvesti hidmietu. L-istess qawl Malti jghallimna: "gidi hidmieti". Ghalhekk it-tnejn huma azzjonisti u ghandhom interess illi "l-impriza taghhom" timxi 'l-quddiem. Basta t-tnejn jaghrfu d-dmirijiet u d-drittijiet taghhom infushom u ta' xulxin - basta fejn hemm bzonn ta' cahda jew jingarr piz - kulhadd imidd ghonqu skond ma jiflah.

Dan l-ahhar qed tinxtered fostna s-sistema ta' haddiem-direttur f'bordijiet ta' xi mprizi. Dan hu pass tajjeb fit-triq tal-partecipazzjoni. **Il-prezenza ta' haddiem elett fost id-diretturi jista' jservi bhal pont ta' taghrif bejn iz-zewg nahat.** Jitwasslu kemm ilmenti kif ukoll idejat dwar titjib fil-produzzjoni. Minn fuq ghal isfel u minn isfel ghal fuq. Din hi kariga difficli u delikata hafna - imma li minnha jista' johrog il-gid. B'hekk anke x-xoghol tal-unjons bhala difensuri ahharija tal-haddiema jista' jkun effettiv aktar.

Izda kariga hekk delikata tehtieg l-ghajnuna tan-nahat kollha biex verament tirnexxi. **Mhux bizzejjed li wiehed jaqbel mal-principju tal-partecipazzjoni jekk mhux lest li jhallas il-prezz biex il-partecipazzjoni tirnexxi u timxi 'l quddiem.** Haddiem-direttur wiehed biss fuq bord mhux bizzejjed. Sakemm jibqa' wahdu jista' facilment jigi izolat u ghalhekk jibda jagixxi b'mod estrem biex isemma' lehn. Hemm bzonn li l-ligi tkun aggornata halli d-dmirijiet specifici tad-diretturi-haddiema jkun ccarati. Fuq kollox tenhtieg investment sod fl-edukazzjoni mill-kbir saz-zghir halli kulhadd jifhem x'bidla radikali ggib maghha l-partecipazzjoni: fil-hsieb u ghemil. Bil-partecipazzjoni finta, l-problemi x'aktarx tkattarhom flok issolvihom.

*Participatory*

**WORKERS' PARTICIPATION  
DEVELOPMENT CENTRE  
NEWSLETTER**

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Disinn tal-Qoxra	: Paul Agius
Stampat fil-Malta University Press	- Marzu 1988

Ghanijiet tal-WPDC: Li jghin fl-izvilupp tal-partecipazzjoni tal-haddiem fix-xoghol u fis-socjeta', permezz ta' servizz ta' taghlim, ricerka u konsultazzjoni.



## KONFRONT

*F'dawn il-pagni ta' PERSPETTIVI, nigbru opinjonijiet u fehmiet differenti dwar xi suggett fil-qasam tal-partecipazzjoni tal-haddiem jew ta' relazzjonijiet industrijali. Dan bi l-ghan li jqajjem spirtu ta' kritika fost il-qarrejja kif ukoll xi forma ta' reazzjoni jew kontribuzzjoni minn fostkom.*

*It-Tema ta' llum hija: ID-DIRETTUR HADDIEM*

Dan l-ahhar f'Malta rajna zieda fin-numru ta' ntraprizi li jkollhom haddiem direttur fuq l-oghla bord. Dawn il-haddiema diretturi gew nominati minn trejd unjon jew inkella eletti direttament b'vot sigriet mill-haddiema li jahdmu f'dik l-intrapriza partikulari. Apparti fit-Tarzna (Malta Drydocks), fejn il-bord huwa maghmul biss minn haddiema diretturi eletti, numru zghir ta' ntraprizi ohra ghandhom biss direttur-haddiem wiehed. Fost down insibu:

B.I.M. Ltd  
Bank of Valletta  
Telemalta  
Marsa Shipbuilding  
Air Malta

Construction & General Engineering  
Magruvision  
Enemalta  
Tug Malta

Ninnutaw li hliet fil-kaz tal-B.I.M. dawn huma kollha ntraprizi jew korporazzjonijiet parastatali. Irridu hawnhekk insaqsu lilmanfusna:

**Id-Direttur Haddiem huwa parti mill-mixja tal-haddiem  
lejn demokrazija akbar fuq il-post tax-xoghol?**

### IVA

Okkazjoni sabiex titjeb il-komunikazzjoni bejn diretturi, management u haddiema. Allura dawn jifhmu aktar lil xulxin u japprezzaw aktar l-opinjonijiet ta' xulxin.

Trejd unjons u ghaqdiet tal-haddiema jibdwu ikollhom sehem fit-tfassil ta' policy. Dan is-sehem jista' jintuza wkoll sabiex tinkiseb certu nformazzjoni. Sehem bhal dan huwa limitat u s-soltu f'minoranza assoluta, izda xorta wahda jista' jkun utli.

### LE

Ir-rapprezentanti tal-haddiema jibdwu jaqghu għall-argumenti perswazivi tal-management u tal-bqija tad-diretturi. Il-haddiem direttur għalhekk jista' jibda jassocja ruhu mad-diretturi l-ohra u effettivament jispicca jahsibha bhalhom.

L-edukazzjoni u t-tahrig fil-konvinzjoni u n-negozjar tal-haddiem is-soltu jkun nferjuri hdejn dawk professjonali tal-management u d-diretturi. Għaldaqstant id-direttur-haddiem jinsab f'posizzjoni ta' zvantagg: il-bqija tad-diretturi jistghu jdawruh ma' subghajhom iz-zghir.

Attentat sabiex il-management u l-haddiema juru li ghandhom interessi simili u kumplimentari ghal xulxin u li allura jistghu jintlahqu permezz ta' koperazzjoni, anki fuq l-oghla bord tat-tmexxija.

It-tishib tal-haddiem fit-twettiq tad-decizjonijiet jista' jwassal ghal paci ndustrijali. Kwistjonijiet li kieku kienu jwasslu ghal 'strike' jew azzjoni ndustrijali ohra minflok jistghu jigu diskussi bil-kwiet fil-bord tad-diretturi u jigu evitati. B'hekk anki l-ekonomija nazzjonali ma tbatix minn waqfien jew telfien ta' produzzjoni.

Haddiem direttur iservi biex iqajjem kuxjenza fost il-haddiema u r-rapprezentanti taghhom dwar il-htiega, il-vantaggi u anki l-kapacita tal-haddiem li jissieheb fit-tmexxija. Ghalhekk, dan ikun l-ewwel pass lejn demokratizzazzjoni akbar fuq il-post tax-xoghol li eventwalment jista' anki jissarraf f'"self-management". Ghaldaqstant, l-esperjenza ta' haddiem direttur hija edukattiva u tgholli l-ghanjiet u l-aspirazzjonijiet tal-haddiema ghat-tishib fit-tmexxija.

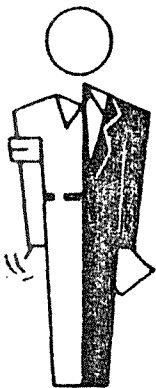
Ir-rapprezentanti tal-haddiema jidhlu shab fit-twettiq ta' policy li, minhabba r-rapprezzanza zghira taghhom fuq il-bord, ma jkollhom ftit li xejn kontroll fuqha. Xorta wahda, izda, jitqiesu responsabbli taghha mill-haddiema. Il-haddiem direttur ghalhekk jintuza sabiex jitwettqu policies harxa u iebsa minghajr ma jkun hemm rejazzjoni negattiva mill-haddiema milquta, ladarba r-rapprezentant taghhom stess kien involut fit-tfassil ta' l-istess policies.

Dment li r-rapprezentanti fuq il-bord huma f'minoranza, allura qeghdin jigu manipulati mill-management jew mid-diretturi l-ohra li jirraprezentaw lill-azzjonisti (shareholders). Il-partecipazzjoni effettiva ssehh meta jkun hemm ta' l-anqas nofs il-bord maghmul minn diretturi eletti jew nominati mill-haddiema.

L-iskop ta' partecipazzjoni fuq il-bord huwa li jdghajjef is-sahha tat-trejd unjons u jeqred il-bazi ndipendenti ta' sahha li jghozzu u li jwettqu permezz ta' negozjar kollettiv (collective bargaining).

*Minn dawn il-fehmiet differenti, jista' wiehed jasal biex jidentifika x'inhuma l-kundizzjonijiet partikolari li jwasslu sabiex il-haddiem direttur ikun tassew kontribut ghal demokrazija akbar fuq il-post tax-xoghol?*

Stedinna biex iwiegbu din il-mistoqsija hdax il-haddiem direttur li kienu eletti jew nominati fuq bordijiet ma' diretturi ohra sa Dicembru 1987. Minn dawn, disgha laqghu l-istedina taghna u baghtu kummenti bil-miktub. Dawn id-disgha huma:



Victor Bonnici (Air Malta); Alfred Vassallo (BIM); Frank Mallia u Joe Esposito (Bank of Valletta); Martin Grasso (Construction & General Engineering); Pauline Formosa (Magruvision); Anthony Busuttil u Paul Farrugia (Marsa Shipbuilding) u Salvu Portelli (Telemalta).

## Analizi ta' Fehmiet

Ghalkemm b'esperjenzi differenti, l-fehmiet tad-disa' haddiema diretturi huma komuni f'bosta oqsma. Dwar il-vantaggi ta' haddiem direttur intqal hekk:

- Is-sehem tal-haddiem direttur huwa mezz effettiv ta' partecipazzjoni u tat-tkattir tad-demokrazija ndustrijali. Il-fatt li r-rapprezentant tal-haddiema akkwista d-dritt li jifforma parti mill-Bord diga fih innifsu pass importanti 'l quddiem.
- Permezz tal-haddiem direttur titjieb il-komunikazzjoni bejn id-Direttur, l-Management u l-haddiema; dawn jifhmu aktar lil xulxin u jwassal ghal paci ndustrijali.
- Permezz tal-haddiem direttur u bl-appelli tieghu, l-haddiema kapaci wkoll ikabbru kemm l-inizjattiva kif ukoll is-sagrificcju fejn ikun hemm bzonn.
- B'haddiem direttur ma jfissirx li ma jkunx hemm problemi; pero' tkun tista' tinstab soluzzjoni ghall-problemi li jinqalghu f'atmosfera ta' koperazzjoni.

Dwar problemi li jistghu jahbtu ghall-haddiem direttur, issem mew dawn:

- Jista' jinqala' konflitt fuq decizjonijiet li ghandhom jittiehdu, specjalment meta l-haddiem direttur ikun ukoll trejdunjonista.
- Huwa mportanti li jinzamm kuntatt dejjiemi mal-haddiema. Huwa minn dawn il-kuntatti li l-haddiem direttur jiehu 'feedback' mill-haddiema, jkun jista' ifiehem policies godda lill-haddiema u anki jbieghed minnu nnifsu l-periklu li jsir, jabsibha u jqis lilu nnifsu bhala direttur biss.
- Waqt li l-haddiem direttur ghandu dejjem ifittex l-interessi tal-haddiema, m'ghandux jinsa wkoll r-responsabilitajiet tieghu bhala Direttur billi jara li kull haddiem iwettaq id-dmirijiet tieghu bl-akbar onesta u efficjenza.
- Importanti li l-haddiem direttur ikollu certu hila u tahrig fil-konvinzjoni, fis-sengha tan-negozjar kif ukoll edukazzjoni bazika fl-ekonomija, psikologija, accounts u fil-management. Tajjeb ukoll li l-haddiem direttur ikun kapaci jikkomunika mal-haddiema u jkollu l-mezzi mehtiega biex jaghmel dan.
- Il-haddiem direttur mhux shop steward glorifikat. Anzi, huwa fil-kompitu tieghu li jressaq kwistjonijiet ta' natura trejdunjonistika lejn l-ufficjali tal-Unjon. Il-kompitu ewlieni tad-direttur haddiem jibqa' dak li jiddetermina, flimkien mad-diretturi l-oħra, l-policy generali tal-Bord b'tali mod li jhares l-interessi tal-kumpanija waqt li jirraprezenta dawk li, flok investew flus u kapital (jigifieri, shareholders tradizzjonali) investew energija, sengha u xoghol (jigifieri l-haddiema).
- Il-haddiem direttur, minghajr l-appogg tat-trejd unjoni, jitlef hafna mis-sahha tieghu. Izda jista' jkun li l-unjoni ma japprezzawx il-htiega li jmorru lil hinn minn 'role' dejjaq ta' oppozizzjoni u ma jaccettaw ebda forma ta' kollaborazzjoni.

