

UNIVERSITY OF MALTA

**WORKERS' PARTICIPATION
DEVELOPMENT CENTRE**



WPDC

**Annual Report
1990 & 1991**

UNIVERSITY OF MALTA

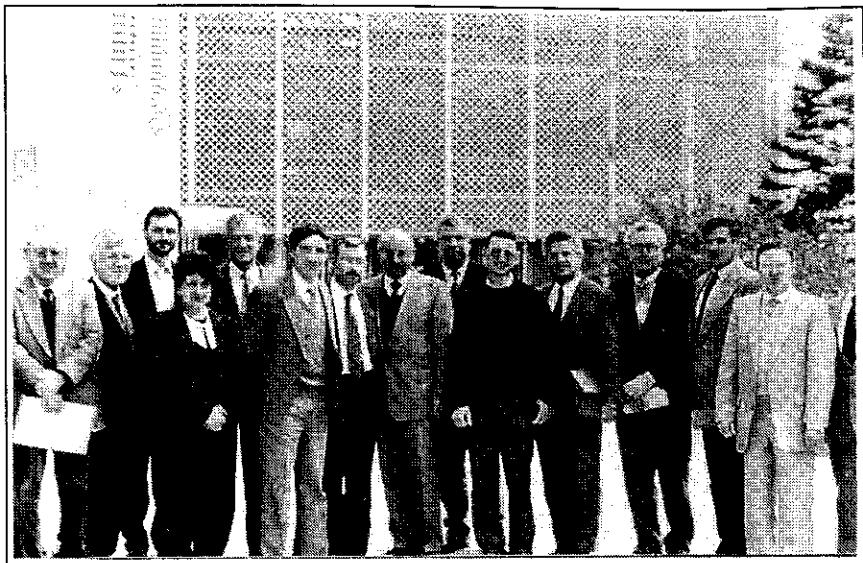


WORKERS' PARTICIPATION DEVELOPMENT CENTRE



Annual Report for the years
1990 & 1991

MALTA UNIVERSITY PRESS
1992



The new Board of the Workers' Participation Development Centre, at its first meeting held on March 6th 1992. From left to right: George Agius, Salvinu Spiteri, Godfrey Baldacchino (WPDC Board Secretary), Edith Rizzo (WPDC Secretary), Gerard Kester, Edward Zammit, Godfrey Pirotta, Rolf Nagel, Anthony Busuttil, Carmel Tabone, Anthony Xuereb, Saviour Attard, Alphonse Zammit, Edward D'Agostino, Michael Debono. Peter Serracino-Inglott (Rector and *ex-ufficio* WPDC Chairperson) and Maurice Agius and Anthony Coleiro, both WPDC Board members, are not in the picture.

Workers' Participation Development Centre
University of Malta

Annual Report for the years 1990 and 1991

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1. INTRODUCTION

WHITHER WORKERS' PARTICIPATION?

The Workers' Participation Development Centre (WPDC) during its ten years of operation has witnessed several upheavals. At home and abroad, experiments in worker participation which had been hailed as models of an ideal work organisation have been discredited or proven incapable of resisting or living up to economic pressures. Participation has not escaped the changing fortunes of different interest groups within the fabric of history. Like other suggestive concepts it is laden with often discrete political underpinnings and such meanings may change as they become prey to new developments.

General Developments

The most promising general development is the potential for greater human empowerment as a consequence of economic restructuring: The robotisation and mechanisation of routinised work appears to have sounded the deathknell of scientific management and time & motion oriented management. The expansion of the tertiary sector of the economy - tourism, administration, banking, retail and wholesale trade, travel and communication, welfare, health and education - implies an expansion of a more discretionary work environment, where the individual has much greater autonomy over the job and can often put forward a claim for professional recognition. New technology inevitably increases the responsibility and trust assigned to employees handling such expensive capital equipment. The vision of the

human input into the work process is shifting decidedly from a latent source of labour power (an energy pack) to a human resource. The human element is recognised and this reorientation even on the part of managerial ideology and strategy could lead to workers carving out wider spans of control at work.

The evidence is not incontrovertible, however. What is described as being post-fordism could perhaps end up as being old wine in new bottles. The empowering of workers afforded by the above changes need not necessarily apply to all workers. Possibly, the distinction between core and periphery as applied to the labour force is, now more than ever, a conceptually valid one. Greater discretion is indeed being enjoyed, but by an elite of qualified, career oriented, generally male professionals in whom their employers have invested generous conditions of work, training and responsibility. The remaining, mainly female, masses are being relegated to a reserve army role, subsidising the privileged conditions of the former by starvation wages, fragile security of tenure or sweat shop conditions of work. This new division of labour can also be seen to have an international character, with industrialised countries selectively hiving off productive operations in developing territories: They establish subsidiaries where costs are lower and operations are generously subsidised; or subcontracting goods and services from others if their value added contributions and profitability levels are either low or risky. This domain is generally out of sight and out of mind because it is fragmented, unprotected by laws or trade unions, and where the character of exploitation is not obvious.

In this global scenario, one notes the general disinterest by the state in taking upon itself any worker participation initiatives. At best, there is only some cool enthusiasm in organising participatory projects which enhance the capitalist ethic - that is, control through ownership - be it private or state capitalism. Various developing countries, notably in Sub-Saharan Africa and Latin America, have experimented with different forms of corporatism whereby there is an institutionalised procedure for worker representatives to participate somehow in policy making and, consequently, avoid playing the oppositional stance which could be so damaging to a rapidly industrialising economy. Trade union organisations remain quite powerful interest groups in many countries and some *modus vivendi* with the state is usually inevitable. This arrangement finds its most popular though often exasperating variant even in developed countries in the incomes policy format. It ensures a form of union participation and co-responsibility which, however, is far removed from the day to day experiences of individual workers and the opportunities that they face in encroaching on traditional managerial prerogatives at work.

In the private sector, so many trumpets are blown in connection with the issue of worker share ownership, claimed to be the silent capitalist revolution. The rhetoric of a property owning democracy appears today credible in a number of countries only as far as housing is concerned. The workplace is a totally different story. While a substantial number of workers own shares - in their own or other companies, these shares are usually nominal and do not therefore constitute real control. The motive behind the share offer to workers is usually the expansion of the

enterprise's capital base, without any implications on the extension of control, other than the nomination of minority representation on the board of directors. The exceptions to this trend are found in cases of worker buy-outs where the motivation is often to save one's job. More often than not in such cases, it is serious economic difficulties faced by the company which lead its owners to offer the company for sale; their capital is recouped off the unsuspecting workers' pockets. And generally it is only a question of time before one witnesses the closure of the company and the loss of the worker shares.

This diagnosis cannot but highlight one basic development in the participatory experience: that whereas policy makers at the level of the state or the private enterprise are not so keen to concede traditional managerial and capital prerogatives to labour representatives, and whereas the lobbying power of labour has been decidedly dented by economic restructuring, there remains a generous potential for worker participation initiatives.

Sensibility through Education

There is definitely a crucial and determining role to be played by worker education in determining the outcome. For the potential to become actual, workers need exposure to educational environments where they can readily assimilate basic knowledge on the structure and processes of the socio-economic reality, develop and sharpen the skills required to handle and manage this condition effectively and, ultimately, strive to change and improve the system in which they operate. This educational experience needs to remain

fully aware of its "counter hegemonic" orientation; and this requires regular exposure to critical research, discussion and reflection on the goals and methods of teaching and consultancy provision.

The location and orientation of the Workers' Participation Development Centre has benefitted in this sense from its academic character: A tradition of objective but socially committed research and involvement, supported by continuous feedback from local and international like-minded initiatives, with regular exposures to the views and activities of committed individuals in the field at the global level.

Pros & Cons of the Academic

Possibly, it is this same asset which has been the Centre's main liability over the years: The academic orientation nurtures a certain inertia which makes the institution less disposed to adopt a more action-oriented profile, and, possibly a more overtly political one as well. There have been some projects, some sporadic, others sustained over many years, in connection with concrete experiences of worker participation in Malta. But the academic dimension tends to overpower the technical and promotional one consistently, and increasingly over the years. Possibly, the identified bottleneck has been staff shortage or fiscal constraints; but the WPDC's mission as a motor fuelling the participatory process ought perhaps place a stronger priority to the actual, hands-on, implementation of participation.

This necessary commitment involves first of all a more active support for ongoing projects and experiments in worker participation and their developments. There is a dearth of appraisal of such projects and the Centre is possibly the only institution in a position to carry out this analysis in its proper context and without premeditated conclusions. Such includes also customised and informal educational encounters for the would-be agents and protagonists of the participatory initiatives.

On a second front, one may also envisage an enhanced political role for the Centre: this is seen to involve an active (rather than reactive) stance whereby it is the Centre which takes the initiative and proposes, in the light of developments and experiences in Malta and abroad, tactics and strategies to be pursued for the developments of new and better participatory initiatives. This would mean that the Centre takes upon itself a more "pressure group" orientation, spelling out its own policy destinations over and above its more orthodox reflexive role.

The Centre is currently undergoing this most important soul searching exercise, seeking to impose itself with even greater relevance onto the local participatory drive. In the meantime, this report serves to highlight the achievements of the Centre over the years 1990 and 1991.

The WPDC continues to rely on a three-pronged strategy to fulfil its broad objectives, the respective components of which are:

EDUCATION: Organising educational activities and promoting the restructuring and customising of educational methods, contents and technologies at all levels of instruction, both formal and informal, in order to prepare workers and citizens for the requisite knowledge, skills and duties involved in effective participation.

PROMOTION & CONSULTANCY: Providing an advisory service based on past experience, self-generated and directed research as well as exposure to comparative developments wherever participative schemes are being introduced, implemented or envisaged. This includes the tabling of proposals for consideration by policy makers and directed at effective policy formulation, organisational restructuring, human resourcing or legislative reform.

RESEARCH: Monitoring and conducting qualitative and quantitative studies and investigations, most of which are commissioned, on participative experiences both in Malta and abroad. This includes the active cooperation with like minded research institutes, educational agencies and organisations disposed towards considering the development of participatory management.

2. ORGANISATION & HUMAN RESOURCES

The WPDC forms an integral part of the University and reports directly to the Rector and the University Council. It also serves as the research outlet for the Faculty of Economics, Management & Accountancy (FEMA). Its offices are currently located within the Humanities Block, alongside the offices of the Faculty staff. The WPDC is expected to move to the newly constructed Dun Mikel Xerri Humanities Block during the 1992/93 academic year.

Following the enactment of the Education Act XXIV of 1988, a number of institutes were set up at the University. The WPDC, which had been operating with institute status ever since its establishment in 1981, has accordingly had its statute amended and promulgated in the Government Gazette, after having been approved by the University Council in December 1989.

The new statute of the WPDC remains faithful to the original objectives, but has widened representation on the policy setting Board. This now includes representatives from the Confederation of Malta Trade Unions (CMTU), the Federation of Worker Directors (FWD), the General Workers' Union (GWU), Malta Drydocks Corporation, Malta Investment Management Company Ltd. (MIMCOL), the Ministry responsible for Labour, apart from the University Rector (who is the Board Chairperson) the WPDC Director (who is the Board Vice-Chairperson) and two members of the academic staff nominated by the FEMA Faculty Board.

Following its first interim meeting in March 1992, the Board also coopted honorary and additional members so that its composition is now as follows:

Rev. Prof. Peter Serracino-Inglott	Chairperson - as University Rector
Prof. Edward L. Zammit	Vice-Chairperson - as WPDC Director
Mr. George Agius	Honorary Member
Mr. Maurice Agius	(CMTU)
Mr. Edward D'Agostino	(Ministry responsible for Labour)
Mr. Saviour Attard	(Malta Drydocks Corporation)
Mr. Anthony Busuttil	Honorary Member
Mr. Anthony Coleiro	(GWU)
Mr. Michael Debono	(MIMCOL)
Dr. Gerard Kester	Honorary Member
Mr. Rolf Nagel	Honorary Member
Dr. Godfrey A. Pirotta	(FEMA)
Mr. Salvini Spiteri	(CMTU)
Rev. Dr. Carmel Tabone	(FEMA)
Mr. Anthony Xuereb	(FWD)
Mr. Alphonse Zammit	(GWU)
Mr. Godfrey Baldacchino	Secretary - appointed from WPDC staff

The implementation of the decisions taken by the WPDC Board are carried out by an executive team. This team comprises:

Professor Edward L. Zammit, M.Litt., D.Phil., Director of the WPDC since its inception in 1981 and also Head of the Department of Public Policy within the Faculty of Economics, Management and Accountancy at the University of Malta.

Mr. Godfrey Baldacchino, M.A., continues serving as full-time Research Officer on secondment from the Department of Education, which he joined as a teacher in 1988. He also serves as visiting lecturer within the University's Department of Public Policy. Mr Baldacchino started doctoral studies in 1990 and spent nine months on leave at the University of Warwick, Coventry, U.K.

Mr. Saviour Rizzo, B.A., is Co-ordinator of the WPDC's Educational Programme. He teaches Sociology and Systems of Knowledge at the GianFrangisk Abela Upper Lyceum and is part-time lecturer within the University's Faculty of Education. He is following studies and research leading to the degree of Master of Education (M.Ed.) also at the University of Malta.

Ms Edith Rizzo is the WPDC's full-time secretary, responsible for general office, clerical and organisational duties.

Ms Marie Benoit, M.A., journalist, author and researcher on women's issues, has served as tutor in the Women and Development course which the WPDC offers to Foundation Studies students at the University.

Mr. Mario Brincat, M.Sc., Officer at the Malta Export Trade Corporation (METCO), has served as part-time research assistant and lecturer in WPDC-run courses, apart from providing advice on computer software, questionnaire design

and data analysis. He is in the process of registering as a doctoral student with the London School of Economics & Political Science (LSE).

Ms Frances Camilleri, B.A.(Hons.) Econ., serves as part-time Research Assistant and coordinates the WPDC's Women & Development programme, taking over from Ms Beniot in the running of the unit for the Foundation Studies programme. She also assists in documentation and report writing.

Ms. Myriam Gatt, B.A.(Public Administration), spent her final workphase as a student worker attached to the WPDC, providing research and administrative support.

Ms Tanya Mallia has worked as part-time assistant, carrying out administrative, clerical, organisational and other duties at the WPDC. She is also a registered student in the Diploma Course in Labour Studies run by the WPDC.

* Supporting Personnel & Organisations

A wider circle of expertise is utilised on an ad hoc basis by the WPDC for specific seminars, lectures and other projects. Personnel who, with their efforts and commitment, have contributed to various WPDC initiatives include:

- *the tutors involved in the Diploma Course in Labour Studies* (Paul A. Bartolo, Benjamin Borg Bonello, Reno Borg, Joe Borg, Lino Briguglio, Mario Brincat, Saviour Chircop, Alfred Darmanin, Charles Francalanza, Saviour P. Gauci, Louis A. Micallef; Ronald G. Sultana).

- students of the Faculty of Economics, Management & Accountancy working on WPDC-directed social science research during the summer work phases (Anita Bezzina, Sonia Bezzina, Claire Bugeja, Jacqueline Mintoff & Antoinette Sant).

- supporting staff from the University's various faculties and administrative offices, officials and activists from amongst Malta's trade unions, Malta Drydocks, Employment & Training Corporation, the Central Cooperative Fund, the Central Board of Cooperatives and other socially involved pressure groups.

The WPDC has also established a fruitful and productive relationship with the German research and educational institution, the Friedrich-Ebert Stiftung (FES). The FES opened its Mediterranean Office in Malta in 1990, and has since then collaborated closely with the WPDC, kindly sponsoring various activities within its overall research and education programme. Special thanks go to the FES Mediterranean Office Director, Mr. Rolf Nagel.



Other organisations, both local and foreign, have called upon the WPDC's wide ranging expertise in industrial relations and in appraising participatory experiences for project specific involvements. These are being reviewed in this report.

3. WORKERS' EDUCATIONAL PROGRAMME

The knotty issues of labour relations and participatory democracy within the overall constraints and challenges of socio-economic development feature prominently in the educational programmes of the WPDC. An investment in worker education for the promotion of effective participation is a key objective enshrined in the WPDC's statute. This aspect of adult education is also an investment in human resources, an upgrading of the Maltese labour force as it contributes to the overall process of societal democratisation, a long-term ongoing strategy which itself depends crucially on a continuing education policy. To do so, the WPDC brings to bear an interdisciplinary corpus of knowledge, skills and policy evaluation exercises drawn from otherwise disparate subject disciplines within the social sciences.

* Diploma in Labour Studies

The third intake in the three year, evening, Diploma Course in Labour Studies was inaugurated in Spring 1990, following a public advertisement in the press, within worker organisations and in the WPDC Newsletter Perspettivi. A strong interest was shown in this course by a large number of adult workers with different experiences in social leadership and activism.

This diploma course has become established as the flagship of the WPDC educational programme. After a decade of experience, it continues to attract key protagonists in local labour relations, with its unique blend of exposure to

knowledge, skills and issues contextualised in a dialogical classroom environment and at times quite unorthodox but effective pedagogical techniques.

There are thirty registered participants in this diploma course, the highest number to date. The first semester of their programme of studies was concluded with a residential weekend seminar held at the Liliana Hotel, Bugibba, in June 1990. They have completed, over 1990 and 1991, the foundation credits of the programme with various units in the basic social sciences and Industrial Law. In October 1991, they then commenced the coverage of the core units of the diploma, following credit courses in Industrial Sociology and Labour & Trade Union History. These two units were concluded with a residential weekend seminar, held in December 1991 at the Chequers' Inn, Qawra.

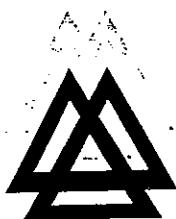
During these seminars, the diploma participants carried out individual and group presentations relating to the courses' subject matter.

These seminars were organised in collaboration with the Friedrich-Ebert Foundation.

In the meantime, the second diploma intake, which had started their course in March 1987, sat for their final examination and viva voce examinations during March 1990. The bulk of these participants graduated along with other University students during the ceremony held in November 1990. Those who had been granted extentions to complete their dissertations have graduated in November 1992, having

duly submitted their projects and passed their oral examinations.

