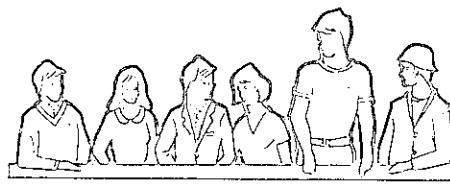


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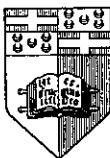
WORKERS' PARTICIPATION
DEVELOPMENT CENTRE



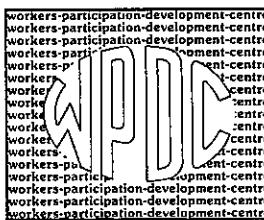
WPDC

Biennial Report
1992 and 1993

UNIVERSITY OF MALTA



WORKERS' PARTICIPATION DEVELOPMENT CENTRE



Biennial Report
1992 and 1993

MALTA UNIVERSITY PRINT
1994

Workers' Participation Development Centre
University of Malta

Biennial Report for the years 1992 and 1993

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1. INTRODUCTION

An Overview of Worker Participation

The International Context

In introducing the latest biennial report of the Workers' Participation Development Centre (WPDC), one cannot fail to sound a note of cautious optimism on matters dealing with worker participation in the 1990s. All around, there has been so much bad news to dampen all but the most resilient spirits. Practically all labour-related initiatives taken, or not taken, of late have been intended towards the curtailment of worker power and influence at the place of work. Ironically, some of these very same initiatives have had some salutary effects for labour. Yet, it seems that the time has come for a shift of the pendulum, a shift towards a more explicit social and human agenda for the organisation of work and production.

Worker Issues in Retreat

The economic transformation of the workplace has continued unabated throughout the 1980s and early 1990s. Structural changes have seen the continued decline of manufacturing employment - the traditional recruitment centres for trade unions and worker organisations. Employment opportunities in industry are being replaced by service sector jobs, often organised on a much smaller scale and within a strongly paternalist and 'unitary' labour relations context. The alternative - and attractive - proposition of (typically highly flexible and less costly) part-time work, subcontracting, homeworking and other forms of

self-employment - the contemporary growth area of jobs in both developed and developing worlds - deftly dismisses much of the notion of an employment relationship which needs to be negotiated. Privatisation and the 'rolling back of the state' in many countries, by political parties from all shades of the ideological spectrum, has meant that the most recent growth area for trade unionism - public sector employment - is itself now under threat and in evident decline. Trade unionism and labour organisation generally have become more difficult to establish and much less likely to succeed in a context of structural unemployment.

On the macro-level, the momentum for the economic integration of transnational blocks has proceeded; indeed, the pace of change has far outstripped what had been intended to be parallel developments on the political, monetary and social fronts. The post-1992 Europe, with the free flow of services, products, finance and labour, is now a historical antecedent and large, private, typically multinational companies have been the fastest to exploit the opportunities provided by the new set-up. The recently concluded Uruguay Round of GATT (the General Agreement on Tariffs and Trade) ushers in further opportunities of market penetration to the economically most efficient nations, reducing the level of national, protectionist barriers still further. The North American Free Trade Agreement (NAFTA) and the European Union in particular have been breaking each other's record as the world's largest trading block. Countries on the periphery of these pan-national institutions are jockeying for membership, fearful of being left out and of falling victim to "fortress", inward-looking policies. Integration and association have replaced autonomy and self-reliance as the new strategies for viable development.

These events have been accompanied by a withdrawal of both the state (by choice) and worker representatives (by exclusion) from arenas of negotiation with employers and managers. Concertation and other institutionalised forms of deliberation of the classic pluralist kind have been dismissed by employers in their search for the widest latitudes of flexibility and rationalisation at plant level; and the state has proved hesitant in establishing channels which have the potential to undermine economic restructuring by strokes of the pen at the national level. The aloofness is also an admission of the kaleidoscope of interest group affiliation which has become relevant in contemporary liberal democratic polities. The occupational perspective is being challenged by other all-inclusive organising principles - nationalism, environment, peace and gender being the key proponents. A trade union movement in decline must struggle for relevance with such organisations to preserve its voice.

A More Balanced Assessment

This is however only one part, and therefore an excessively pessimistic interpretation, of the true picture. Firstly, without minimising the significance of the above highlights, the surge of neo-liberal economic policy has not been a homogenous, across the board process, even though that is how it is typically portrayed. Britain over the last decade has been exceptional rather than typical in its handling of deregulation and the exclusion of unions from all forms of 'political exchange'; centre-right governments in Germany, Denmark and the Netherlands have opted for moderate reform strategies; Ireland and Portugal have consolidated labour legislation with an even more legitimate presence of the social partners on policy platforms; while Austria has replaced Sweden (with a

60-year-old social-democratic hegemony in decline) and Yugoslavia (its self-management and economic growth records ineffective in the face of ethnic rivalry) as a model for durable tripartism which delivers the goods; it survives very well as “the country of corporatism”.

Secondly, the surge of liberal economic policies has not proceeded apace without its own set of damaging consequences. The most glaring of these is the current and sustained high level of unemployment (over 8%) in all advanced market economies. In Eastern Europe, the explosion of civil liberties and democratic politics has been accompanied by austere economic measures which are now being opposed by a growing popular movement; a ferment so powerful that it echoes the disillusionment of so many former colonies after achieving political independence and their failure in the bid for a rapid graduation to ‘First World’ status; it may yet restore re-cast communist regimes to power. The fiscal crisis of the state and its commitment towards a better management of public expenditure buttressed in the short-term by widespread dismantling of state assets, has brought about a thorough reformulation of the state’s obligation to the welfare of its citizens. These are stark indicators of the price to be paid for unbridled capitalism and free marketeering.

Rediscovering the Worker

Thus we may be witnessing a fledgling rediscovery of the productive human within the organisation. The process is in part a backlash to the aggressive ‘capitalist’ thrusts of reform of the 1980s. It is also a spinoff arising from the bitter truths of economic competition, as both employers and trade unions learn the price from the different lessons of experience. The former on the importance

of humanising the workplace to unleash the full human potential of employees (now uplifted into human resources); the latter on the urgency to present themselves relevant to the contemporary concerns of the modern workplace: facing squarely the challenges of occupational safety, technological change, environmental protection, employee education and training.

There are two main concrete manifestations of the above trends, possible signals of a new thaw or realignment of the dominant ideologies of work. Both should constitute essentially good news to workplace democratisation. The first, at a managerial level, deals with the new possibilities opened up through the vigorous investment by professional management in human resource development (HRD) initiatives. Although difficult to generalise, such trends may harbour opportunities for a managerialist-encouraged involvement of and by workers in procedural issues at the place of work. Employee involvement is far from being a wicked word in management circles; but it carries the seeds of a bloodless revolution. It purports to entertain employees in legitimate decision-making functions few had thought possible without some degree of *force majeure*, definitely not likely within the current configuration of power. There seems to be much more cause for excitement at this recent managerial-inspired drive than that other surrogate for workplace democracy: worker share ownership. For all its popularity and diffusion, this arrangement has not had any significant effect on equity and social justice at the workplace; it merely strengthens the notion that who owns, and only who owns, controls. HRD goes one, and a crucial step, better: control is vested in whoever works in the firm. The contested terrain of labour-management relations is not between controlling and not controlling, but over what, and to what extent, is control to be shared.

The second important inroad, coming as it does after decades of stalemate and acrimonious debate, is the draft directive on the European works council in transnational companies proposed by the European Commission. The proposal requires a European works council, financed by employers, to be set up in every company (or group of companies) which employ at least 1,000 workers inside the European Union and at least 100 workers in two different member states. A standard model prescribes specific powers to this council including minimum measures circumscribing issues dealing with information transfer, consultation procedures and frequency of works council meetings. The blueprint for the directive comes from the success of similar participatory organs run by such (mainly French) companies as BSN, Bull, TGP, Pechiney, Renault and Volkswagen which however have been operated on a voluntary basis. Although, as might have been expected, the United Kingdom (and only the United Kingdom) is bitterly opposed to this directive, the coming into force of the Maastricht Social Agreement makes it impossible for the U.K. to block its enactment. The directive, if ratified, would make statutory a participatory instrument which will impinge on some 13.6 million workers employed in some 900 trans-national enterprises. This provision follows hot on the heels of the Social Charter which, although watered down to silence the opposition of various quarters (including, yet again, the United Kingdom, which still refuses to ratify it), lays down provision for worker consultation in matters concerning mass redundancy, occupational safety and health and the introduction of new technology having implications on employment and labour force deployment.

Developments in Malta

The Maltese economy continues in a buoyant mood, growing steadily and apparently oblivious of the crisis and gloom beyond its shores. A decent rate of economic growth has been maintained, along with a successful control of unemployment (kept down to approximately 4% of labour supply) and, to a lesser degree, a restraint on inflation (which reached some 5% over 1993). These results were achieved thanks in particular to increases in the value and volume of manufactured exports (of which electronic components and, to an increasingly lesser extent, clothing are important commodities); a tourist industry which burst through the magical one-million threshold in 1992 and 1993; and a generous public works and infrastructural programme with significant multiplier effects on the private sector. Indeed, private sector employment has continued to increase, although direct and indirect public sector employment took up a proportion of the labour force similar to that held in previous years. Significantly, 1993 was probably the first year in Maltese history which saw full-time employment in private market services overtaking that in manufacturing, construction and agriculture combined. The tertiary sector (which includes the preponderant realm of public administration) appears as the obvious competitive advantage for the Maltese economy.

Within this setting, industrial peace and stability has been maintained thanks to the effective workings, bar a few hiccups, of an incomes policy agreement, initialled in December 1990. The distribution of the rewards of sustained growth has not, by and large, been contested, with person-days 'lost' in industrial action during 1992 being among the lowest ever registered in Malta. This incomes policy has to date, however, not been renewed. Trade union membership also

maintained its upward trend, local union density persisting at some 53% of the unionizable labour force, the fourth highest statistic for Europe.

During this period, a snap general election was held, the Nationalist Party being returned to office for a second consecutive, 5-year term. Labour relations issues did not figure prominently in the preceding electoral campaign; the spotlight falling mainly on the status of Malta's relationship with the European Union.

Recent Initiatives

One can identify some six different but related initiatives in the Maltese context having a bearing on matters pertaining to worker participation.

Human Resource Development

The first relates to a coming round to human resource management/development concerns by local managers and employers. A preoccupation with Quality and Customer Care is obliging model employers to adopt employee involvement strategies ranging from employee suggestion schemes to information meetings; in-house newsletters to a more vigorous investment in education and training, for both managerial and line staff. A Foundation for Human Resources Development is pioneering work in this area. The HRD initiative is probably also related to the currently tight labour market conditions in the private sector, which cause employers to pay more attention towards a lowering of job mobility and turnover rates.

Public Sector Reform

Secondly, and as a component within the overall reform of the public sector, there are a number of competing strategies for human resourcing in what is traditionally assumed to be an overmanned colossus. Advice from the

Management Systems Unit team systematically argues for lean production systems, proposing a shedding of employment levels in many government departments, these being in line with efficiency maximisation targets. Other proposals, politically less suicidal, are more concerned with a better relationship between effort and reward, given existing employment levels and the holy cow of tenured jobs with government. Among these are the recommendations of the Select Inter-Ministerial Committee on Worker Participation which - at last - published its deliberations in a brief document in 1993. The idea is to encourage cooperative work groups and autonomous work teams in the public sector; employee share/stock ownership plans and trusts in parastatal companies; and 'soft' HRD policies as are quality circles in the private sector.

Cooperatives

Apart from these recommendations, the Inter-Ministerial Committee report comes out strongly in favour of cooperatives. The cooperative organisation remains an ideologically benign entity. It does not conjure up visions of take-overs, investment scares and a disequilibration of power as would have other, more radical and/or expansive recommendations within the private sector. It is also an attractive proposition to all sides of the political spectrum and is not bound to foster bitter enemies. The drive in favour of cooperative forms of worker organisation falls squarely within the current Nationalist Government's espoused credo in favour of self-help and entrepreneurship. Some notable progress has been achieved in this field, with four new coops, all non-agricultural, being registered during 1993. A major policy overhaul is also

ushering in a more solid support structure to assist cooperative organisations in economic, legal, financial, managerial and democratic matters.

Worker Share Ownership

Although far removed from the notions of 'a silent revolution', these last years have seen a modest increase in the number of workers owning shares in enterprises where they work. The industry with the largest worker shareholding allotment is the banking sector, with the three largest commercial banks having made provision for individually-held worker shares recently. In the private sector, the one notable test case so far is MP Clothing, at the Xewkija Industrial Estate, Gozo. Formerly under MIMCOL trusteeship, the company has been privatised and, in the process, a third of its shares allocated to employees in a collective trust. As argued above, this form of participation legitimises capitalist relations of production; yet, it can contribute to reduce the discrepancy between individual effort and reward; in so doing, it has the potential of widening the democratisation process to incorporate even decision-making. This, however, has yet to materialise.

Malta Drydocks

In the meantime, making headlines often for the wrong reasons is Malta Drydocks, still Malta's largest firm in terms of employment and, after the collapse of the Yugoslav self-managed economy, one of the few, large, self-managed firms in the world today. The company is now almost half-way through the ten-year development package deal negotiated with government in 1989. The work force has been trimmed, on the basis of natural wastage, to about 3,400 employees. The participatory system persists intact, with council (re-elected in

February 1993) and works committees fully operational alongside the traditional union and management structures. Sadly, however, the latest round of discussions between Malta Drydocks officials, the General Workers' Union and the Ministry of Finance in the context of a new wage and salary structure hardly makes any constructive references towards a reform and improvement of, and within, the existing democratic system.

Local Councils

The 17th of November 1993 saw the first of sixty-seven local council elections being held in Malta. The WPDC had already spoken in favour of local councils in principle as forms of civic participation which widen the concept and practice of empowerment beyond the factory gates. The next few years will certainly prove very interesting as one observes how these new initiatives in the sharing of power actually work out in terms of their own declared objectives: Democratisation, decentralisation and depolarisation.

The Worker Director

One must not fail to mention, and thus acknowledge, the perseverance of single worker-directors on the boards of various local companies. The experiences of rank and file workers, managers and union activists with respect to the worker-directors have been mixed; while the number of directors elected by workers in this way has not changed since 1988. With almost twenty years of such a minimal form of participation in place, the time may be ripe to review and appraise the effect of this arrangement in both social and economic terms.

Prospects

These initiatives are not to be treated in splendid isolation; opportunities are being opened up because of their interrelationship. Worker cooperatives are being proposed in an official government document as the ideal organisations to enter into productive work contracts with local councils. The human resource development philosophy is also stimulating various educational programmes for actual and would-be cooperative members. An integrated approach to participation is possibly the best guarantor of success, since it holds the promise of a cultural change, a target which can prove to be elusive in isolated initiatives.

The latest Human Development Report, published by the United Nations Development Programme (UNDP), does not mince its words: People's participation is the central issue of our time. The report argues that people have an urge, an impatient urge, to participate in the events and processes which shape their lives. If such is the case, then surely the workplace is ripe for similar opportunities. In all fairness, is it not paradoxical to support and fuel people participation as cultural agents, as consumers, as citizens and as entrepreneurs - whether as individuals or as members of groups - but then stop short of giving them participative space as workers?

If enlightened employers and managers are opening up challenges for more total and genuine employee involvement, then ought not these be acknowledged by workers and their representatives, and exploited to the hilt? In this, as in other strategies for work and workplace democratization, education, consultancy, information and research support remain crucial.

2. AIMS, ORGANISATION & HUMAN RESOURCES

AIMS

The aims of the WPDC, as enshrined in its Statute¹, are:

- (a)- the organisation of educational activities which support the development of participation at the workplace and society at large;
- (b)- the execution of research on labour relations and particularly on issues concerning participatory developments, locally and abroad;
- (c)- the provision of consultancy and other services in connection with participatory issues; and
- (d)- the dissemination of information through the issuing of books, journals, articles and other publications as well as through other media of mass communication.

In view of the above, the WPDC continues to rely on a three-pronged strategy to fulfil its broad objectives. The respective components of these are:

¹. As approved by the Council of the University of Malta on 6th December 1989.

- **EDUCATION:** Organising, and participating in, educational activities as well as promoting the restructuring and customising of educational methods, contents and technologies at all levels of instruction, both formal and informal; this 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, management, organisational reform, human resource development or legislative development.
- **RESEARCH:** Conceptualising, monitoring, conducting and analyzing social-scientific, 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 practices.

This approach operates as a mutually reinforcing loop whereby education and promotion allow the WPDC to utilise the benefits and results of 'hands-on' action research while providing receptive yet critical audiences to test and explore concepts, hypotheses and policy recommendations. The exposure and interaction in educational encounters also suggest fruitful directions for future, relevant research initiatives to be considered by the WPDC.

ORGANISATION

The WPDC forms an integral part of the University of Malta and reports directly to the Rector and the University Senate and Council. Its offices are now located within the Dun Mikiel Xerri Humanities Block, inaugurated in February 1992. This building also houses the Faculty of Economics, Management & Accountancy (FEMA).

The University Rector and the WPDC Director are *ex officio* Board Chairperson and Vice-Chairperson. The Board also has members from the University's academic staff nominated by the FEMA Faculty Board and has provision to nominate honorary members. Board composition (1992-1993:) has been as follows:

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

* Replacing Mr. Alphonse Zammit as from February 1993.

** Replaced by Dr. Manfred Turlach as from November 1993.

The WPDC has been operating with institute status since its inception in 1981. With the enactment of the Education Act (Act XXIV of 1988), the WPDC's policy-setting Board includes representatives from: Confederation of Malta Trade Unions (CMTU); Federation of Worker Directors (FWD); General Workers' Union (GWU); Malta Drydocks, Malta Investment Management Co. Ltd. (MIMCOL) and the Ministry responsible for Labour.

During the period under review, the WPDC Board held regular meetings.

CORE EXECUTIVE STAFF

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

Professor Edward L. Zammit, D.Phil.(Oxon.), B.A., Ph.L.(Chicago), M.Litt.(Oxon.), Director of the WPDC since its establishment in 1981 and also Head of the Department of Public Policy within the Faculty of Economics, Management and Accountancy at the University of Malta.

Dr. Godfrey Baldacchino, Ph.D.(Warwick), B.A.(Gen.), PGCE, M.A.(The Hague), who continued serving during the period under review as full-time Research Officer on secondment from the Department of Education. He also serves as part-time visiting lecturer within the University's Department of Public Policy. Dr. Baldacchino completed doctoral studies at the University of

Warwick, United Kingdom, in autumn 1993. He has since then been appointed to a full-time academic post at the WPDC.

Mr. Saviour Rizzo, B.A.(Gen.), M.Ed. is Coordinator of the WPDC's Educational Programme. He teaches Sociology and Systems of Knowledge at the Gian Frangisk Abela Upper Lyceum and is part-time teaching assistant in Sociology at the University of Malta. During the period under review, Mr. Rizzo successfully read for a Master's Degree in Education at the University of Malta.

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

Ms. Frances Camilleri, B.A.(Hons.) Econ., serves as part-time Research Assistant and Coordinator of the WPDC's Women & Development programme. Her duties also include the teaching of study units on women's issues to the Foundation Studies students of the University of Malta.

Mr. Mario Brincat, B.A. (Publ. Admin.), M.Sc. (L.S.E.), Officer at the Malta Export Trade Corporation (METCO), serves as specialist advisor on computer software, questionnaire design and data analysis. He is a doctoral candidate at the London School of Economics & Political Science .

SUPPORTING PERSONNEL AND ORGANISATIONS

A wider circle of experts have contributed on an ad hoc basis to specific WPDC seminars, lectures and other initiatives. These include the following:

- the tutors involved in the Diploma Course in Labour Studies, and who collaborated in teaching duties as well as supervision and examination of dissertations. (Mr. Peter J. Baldacchino, Mr. