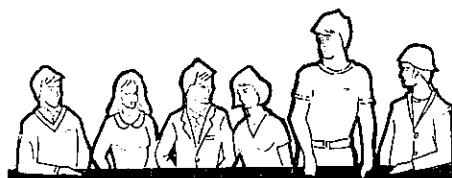


UNIVERSITY OF MALTA

*WORKERS' PARTICIPATION  
DEVELOPMENT CENTRE*



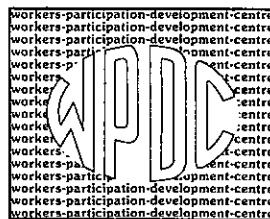
**WPDC**

Annual Report  
1988

# UNIVERSITY OF MALTA



## WORKERS' PARTICIPATION DEVELOPMENT CENTRE



Eighth Annual Report  
1988

MALTA UNIVERSITY PRESS  
1989

UNIVERSITY OF MALTA  
WORKERS' PARTICIPATION DEVELOPMENT CENTRE  
ANNUAL REPORT FOR THE YEAR 1988

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## 1. INTRODUCTION

The issue of workers participating in the management and ownership of the enterprises where they work appears to be increasingly regarded as a positive-sum economic necessity. The outcry for worker control against the excesses of capitalism is today subsumed under the more urgent and immediate concern of all social partners for a healthier, competitive and waste-free economic system. The human element - whether as the glorified entrepreneur, the responsible manager or the skilled operator - occupies the centre stage in the contemporary scenario. The importance of machines and techniques cannot be discarded in the relentless drive for modernization, quality enhancement and product development. But equally important is human capital.

The shortage of technically and professionally skilled labour can be the death blow to a developing economy, trying to catch up in a couple of decades what has taken the world's leading industrial nations more than a century to accomplish. Productive systems no longer simply require brute strength, the equivalent of so many mules and oxen, which can be governed on scientific management principles. The contemporary and future workplace require personnel who can be trusted with expensive gadgetry, who have enough professional expertise that would enable them to determine their own pace, improve self-discipline and take fast and correct decisions.

Flexibility and Discretion are the names of the new game. Worker Participation becomes a pre-requisite for economic survival. Major multinational companies and progressive employers have recognized the writing on the wall, even though they might prefer to use a different nomenclature - quality circles, job enlargement, autonomous work groups, island production units, employee involvement. The stragglers may still be debating the political connotations when the market forces signal imminent bankruptcy.

There is, of course, no hard and fast natural law which spells out irrevocably: No worker participation - No survival. Yet the successful implementation of participating schemes the world over increases the relative dissatisfaction with traditional labour management practices: individual manifestations of apathy and hostility (sabotage, sick leave, reduced productivity, indifference to product quality, sour relationships) as well as collective expressions of discontent verging on open conflict (industrial action and "us versus them" perspectives).

Malta is not exempted for this soul-searching process of organizational change: The economic integration of Western Europe will have an impact on the local economy, whether Malta will be inside or outside this mega-trading bloc; the local industrial sector is clamouring for skilled employees; a public service reform is in the offing. In this volatile context, the social partners kept up the debate on workers' participation and, for the moment, have agreed to send diffuse signals of discord as to the forms it should take.

The Workers' Participation Development Centre, established at the University of Malta in 1981, has remained at the forefront of the local discussion. This report, the eighth of its kind, is solid evidence of this contribution. So is the continuous endorsement by Government, the University authorities, trade unions, participatory enterprises, Church organizations, academics, and others interested in worker participation who strain WPDC resources to unimaginable limits in the pursuit of economic democracy.

The WPDC is a monitoring, research and education agency which operates with Institute status at the University. It plays a vital role as a critical and independent supporting structure, consolidating the participatory process. To do so, the WPDC depends on a three-pronged strategy, this being:

\* EDUCATION: Organising educational programmes and promoting the restructuring of educational methods, contents and technology at all levels of instruction, both formal and informal in order to prepare workers and citizens for the requisite knowledge, skills and responsibilities of participation.

\* CONSULTANCY: Providing an advisory service based on experience, reading, self-initiated research and exposure to comparative developments abroad wherever participatory schemes are being introduced or implemented. This also includes the tabling of suggestions towards effective policy formulation and/or legislative reform.

\* RESEARCH: Monitoring and conducting both qualitative and quantitative studies on participatory experiences both in Malta and abroad. This includes an active cooperation with other like-minded researchers and educational agencies elsewhere.

## 2. ORGANIZATION

The WPDC forms an integral part of the University and reports directly to the Rector and the University Council. Its offices are currently located within the Faculty of Economics, Management and Accountancy in the Humanities Building, Tal-Qroqq, Msida

### 2.1 Statute

Following the enactment of the Education Act XXIV of 1988, a number of Institutes were established at the University of Malta. The WPDC, which had been operating with Institute status since its establishment in 1981, is currently in process of amending its statute so as to be in line with those of the other institutes at University.