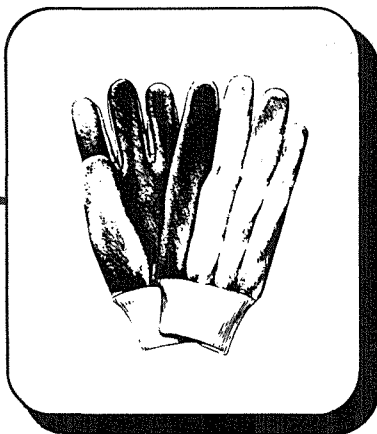
Dwar suggerimenti ta' titjib, intqal hekk:

- Il-Gvern kif ukoll it-trejd unjoni ghandhom ihejju programmi edukattivi ghal kull parti nvoluta - haddiema, shop stewards, management u diretturi - sabiex din il-forma ta' partecipazzjoni tahdem ahjar u tkompli tizviluppa.

- Li jitfasslu 'Terms of Reference' ufficjali dwar il-funzjonijiet, dmirijiet u d-drittijiet tal-haddiem direttur. Dan jista' jsir permezz ta' ligi apposta.
- Li jkun hemm aktar minn haddiem direttur wiehed fuq il-Bordijiet tad-Diretturi ta' mprizi parastatali jew pubblici.
- Hija r-responsabilta tal-haddiem direttur li jzomm ruhu aggornat b'dak kollu li qed jigri fil-kumpanija kif ukoll madwarha, speċjalment fis-suq lokali u nternazzjonali taghha, sabiex b'hekk lehn u jkun aktar rispettat u jsir mezz ahjar kif haddiema, management u diretturi jifhmu aktar lil xulxin.
- Il-haddiem meta jivvota ghal haddiem direttur ghandu jaghzel nies li jgawdu fiducja, jkunu ta' hila u esperjenza, onesti u jifhmu fix-xoghol.
- Diretturi ohra ghandhom japprezzaw il-funzjoni partikulari tal-haddiem direttur u ma jqisux qisu xi spjun jew shop steward b'interessi kontra taghhom.

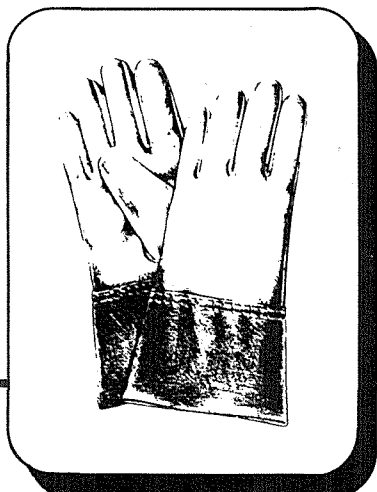
Godfrey Baldacchino

*Nilqghu l-opinjoni jiet taghkom dwar dan is-suggett, kif ukoll suggerimenti ghal tema gdida biex nizvolguha f'KONFRONT li jmiss.*



**DC**  
**Domeman Glove**  
 COMPANY LIMITED

Factory K.W. 13A, Industrial Estate,  
 Kordin - Malta.  
 Tel: 233443  
 Telex: 453 DOMGLV MW



Domeman manufactures industrial gloves, sheepskin gloves and mitts, motorcycle gauntlets and protective leatherwear such as welding leather jackets, leather aprons, gaiters, etc.

Apart from the normal production run, the company manufactures to clients' specifications. Because its products are geared to specific working conditions particular attention is given by Domeman to quality control to meet stringent safety standards.

## **IL-WPDC IRESSAQ FEHMIET DWAR IL-PROCESS TA' L-GHAZLA TA' HADDIEMA DIRETTURI FL-IMPRIZI TAL-GVERN**

Dan huwa t-test ta' memorandum li ntbaght mic-Centru lill-Ministru tal-Politika Socjali, L-Onor. Dr Louis Galea f'Lulju 1987 fuq talba li huwa stess ghamel sabiex tigi stabbilita s-sistema u l-process ta' l-elezzjonijiet ta' haddiema diretturi fuq bordijiet ta' korporazzjonijiet parastatali. Il-Ministru kien ghamel talba simili lill-Korporazzjonijiet Enemalta u Telemalta, il-GWU, s-CMTU u l-Kummissjoni Elettorali.

It-Twegiba tac-Centru hija pprezentata f'zewg taqsimijiet: L-ewwel hemm imfissra xi fehmiet basici; mbaghad isegwu kummenti specifici.

### **A. Fehmiet Bazici**

Il-WPDC l-ewwelnett taqbel li t-twettiq tad-demokrazija ndustrijali huwa forma ta' firxa ta' gustizzja u responsabilita' socjali, waqt li tkattar u tkabbar id-dinjita' tal-persuna umana bhala haddiem u bhala l-bennej tal-holqien.

1. Il-hatra ta' haddiem-direttur tista' tkun mezz ta' fejda f'dan il-process ta' demokratizzazzjoni billi

- tinvolvi lill-haddiema fit-tehid ta' decizjonijiet importanti li jikkoncernaw l-imprizi fejn jahdmu;
- trawwem lill-haddiema fl-esperjenza ta' responsabilita';
- tnaqqas l-antipatija li ta' spiss issaltan fuq postijiet tax-xoghol bejn haddiema u management u allura tista' tevita tilwim industrijali;
- tkattar il-hidma u l-produttivita tal-haddiema;
- tnaqqas l-aljenazzjoni fuq il-post tax-xoghol;
- tinvolvi lit-trejd unjons fit-twettiq ta' management u tifthilhom orizzonti godda ta' involviment;
- isservi ta' bazi ghal forom usa ta' demokrazija ndustrijali u civika.

2. Mill-banda l-ohra, l-hatra ta' haddiem-direttur tista' sservi biss ta' para-ventu, li jintuza biex il-haddiema jigu manipulati ahjar bill jigu qishom "co-opted" fl-interessi ta' min ihaddem. Ghaldaqstant ahna nissuggerixxu dan li gej sabiex il-hatra ta' haddiem-direttur tkun tassew pass il-quddiem fid-demokrazija ndustrijali:

- Il-haddiem-direttur ikollu l-facilitajiet kollha mehtiega biex jibqa' f'kuntatt dejjiemi u regolari mal-haddiema li huwa qed jirrapresenta.
- It-trejd unjons li jirrapresentaw lill-haddiema jkollhom access u kuntatt mal-haddiem direttur

- Il-haddiem-direttur b'mod specjali, u l-haddiema kollha b'mod generali, jkollhom il-possibilita' li jitharrgu f'certu snajja (skills) u taghlim bhal basic accounts, committee procedures, management, communication, ecc. biex ikunu tassew kapaci jinvolve ruhhom fuq il-bord, ikunu kapaci jifhmu sewwa x'inhom jigi u jkunu kapaci wkoll imexxu l-interessi tal-haddiema fl-isfond ta' l-interessi ta' l-impriza
- Il-haddiema eventwalment jinghataw il-possibilita' li jeliugu aktar haddiema diretturi fuq il-bord sakemm tintlahaq forma ta' co-determination, bl-ammont ta' diretturi-haddiema ugwali ghal dak nominat mill-Gvern, b'Chairman accettabli ghaz-zewg nahat.
- Li l-haddiema jkollhom id-dritt ghall access ta' certu nformazzjoni li tikkoncernhom. Dan fl-ispirtu tal-Vreideling Proposal li gie approvat mill-Kummissjoni Ewropeja fl-1980.

## B. Kummenti Specifici

L-ispirtu tal-proposti taghna dwar is-sistema u l-process tal-hatra ta' haddiem direttur, huwamsejjes fuq konsiderazzjoni li l-haddiema huma wkoll 'shareholders' fl-impriza fejn jahdmu, fis-sens li ghandhom interess u nvestment uman fl-impriza. Ghaldaqstant il-haddiem direttur huwa direttur li jirraprezenta lill-azzjonisti fuq bazi ta' xoghol u nvestment uman, waqt li d-diretturi l-ohra huma rapprezentanti ta' azzjonisti fuq bazi ta' nvestment finanzjarju. Ghalhekk ahna qed nipproponu dawn il-punti biex jitqeghdu fil-ligi.

- Bhala haddiem direttur ghandu jinhatar dak il-kandidat li jgib l-akbar numru ta' voti validi mitfuha f'elezzjoni msejha ghal dan il-ghan.
- Kull cittadin Malti jista' jigi nominat biex jikkontesta l-elezzjoni ghal haddiem direttur b'dawn il-kundizzjonijiet:
  - (a) li jkun hemm numru jew persentagg ta' haddiema eligibbli li jivvutaw f'din l-elezzjoni u li lesti japprovaw in-nomina tieghu.
  - (b) li ma jkunx diga direttur jew azzjonista (shareholder) f'kumpanija jew imprizi ohra li jwassal ghal konflitt ta' nteressi kummercjali.
  - (c) li ma jkunx membru tal-Parlament.
- Ikunu eligibbli li jivvutaw fl-elezzjoni ghal haddiem-direttur il-haddiema kollha full-time ta' l-impriza koncernata, u li jkunu spiccap il-perijodu ta' probazzjoni (probation) skond il-ligi.
- Haddiem direttur elett jista' jservi ghal sentejn f'din il-kariga. Jekk ikun hemm zewg haddiema diretturi flok wiehed, allura kull sena tista' tiskadi il-kariga ta' wiehed mill-haddiema diretturi.
- Haddiem direttur jista' jigi ri-elett indefinitivament.

- Ir-ragunijiet ta' tnehhija minn fuq il-bord tad-direttur ghandhom ikunu l-istess li japplikaw skond il-ligi ghad-diretturi l-ohra nominati mill-Gvern: (i.e. inibizzjoni, interdett jew inkapacita'). Fl-istess waqt, hekk kif maggoranza semplici ta' azzjonisti tista' tnehi mill-kariga direttur mahtur minnhom qabel jiskadilu z-zmien tal-kariga tieghu, l-istess tkun tista' taghmel maggoranza semplici tal-haddiema (li jkunu eligibbli ghal vot), permezz ta' petizzjoni bil-miktub iffirmata minnhom.
- Post ta' haddiem-direttur imbattal minhabba rizenja, mewt jew tnehhija ghandu jintela' b'elezzjoni gdida.

Barra minn hekk ta' min jishaq dwar il-fatt li d-direttur-haddiem huwa direttur bhall-ohrajn bid-drittijiet u dmirijiet kollha li huma taghhom skond il-ligi.