* Cooperative Management & Promotion



Central Co-Operative Fund
Ministeru l-Is-Sekretarju u
Ritorni Humani
Floriana

H. Koperattivit

The Central Cooperative Fund, requested the WPDC to participate in a series of introductory lectures on Cooperative Management, intended for the management committee members of Malta's cooperative societies. A set of four, two-hour sessions was repeated to participants hailing from four different catchment areas, these being Mosta, Siggiewi, Zabbar and Birkirkara, during October and November 1991. The course was concluded with a half-day seminar held at the Wignacourt Hotel, B'Kara, where the Minister of Agriculture & Fisheries, The Hon. Mr. Lawrence Gatt, presented certificates of attendance to the course participants.

Preparations were also made by the WPDC in autumn 1991 to support the first experimental worker cooperative units at the University of Malta, in line with the University policy for the promotion of worker cooperatives. A number of unemployed registering as plasterers and handymen were identified and interviewed by the Employment & Training Corporation. They were then briefed on the nature of cooperative organisation and invited to start working as a proto-cooperative; in the meantime they would be benefitting from conditional preferential treatment exercised by the University. Two groups of seven workers each commenced working under these conditions in late November 1991. The

WPDC's support in this venture is complementing the more technical assistance being provided by the University authorities, in particular by the Precinct and Building Officers.

Preliminary discussions were also held late in 1991, directed towards the organisation of a three month evening course on the theme of Effective Cooperative Management sponsored by the Central Cooperative Fund and run by the WPDC in conjunction with Malta University Services Ltd.

* **Tripartite Seminars on Current Issues in Labour Relations**

The WPDC has long been a forum for the exchange of ideas and opinions by representatives of the key social partners: labour, employers and government. On a number of occasions, the WPDC has managed to organise specific seminars and conferences where each of these pillars of labour relations has been adequately represented and its interests voiced. Such activities were however rather sporadic and irregular; there was thus no ongoing tripartite forum for the exchange of ideas by the same select group of representatives.

This long felt deficiency called for an institutionalised set-up which would enable top policy makers in the labour scene to meet in an informal yet stimulating atmosphere to discuss issues of common interest. For this purpose, the WPDC and the FES established a Standing Tripartite Seminar series. This was envisaged as consisting of a sequence of residential weekend seminars, held in a relatively secluded location, thus promoting greater interaction between

participants. A foreign resource person, specialist in the field under investigation, would be selected and invited to address such activities. Where possible, the same set of participants representing the social partners would attend.

These tripartite seminars were launched in November 1990 with the first seminar on the theme of Collective Bargaining: Problems and Prospects for the 1990's. The foreign guest speaker for the occasion was Dr. Jacques Monat, Consultant and former Head of the Participation and Personnel Policies Section, Labour & Labour Relations Branch of the International Labour Organisation (ILO).

The second seminar, held in December 1990, had as its theme: The Impact of the New Technology on Labour-Management Practices. Dr. Kevin O'Kelly, Advisor to the Irish Minister for Labour and Director at the European Communities' Foundation for the Improvement of Living & Working Conditions, based in Dublin, Ireland, served as the distinguished foreign guest speaker.

The third seminar focused on Labour, Trade Unions and the Informal Economy and was held in March 1991. Guest speaker this time was Ms Martha Loutfi, from the Employment and Population Branch of the International Labour Organisation, and assisted by Dr. Ronald G. Sultana from the University of Malta's Faculty of Education.

The fourth seminar had as its theme: Labour in the Tourist Industry. Held in November 1991, it drew on Mr. Michael J. Boella, consultant, author and lecturer in hospitality management at Brighton Polytechnic as guest speaker.

All these seminars were successful in bringing together high powered personnel from government, employer and trade union circles, in the relatively remote and peaceful setting of Paradise Bay Hotel, Cirkewwa.

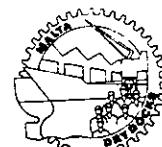
A continuation of this successful seminar series is planned.

The proceedings of each of these events are being edited for eventual publication by the WPDC.

* Women and Development Studies

Sustaining its regular commitment to dedicate research, educational and consultancy efforts towards an improvement of women's specific role and participation in society, the WPDC has been providing, on an annual basis, a one-credit unit course on Women and Development offered as an elective to students registered within the University's Foundation Studies programme. The unit, based on the WPDC's own research material, consists of lectures, discussions, video sessions and project work.

* Participating at Work and in Society: A Course for Malta Drydocks Employees



A three-month evening foundation course, investigating the foundations of social organisation and the principles of participatory management, was organised expressly for a group of worker activists from Malta Drydocks. The course was concluded with a day seminar at the Marina Hotel, Sliema, on 3rd April 1990.



Participants in the Diploma in Labour Studies (1990–1993), during one of their various weekend residential seminars. This particular one examined Interpersonal Relations and was held in January 1991. The participants are accompanied by Prof. Edward Zammit, WPDC Director, Rev. Dr Saviour Chircop, tutor and Mr Rolf Nagel, FES representative.



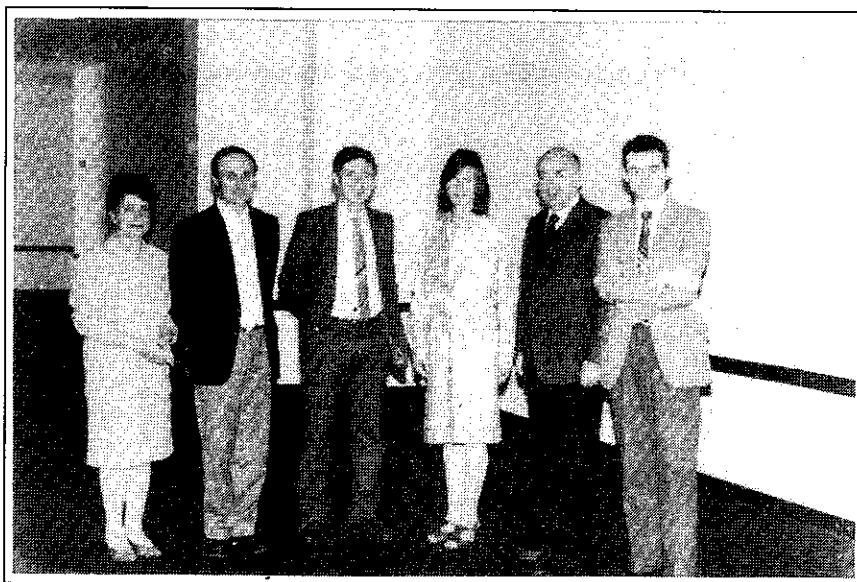
WPDC Research Officer Mr Godfrey Baldacchino joins Mr Austin Walker and Mr Romeo Formosa, Chairperson and Secretary respectively of the Central Cooperative Fund, in addressing officials from Malta's various cooperatives societies, during a seminar held at the Wignacourt Hotel, in December 1991. The Hon. Minister of Agriculture & Fisheries, Hon. Mr Lawrence Gatt, then responsible for Cooperative Affairs, delivered the concluding address.



The WPDC Executive Staff and the FES Representative in the company of Dr Jacques Monat, at the launching of the seminar series *Current Issues in Labour Relations*—November 1990.



Dr Kevin O'Kelly addressing the participants at the second tripartite seminar on the theme of *Labour and the New Technology*—December 1990.



The WPDC Executive Staff and the FES Representative in the company of Ms Martha Loutfi. She was the expert resource person brought over to lead the third tripartite seminar, addressing the theme *Labour, Trade Unions and the Informal Economy*—March 1991.



Prof. Edward Zammit introducing the theme and speaker at the fourth tripartite seminar, which addressed the issue of *Labour in the Tourist Industry*. Sitting alongside is guest speaker for the occasion, Michael J. Boella, tourism consultant, lecturer and author—November 1991.



Malta Drydocks employees participating in a foundation course run by the WPDC follow the proceedings of a concluding seminar being held at the Marina Hotel, Tigne—April 1990.



Dr Klaas Woldring (third from left), visiting research fellow at the WPDC accompanied by WPDC Executive Staff and other close associates at the University—June 1991.

*** Visit by Professor Christopher Gunn**

Professor Christopher Gunn lectures in economics at Hobart & William Smith Colleges, Geneva, New York and is the author of various books on participatory experiences. He visited Malta from the 12th to 24th March 1990 as a guest of the local American Center. His visit, which was coordinated by the WPDC, served to fuel discussion between government, trade unions, political parties and others about the state and future prospects of worker participation in Malta.



Prof. Gunn had the opportunity to address University students as well as to deliver the opening lecture of the Diploma in Labour Studies (third intake).

*** Visit by Professor Gyorgy Szell**

Gyorgy Szell is Professor of Sociology at the University of Osnabrück and chairperson of Research Committee 10 of the International Sociological Association. He visited Malta over the period February 24th to March 5th 1991, during which he met officials at the WPDC and had other consultations with trade union officials and Malta Drydock Council members. During his visit he also delivered lectures to students following degree courses at the Faculty of Economics, Management and Accountancy as well as to participants of the Diploma course in Labour Studies.

*** Visit of Dr. Klaas Woldring**

Dr. Klaas Woldring was the guest of the WPDC as a research fellow during June 1991. A lecturer in Industrial Relations at the University of New England, Australia, he was in Malta to carry out fieldwork in relation to industrial relations and worker participation. He also participated in the weekend residential seminar organised for the Diploma in Labour Studies participants.

*** Visit of Professor John Lane**

Professor John Lane is Professor of Political Science at the State University of New York. He has carried out extensive research into voting patterns in Maltese Elections and he

delivered three lectures to different audiences during his visit to Malta in May 1991.

* Visit to Palermo

A fact-finding mission led by the WPDC Director went to Palermo in April 1991 to discuss the introduction of a new Diploma Programme in Political Studies at the University of Malta and to discuss the possibility of ongoing links with the Director and tutors at the Istituto di Formazione Politica Pedro Arrupe in Palermo.

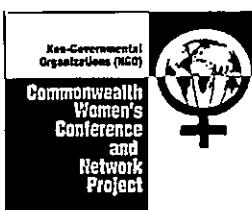
* Conference Participation in Italy

The WPDC Director visited Bari and Naples, Italy, in September 1991 to take part in the European Regional Conference of the International Industrial Relations Association (IIRA). He subsequently visited Rome for talks with the International Secretary of the Unione Italiana del Lavoro (UIL), one of the three large Italian trade union confederations, about the possibility of exchange visits between Maltese and Italian trade union activists.

* Conference Participation in Germany

Another visit abroad, this time to Chemnitz in Germany to participate and deliver a paper to a seminar organised by Research Committee 10 of the International Sociological Association, on the theme The Revival of Production and Capitalist Relations. This visit was held over the period October 2nd - 7th 1991.

* Commonwealth Women's Network Meeting in Canada



The WPDC Research Assistant on Women & Development Studies represented Malta during the Commonwealth Women's Conference and Network Project, held in Toronto, Canada, during September 1991. Ms. Camilleri briefed delegates from 25 C'wealth countries with the work which the WPDC has been undertaking over the years in the area of women studies, and particularly with ongoing research on the provision of day-care centres in Malta.

4. PUBLICATIONS & CONSULTANCY

* Publications

The following publications were produced by WPDC Staff members over 1990 and 1991:

Baldacchino Godfrey

-Introducing Social Studies (P.E.G. Publications, Malta, 1988; revised edition 1991).

-Worker Cooperatives with particular reference to Malta: An Educationist's Theory and Practice, Occasional Paper No. 107, Institute of Social Studies, The Hague, The Netherlands (1990).

-Il-Partecipazzjoni u x-Xogħol, paper intended for edited publication celebrating the centenary from the issuing of the path-breaking papal encyclical Rerum Novarum.

-I-Illitteralizmu f' Malta: Analizi u Alternattivi għall-Gejjeni, paper presented at a national conference on illiteracy organised by the Guze Ellul Mercer Foundation, Osborne Hotel, Valletta, June 1990. Extracts reproduced in L-Orizzont, 16th July 1990, pp.18-19.

-Il-Partecipazzjoni tal-Haddiema fil-Media Centre, Fieldwork Report of a private enterprise opting for participatory management, July 1990.

-'Breaking the Impasse: Tips for Negotiators', The Times, 8th June 1990.

-'Drawing Up an Incomes Policy for Malta', The Times, 12-13th July 1990.

-'A War of Position: Ideas on a Strategy for Worker Cooperative Development', Economic and Industrial Democracy, (London, Sage), Vol.11, No.4, 1990, pp.463-482.

-'Critical Economics', Education, (Journal of the Faculty of Education, University of Malta), Vol.3, No.4, 1990, pp.31-35.

-'Issues in Maltese Trade Unionism: 1976-1989', Economic and Social Studies (New Series), Vol.5, 1989-90, pp.64-82.

-'The Impact of the European Single Market on Economic and Social Conditions in Malta', third prize winner, Strickland Foundation Essay Competition, Malta, July 1990.

-'The Public Service Reform Commission Report: Playing the Devil's Advocate', The Sunday Times, 28th April 1991.

-'The Needs of Islands and Small States', The Sunday Times, 2nd June 1991.

-'Labour Policy in Microstates: Or the Management of, and by, the crew on a drifting vessel', paper presented at the International Conference on Islands & Small States, Foundation for International Studies & Mediterranean Institute, University of Malta, Malta, May 1991.

-'Labour Education in the Information Age', Education, Vol.4, No.1, 1991, pp.8-13.

-Review Article for Ronald G. Sultana, ed.: Themes in Education: A Maltese Reader, The Sunday Times, 24th November 1991

Mallia Tanya

'Effective Health & Safety', paper presented to conference on the theme of Occupational Safety & Health, Valletta, CIMIRA, May 1990; subsequently published in R. Matrenza, ed.: Effective Occupational Health & Safety, CIMIRA publications, pp.78-81.

Rizzo Saviour

Review article for Schembri G.:The Common Heritage of Mankind, The Sunday Times, 15th April 1990

Review Article for Baldacchino G.: Worker Cooperatives with Particular Reference to Malta, The Sunday Times, 12th August 1990; reproduced in Education, Vol.4, No.1, 1991, pp.35-37.

Dialogue in Critical Education - Journal Review Article, The Sunday Times, September 23rd 1990.

Kontroll Demokratiku fi Hdan il-Koperattivi in Lejn Moviment Koperattiv Aktar b'Sahhtu - Bord tal-Koperattivi u Moviment Azzjoni Socjali, 1991.

Zammit Edward

'Aspects of British Colonial Policies and Maltese Patterns of Behaviour' in V. Mallia Milanes, ed.: The British Colonial Experience: 1800-1964, Malta, Mireva Publications, pp. 163-183.

'Workers' Participation and Trade Unions in conditions of the Contemporary Technological Change', paper presented at Round Table of the International Industrial Relations Association (Study Group 4), University of Belgrade, Yugoslavia, 12 pp.

'Il-Gejjieni tatt-Trejdunjonizmu f'Malta', paper presented to a conference organised by the Guze' Ellul Mercer Foundation on the theme Nifhmu Lil Xulxin.

'Il-Familja Maltija f'Socjeta li Qegħda Tinbidel' in Gebel Haj, Malta, Kerygma, pp.28-32.

'Re-Designing Work', paper presented to conference on the theme of Occupational Safety & Health, Valletta, CIMIRA, May 1990; subsequently published in R. Matrenza, ed.: Effective Occupational Health & Safety, CIMIRA publications, pp.61-64.

Review of Tabone C.: 'The Secularisation of the Family in Changing Malta' in Melita Theologica, Vol.40, No.2, pp.157-160.

Review of Abela, A.M.: Transmitting Values in European Malta in Problemi ta' Llum, Vol.32, pp.168-172.

(co-author with Grima, G.) 'Economic Democracy and Human Rights' in The Dove Homing In the Owl's Nest: Contributions to the Dialogue between Faith and Culture, Malta, Theology Students Association, pp. 27-38.

(co-author with Baldacchino, G.) in Workers' Education for Effective Participation: The Case of Malta, paper presented at the Twelfth World Congress of Sociology, Madrid, Spain, July 1990.

Joint Reports and Publications by the WPDC Executive Staff include:

-Memorandum with submissions for consideration by the Public Service Reform Commission (PSRC) on issues dealing with

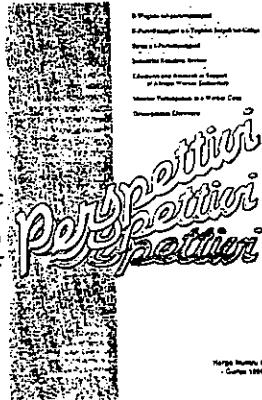
worker participation, accountability, transparency and labour relations in the Maltese civil service.

-Memorandum tabled to the then Minister for Social Policy on the Promotion of Worker Cooperatives in Malta.

- WPDC Ninth Annual Report 1989 (Malta University Press, 1990), 26pp.

- Perspettivi - This is the WPDC Industrial Relations Newsletter. Issue Number 6, June 1990, contained the following features:

- Editorial
- The Promise of Worker Participation
- Social Teachings of the Church on Participation
- Stress & Participation: The Case of Drydocks Grit Blasters
- Industrial Relations Review (July - December 1988)
- Education & Research in Support of African Worker Democracy
- Member Participation in a Worker Cooperative
- Developments Elsewhere



* Contributions to Local Courses, Conferences and Consultancy Activities

1990

January - March: Delivery of lectures on Work and Industrial Relations to participants following a Diploma Course in Social Studies run by the Social Action Movement.

January & April: Lectures to Trainee Police Inspectors on Observation, Conflict and Management at the Police Academy, St. Elmo, Valletta.

February 15th: Participation in Forum organised by the University Students' Catholic Movement (MKSU) on the theme When is a Strike Justified?

March 2nd: Lecture on Motivation and Job Satisfaction, delivered to a group of Trainers from the Auxiliary Workers'

Training Scheme (AWTS), held at the Centru Hidma Socjali, Santa Venera.

March 7th: Lecture on the Role of Trade Unions in Contemporary Society, delivered to a group of civil servants following an in-service course on Personnel Management run by the Staff Development Organisation at Dar l-Emigrant, Valletta.

March 3rd: Participation and Workshop Chairpersonship at weekend seminar on the subject Nifhmu Lil Xulxin, organised by the Malta Labour Party and the Archdiocese of Malta at the Catholic Institute, Floriana.

March 6th: Lecture on Cooperative Principles to members of the Agricultural & Trading Cooperative Society at Rabat.

March 13th: Organisation of forum on the theme of Solidarity in collaboration with the University Students' Catholic Movement (MKSU) and with the participation of trade union officials from the General Workers' Union and the Unjon Haddiema Maghqudin.

May 16th: Organisation of visit to Malta Drydocks, Cottonera, for students following credit courses in Industrial Relations at the University.

May 18th: Lecture and tape & slide feature on The Mondragon Experiment delivered to a group of University Foundation Studies students.

May 24th: Delivery of lecture on Industrial Relations during a seminar organised by Consultants in Management Industrial Relations Advisors (CIMIRA).

June 23rd: Participation in seminar organised by the National Commission for the Advancement of Women on the theme of Professional Work at Dar l-Emigrant, Valletta.

July 23rd: Participation in seminar celebrating the centenary of the publication of the papal encyclical Rerum Novarum, organised by the University Students' Catholic Movement (MKSU). Discussions followed on the production of a joint publication celebrating this event.

August 28th: Lecture on an outsider's criticism of the Public Service Reform Commission Report, delivered to

Management Trainees at the Management Systems Unit (MSU), Villa Portelli, Kalkara.

September: Consultations with officials from the Malta Union of Bank Employees on worker participation and shareholding in the local banking sector.

October - January: Delivery of one-credit course on the theme of Relationships to students following the Foundation Studies programme at the University.

1991

January 10th: Address to diocesan priests on the theme The Role of the Priest in a Changing Society at Mount St. Joseph, Targa Gap.

February 9th: Participation in seminar organised by the Guze' Ellul Mercer Foundation (GEM) on the theme The Future of Trade Unionism in Malta.

March 5th: Participation in course on Cooperative Development organised for cooperative members at Zabbar.

May 16 - 19th: Chairpersonship of seminar on the theme An Evaluation of the Role of the Emigrants Commission organised by the Emigrants Commission, Valletta.

June 6th: Address to Salesian Congregation at St. Patrick's School, Sliema, on the theme Future Trends in Work and Participation.

June 11th: Participation in Radio Malta programme on Changes in Work Culture.

September 12th: Discussion on Injustice at the Workplace at the Trade Fair Grounds, Naxxar, on the occasion of Festazghazagh, organised by the Diocesan Commission for Youths.

October 26th: Addressed National Council of Women Seminar on Education, Work and Women.

October 29th: Panel participation during the launching of the book written by Dr. A.M. Abela Transmitting Values in European Malta.

October 16th & November 27th: Lectures on Industrial Relations in Malta delivered to senior civil servants undertaking an in-service course on Management in the Civil Service run by the Staff Development Organisation of the Office of the Prime Minister at Dar l-Emigrant, Valletta.

November 21st: Participation in Television Documentary Malta u-lil Hinn Minnha on the theme of *Sick Leave Abuse*.

October-December: Provision of specialist advice to AIESEC (Malta Branch) Global Theme Programme. The Malta Research Team is focusing on the theme: Small Enterprises in the Development of Small Island States.

December: Assisting the Employment & Training Corporation in the formulation of a questionnaire to be administered to a sample of 1000 companies currently operating in Malta. The survey seeks to probe the personnel and skill shortages and mismatches experienced by local employers.

Member of Editorial Board of the weekly newspaper Il-Gens

Member of Internal Board of Appeal, Enemalta Corporation

Member of the Selection Board for Traineeships offered by the local branch of the International Association of Students of Economics and Commercial Subjects (AIESEC).

Member of the Examiners' Board for the Ordinary Level Matriculation Examination in Social Studies.

Supervision of various dissertations investigating different aspects of worker participation, industrial relations and adult education for participation.

5. **RESEARCH**

* **Worker Participation in a Private Firm**

The WPDC answered an appeal for specialist assistance in considering how to promote worker participation in a small private firm. Senior Management at Media Centre Company Ltd. was contemplating an extension of workplace democratization by setting up a worker shareholding scheme. The WPDC was contracted to assess the employees' opinion on the current experience of participation and of problems which might emerge in the process to higher levels of employee involvement.

Semi-structured, confidential interviews were carried out with all full-time members of the company staff and management over May and June 1990. A couple of half-day seminars and a concluding dinner were then held at Porziuncola House, White Rocks on July 13th and 20th 1990, based on the conclusions and implications of the study.

* **Survey of Female Factory Workers**

A survey was conducted among a stratified random sample of 496 female employees working full-time in the Industrial Estates of Malta and Gozo by the WPDC. The study was carried out for the Commission for the Advancement of Women, Ministry for the Interior & Social Development. The survey was inspired by the need to determine the extent and character of the demand for day care centres for the children of Maltese working mothers. The fieldwork was carried out with the assistance of a team of students of the

Faculty of Economics, Management and Accountancy during summer 1991. The responses provide useful data on various aspects of the respondents' working experiences and perceptions, including age, residence, educational achievement, occupational histories, wages, organisation of work and trade union membership.

A comprehensive report in Maltese, together with an abridged version in the English language, have been prepared on the basis of the survey findings by the WPDC staff; these were launched in a press conference in September 1992.

* Cooperatives, Development and Labour

The initial stages of a long term international research project exploring concrete issues dealing with cooperative promotion in the countries of the Mediterranean region. The project hopes to serve as an initiator of quality research in the region as well as a clearing house of information, development strategies and research processes which are bound to have comparative value to academics, policy makers and cooperative members at large. A draft organisational and financial proposal has been prepared and has been forwarded to a number of local and foreign organisations which are likely to show an interest in participating in this project.

* Monitoring Local Industrial Relations

The WPDC continues to monitor local developments in labour relations on a day-to-day basis. By regular perusal of local newspapers, a chronology of events dealing with labour

issues is built up and filed for quick access by those interested in any form of quantitative or qualitative analysis of the material. This service is mostly availed of by students within the Faculty of Economics, Management and Accountancy as well as those following the Diploma Course in Labour Studies for the purpose of completing course work requirements. A comprehensive review of local labour relations episodes also finds its way to the WPDC Newsletter Perspettivi, providing an original and unique service to its select readership.

6. OTHER INTERNATIONAL CONTACTS

6th February 1990: Discussions with Mr Clive Edwards, lecturer with the U.K. based Workers' Educational Association (WEA) on issues of common interest concerning adult and continuing worker education.

23rd February 1990: Lecture on the Organisation of Adult Education to foreign participants at a Seminar on Social Gerontology held at the Park Hotel, Sliema, by the International Institute for the Aged.

24th-28th March 1990: Participation in International Conference on Small Island Development, organised by the Commonwealth Geographical Society in collaboration with the Foundation for International Studies, Valletta.

24th April 1990: Briefing session and discussion with Dr. Klaus Erdmann, from the German Confederation of Employers, and officials from the Malta Employers' Association on Participation and Employee Involvement.

29th April 1990: Lecture on The Socio-Economy of Malta to a group of visiting foreign students at Targa Gap, Mosta, organised by the University Students Catholic Movement (MKSU).

6th June 1990: Open discussion on the theme of Maltese Culture, focussing on research agendas and results of studies by a group of postgraduate German students of Sociology studying at the University of Augsburg, Germany, under the direction of Professor Horst Reimann.

22nd November 1990: Participated in Round Table Conference on the subject of Global Vision organised for the United Nations Research Institute for Social Development (UNRISD) by the Foundation for International Studies, Valletta.

23-25 May 1991. Participation and paper presentation at International Conference on Islands and Small States organised by the Mediterranean Institute and the Islands & Small States Programme, Foundation for International Studies, Valletta.

October 13th 1991: :Lecture on the theme The Maltese Family in a Changing Society delivered to an International Kerygma Seminar organised by the Kerygma Association.

28th November 1991: Seminar organised for a visiting group of German Management Students from the Export-Akademie of Baden-Wurtemberg on the State of the Textile Industry in Malta. The group was on a study visit to Malta in connection with their course on Business English.

6th December 1991: Participation in International Conference on Migration organised by the Mediterranean Office of the Friedrich-Ebert Foundation at the Malta Hilton, St. Julians.

7. CONCLUSION

One of the greatest challenges of contemporary society remains the extension of the principles and workings of liberal democracy beyond the ballot box and into other spheres of social life: political participation, education, the family, the workplace, to mention some of the most important. At the same time, however, the gravest threat to this movement is the possibility for those who control access, distribution and resources to carve out subtle and invisible monopolies of power, thus sabotaging diplomatically the process of democratisation. Such a threat is greater nowadays both because of the existence of, and ready access to, sophisticated information technology but also because of a relative ease of accomplishing ideological incorporation.

The WPDC is aware of this contested terrain. It persists in its vision of an evolutionary, gradual and incrementalist approach towards workplace democracy and beyond. The Centre hopes to remain stubbornly at the forefront of this process of reform, promoting the inculcation of changes both in structures and institutions as well as of culture and mentality in Maltese society.

FINANCIAL STATEMENT I

Income and Expenditure Account for the Calendar Year 1990
(Items are rounded to the nearest Maltese Lira)

<u>Income</u>	Lm	
University Vote	6,000	(a)
University Vote (Additional)	5,516	(b)
Other Income	745	(c)
Total	12,261	

<u>Expenditure</u>	Lm	
Personal Emoluments	7,132	(d)
Subsidy for Worker Education	248	(e)
Documentation Centre	464	(f)
Publications	472	(g)
Equipment	1,854	(h)
International Conferences	582	(i)
Miscellaneous	764	(j)
Total	11,516	

Surplus of Income over Expenditure: Lm 745 (k)

Notes to Financial Statement (1990)

- (a) As allocated to the WPDC in the University Estimates
- (b) An additional amount was allocated by the University.
- (c) Income from non-University sources for services rendered by WPDC (Lm 483); and transferred interest (Lm 262).
- (d) Includes an amount of Lm 3,125 reimbursed to Education Department for services of Research Officer on secondment; secretarial services (Lm 2,400); additional research assistance (Lm 1,495); Director's allowance (Lm 112).
- (e) Excludes cost of Diploma in Labour Studies which are paid out of a separate University vote and of tripartite seminars on Current Issues in Labour Relations which are sponsored by the Friedrich Ebert Foundation.
- (f) Includes purchases of books, periodical subscriptions, educational materials and other documents.
- (g) Includes printing of Perspettivi Newsletter and Annual Report.
- (h) Includes purchase of heavy duty photocopier (Lm 1,580); office furniture (Lm 162) and maintenance of equipment (Lm 112).
- (i) Attendance at World Congress of International Sociological Association.
- (j) Includes costs of photocopying, stationery, postage, international telephone calls and other office supplies.
- (k) Amount Transferred to WPDC Reserve Fund (cf. Statute 5. iii).

FINANCIAL STATEMENT II (a)

Income and Expenditure Accounts for the Calendar Year 1991
(Items are rounded to the nearest Maltese Lira)

Vote	Income	Expenditure	Balance
1. Salaries of Academic Staff (b)	3,000	1,832	+1,168
2. Salaries of Auxiliary Staff	2,400	3,129	- 729
3. General Items (c)	3,000	2,868	+ 132
4. Contributions from non- University Sources (d)	1,481	-	+1,481

Notes to Financial Statement (1991)

(a) As from 1991, the University allocation is being sub-divided into three separate votes which are specified as: Personal Emoluments of Academic Staff, Personal Emoluments of Auxiliary Staff and General Expenses. Transfer from one vote to another may only be authorised by the University authorities. No savings on any of these votes may be carried over to successive years.

(b) The post of Research Officer (full time) remained vacant. The vote was only used for one research assistant on secondment during October - December and for other part-time, research assistants.

(c) 'General items' include the following expenses: subsidy to workers' education (Lm 628); Documentation Centre (Lm 509); Publications (Lm 770); Attendance at international conferences: (Lm 477); stationery (Lm 122); International telephones and fax (Lm 108); Maintenance and repair equipment (Lm 128); Local transport (Lm 46); Miscellaneous (Lm 80).

(d) Include: Lm1,000 for Ministry for Social Policy for Survey on women workers; transferred interest (Lm 307); sale of advertising space (Lm 80); Income from seminars (Lm 94). These amounts were transferred to WPDC Reserve Fund: (cf. Statute 5, iii).