Following various discussions, the WPDC Committee unanimously agreed in November 1988 to propose a draft Statute to the University authorities which, apart from incorporating the features enshrined in the Statutes of the newly established Institutes, also proposes to widen the representation of organizations with a particular interest in the development of worker participation on the WPDC Board.

### 2.2 The Board

The policy-making of the WPDC and the endorsement of its programme of action fall under the responsibility of the WPDC Board. This is composed of representatives from the University, enterprises embracing systems of participatory management, the Malta Development Corporation, the major trade unions and other strategic areas. The role of the Board is that of linking the WPDC directly with the actual field of workers' participation. The organizations represented on the Board also co-operate and participate actively in the WPDC's activities. During 1988 the Board held regular meetings according to statutory provision.

The WPDC Board during 1988 was composed as follows:

Prof. Edward L. Zammit (Chairman)  
Mr Benjamin Borg Bonello (Vice Chairman)  
Mr George Agius (Hon. Member)  
Mr Saviour Attard (Malta Drydocks)  
Mr Anthony Busuttil (General Workers' Union)  
Mr John Camilleri (Malta Development Corporation)  
Mr Joseph Camilleri (Malta Drydocks)  
Dr Gerard Kester (Institute of Social Studies, The Hague)  
Prof Reno Sammut (Faculty of Economics, Management & Accountancy)  
Prof Edward J. Scicluna (Faculty of Economics, Management & Accountancy)  
Mr Salvinu Spiteri (Confederation of Malta Trade Unions)  
Mr Alfred Vella (General Workers' Union)  
Mr Godfrey Baldacchino (Secretary)

### 2.3 Executive Staff

The implementation of the decisions taken by the WPDC Committee are carried out by a core of executive staff. These include:

Prof. Edward L. Zammit	Director
Mr Godfrey Baldacchino	Research Officer
Mr Joseph Portelli	Research Officer
Mr Saviour Rizzo	Coordinator of Educational Programmes
Ms Marlene Saliba	Coordinator, Women and Development Studies
Ms Edith Rizzo	Secretary

### 2.4 Staff Deployment

During the year, Mr Joseph Portelli B.A.(Hons) was seconded on full time basis with the WPDC from the Civil Service. His main responsibility was the coordination and execution of the Malta Drydocks project. Mr Portelli had already worked as research assistant at the WPDC as worker student. (See Item 5.1 below)

Mr Godfrey Baldacchino M.A., temporary full-time research officer at the WPDC since 1983, joined the Department of Education as a Teacher Grade II in May 1988 and has since then been on full-time secondment with the WPDC thanks to the cooperation of the Ministry of Education.

During the summer months, the WPDC availed itself of the services of two student-workers, Ms Audrey Higgans and Ms Simone Ellul under sponsorship from the Malta Development Corporation. The student workers assisted in the compilation of the Industrial Relations Review published subsequently in the WPDC Newsletter Perspettivi (Issue No.4)

### 3. WORKER EDUCATION PROGRAMME

An investment in worker education for promoting worker participation is a primary objective enshrined in the WPDC's statute. Worker education is felt to be indispensable for achieving meaningful participation both at the workplace and in the wider society. To be at all effective, worker education must be based on a two pronged approach: One is the acquisition of skills and knowledge by workers and their representatives such that they are more able and willing to undertake participatory responsibilities, without feeling the shame of ignorance or the trauma of manipulation. The second is to cultivate a process of consciousness-raising and self-awareness which is derived from the experience - itself educational - of participatory management and of democratized settings of worker education: The more one participates, the better one participates. An effective transition to a participatory society can therefore only occur given both technical competence and actual experiences in the field.

With this guiding philosophy in mind, the WPDC organised the following educational activities during 1988:

#### 3.1 Diploma in Labour Studies

The second intake for the Diploma in Labour Studies (1987-90) continued their course of studies during 1988. As in the case of the previous intake, the WPDC is coordinating this course under the auspices of the Faculty of Economics, Management and Accountancy. Twenty participants completed their basic courses in social science disciplines in February 1988 and subsequently undertook courses in Industrial Relations; Industrial Law; the Sociology and Psychology of Work Organization; Labour and Trade Union History; Workers' Participation and Self-Management; International and Comparative Labour Organization as well as Human Resource Management.



Weekend seminars were held intermittently for the Diploma participants to discuss course material from different perspectives and to enable a more informal exchange of views in a relaxed atmosphere. During such seminars, the Diploma participants had ample opportunity to make their own individual or collective presentations as well as to undertake regular constructive evaluation of their course progress.

In a weekend seminar held at the White Rocks Holiday Complex, Bahar-ic-Cagħaq, on the 20th and 21st February, participants undertook a role-playing exercise based on the U.K. Ponting Affair which examined the intricate relationship between legislation, government executive power and civil service loyalty in the context of official secrets. Participants also acted and stage-managed two dramatic pieces from the repertoire of the social playwright Berthold Brecht, The Exception & The Rule and The Wedding. The exercise was a concrete exploration of the nature and dynamics of role-playing in a social setting. The seminar was directed by Mr Godfrey A. Pirotta, Mr Saviour Rizzo and Prof. Edward Zammit.

In the seminar held on 23rd April 1988 at the Hannibal Restaurant, Qawra, the Diploma participants presented group based assignments to fulfil requirements for their course in Organizational Psychology. The seminar was directed by Rev. Dr Alfred Darmanin and Mr Godfrey Baldacchino.

On the 18th and 19th June, 1988 again at the Hannibal Restaurant, Qawra, the participants concluded their third semester of studies by putting up group presentations on topics relating to the Industrialization of Malta as well as by discussing video presentations on the theme of industrial sociology. The seminar was directed by Prof. Edward Zammit, Mr Saviour Rizzo and Mr Godfrey Baldacchino.

### 3.2 Other Educational Activities

#### (a) National Seminar on Worker Participation in Malta

A highlight of the year under review was the organization of a two-day national seminar on the theme Workers' Participation in Malta: Options for Future Policy. The seminar, organized on the 22nd and 23rd

September 1988 at University House, Tal-Qroqq, was a very positive experience, bringing together all interested parties in what has been described as a somewhat rare atmosphere of calm dialogic reflection on the matter. Panel presentations were made by representatives from the Confederation of Malta Trade Unions (CMTU), the General Workers' Union (GWU), The Federation of Worker Directors, the Malta Development Corporation (MDC), Malta Drydocks Corporation, Malta Employers' Association, the Cooperatives Board of the Ministry of Productive Development, the Malta Labour Party (MLP), the Nationalist Party (NP) and the University of Malta. The seminar was opened by the Parliamentary Secretary for Industry, the Hon. Mr John Dalli and brought to a close by the Minister for Social Policy, the Hon. Dr Louis Galea.

The seminar discussions were keenly debated and permitted the active participation of the select audience which included also officials from the Department of Labour, the Young Christian Workers, the Tan-Numri Group and University students. The complete panel presentations as well as discussion highlights of this seminar have subsequently been published in 1989 by the WPDC and the Ministry for Social Policy.

The text represents an important document on the current state of the participatory process in Malta and the views of the different social partners as to what directions this process should take.

The seminar was organized by the Workers' Participation Development Centre in collaboration with the Ministry for Social Policy which is responsible for government policy on worker participation in Malta.

Invited as a special guest speaker for the seminar in view of his vast experience in the field of worker participation was Dr Jacques Monat, a French lawyer, who currently serves as Consultant to the International Labour Organization (ILO). He has spent many years as



Head of the Participation and Personnel Policies Section, Labour Law and Labour Relations Branch of the ILO. He has also authored various publications on worker participation.



Dr Monat was busily involved in consultancy visits during the rest of his short stay. He had the opportunity to discuss the theme of worker participation with officials from the GWU, the CMTU, the Malta Employers' Association, Council Members of the Malta Drydocks, Members of the WPDC Committee and the Hon. Minister for Social Policy. Dr Monat was also interviewed on the local radio network.

(b) Study Visit to Bologna and Rome

Reciprocating the week-long visit which a group of trade union activists for the Italian Trade Union Federation Unione Italiana del Lavoro (UIL) paid to Malta in September 1987, the WPDC in collaboration with the GWU led a group of ten Maltese trade union officials and worker leaders for a study visit to Bologna and Rome from 31st January to 7th February, 1988. The theme of the study visit was Trade Union Development and Participation.

The visit included discussions and study visits to various worker, consumer and agricultural cooperatives in the Bologna region as well as discussions on a series of contemporary themes in trade unionism at the UIL Regional HQ for Emilia-Romagna as well as in the UIL National Centre in Rome.

It is hoped that these educational exchanges are the first in a series which may eventually culminate in the institutionalization of a regional school for trade union education. The major objective of this venture would be to analyze critically the role of trade unions in contemporary labour



relations from a comparative cross-cultural perspective. This examination is badly needed, given the noble new challenges that the trade union movement is facing, ranging from changes in the nature of work, internationalization of production, technological innovation as well as an increasing female participation rate in gainful employment.

(c) Women & Development Studies

Keeping up its regular commitment to dedicate research and educational efforts into questions concerning women's specific role and participation in society, the WPDC organised a three month course on the theme Women and Men: Equal Partners in the Building of a New Society. The course was coordinated by Ms Marlene Saliba, M.A. and involved a series of talks and discussions held twice weekly over a six-week period (19th April - 31st May).

The course, the third in the WPDC's Women and Development series, examined women's concern with the relationship between the private and public domains of life, the link between self-change and social change, and the construction and presentation of an integrated, holistic image with respect to the physical and socio-cultural environment. Contributors to this course included Ms L. Azzopardi, Dr J. Calleja, Ms A. Caruana Colombo, Ms J. Cassingena, Prof. M.T. Camilleri, Rev. P. Galea, Ms P. Miceli, Ms M. Theuma, Rev. Prof. P. Serracino Inglott and Prof. E.L. Zammit.

A concluding half-day seminar was held at the Liliana Hotel, Bugibba, on 28th November when a lecture on the theme Women and Music was delivered by Mro. Charles Camilleri. Certificates of attendance were distributed to successful course participants.

### 3.3 Participation on Radio and Television

During 1988, various members of the WPDC staff were involved in a variety of programmes on mass communication media.

The major WPDC input on Radio was the contribution to the weekly programme 'Tajjeb Titghalleml'. This production was co-produced by the Adult Education Unit, the Drama Unit and the Media Education Centre, all of the Education Department. The WPDC staff members were involved in drawing up the schedule of broadcasts, as well as providing scripts for each programme and participating in the ensuing discussions. The series invited listeners to request questions prepared in advance about each programme and which were subsequently assessed and returned with comments from appropriate resource persons.

The WPDC also participated in a radio discussion on the theme "Rights and Duties at the Workplace" on the occasion of May Day.

The main input on T.V. consisted in servicing the television series 'Univers' a production of the Media Education Centre of the based on the syllabus of the newly introduced Systems of Knowledge. Members of the WPDC were responsible for a number of programmes, providing scripts as well as chairing and contributing to discussions on relevant themes.

Other involvements included the participation in a programme on the theme "Christ in the Factories" in the popular Dawl il-Hajja series (January); Chairmanship of discussion on the themes of "Labour Day and Worker's Health and Safety" in the series Nistharrguha (April - June)

## 4. PUBLICATIONS & CONSULTANCY

### 4.1 Publications

The following publications were made by WPDC members of staff during 1988:

Content and Form in Trade Union Education		G. BALDACCHINO
<u>S. RIZZO</u>		<u>The Industrialization of Malta: A Historical Analysis of the Formation, Control and Response of Labour</u>
A Note on the Educational Value of a Course in Social Studies for Post-Secondary Schools	<u>Post tax-Xogħol Uman u Effiċċenti</u>	Trade Unions, Workers' Participation and Development
	<u>LEJN IL-PARTECIPAZZJONI</u>	Summary Report by Dr Edward Zammit University of Malta

- Baldacchino Godfrey - Konfront: Id-Direttur Haddiem; Perspettivi, No.33, April 1988 pp.2-5
- L-Istudju ta' l-Ambjent, Problemi ta' Llum, April 1988 Issue.
- Introducing Social Studies PEG Publications, 217 pp.- A textbook presenting a comprehensive course leading to the 'O' Level Matric Examination in Social Studies
- 'Content and Forms in Trade Union Education': The Teacher (MUT Publication) December 1988 issue.

- 'Maltese Trade Unionism at the Crossroads: Problems and Prospects within a Historical Context' - conference paper presented in February and subsequently published in November 1988 in the text edited by R.A. Matrenza: Malta's Changing Labour Market [CIMIRA Publication]
- 'The Industrialization of Malta: A Historical Analysis of the Formation, Control & Response of Labour'. Issues, The New Economics Society, pp.60-87
- 'Kelmtejn dwar il-Partecipazzjoni' - Keynote Address at Worker of the Year Award organised by the Ministry for Social Policy - extracts subsequently published under the title 'Lejn il-Partecipazzjoni', Il-Haddiema, Young Christian Workers No.9/88, p.4
- Rizzo Saviour
  - 'Modern Trends' - Article in the Industry Supplement of The Times, 10 April, 1988.
  - The Role of the Worker Director - A report on problems and prospects in this field.
  - Report on Part Two of the WPDC-GWU-UIL - Seminar on Trade Union Development and Participation, mimeo, WPDC, February.
  - 'A note on the Educational Value of a Course in Social Studies for Post Secondary Schools' Issues, The New Economics Society, pp.50-3
  - An English supplement to the Maltese Articles featuring in Perspettivi, WPDC Newsletter Issue No.3

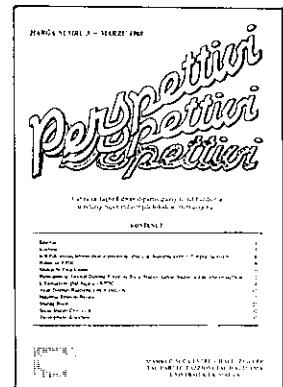
"L-Isfida ghall-Gejjieni: Il-Partecipazzjoni tal-Haddiema", an article in Il-Haddiema, Young Christian Workers, No. 10/88 p.7

- "Partecipazzjoni Fil-Hanut tax-Xogħol jew fl-Ufficċju", article in "Il-Haddiema" Young Christian Workers No.11/88 p.5
- Portelli Joseph - Rapport Preliminarju ta' Stharrig dwar il-Partecipazzjoni fit-Tarzna  
Interim research report on Malta Drydocks, WPDC, July 1988, pp.61
- Zammit Edward - Trade Unions, Workers' Participation and Development, Summary Report of OATUU/FNV/ISS Evaluation Workshop, Economic and Industrial Democracy, Vol.9, No.3 pp.402-3

Joint reports and publications by the WPDC Executive Staff include:

- WPDC Seventh Annual Report - 1987 [September 1988]. 20pp.
- Perspettivi Issue No.3 [March 1988], having the following contents:

- The Worker Director: Options for and Against
- WPDC Proposals for the Selection of Worker Directors in State Enterprises.
- Trade Union Membership Trends in Malta.
- Lifelong Education and the WPDC.
- Industrial Relations Review - January-June 1987.
- Sharing Power.
- Developments Elsewhere.



The review of local industrial relations events, a regular feature of all WPDC Newsletters, was published for the first time in English rather than in Maltese, following a suggestion by the WPDC Committee.

A further novelty in this issue of the WPDC Newsletter was an English translation, prepared by Mr S.Rizzo, of the Maltese contents. This was carried out to enable the Newsletter to widen its readership and to expand distribution overseas.

The following two papers were presented at international conferences:

- Workers' Participation and Trade Union Strategy in a Developing, Mixed Economy - The Case of Malta
- Workers on the Board - A Sociological Comment on Present Developments in Workers' Participation in Malta

#### 4.2 Contributions to local courses, conference participation and consultancy activities.

The WPDC Staff also undertook the following activities:

- Delivery of a module of four lectures on the theme Work and Lifelong Education to Fourth Year students following a B.A (Hons) course at the University [January 1988]
- Coordination, lecturing and fieldwork organization of course on Social Studies organized by the Young Christian Workers in collaboration with the Social Action Movement [November 1987 - April 1988]
- Lectures on the theme 'Man and the Environment' to Lower Sixth Form students at De La Salle College Cottonera and St. Aloysius College, B'Kara [November 1987 - June 1988]



Panel Participation and paper presentation in Conference on the theme "Malta's Changing Labour Market" organised by Consultants in Management Industrial Relations Advisors [CIMIRI] at the Eden Beach Hotel, St Julians [February]

- Panel Participation in Seminar organised by the University Students' Catholic Movement [USCM] on the papal encyclical 'Sollicitudo Rei Socialis', held at Dar L-Emigrant, Valletta [March]
- Lectures delivered to a Group of Visiting Geography Students from the University of Toronto, Canada on The Maltese Labour Market; Organization of study tour of Malta Drydocks and an informal meeting with Drydocks' Council, Management, Trade Union and Worker Committee representatives [May]
- Consultation offered to Social Action Movement on sample survey methodology and organization [April & November]



- Delivery of Key Note Address on the theme of Worker Participation during the first Worker of the Year Award organised by the Ministry for Social Policy at the University of Malta's Assembly Hall [May]
- Panel Participation in the annual week-long Seminar for Maltese Clergy discussing the U.S. Catholic Bishops' Document on Economic Justice for All; Contribution to the video presentation which introduced the Seminar [June]
- Directed discussion on the theme "Directions in Worker Participation" with a group of Young Christian Worker activists [August]
- Consultation and Discussion with a group of architects and civil engineers from the Public Works Department on trade union registration as well as on recommendations tabled before the Public Service Reform Commission [from October]
- Active Participation and Lecturing to trade union activists from the Confederation of Malta Trade Unions (CMTU) during a Seminar on Worker Education organised

jointly with the International Labour Organization (ILO) at the Grand Hotel Verdala [October]

- Tutorial sessions in Industrial Sociology for 1st year students following a Bachelor of Commerce Degree at the University of Malta [from October]
- Panel Participation on the theme "Politics and the Catholic: An Application to Malta" organised by the Justice and Peace Commission [December]



- Lectures to secondary and trade schools discussing issues related to industrial relations, trade unionism and workers' rights and duties to male and female school leavers were continued during 1988. Many of these activities were held in the context of career-oriented seminars. Such events enable students to prepare themselves better for the world of work.

Encounters were held with Maria Assunta Girls Secondary, Hamrun [February]; Bice Vassallo Girls Trade School St Andrews [April]; Technical Institute Grognet de Vasse, Naxxar [May] and Michaelangelo Sapiano Boys' Technical Institute Corradino [November].

- Coordination of research project on the extent and social repercussions of Maltese returned migrants from Australia carried out by Dr Constance Lever Tracy, Lecturer at Griffith University, Australia during her stay in Malta [August 88 - February 89]
- Lecturing on the theme "Development in Malta: A Sociological Perspective" to a group of visiting Italian students at the Foundation for International Studies, Valletta [March]
- Organization of visit to the Law Courts, Valletta for Students of Industrial Relations at the University of Malta. The visit

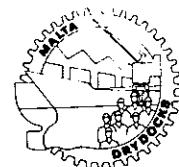
included the attendance to a hearing of an Industrial Tribunal sitting [March]