Ta' min jsihaq ukoll li dan ikun l-ewwel pass fil-process ta' zvilupp kontinwu lejn il-partecipazzjoni shiha. Ghalhekk hemm il-htiega ta' aggornament kontinwu kemm tal-ligi kif ukoll ta' l-istrutturi partecipattivi. Din hi l-esperjenza kontinwa tal-Germanja tal-Punent u tal-Jugoslavja f'dan il-qasam.

Barra minn hekk, ta' min jishaq ukoll dwar il-htiega ta' l-edukazzjoni tal-haddiema, tal-managers u tal-unjons bhala kundizzjoni essenzjali ghall-izvilupp tal-partecipazzjoni.



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## HIDMA TAL-WPDC



*Attivitajiet ta-Centru għall-Iżvilupp tal-Partecipazzjoni tal-Haddiema permezz ta' ricerca, konsultazzjoni u edukazzjoni tal-haddiema fejn jidhlu r-relazzjonijiet industrijali u żviluppi fil-partecipazzjoni tal-haddiema, li twettqu dawn l-ahhar xhur.*

- \* Seminar internazzjonali organizzat flimkien mal-General Workers' Union u l-Unione Italiana del Lavoro (UIL) ta' l-Italja. Is-suggett kien "It-Trejdunjonizmu, l-Iżvilupp u l-Partecipazzjoni". Ghaxar haddiema Maltin u ghaxra taljani ltaqghu għal gimgha f'Malta matul Settembru 1987 u wara għal gimgha fl-Italja matul Frar 1988. Twettqu numru ta' zjarat edukattivi - gew diskussi diversi temi ta' nteress komuni.
- \* Tkomplija tad-Diploma Kors fil-Labour Studies (1987-89). 24 participant qeghdin jahdmu regolarment u temmew units fis-Socjologija u x-Xjenza Politika fi Frar 1988. Bhalissa qeghdin iwettqu studju fl-oqsma tas-Socjologija u l-Psikologija Ndustrijali.
- \* Tkomplija ta' monitoring mill-gazzetti lokali kollha ta' żviluppi fil-qasam tar-relazzjonijiet industrijali, edukazzjoni tal-haddiema u tal-partecipazzjoni fuq il-post tax-xoghol.
- \* Thejjija ta' studju u ricerca dwar l-istat prezenti tal-partecipazzjoni tal-haddiema fit-Tarzna ta' Malta, hekk kif tolqot l-organizzazzjoni tagħha.
- \* Diskussjonijiet ma' diversi ghaqdiet barranin u nternazzjonali - fosthom is-Suq Komuni, l-ICFTU, l-ETUC u l-konfederazzjonijiet tat-trejd unjons taljani CISL u UIL - dwar it-twaqqif f'Malta ta' Istitut għal tagħlim trejdunjonistiku fil-Mediterran.
- \* Konsultazzjoni fuq talba tal-Ministru tal-Politika Socjali sabiex tghin fit-tfassil ta' legislażżjoni għda dwar l-elezzjonijiet ta' haddiema diretturi fuq il-bordijiet ta' kumpaniji parastatali.
- \* Sensiela ta' taħditiet dwar il-partecipazzjoni u relazzjonijiet industrijali lil studenti universitarji u studenti fl-iskejjel sekondarja ta' Santa Tereza (Imriehel) Maria Assunta (Hamrun) u Maria Regina (Blata-l-Bajda)
- \* Ricerca dwar id-dmirijiet u d-drittijiet ta' haddiema diretturi fuq bordijiet ta' kumpaniji u korporazzjonijiet.
- \* Sensiela ta' lectures u konsultazzjonijiet imwettqa minn Dr Gerard Kester, Senior lecturer fl-Institute of Social Studies, The Hague, l-Olanda, dwar il-WPDC, il-partecipazzjoni llum u l-edukazzjoni tal-haddiem f'Malta.

-O-O-O--O-O-O-O-O-

## SHUBIJA FIT-TREJD UNJONS

Ta' kull sena, r-Registratur tat-Trejd Unjons fid-Dipartiment tax-Xoghol jippublika fil-Gazzetta tal-Gvern rapport dwar is-shubija tat-trejd unjons u ta' l-ghaqdiet ta' min ihaddem skond il-provediment ta' l-Att dwar ir-Relazzjonijiet Industrijali (1976).

Ir-rapport ghas-sena 1986/87 deher fil-Gazzetta tal-Gvern tas-6 ta' Ottubru 1987 u huwa l-ewwel ipprezentat lil Ministru tal-Politika Socjali. Il-figuri gew aggornati f'Novembru 1987 bl-ghajnuna ta' ufficjali mid-Dipartiment tax-Xoghol.

Wiehed jista' jasal ghal certu konkluzjonijiet meta jhares lejn kif ivarjaw ic-cifri tat-tishib fit-Trejd Unjons:

Sena	1975/76	1985/86	1986/87
Numru ta' haddiema jahdmu bi qliegh	110,518	112,295	122,534*
Ghadd ta' shubija ta' haddiema fi trejd unjons	38,771	53,008	60,872
Numru ta' trejd unjons	35	16	21
Numru ta' msiehba GWU	27,167	31,092	36,095
UHM + (qabel MGEU)	3,605	15,954	17,956
MUT +	3,172	3,684	3,691
MUBE +	871	1,145	1,136
Lotto Receivers' Union +	150	162	165
Ghaqda (Unjon) Ufficjali+ Anzjani tat-Tarzna	99	86	82
MAM - Il-Unjon Medika+	335	99	129
Kamra ta' l-Ispizjara trejd unjon	-	58	85
Msiehba f'Unjons ohra	3,707	1,160	1,533

+ Unjons li f'daqqa jiffurmaw il-Konfederazzjoni tat-Trejd Unjons (CMTU)

\* Skond l-Economic Trends ta' Mejju-Gunju 1987

● In-numru ta' msiehba fit-trejd unjons zdied b'aktar minn 7,800 bejn l-1985/86 u l-1986/87. Din iz-zieda qawwija fis-shubija hija aktarx assocjata mal-fatt li matul dan il-perijodu kien hemm kampanja elettoral ghaddejja li bhala effett taghha ghandha tendenza timmobilizza lic-cittadini u allura ikun hemm aktar pressjoni biex dak li jkun jissieheb ma' xi "interest group" li hu jhoss li jirrap-prezentah. Fil-fatt nistghu ninnotaw zieda daqstant qawwija fic-cifri ta' shubija tat-trejd unjons fil-perijodu ta' l-ahhar kampanja elettoral: Kien hemm zieda ta' 7,500 msehbin fl-1981/82.

● Ma nistghux nhallu barra hawnhekk il-fenomeni ta' "dual union membership" bhala fattur li aktarx jispjega parti miz-zieda fic-cifri ta' shubija fit-trejd unjons. Dual membership ifisser li haddiem jissieheb f'aktar minn unjon wahda. Bhala rizultat ta' dan, l-istess haddiem jinghadd darbtejn fic-cifri tas-shubija u allura l-effett generali jkun li n-numru ta' haddiema msiehba jkun inqas milli jaghtuk x'tahseb ic-cifri registrati.

Hawnhekk nergghu nsostnu li studju dwar dan il-fenomeni ta' dual membership ghadu ma sarx f'Malta u ghaldaqstant lanqas hawn l-icken ideja ta' kemm huwa mxerred dan il-fenomeni. Bizzejjed wiehed ighid li minhabba f'dual membership jista' jkollok kumpanija jew post tax-xoghol fejn ikollok mhux unjon wahda izda tnejn li jiksbu shubija ta' 50% + 1 fost il-haddiema u allura, it-tnejn ikollhom id-dritt ta' rapprezentanza. Il-ligi ndustrijali ta' l-1976 ma tispecifikax x'ghandu jsir f'dan il-kaz. Ir-rizultat: Il-management u l-unjons iridu jaslu f'xi ftehim li hafna drabi jiehu t-tul biex jintlahaq.

● Fattur interessanti li sehh matul l-1986/87 kien it-twaqqif ta' hames trejd unjons godda. B'hekk l-ghadd ta' unjons, li kien naqas bin-nofs mill-1976 lil hawn, rega tela' ghall-ghadd li kellu fl-1981. Dan minhabba t-twaqqif tal-Unjon Haddiema Coca Cola (58 membri); l-Unjon Haddiema tal-Hwienet (335 membri); l-Ghaqda Haddiema Tessuti Ghawdxin (83 membri); l-House Union Maldiam (93 membri); l-Union of Government Medical Doctors (161 membri) kif ukoll l-Medelec Switchgear Union (82 membri).

● Iz-zewg unjons general l-kbar - il-GWU u l-UHM - it-tnejn irregistraw zieda qawwija ta' 5,003 u 2,002 rispettivament. Ta' nteress ukoll huwa t-twaqqif ta' l-Ghaqda Pensjonanti bhala Taqsima fi hdan il-GWU (1,304 membri) Din hija l-ewwel darba li trejd unjon maltija dahhlet fi hdanha membri li mhumiex aktar haddiema bil-paga.

*Il-Workers' Participation Development Centre jesprimi s-soghba tieghu ghall-mewt ta' Guzeppi Psaila nhar il-Hamis 14 ta' Jannar 1988. Guzeppi kien ilu sa mill-1981 membru fil-Kunsill tat-Tarzna.*

*Ghomor lill-familjari, qrafa u lill-shabu l-haddiema tat-Tarzna u attivisti fil-General Workers' Union.*



*Il-partecipanti ta' l-ewwel Diploma fl-Applied Social Studies  
(Labour Studies) fl-okkazzjoni ta' l-ghotja tac-certifikat tagghom  
f'Gunju 1987*

Qeghdin ingibu hawntaht is-suggetti li dwarhom dawn il-partecipanti wettqu ricerka u pprezentaw dissertation bhala parti mill-kors tagghom:

Abela Eucharistico	It-Tarzna fic-Centru ta' l-Ekonomija Maltija
Attard Bezzina Lawrence	The Multinational Corporation and the Law of Uneven Development
Borg George Michael	Occupational Health and Safety
Borg Joseph	Il-Bidu tat-Trejd Unjons f'Malta (sa l-1945)
Busuttil John	The Age of Malta Drydocks Workers - its effects on production
Cacciottolo Anthony	Adjustment of Employment, Industrial Relations and Management in the process of Technological Transfer.
Camilleri Alfred	Performance Appraisal as a Path to Increased Productivity - with special reference to Malta Drydocks.
Camilleri Joseph	Il-Partecipazzjoni tal-Haddiem

Debono Emanuel	Koperattivi: Problemi relatati mat-Twaqqif Tagghom
Duca Mario	Maintenance Subsidiary for a Local Group of Companies in the Tourist Sector
Fenech John Albert	Mass communication b'referenza specjali ghal Radio Mediterranean Service.
Grech Egidio	Il-Mentalita' f'Tarzna Partecipattiva
Inguanez John	Workers' Education- Needs and Directions
Mansueto John & Vella Raphael	Workers - Management Relations - The Drydocks Experience
Pace Raymond	Book-keeping syllabi for Workers' Education Programmes.
Pearsall James	Centralisation of Technical Education and Training in Malta
Scicluna Emmanuel	Ix-Xoghol tal-Loghob tan-Nar
Spiteri Francis	Features of Economic and Social Costs of Unemployment with special reference to the Maltese Economy.
Vella Alfred	L-Amministrazzjoni tat-Taqsima Servizzi Pubblici (GWU)
Zahra Carmel	L-Edukazzjoni ta' Haddiem Mexxej

*Waslitiina Kunsinna g'dida*



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## L-EDUKAZZJONI GHALL-HAJJA - u l-WPDC

L-ideja li ahna s-soltu naddnu ta' l-Edukazzjoni hija dik ta' esperjenza ta' tagħlim formali li ssehh fl-iskola sakemm wiehed ikollu bejn wiehed u l-iehor sittax il-sena.

L-Edukazzjoni għall-hajja (**lifelong education**) tmur lil hinn minn din l-ideja limitata fi tlett sensi ewlenin:

- L-Edukazzjoni għall-hajja mhix biss formali - ma ssehhx biss skond time-table fissa u maqsuma f'hinijiet allokat li lil suggetti differenti. Skond kurrikulum mahdum minn qabel tista' tkun informali, kaswali u anki accidentali.
- L-Edukazzjoni għall-hajja mhix limitata għall-post wiehed (l-iskola) izda ssehh fil-kuntesti soċjali kollha, nkluzi l-familja, l-grupp tal-hbieb, il-logħob u l-post tax-xogħol.
- L-Edukazzjoni għall-hajja ma tieqafx meta wiehed jagħlaq is-sittax il-sena. Tibqa' għaddejja tul il-hajja kollha tal-bniedem. Dan ifisser ukoll li fl-aspett formali tagħha, l-edukazzjoni għandha tingħata bi dritt lil haddiema, nisa tad-dar, pensjonanti u gruppi ta' adulti ohra.

Id-dinja tax-xogħol hija wahda mill-oqsma edukattivi fil-hajja tal-bniedem. Ix-xogħol huwa attività li għalih il-bniedem jigi edukat u mharreg; izda fl-istess waqt l-ambjent u l-esperjenza tax-xogħol għandhom valur edukattiv. Ix-xogħol jesponi lil bniedem għal informazzjoni, snajja u esperjenzi godda li jistgħu anki jwasslu għall-bidla f'imġieba u fil-mod kif ihares lejn il-hajja u lejn is-soċjeta' li jgħix fiha. Ix-xogħol, f'dan is-sens, mhux biss salmura tal-gisem imma tal-karattru u tal-personalita' tal-haddiem.

Il-Fakulta ta' l-Edukazzjoni ta' l-Universita f'tit ilu stampat harga ohra tal-Gurnal tagħha EDUCATION (Vol.3, No.1, 1987) fejn iddedikat il-paġni tagħha lit-tema ta' l-Edukazzjoni għall-hajja u d-dinja tax-xogħol. F'din il-harga nsibu varjeta ta' artikli, miktubin minn Maltin (R. Sultana, G. Baldacchino, K. Wain) u minn barranin (P. Jarvis, B. Jacobsen, E. Gelpi, J. Harper).

Fl-artiklu tiegħu, l-editur tal-gurnal, Dr Kenneth Wain, jagħmel analizi tar-relazzjoni bejn l-edukazzjoni u x-xogħol f'Malta fl-isfond ta' l-ideologija u l-politika tal-Gvern Laburista (1971-1987). F'dan l-isfond l-awtur jagħmel analizi pozittiva tax-xogħol tal-WPDC. L-Centru huwa istituzzjoni edukattiva li teduka lill-haddiem f'tagħlim fix-xjenza soċjali u fi snajja utli (tmexxija, komunikazzjoni, accounting, negozjar...) li jiswew biex il-haddiem ikun jaf jippartecipa ahjar u aktar fuq il-post tax-xogħol. Fl-istess waqt, il-WPDC tagixxi bħala 'pressure group' lejn it-tweqqif ta' demokrazija akbar fuq il-post tax-xogħol u allura, f'dan il-kuntest, theggeg l-izvilupp tal-partecipazzjoni tal-haddiem fuq ix-xogħol tiegħu. Il-kontribut tassew partikulari tal-WPDC, jikteb Dr Wain, jinsab fil-fatt li l-esperjenzi edukattivi li tipprovd l-WPDC ma jharrgux biss il-haddiema fit-tagħlim u t-taħrig izda anki fl-attitudni mehtiega biex haddiem jidhol għall-partecipazzjoni b'mod effettiv. Fi kliem ieħor, l-esperjenza edukattiva tal-Centru hija kemm jista' jkun partecipattiva fiha nfisha.

Din l-osservazzjoni hija mportanti hafna ghalix il-mod ta' kif issehh l-esperjenza edukattiva aktarx ghandha valur edukattiv hafna akbar mill-kontenut u l-informazzjoni li tinghata. Waqt li l-fatti, t-taghrif, id-definizzjonijiet u l-istatistika huma mportanti, l-attitudni u l-vizjoni kritika, il-kultura li tohrog mill-process partecipattiv hija mportanti ferm aktar. Il-kif ghandu jinghata prijorita daqs il-kontenut, jekk mhux aktar. Dan specjalment fejn wiehed qed jittama li l-edukazzjoni sservi ghal riforma socjali u kulturali.

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### AKTAR DIRETTURI HADDIEMA ELETTI B'ELEZZJONI

- Fil-Bank of Valletta saret elezzjoni ghall-hatra ta' Direttur Haddiem nhar il-Gimgha 4 ta' Dicembru 1987 Reno Borg, Avukat fid-Dipartiment tal-Bank, gab l-akbar numru ta' voti.

Ir-rizultat ta' l-elezzjoni kien hekk:

Reno Borg 786 vot; Joe Esposito 780 vot; Raymond Lanzon 551 vot;  
Paul Bonnici Mallia 358 vot; Julian Holland 353 vot.

Minn 1,400 haddiem eligibbli ghall-vot, kien hemm 1193 vot mitfugh li minnhom 16 kienu nvalidi

- Fil-Korporazzjoni Enemalta, l-elezzjoni saret nhar il-Gimgha 22 ta' Jannar 1988 u minnha gie elett Mr Tony Xuereb, Works Technical Officer, b'dan ir-rizultat:

Tony Xuereb 1017 vot; Charles Bonello 500 vot.

Minn 1664 haddiem eligibbli ghall-vot, kien hemm 1542 vot mitfugh li minnhom 25 kien invalidi.

- Fil-Korporazzjoni Telemalta, l-elezzjoni, li saret ukoll fit-22 ta' Jannar wasslet ghall-hatra ta' Mr Tommy Roberts, Technical Officer, b'dan ir-rizultat:

Tommy Roberts 1129 vot; Carmelo Dalli 590 vot.

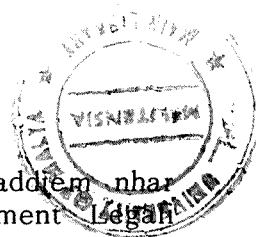
Minn 1876 haddiem eligibbli ghall-vot, kien hemm 1748 vot mitfugh li minnhom 29 kienu nvalidi.

- Fit-Tarzna, saret bye election nhar il-Gimgha 19 ta' Frar 1988 biex jimtela' post fuq il-Kunsill li tbattal bil-mewt ta' Guzeppi Psaila. Din intrebhet mis-Sur Charles Cremona, Senior Security Guard, b'dan ir-rizultat:

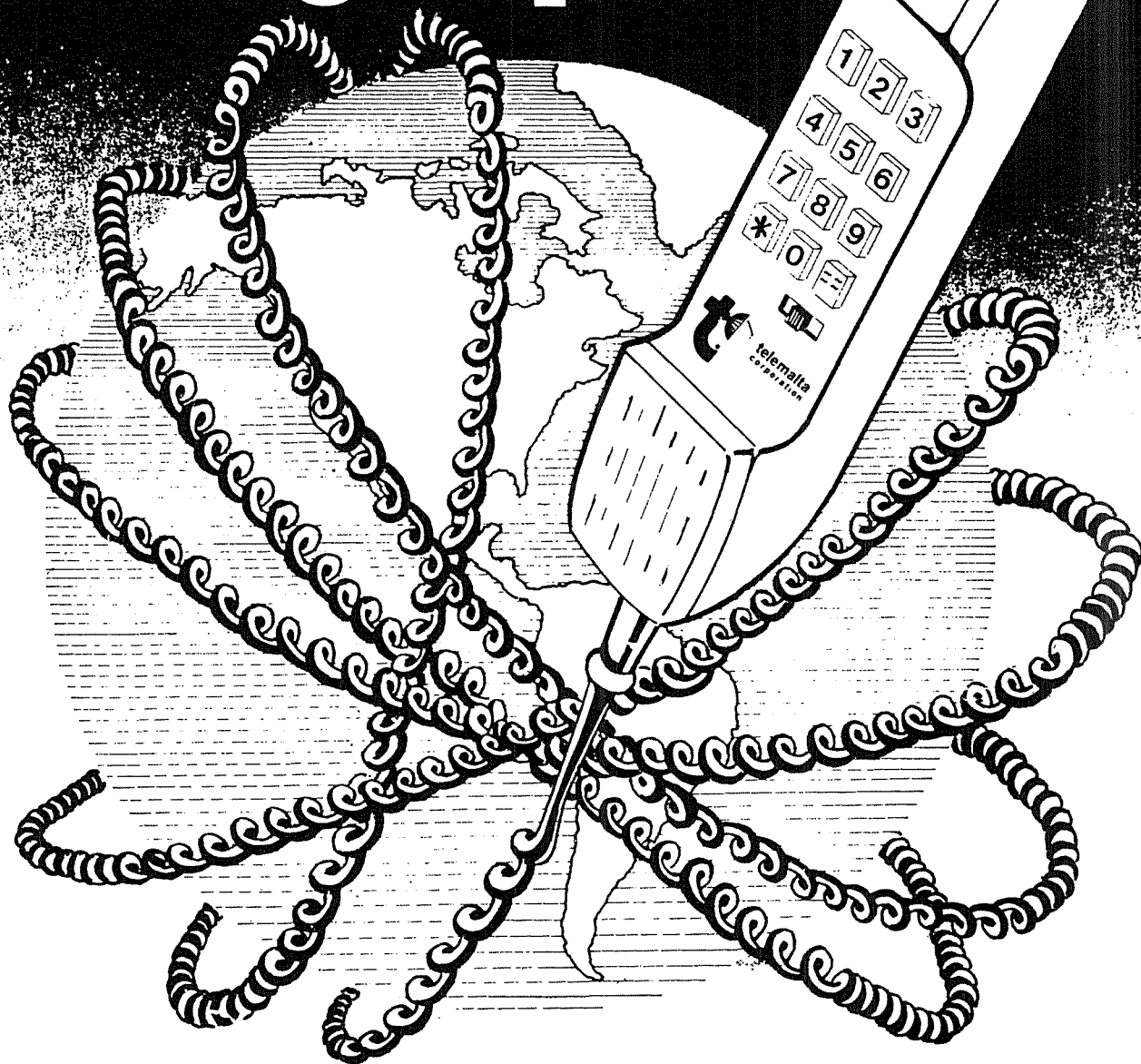
Charles Cremona 1312 vot; Paul Caruana 944 vot; Joseph Saliba 156 vot.

Minn madwar 4,200 haddiem eligibbli ghall-vot, kien hemm 3092 vot mitfugh li minnhom 680 kienu nvalidi.

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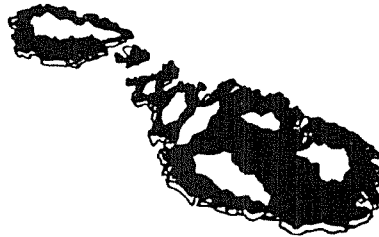
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# Industrial Relations REVIEW



(January-June 1987)

The following is a calendar of industrial relations practices in Malta over a six-month period (January-June 1987).

The calendar takes over from similar reviews which have previously been published in the Maltese language.

All the information reproduced below is taken from a direct monitoring of Maltese daily newspapers. The actual newspaper cuttings are filed and classified at the WPDC Office and are available for perusal by *PERSPETTIVI* readers and others.

It is hoped that this service, the only one of its kind in Malta, would widen its readership and circulation in the English format.

## INDUSTRIAL DISPUTES AND NEGOTIATED AGREEMENTS

- |   |   |
|---|---|
| <p>1/1 An industrial dispute continues at Simonds Farsons Cisk. About 350 workers had undertaken a sit-down strike, following a series of industrial actions over the previous ten weeks. The dispute had been sparked off over a new "one-gate system" for clocking in and out proposed by management. The S.F.C. Employees House Union argued that this had been a breach of the collective agreement and undermined the basis of trust relations at the company.</p> <p>The dispute was solved when the new "one-gate system" was accepted with modifications in punching arrangements. The situation returned to normal on January 7th.</p> | <p>8/1 Better conditions of work for employees of Malta Shipbuilding Co. Ltd. Marsa, are announced by the Drydocks (Metal) Section (GWU) following management agreement and Government approval. The conditions include shorter working hours on the afternoon shift, a longer break, increase in shift allowances and overtime payments.</p> |
| <p>8/1 A new production-related incentive scheme is agreed upon between the Textile Garment &amp; Leather Section (GWU) and the management of Domeman Ltd. A wage relativity exercise has been concluded on the basis of which wage differentials among the 35 employees have been reassessed.</p>  | <p>10/1 The Textile, Garment &amp; Leather Section (GWU) reaches an agreement with the management of Heidemann Sportswear regarding procedures for making up lost hours of work due to circumstances beyond management's control.</p>   |
|   | <p>10/1 About 150 workers employed at M.P. Clothing Ltd., Gozo remain idle without pay up till February 2nd because of lack of orders. The GWU investigates the matter.</p>   |
|   | <p>12/1 The General Services Section (UHM) protests with the Administrative Secretary regarding</p>   |

- alleged delays in the granting of promotions in the Civil Service.
- 12/1 A number of Malta Shipbuilding employees and the GWU Drydocks Section protest against alleged anti-GWU tactics adopted by a Senior Manager just transferred from Malta Drydocks. The Manager is subsequently transferred back to Malta Drydocks. The DSESU and CMTU, among others, protest against alleged political partisan motivation.
- 13/1 The Departmental & Parastatal Section (UHM) submits representations regarding a new grade structure for security workers at Enemalta Corporation and for the filling of vacant posts at the Department of Health.
- 14/1 The Consumers' Union suggests that the interests of the consumer must be considered in handling the request submitted by the Salesmen and Salesgirls' Trade Union Union Haddiema tal-Hwienet for considering Saturday as a half-day.
- 18/1 A regrading exercise for employees of Mediterranean Insurance Brokers Ltd. (MIB) is approved, following negotiations between the MIB management and the Supervisory, Technical & Professional Staff Association - STPSA (GWU).
- 21/1 The management of Intex Hosiery Ltd. and the Textile, Garment & Leather Section (GWU) reach agreement on allocating an employee to a new post without loss of pay or conditions. The re-allocation was necessary following the introduction of a computer.
- 27/1 The Movement of United Bank Employees (MUBE) makes representations to the management of Mid Med Bank and Lombard Bank regarding the provision of soft loans for bank employees.
- 3/2 Agreement on the regrading of Air Malta employees is announced between the Minister of Finance, the Management of Air Malta and the GWU.
- 11/2 The Movement of United Teachers (MUT) protests with the Minister of Education over lack of consultation on the Parents' Associations Bill. The MUT also continued its negotiations over the revision of teachers' salaries with the Minister and the Principal Assistant Secretary.
- 19/2 The collective agreement existing between the GWU Metalworkers' Section and the Shiprepair company John Bezzina & Sons remains in force although the company has passed to new ownership. All the company's 76 employees are retained.
- 19/2 A textile factory at Santa Venera, employing 120 workers, is destroyed by fire. The GWU Textile Garment & Leather Section explores possibilities for providing these workers with alternate employment until the factory is capable of restoring its productive capacity.
- 5/3 A welfare fund is set up by the management of Quality Shoes of San Gwann for its employees on the initiative of the GWU.
- 10/3 An agreement concerning overtime payment rates is reached between the GWU and the management of Hilton International.
- 10/3 Employees of the Dragonara Hotel and the Casino de Malte are to return to a five-day week following agreement between the hotel's management and the Hotel Restaurants & Food Section (GWU)

- 21/3 The Hospital Employees' Section of the UHM protests against alleged irregularities in promotions to enrolled nurses.
- 30/3 The Departmental and Parastatal Section (UHM) protests against alleged lack of seriousness in the issuing of promotions and appointments at Telemalta Corporation.
- 30/3 The Federation of Industries (FOI) voices its disagreement with the holding of political party meetings for workers in industrial estates on the grounds that these would interfere with productivity and create trouble among workers. The Malta Labour Party (MLP) criticizes the FOI for its statement, claiming that the organized meetings were being held during the workers' break and were not in any way harming industry (2/4). The FOI repeats its appeal to keep away party political activity from industrial estates (3/4).
- 4/4 Bank employees become eligible for "Staff House Loans" following an agreement reached between the STPSA (GWU) and the managements of the Central Bank, Mid-Med Bank and the Bank of Valletta.
- 9/4 The GWU has talks with Government officials in view of the sudden departure from Malta of the German owner of Footwear Ltd. of Imriehel.
- 14/4 Employees at Elesolar Ltd. of San Gwann stage a two-hour strike in support of the UHM's demand for sole recognition at the factory. The management subsequently grants the UHM's demand.
- 14/4 The GRTU protests with Enemalta over the proposed issuing of permits for more petrol pumps in Malta.
- 19/4 The Textile, Garment & Leather Section (GWU) and Malta Development Corporation reach an agreement concerning outstanding payments due to 52 former employees of Mosta Spinning and Weaving Ltd.
- 23/4 115 ex-employees with MIACO Ltd. receive a compensation of Lm200 each following the liquidation of their company after negotiations held between the GWU, the MDC and the Minister for Industry.
- 5/5 A reorganisation agreement concerning promotions, increments, overtime payments and work contracts for 1,400 Kalaxlokk employees is reached between the Public Employees Section (GWU) and the Minister for Works and Sport.
- 6/5 Auxiliary workers with the Public Works Department become regular full-time employees following approval of the Public Service Commission and the recommendation of the Minister responsible.
- 7/5 Following negotiations between Central Bank Management and the STPSA (GWU), Central Bank employees become beneficiaries of the BUPA Insurance Scheme.
- 20/5 The UHM protests against alleged injustices in promotions granted up to the eve of the general elections. The GWU protests against alleged useless and discriminatory transfers taking place following the change of government. The Hospital Section (UHM) defends transfers in the Dept. of Health as necessary and as an exercise in social justice.
- 28/5 The annual paid leave of trade school instructors is increased to equal that enjoyed by state primary and secondary school teachers.

- 2/6 An Interministerial Committee chaired by the Minister of Social Policy is set up to investigate ways and means in which alleged surplus labour reaching over 2,000 workers which had been taken into the state's employ in the period preceding the national elections could be used productively.
- 9/6 The UHM claims majority representation of employees at Peter Blond International. The Textile, Garment & Leather Section (GWU) makes a similar claim. The UHM subsequently threatens industrial action to press its claim for recognition (30/6).
- 11/6 The GWU insists that any proposed discharges from the Edible Oil Group of Companies must first be discussed with the Ministry of Labour. The Group had discharged 18 workers in October 1986 following a time and motion study.
- 12/6 The Minister of Education identifies a series of agreements with the MUT at the Union's conference. These include the appointment of spiritual directors in schools, the procedures to fill vacant posts, consultation machinery concerning transfers and postings and resumption of talks on the reorganisation exercise and the wage structure.
- 14/6 The Textile, Garment & Leather Section (GWU) protests with the Managements of Hans Hoffman Ltd and Romatex Ltd regarding the lack of air conditioning at the respective factories.
- 17/6 The Public Services Section (GWU) requests the Director of Civil Aviation Dept. to introduce half-days for its employees during summer time, as practised by other government departments.
- 17/6 The Public Services Section (GWU) insists on negotiating with Government the special bonus earmarked to workers in the Department of Posts for having performed a large volume of work during the election period.
- 20/6 Government and MAM - the Medical Union sign an agreement terminating the longest industrial dispute in Maltese labour history, lasting just over 10 years. The agreement covers procedures for reinstating striking medical doctors, the replacement of foreign doctors and the functions of the Medical Council. The Union of Government Medical Doctors argues that certain principles of the agreement are discriminatory. (24/6)
- 25/6 Both the Private Sector Section (UHM) and the Textile, Garment & Leather Section (GWU) insist that it was on their sole initiative that a Joint Health & Safety Committee has been set up at Meditex Ltd.
- 27/6 The Port & Transport Section Executive (GWU) walks out of a meeting with the management of Air Malta in protest against alleged vindictive transfers within the company. The union section is requesting a reform of company disciplinary procedures.
- 28/6 The Textile Garment & Leather Section (GWU) reaches agreement with the management of Bortex Clothing Industry Ltd. on Saturday overtime work to fulfil production targets

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## DECISIONS OF THE INDUSTRIAL TRIBUNAL

- 10/2 A dispute between Mr Joseph Attard and Lux Press and a second dispute between Ms Carmen Rizzo and Mercurius Trading Agency were settled amicably after their first tribunal sitting. Both disputes concerned alleged unfair dismissals.
- 26/2 The dismissal of a hotel employee with Hilton International is confirmed by a tribunal decision. The employee was dismissed for alleged insubordination and for threatening the use of violence.
- 5/3 The Tribunal pronounces a settlement concerning a young female employee at Bleimund (M) Ltd. (a West German subsidiary) who had refrained from her work due to contracting an occupational disease known as De Quervian Tenosynovites Chronic. Specialists from St Luke's Hospital had identified the nature of the woman's work as the cause of this disease. The Tribunal requests the employee to appear before the Invalidity Board of the Dept. of Social Services. If the board finds the employee fit for some kind of work, she shall return to Bleimund (M) Ltd; if not, the employee will qualify for an invalidity pension. Until the Invalidity Board's decision, the employee is to remain on the company's books on unpaid leave but entitled to bonus, sick leave and other benefits as applicable to whoever pays National Insurance. The Invalidity Board declares that the employee did not qualify for an invalidity pension. Subsequently (3/6) the company filed a retrial suit in the Civil Court alleging that the Tribunal's award went beyond the GWU's requests on behalf of the employee. The GWU (10/6) insists with the company for the latter to honour the Tribunal's decision and threatens international industrial action through the West German Union Movement.
- 18/4 The Tribunal awards a church sexton Lm2,500 in compensation for an unfair dismissal. The sum is to be paid by the Archdiocese of Malta.
- 11/5 The Industrial Tribunal upholds a decision taken by the Agricultural Trading Cooperative (ATC) Society Ltd., in terminating the employment of a senior manager in November 1983.
- 12/5 The Industrial Tribunal pronounces that Concrete Works Ltd. failed to observe the "last in first out" rule when it terminated the employment of a labour/driver on grounds of redundancy. The firm was ordered to pay the person concerned Lm1,000 in compensation, payable in two instalments.
- 26/5 The Industrial Tribunal awards a female textile worker employed with Wisco International Ltd. Lm1,200 without reinstatement in compensation for an unfair dismissal.
- 27/5 The Civil Court finds a Chairman of the Industrial Tribunal guilty of violating the constitutional rights of freedom of movement, having issued a warrant of impediment of departure to enforce a previous Tribunal decision in favour of an employee. The Civil Court also declares its right to intervene in the Industrial Tribunal so as to ensure that its procedures are according to law and without prejudice to human rights. Subsequently (30/5), the Chairman of the Industrial Tribunal signs the counter-warrant of impediment of departure but publicly states (14/6) that he has found it difficult to understand that he has been found guilty of breaking the Constitution.

## ISSUES CONCERNING WORKPLACE DEMOCRACY

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| <p>3/1 The MUBE calls for the institutionalization of profit sharing schemes for bank employees.</p> <p>5/1 Cooperatives become entitled to venture finance capital from Medival Co. Ltd. following negotiations between this company and the Ministry of Agriculture &amp; Fisheries.</p> <p>24/1 A memorandum by the Social Action Movement (SAM) insists on the need for assistance to agricultural cooperatives and for training young farmers in their management.</p> <p>26/1 The UHM calls for a participatory system in the public sector based on government-union discussions.</p> <p>3/2 The Minister of Finance and the GWU announce the nomination of the first worker director on the Board of Directors of Air Malta. The GWU General Secretary also announces that the Union will organise an educational course for those workers aspiring to contest for the post of worker director in future.</p> <p>4/2 Workers at Magruvision receive a profit bonus of Lm 25 each following a request to the company's management from the STPSA (GWU)</p> <p>11/2 A joint management-workers committee with equal representation from both sides and a sharing among employees of 12½% of registered profits are announced at the Independence Print.</p> <p>4/4 During a party political meeting, Prime Minister Dr Carmelo Mifsud Bonnici claims that a future socialist government would be stressing more worker participation in government departments, parastatal companies and in the private sector.</p> | <p>4/4 The Prime Minister reaffirms the MLP's pledge to introduce Departmental Committees in government departments, members of which will be elected by secret ballot. Together with their Departmental Heads, these Committees would have a direct say in the management of their respective department.</p> <p>9/4 The just published Nationalist Party electoral manifesto contains details concerning a gradual involvement of workers' participation in property, profits and management with respect to the public sector; private sector encouragement to introduce participation; greater assistance and incentives to members of service cooperatives; greater powers to the Board of Cooperatives; the establishment of Civic Councils responsible for aspects of local administration.</p> <p>9/4 The pressure group <u>Tan-Numri</u> criticizes the MLP, PDM and NP for agreeing on extending worker participation but making no provision to enforce it by law.</p> <p>11/4 The published MLP electoral manifesto speaks of greater employee involvement in the management of state enterprises including a worker on the board of directors; managers to be given more scope to exercise initiative; incentives and other aid to existing &amp; new cooperatives; the encouragement of labour-management consultancy bodies in the private sector.</p> <p>30/4 In a televised debate between the leaders of the two main political parties, the issue of local civic councils is discussed. The NP leader defends local councils on the basis that they allow for a decentralization of power and a channel for</p> |
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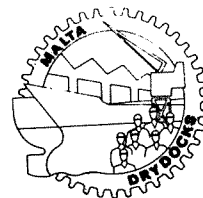
- grass-roots participation. The MLP leader criticizes the implementation of civic councils on the grounds that Malta's small size makes decentralization ineffective and that this arrangement would also increase partisan political polarization at the town and village level.
- 5/6 The GWU files a judicial protest in the Civil Court on the grounds that the Union's right to nominate a representative on the Board of Directors of Enemalta Corporation has not been upheld. The GWU criticises the move as a breach of a collective agreement and as a threat to worker participation. The Chairman of Enemalta Corporation and the Ministry for the Development of the Infrastructure reply in a counter protest that the power to nominate the corporation's board is vested only in the Government. The Minister also informs the GWU that the Government intends reforming the law regulating the election of worker-directors on the boards of parastatal corporations such that worker directors are truly worker representatives. The GWU's nominee on the Board of Telemalta Corporation is subsequently (11/6) also not upheld. The GWU raises the issue at the 73rd session of the International Labour Organization (20/6) and accepts the principle that all worker-directors be elected to the post (23/6).
- 6/6 The Minister of Education pledges his support for worker education and for the promotion of still wider worker participation at a diploma awarding ceremony organized by the WPDC at the University.
- 9/6 The GWU condemns the transfer of the Bank of Valletta's worker-director, Mr Frank Mallia, as 'senseless'. BOV management retorts that the transfer had been requested by Mr Mallia himself. Mr Mallia explains that this request was psychologically motivated since he was not being delegated any work. He adds that to date he had been denied the right to visit BOV Branches and discuss matters with employees. The BOV subsequently (12/6) reaffirms its previous statement.
- 10/6 The Minister of Social Policy addresses the Vth Commonwealth meeting of the Ministers of Labour. He comments on the importance of providing technical and financial assistance to develop the cooperative sector in Malta in the spheres of agriculture, fisheries, construction, transport, artisanship and consumption.
- 15/6 The Minister of Productive Development meets the members of the newly-appointed Cooperatives Board. The Board is composed of Mr Joe Galea, Chairman; Mr R. Formosa, Secretary; Mr C.A. Librieri, Mr W. Garroni, Mr F. Mizzi, Mr C. Saliba, Mr A. Vella and Mr P. Bartolo. The latter is the first ever full-time farmer on the Board.
- 15/6 The Education Committee of the GWU launches a course for Worker-Directors. The course objectives are to train workers to be in a better position to execute efficiently their responsibilities at the workplace once elected by their work-mates as directors on the board. 56 participants commence the course.

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## EVENTS AT MALTA DRYDOCKS

- 2/2 The wife of a Drydocks pipe-worker who had died in the process of performing his work in October 1974, is awarded damages amounting to Lm58,044. The Commercial Court decreed that the pipeworker's death had been caused by negligence and lack of observation of safety rules.
- 2/2 Eight dependents and widows of members of the GWU Drydocks (Metal) Section who died while still in employment in 1986, were each presented with a cheque for Lm100 from the section's welfare fund.
- 5/2 A Drydocks Action Programme for 1987-88 was drawn up by the nineteen workers' committees and approved by secret ballot. The programme went into details concerning schemes for Drydocks development.
- 7/2 The Electoral Commission to conduct elections for the Drydocks Council on February 27th is announced.
- 15-27/2 The build up to the Drydocks Council Election is met by a persistent series of press skirmishes between the Workers' Secretariat of the Nationalist Party, NP spokesmen on the Drydocks, the outgoing Drydocks Council and Senior GWU Officials. Emphasis by one faction is placed on the accumulated debt of over Lm 25 million that the Drydocks has to date, with Government, banks and creditors. The other party defends the Drydocks' achievements by emphasizing foremost the record turnover of US\$64 million achieved during 1986 by working on West European, East European, Arab and American vessels.
- 26/2 A meeting for all Drydocks workers is held at the Plate Shop. Outgoing Council members and officials from the respective GWU Section encourage the workers to lodge a valid vote and defend themselves from the alleged accusations launched against them.
- 27/2 Polling Day: A voting turnout of 92.76% is registered. Of these, 19.95% were invalid votes. Eight of the nine outgoing council members are returned for a further two-year term. Seventeen persons, all Drydocks workers, contested the election. (*An analysis of this election has been published in Perspettivi No.2 p.12*)
- 8/3 Agreement is reached between the GWU Metal (Drydocks) Section and Malta Drydocks Management regarding the possibility of Intermediate Trade Trainees to become tradesmen.
- 15/4 Following extensive maintenance and modernization work, the Number 3 Dock at Malta Drydocks is back into operation.
- 15/5 The Prime Minister Dr E. Fenech Adami and the Drydocks Chairman Mr S. Meilaq discuss issues concerning work and development at Malta Drydocks.
- 22/5 In the presence of the Director of Labour, officials of the Drydocks Senior Staff Union (DSESU) discussed the promotions of a number of Malta Drydocks managers with management and Council representatives.

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### MEMBERSHIP IN TRADE UNIONS

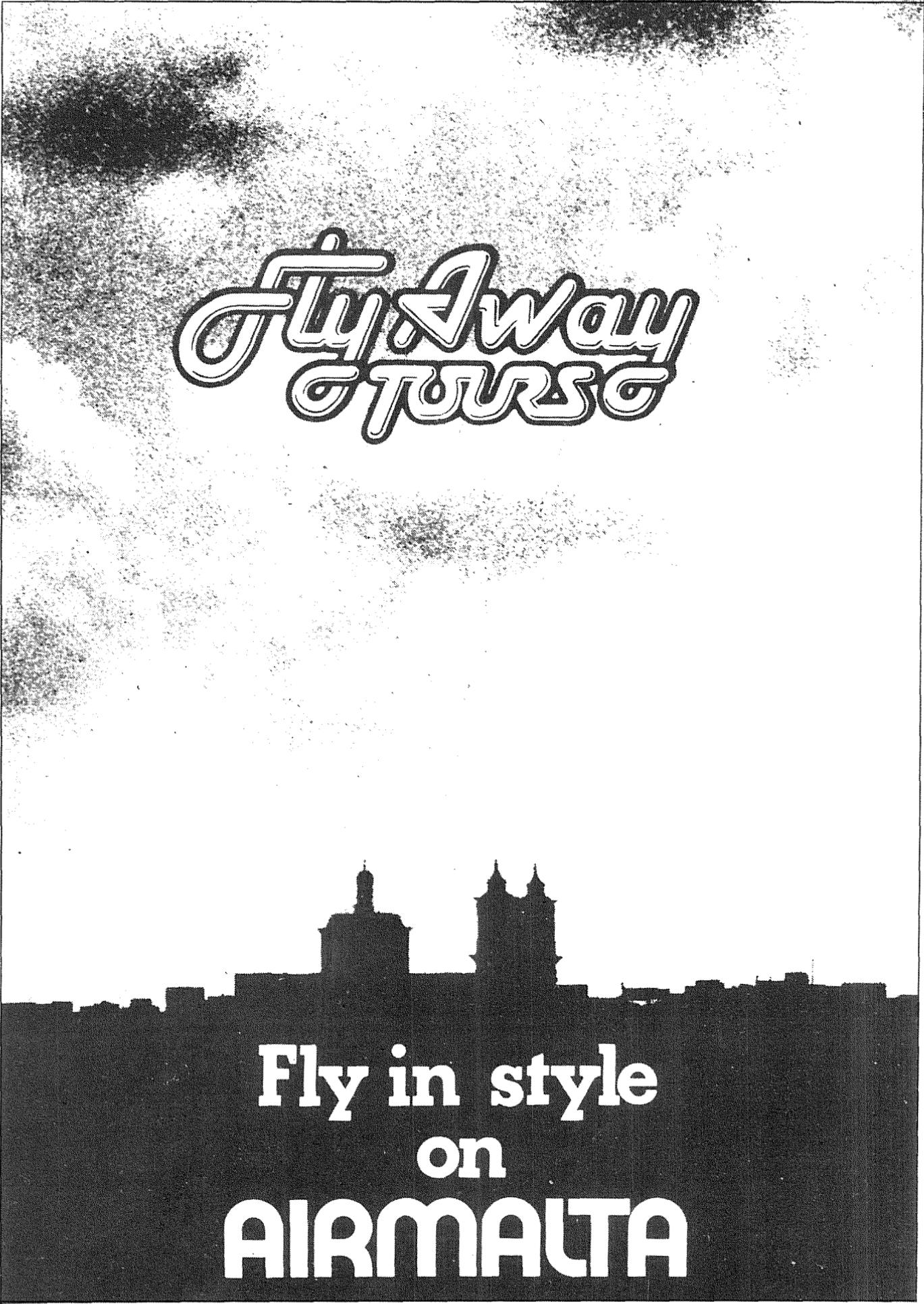
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| <p>7/1 A new union, <u>Ghaqda Haddiema Tessuti Ghawdxin</u>, is set up. The union currently has members at the M.P. Clothing Factory.</p> <p>5/3 Workers employed with Leisure Clothing Ltd. join the Textile, Garment &amp; Leather Section (GWU).</p> <p>21/4 The GWU announces the setting up of a Pensioners' Section.</p> <p>22/4 Employees at J.B. Plastics Ltd. of Bulebel join the UHM. Management grants the union sole recognition.</p> <p>5/5 Employees at the re-opened Verdala Palace Hotel join the Hotel, Restaurant &amp; Food Section (GWU).</p> <p>12/5 A Union of Government Medical Doctors (UGMD) is registered to regulate relations between Maltese Government doctors and their employer.</p> | <p>18/5 Employees at Elesolar Ltd &amp; Universal Plastics Ltd are organized within the UHM.</p> <p>8/6 The majority of employees at Sterling Air Services Ltd join the Private Sector Section (UHM).</p> <p>8/6 The UHM reports that it has organized a large number of taxi drivers. The Port &amp; Transport Section (GWU) claims that it still represents their absolute majority. The UHM subsequently claims majority representation (15/6).</p> <p>9/6 The UHM claims dual recognition at Trevi Ltd. of Bulebel where employees have joined its Private Sector Section.</p> <p>22/6 The majority of workers at the Deutsche Welle Radio Station and the non-industrial employees at Brand International Ltd join the Private Sector Section (UHM).</p> |
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### COLLECTIVE AGREEMENTS

- Between the Textile, Garment & Leather Section(GWU) and the managements of Kapunkt(16/1); J. Fiorentino(6/2); Janstorp International(24/5).
- Between the Chemical & General Workers' Section(GWU) and the management of Karta Converters(5/1).
- Between the Metalworkers' Section(GWU) and the managements of Nazac Batteries(1/2); Stainless Steel(1/3); Neimann (24/4).
- Between the Port & Transport Section(GWU) and the managements of Air Malta(2/2); Andrews Feeds & Andrews Bakery(5/3).
- Between the Hotels, Restaurants & Food Section(GWU) and the managements of Malta Dairy Products(12/3); Hilton International(21/3).
- Between the Parastatal & People's Industries Section(GWU) and the managements of Telemalta Corporation(22/4); Enemalta Corporation(7/5).
- Between the Union Haddiema Maghqudin and the managements of Austria Tabak (1/1); Woodware(1/1); St George's Paper Products(1/1); Panta Lesco (21/1); Independence Print(11/2); Simonds Farsons Cisk(12/2).

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# — SHARING POWER —



*A special report, published in 1986 by the International Metalworkers' Federation (IMF) which today groups about 14 million members in 165 unions in 70 countries worldwide.*

*This interesting chapter is published in full because of its concise and comprehensive nature in examining boldly the challenge of increased workers' participation to today's trade unions.*

*Credit is also acknowledged to Labour Post (GWU publication, March 1987) where the article and cartoon have been reproduced.*

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The changing relationships between trade unions, employers and governments have given fresh momentum to the debate over whether, and to what extent, organised labour should become involved in the management or ownership of business enterprises.

Greater employee involvement in the company to which they supply their labour has, of course, been a long-term policy of labour movements, but in the present industrial and political climate unions are being challenged to take that policy into new directions.

The agenda, if left to managements and political administrations, would contain little more than offering greater employee "involvement" through share ownership without any consequential devolvement of power toward wage earners.

But unions are able to widen that agenda to include issues such as genuine involvement in the decision-making process, co-ownership strategies, the more acceptable use of pension fund investments to create employment or establishment of cooperatives.

However, the background against which the debate takes place is frequently far from ideal. A company might present a list of demands for layoffs and dramatic changes in working conditions with closure of the business as the alternative, or a government will decide to introduce private capital into a publicly-owned corporation and use the offer of shares to employees as a "sweetener".

This latter kind of "black door privatisation" is becoming more and more popular with European administrations and presents trade unions with

sharp choices. While the idea of having a stake in the company may be attractive to some union members, there are inherent dangers - do the shares have voting rights and will their ownership mean that the worker becomes more wedded to the company at the expense of the traditional relationship with his or her trade union?

In countries where there is a well-developed system of employee involvement and consultation in industry and commerce, such as West Germany, labour has found many weaknesses in employee share owner policies which are regarded as divisive and making no impact on the removal of inequality.

Worker shareholding can also isolate workers from their union and makes union organisation more difficult because the worker has a greater identification with the company. Here we have the spectre of a new generation of company unions looming.

And there is always the danger of workers with shareholdings in unsound companies suffering the double blow of redundancy **and** losing their investment in the event of a company failure. Unions would also come under pressure from managements to modify their wage policies.

Against these substantial arguments of opposition to worker shareholdings have to be set the benefits that can flow from such schemes - notably the worker having "a piece of the action", a financial investment and some limited influence in the business that employs him.

It also marks a move away from the traditional adversarial relationship between labour and capital, which many see as less relevant during a period of sustained high unemployment. Financial rewards from share ownership can, in some cases, be substantial with workers seeing their investment growing to a point where sale can produce a welcome "bonus".

In the United States, Employee Share Ownership Plans (ESOPs) have been embraced in several industries, including auto building and steel. It is estimated that there are 7,000 companies in the US, with 10 million employees, where ESOPs exist.

The establishment of such plans in conditions where refusal might lead to the closure of plants has found many supporters, and there have been instances particularly in the steel industry, where an ESOP has been used to raise cash and outbid a private company intent on taking over part of the employing business' operations.

In such circumstances, where the workers are closely involved in the fight for survival of companies or individual plants, the union takes on a wider role as a vehicle for community activities and political action.

But if opponents of share ownership plans were to win the day, there remain at least two other methods of "worker capitalism" which could prove attractive - co-ownership or outright purchase of a business and establishment of a cooperative.

Co-determination, or power sharing, can operate where the company and the union sit down together and plan the percentage stake that the workers are going to take in the company and then map out a business plan which allows real worker involvement at all stages of decision-making.

The pressure points at which unions can exert influence are then moved away from the shopfloor and withdrawal of labour into the heart of the business organisation. The power that accompanies access to company books and the planning of production and investment which benefits workers as well as shareholders cannot be underestimated.

It also gives the unions the opportunity to prove what they have always known - namely that workers can plan production better than line management and be more knowledgeable than accountants straight out of college!

Employee buy-outs are less common but are a possibility if a company is determined to abandon an operation for which the workforce is convinced there is a market. Unions have been reluctant to commit large chunks of their funds to such ventures, and in the absence of trade union banks, raising funds for such buy-outs can be difficult.

In such circumstances, the workers who may convert the operation into a cooperative can have a reasonable chance of success; that, however, is not the case where workers are driven into a takeover to protect their jobs because the ailing company is usually too far gone for even the workers to turn it around!

Cooperatives can be very successful especially when there is high unemployment, because the valuable resources of skills can be translated into viable business operations instead of being wasted on the dole queue. In the United Kingdom, there has been a dramatic increase in the number of co-ops, up by more than 120 per cent in two years, and there are now around 1,000 with well over 20,000 participating members.

Present-day co-ops can make but a small impact on business and commercial life, but they represent a practical step toward the goal of democratic worker control over the means of production with each member of the co-op having one vote, irrespective of capital or labour input.

Trade unions have tended to hold reservations because they saw co-ops as bridging the previously easily identified worker-employer divide and paying less than the union rate for the job, which could have important consequential local effects with employers seeking to introduce below-rate wages.

While there could be benefits in the longer term for unions, if only in preserving membership, in the short term co-ops will be seen mainly as a community attempt to ward off unemployment.

Another area, so far little exploited, where the worker is able to exercise some influence on the direction taken by business is in the management of pension funds. There is an opportunity for worker and trade union trustees on fund

management boards to seek to direct investment of the huge sums involved into sectors which will have productive, and therefore employment, benefits instead of the funds pursuing conservative policies which simply provide the best financial return.

In an area when trade unions are looking for new outlets and spheres of influence, they can use their involvement in pension fund management as leverage on the capital controlled and also as an organising tactic.

The effectiveness of union trustees on pension boards can be limited by several factors, not least the proportion of seats on the board that is given over to representatives of workers or pensioners.

In addition to the accepted legal constraints on trustees' actions, any attempt at less conventional investment policies can be blocked, if necessary by the use of law. When the mineworkers' union in the UK sought to push the industry's pension fund into domestic productive investment, they were halted by an employers' legal suit.

So in some cases a new framework of law may be necessary, but because of the sheer size of the investment portfolios, the funds remain a prime candidate for greater trade union attention and active involvement.

In totality, there are several avenues that unions can go down to seek a greater influence on industry and commerce. Most give practical advantages and provide new opportunities to organised labour precisely at the time when many incumbent political leaderships are seeking to constrain labour's activities.

The alternatives discussed here would largely involve unions in closer working relationships with managements, but all have been tried and tested and need not lead to a loss of independence. Rather they could invest in trade unionists a greater degree of independence as the traditional worker-employer relationship would be loosened and the worker could, in a small way, become more his own "master".

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Transition to Workers' Self-Management (1982), 75pp.

Il-Mixja lejn il-Partecipazzjoni tal-Haddiema (1983), 104pp.

Il-Partecipazzjoni fit-Tarzna: Kif Jahsibha l-Haddiem (1984), 63pp.

Koperattivi (1985), 37pp.

--- Publications of the **W P D C** Worker Education Series ---

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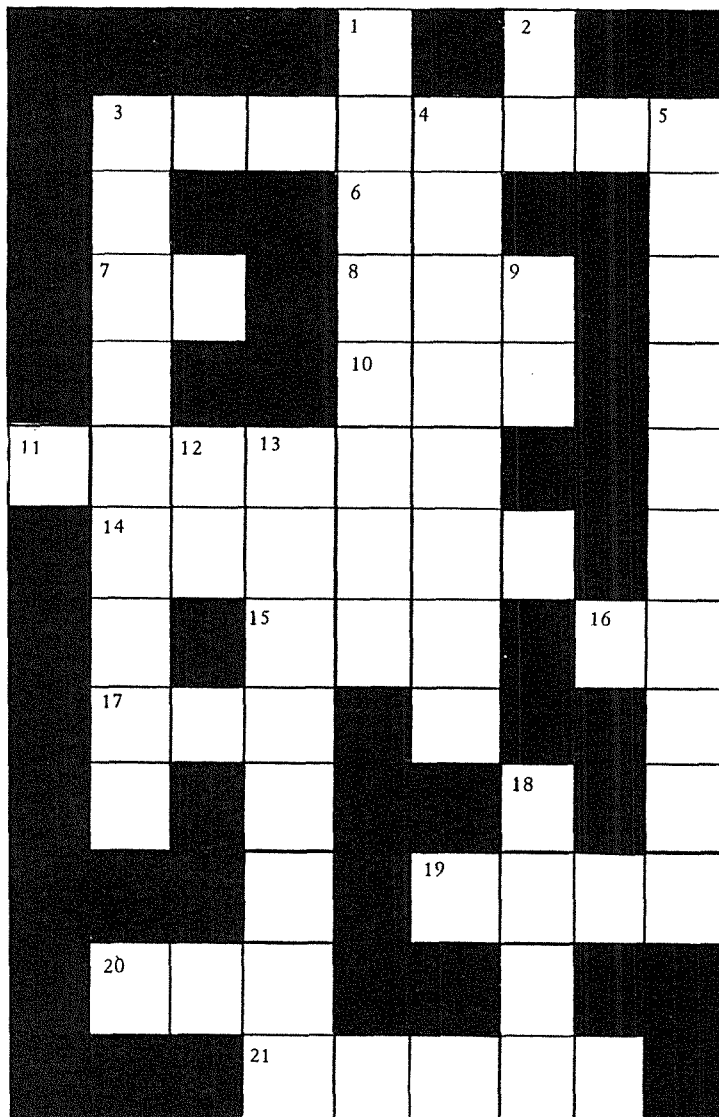
## CROSSWORD

Test your knowledge of social studies, its theory and practice, locally and abroad.

A = Abbreviations or Initials

### ACROSS

- 3 The market condition where one enterprise controls the supply of one commodity (8)
- 6 Brusque, negative assertion (2)
- 7 An employer has to contribute to this, apart from wages (2,A)
- 8 Catching this may lead to sick leave (3)
- 10 French watch factory, taken over by its workers when bankrupt (3)
- 11 Return to entrepreneurship (6)
- 14 U.S. Trade Union Congress (6, A)
- 15 Local service cooperative, set up in 1965, with 680 farmer-shareholders (3, A)
- 16 Employer association with H.Q. in South Str. Valletta (2, A)
- 17 If you do so under traditional production relations you also control (3)
- 19 Legislation regulating working conditions in Malta, passed in 1952 (4, A)
- 20 Money Unit activated by the IMF the transfer of which is valid as debt settlement (3, A)
- 21 The legislative, judicial, coercive and ideological apparatus of a nation (5)



### DOWN

- 1 The basis of society, from a radical perspective (7)
- 2 Trade Union Confederation in Denmark, Norway and Sweden (2, A)
- 3 Town in Basque region of Spain, heart of a flourishing cooperative movement (9)
- 4 Concerning the acquisition and exercise of power (8)
- 5 European nation operating a large self-managed economy (10)
- 9 Coalition led by Allende which ushered in self-management in Chile in 1971-3 (2, A)
- 12 Preposition (2)
- 13 British author in the field of industrial relations (8)
- 18 Financial Balance between the Third World and the First (4)

Completed entries, in an envelope marked 'Crossword' are being received at the WPDC Office up till May 30th, 1988. Awarded to the first correct entry opened will be a desk calculator or personal rubber stamp donated by:

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## DEVELOPMENTS ELSEWHERE

*A general sample of contemporary trends and issues emerging abroad in the field of industrial democracy and labour relations. The information should serve as food for initial thought and evaluation, particularly on the relevance of the events to the Maltese labour sphere.*

### WESTERN EUROPE

#### FLEXITIME

An employee survey carried out by the European Economic Community (EEC) over 1985-86 suggests that most West European workers are prepared to put up with changes in their work routine, allowing them to match better the pattern of hours worked to their production requirements.

Straight cuts in the regular working week without pay reductions have not resulted in large boosts in employment and only the strongest of union campaigns have overcome employer resistance to the scheme (see PERSPETTIVI No. 2, pp.6-8). A reduction of the working week to 35 hours without loss of pay, once widely sought by unions, no longer appears to be a serious prospect. This is, no doubt, effected by the weakened influence of trade unions in contemporary industrial society.

In contrast, 53% of Western Europe's workers favour getting away from a rigid five-day working week and introduce more flexible working hours. In this matter, employers are generally in favour: Elastic working hours permit an easier adjustment to shift and intensive work demands, while workers can be allowed less hours on the job when pressure slackens. In this way, labour productivity rises and labour costs are reduced. The employer is saved hiring extra workers in peak periods and paying an idle workforce in trough periods.

From the workers' point of view, many appear willing to take up night, Saturday or even Sunday work without special financial compensation, if such a concession on their part is accompanied by reduced working hours without loss of pay. Trade unions usually strongly resist such tactics which, they feel, are eroding hard-won workers' rights. Fear of unemployment (by workers) and of reduced competitiveness (by employers) are however powerful incentives for flexitime.

Source: The Economist, Sept.27th, 1986, p.69

#### COMPARING AND CONTRASTING WORKING MEN AND WOMEN

Differences in the education of girls and boys and the resulting inequalities in terms of jobs and careers were examined by a conference jointly organized by the Danish Government and the European Commission in Denmark on 15 September 1987.

During the Conference, the channelling of women into a very narrow range of occupations was identified as a characteristic of all EEC member states. For example, in the Netherlands, over 80% of women who are economically active are employed in only 13 out of a possible 293 occupations (whereas over 90% of men are employed in 185 out of 293 occupations). In West Germany, 85% of girl's occupational choices are restricted to 20 occupations and in Denmark 73% of girls choose one of 17 occupations.

Source: Report, Centre for Research on European Women, Oct. 1987

## **JAMAICA**

### **STREET SWEEPERS take on DRAMA EDUCATION**

Ten years ago, 13 women street sweepers in Kingston, Jamaica, formed a cooperative group known as the Sistran Theatre Collective. Its aims: to put on plays about the way they suffered as women and therefore to make the general public aware of the socio-economic condition of women among the underprivileged.

Today, the collective has become a thriving venture, performing all over the world, with ten plays in their repertoire. The group also has its own production and rehearsal rooms, a documentation centre for students and researchers, a quarterly magazine and a range of other activities aimed at improving knowledge of women's plight in the third world. Ten of the original thirteen members are still with the group.

Source: Cedric Lindo, "Street Sweepers tell 'how men treat us bad'", The Times (Progress Press), 9th May 1987

## **INDIA**

### **ANOTHER SUCCESSFUL WORKER COOPERATIVE STORY**

**SEWA** (Self-Employed Women's Association) is an independently registered trade union in India. Current membership is about 23,000 women mainly engaged in textile products. Its main objective is to seek a positive status, dignity and economic viability to self-employed women who had hitherto been considered socially and economically irrelevant by planners, policy-makers and even established unions.

The history of SEWA is one of innovations in the face of strong resistance.

- In 1974, SEWA established a cooperative bank. 4,000 Women became shareholders and 2,000 opened accounts with small amounts. The bank freed women from private moneylenders, decreased indebtedness and has enabled female borrowers to start their own production units.

- In 1977, SEWA established a textile cooperative, by-passing middlemen who were supplying poor quality material and paying only very low prices for finished products.

- In 1983, SEWA registered a Block and Dye Printing Cooperative and a Cane and Bamboo Cooperative for Craftswomen who had been previously engaged on piece-work commissioned by traders. Now the women control the entire production process, following intensive training programmes.

SEWA acts as an entrepreneurial support agency, assessing the feasibility of projects and providing loans where necessary.

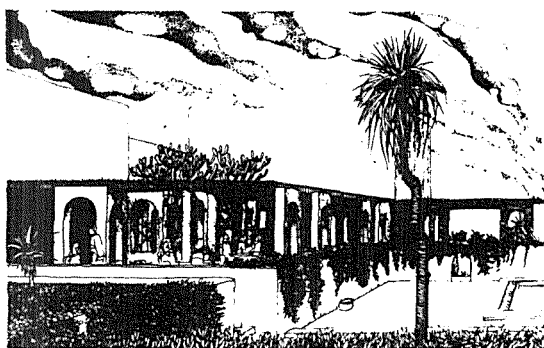
SEWA also serves as a clearing house for contracts for the various cooperatives it has helped to establish. It hopes to upgrade this service to that of a marketing infrastructure which will locate alternative employment possibilities.

Source: Krishnaswami, L. (1987), 'The SEWA Experience in India', IREDFORUM, No. 24, pp. 67-79.



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## SOVIET UNION

### NEW FORMS OF LABOUR RELATIONS?

The Communist Party Central Committee in January 1987 examined recent developments in labour-management relations and personnel policy in the context of the radical changes taking place in the country and emphasised that the best way of speeding up social and economic development would be to increase the degree of self-management in all the country's economic sectors.

Priority was given to extending self-management at enterprise level and creating conditions under which each worker could identify with the interests of his own enterprise. This was done by setting up workers' collectives: with representatives from all production units, and responsible for monitoring the implementation of decisions by the workers' general assembly - as regards production and personnel policy.

The practice of electing managers at all levels is being introduced in every branch of the economy. This measure is of particular importance in view of the fact that enterprise earnings, wage rates, social benefits (including housing), and the future development of enterprises themselves will depend on their efficiency.

The Central Committee also examined the draft legislation which incorporates this new approach. After nation-wide debate, it is expected to be adopted by the Supreme Soviet.

Source: Pravda (Moscow), 28, 29 and 30 Jan.1987. Reproduced in Social and Labour Bulletin (ILO) Vol.2, 1987, pp.232-3



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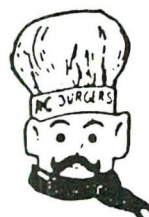
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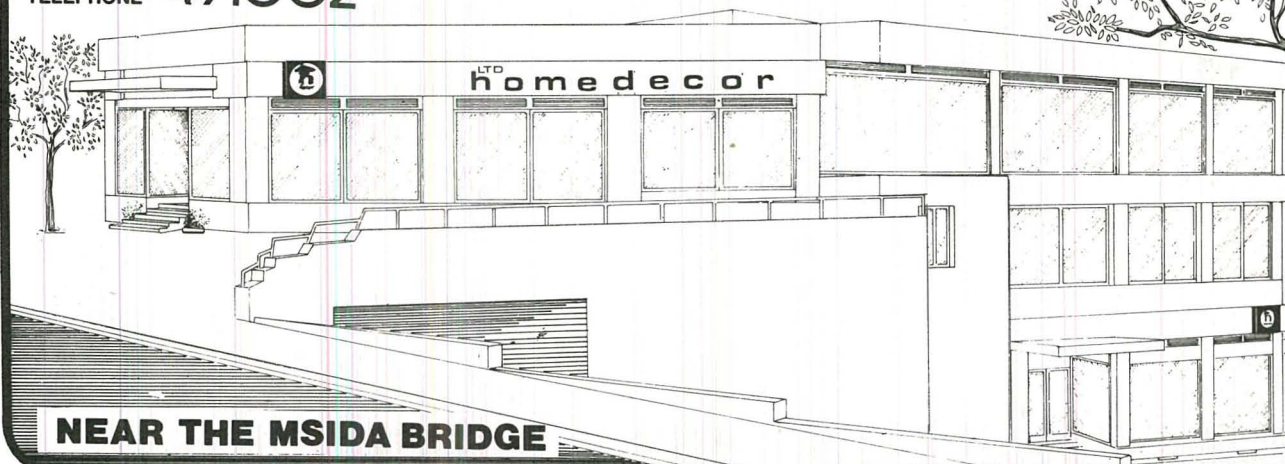
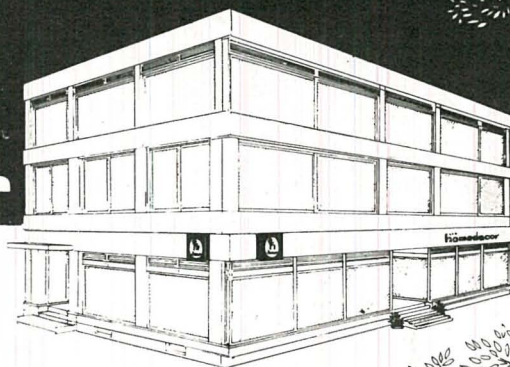
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