- Active Participation in Forum organised by the Justice and Peace Commission on the theme "National Reconciliation" [January]
- Supervision of dissertation on the theme "Worker Education for Participation" being prepared in partial fulfilment for the degree of Master in Education M.Ed. in the Faculty of Education, University of Malta.
- Organization and delivery of one-credit course on the theme "The Sociology of Work" to students following a Diploma Course in Social Studies organised by the Social Action Movement
- Lecture and discussion on the Role of the Shop Steward during a seminar organised by the Public Services Section (GWU) for section shop stewards [February]
- Lecture on the theme of Sociological Research at CARITAS (Malta), Floriana [July]
- Lecture on the Sociology of the Family held for the Tarxien Family Group at De La Salle College, Cottonera [October]
- The organization of visiting lecturers to service a course on Industrial Relations offered to Students of the Faculty of Economics, Management and Accountancy at the University of Malta. Guest Speakers during 1988 included Mr G. Agius, Mr G. Borg Cardona, Mr E. Cilia Debono, Mr T. Portuguese and Mr S. Spiteri.

## 5. RESEARCH ACTIVITIES

### 5.1 Malta Drydocks

Malta Drydocks has long received special attention among the WPDC activities in terms of its long-standing commitment to a form of workers' self-management. In 1988 the WPDC undertook a critical appraisal of the state of the self-management system at Malta Drydocks as this impinges on the



organization of the enterprise. The support of Government, the Council of Malta Drydocks and the GWU were secured on this project. -

The Drydocks Project was coordinated by Mr Joseph Portelli, and got under way in February with a series of intensive, unstructured interviews with various officials and workers with different backgrounds and work responsibilities. These included Council members, Top Managerial Personnel, Management Trainees, Union Executive Members and Stewards, Worker Committee Members and various shop floor and afloat workers. A number of salient themes and issues emerged from this exercise on the basis of which an anonymous questionnaire was prepared and pilot-tested. This was administered in May to all Drydocks workers who occupy a position on the enterprise's Council, Workers' Committees, Management or are otherwise trade union shop stewards. The response rate was approximately 68% for each of these worker categories.

On the basis of the preliminary survey results an interim report was prepared by the WPDC and this was circulated to all interested parties for critical appraisal.

The survey results contain further research potential and hopefully, the analysis may proceed given adequate computer software and manpower allocation at the WPDC.

During this period, the WPDC staff were also engaged in discussions on the practice of worker self-management with groups of chargemen and various shop floor workers in their box-racks during their mid-day break. These meetings were arranged with the cooperation of the Drydocks Personnel Department.

## 5.2 Focus on the Worker Director

Apart from the isolated case of workers' self-management at Malta Drydocks and a small number of worker and agricultural service cooperatives, the most flourishing institutionalized form of worker participation in Malta to date is embodied in the worker-director scheme. During 1988, about 15 such worker directors were elected by shop floor workers to represent them on the boards of various enterprises, mostly with state majority shareholding. Apart from the Drydocks Council - which is wholly made up of worker directors - the other enterprises to date allocate only one seat on the board to an elected worker representative.

During 1988, the WPDC was involved at length in discussions and other research initiatives with the intention of coming up with an

objective analysis of the worker-director scheme as well as with policy recommendations on future initiatives in this field. The latter also included suggested reforms of existing legislation.

To this effect, the WPDC held discussions with representatives on the Board of Directors of Marsa Shipbuilding Co. Ltd. on the state of "worker-directorism" in Malta. Professional, legal advice was also resorted to.

The WPDC also produced a series of reports based on its discussions and investigations which included a review of the literature dealing with experiences of worker-directors based participatory management. A survey of perceptions and opinions by worker-directors was also published in the WPDC Newsletter Perspettivi No.3.

The research findings were made available locally to Government as well as to the Federation of Worker Directors. The results were also presented abroad in two international conferences (See Item 6.1 below)

### 5.3 Monitoring Local Industrial Relations

The WPDC continued monitoring local developments in industrial relations on a day-to-day basis. By regular perusal of local newspapers, a chronology of events dealing with labour issues is collated and filed for quick access for purposes of qualitative or quantitative analysis. This service was mostly availed of by students in the Faculty of Management, Economics and Accountancy as well as by students following the Diploma Course in Labour Studies for completing course-work requirements. A comprehensive review of local industrial relations is also regularly published in the WPDC Newsletter, providing an original and unique service to the select readership.

## 6. INTERNATIONAL EXCHANGES

### 6.1 Participation in International Conferences

During 1988, the WPDC participated in two international conferences:

- From 6th to 8th July, the Fifth Conference of the International Association for the Economics of Self-

Management (IAFESM) was hosted in Vienna. The WPDC presented a paper entitled Workers on the Board for discussion during one of the conference workshops. The paper was subsequently published by the Yugoslav based journal Economic Analysis and Workers' Management.

- From the 11th to the 15th September, the University of Belgrade, Yugoslavia was the venue of an international round table conference organised by Working Committee No.10 of the International Industrial Relations Association (IIRA). The WPDC presented a paper on the theme: Worker Participation and Trade Union Strategy in a Developing Mixed Economy.

## 6.2 International School for Trade Union Education

Following the successful exchange between the WPDC, the General Workers' Union and the Italian Unione Italiana del Lavoro (See Item 3.2b above), the WPDC started preliminary discussions with representatives of a second Italian trade union confederation CISL (Confederazione Italiana Sindacati dei Lavoratori) to undertake a similar initiative involving a 2-week study programme for union activists, to be held in both Malta and Italy. This time, the local counterpart would be the Confederation of Malta Trade Unions (CMTU).

The WPDC is offering its services towards the organization of this project and to provide academic input into the study programme carried out in Malta.

The WPDC has also had preliminary talks with officials from the Ministry of Education concerning the possible allocation of premises where such international labour education activities could be carried out on a more regular basis.

## 7. OTHER DEVELOPMENTS

### a) Cooperative Development

Discussions were held with Chairman of the Board of Cooperatives, Ministry of Productive Development, in order to explore possible collaboration in the area of education, research and consultancy on behalf of the local Cooperative Movement.

b) Further Participatory Development

The WPDC also submitted to the inter-ministerial committee on workers' participation a brief memorandum on the possible implementation of further worker participation initiatives in Malta. The establishment of new worker cooperatives, worker committees in Government departments as well as autonomous work groups in state-owned enterprises featured among the tabled proposals. These were incorporated into an overall framework of ongoing educational support for all the parties involved in the organizational reform.

c) The Department of Public Policy

As a result of a re-structuring exercise at the University, research and teaching in Labour Studies now falls under the newly established Department of Public Policy within the Faculty of Economics, Management and Accountancy. This event took place in 1988 and follows various efforts made over the years by the WPDC to establish the field of labour, administration and public sector studies on a departmental level at the University. The WPDC Chairman has been also appointed as the first Head of this new Department thus ensuring a close collaboration between the two institutions. This development will enable the WPDC to concentrate more on its specialised role of worker education for participation. The Diploma in Labour Studies continues to be managed by the WPDC, while falling under the auspices of the new Department.

d) Computerization

During 1988, the WPDC has also initiated a computerization programme whereby word processing, spreadsheet, data management and certain statistical manipulations will be transferred to an office based IBM compatible personal computer, complete with dot-matrix printer as well as supplied with an interface to connect to the letter-quality electronic typewriter already at the WPDC. This medium-term project will enable various research, publication and administrative activities of the WPDC to be carried out faster and more efficiently. The computer was purchased in accordance with University normal procedures and was supplied to the WPDC Office in December 1988.

## 8. DOCUMENTATION

The WPDC maintains a select collection of journals, bulletins and other specialized literature on labour relations and participation in order to keep abreast of local and international developments in its fields of interest as well as to promote and upgrade its consultancy and research capabilities. Researchers, trade union activists and others interested in the field of labour relations are welcome to consult the material.

The information given below is the complete list of publications of a serial nature available at the WPDC. Not listed are the miscellaneous loose articles, books and conference papers which may be nevertheless perused at the WPDC Office.

### 8.1 Local Newspapers

The Times  
The Sunday Times  
L-Orizzont - (Jan. 1981 - )  
In-Nazzjon Tagħna  
It-Torċa  
Il-Mument

Il-Gens (September 1988 - )  
Il-Helsien (September 1988 - )

Il-Hajja (January 1981 - September 1987)

### 8.2 Foreign Journals

Public Enterprise - International Centre for Public Enterprises in Developing Countries (1981 - )  
Social and Labour Bulletin - ILO (1980 - )  
International Labour Review - ILO (August 1973; 1982 - )  
Labour and Society - ILO (1979, January 1981 - )  
Labour Education - ILO (1988 - )  
Workplace Democracy - Association of Workplace Democracy, USA (1983 - )  
American Journal of Economics & Sociology - New York (Jan. '78 - Oct. '80)  
Industrial Relations Journal - Nottingham U.K. (1979, 1981, 1982)

Development & Change - ISS, The Hague (Jan.1981 - Oct. 1982)

Economic Analysis & Workers' Management- Yugoslavia (1981-1983, 1985, 1989 - )

British Journal of Industrial Relations - London (1981 - )

Economic and Industrial Democracy - Stockholm (1980 - )

Industrial Relations - California (1981-Spring 1988)

Industrial & Labour Relations Review - New York (Jan.1981 - )

Employee Ownership - NCEO, (1983 - )

Dossier of the International Foundation for Development Alternatives (IFDA) - Geneva (1978 - )

Problems of Communism - Washington (1979 - )

Dialogue - USA (1981 - )

Economic Impact - USA (1980 - )

Capital and Class - Conference of Socialist Economists (Spring 1978 - )

The Futurist - Future Society (Nov.1987 - Aug.1988)

Bulletin of the Institute of Development Studies - IDS - Sussex (Jan.1988 - )

International Labour Reports - May Day Publications (Nov. 1986 - )

ETUI Info - European Trade Union Institute (1985 - )

Work, Employment & Society - BSA (March 1987 - )

### 8.3 Local Serial Publications

Labour Post - GWU (March 1980 - )

The Teacher - MUT (December 1981 - )

The Employer - MEA (1986, 1988 - )

Review - CMTU (Jan. 1980 - April 1981)

Il-Hsieb - (1980-1985)

Economic Trends - COS (January 1987 - )

Economic Survey - COS (1975,1976,1980,1982,1983,1985,1988)

Il-Haddiem - ZHN (1982 - )

UHM Newsletter - UHM (January 1984 - 1987)

COPE News - COPE (November 1984 - )

Flimkien - Malta Drydocks (1987 - )

Economic & Social Studies - University of Malta (1983 - )

Hyphen - The New Lyceum - (1983 - )

Mediterranean Social Science Network Newsletter - Foundation for International Studies (1987 - )

## 9. CONCLUSION

Worker participation implies to a considerable degree a new way of life, based on as full as possible a democratization of economic and civic activity. To undergo this process of social change, both existing mentalities and existing structures are targets of reform. Radical upheaval may be seen to be the only way forward, scraping all existing institutions from a position of force. But revolutions in themselves do not neutralize traditional value systems. And reorganised post-revolutionary structures may, as a result, only go through a cosmetic change.

On the other hand, laying one's hopes in the potential of education spearheading a gradual social transformation is also illusory. This strategy refuses to consider the socializing and reproductive function of education. Left in splendid isolation, educational programmes for social change will not only collapse but end up serving and promoting the interests of the society as it is.

The way forward adopted by the WPDC is to adopt an evolutionary approach which incorporates changes of structure and of mentality. Legislative reform and the establishment of financial, entrepreneurial and technical support for worker participation must proceed hand in hand with educational provision in the classroom lifelong education programmes, and via the actual experience of a participatory occupational and civic life.

The activities described above demonstrate how the WPDC in Malta has continued throughout 1988 to assist in both these processes. Obviously, it would be able to do so even better, given more substantial human, financial and administrative support by Government, the University and all those who avowedly espouse the participatory goal.

## 10. FINANCIAL STATEMENT

Income and Expenditure Account for the  
Calendar Year 1988

(Items are rounded to the nearest Maltese Lira)

### Income

University Vote	Lm6,000	(a)
Other Contributions to Worker		
Education Programme	653	(b)
Advertising Revenue	292	(c)
Transferred Interest	202	
Other Income	232	(d)
	<hr/>	<hr/>
	Lm7,379	

### Expenditure

Personal Emoluments	Lm2,723	(e)
Worker Education Programme	982	(f)
Publications	987	(g)
Stationery	482	(h)
Equipment	946	(i)
Miscellaneous	127	(j)
	<hr/>	
	Lm6,247	
	<hr/>	

Surplus of Income over Expenditure Lm1,132 (k)

#### Additional Expenditure

(debited to other sources)

Personal Emoluments	Lm5,754 (1)
Diploma in Labour Studies	576 (2)
	<hr/>
	Lm6,330
	<hr/>

Actual Total Expenditure Lm12,577

(1) Salaries (+ N.I.) due to one Teacher Grade II; one Administrative Officer - both on full-time secondment from Government Departments; and two student workers on secondment from Malta Development Corporation for the summer months.

(2) Funded out of a separate University vote.

## NOTES TO FINANCIAL STATEMENT

- (a) As allocated to the WPDC from the University Budget. The vote allocation has not changed since 1985.
- (b) Mainly represents the contributions made by the participating organizations taking part in the International Summer School on Trade Union Development and Participation
- (c) Sales of Advertising Space in the WPDC Newsletter Perspettivi
- (d) Including sale of WPDC publications, course fees, seminar fees and membership fees of the WPDC Association
- (e) This includes the salary of a full-time, casual Research Assistant for the period January - May and the salary of a part-time secretary (Lm1,889); their respective national insurance contributions (Lm189); additional research assistance and sundry duties (Lm295); local and foreign travel allowances (Lm125); chairman's allowance (Lm225).
- (f) Includes lecturing fees i.c.w. Women and Development Course (Lm288); expenses incurred i.c.w. the International Summer School on Trade Union and Participation (Lm287); cost of seminar on Workers Participation in Malta: Options for Future Policy (Lm218); other seminar expenses (Lm43). Excludes running cost of Diploma in Labour Studies which is met out of a separate University vote.
- (g) Includes the purchases of books and other educational material (Lm209); journal subscriptions (Lm90); printing expenses incurred in relation to Perspettivi Newsletter, certificates of attendance, etc. (Lm688)
- (h) Consists of general stationery supplies (Lm161); photocopies (Lm36); postage (Lm196), and general imprest (Lm89).
- (i) Includes IBM-Compatible, Personal Computer (Lm460); Dot Matrix Printer (Lm145); office furniture (Lm216) Type-setting equipment (Lm125)
- (j) Includes IIRA and BSA subscriptions (Lm24); Advertising commission (Lm25); overseas telephones and telexes (Lm56)
- (k) Amount transferred to the WPDC Reserve Fund. (cf. WPDC Statute)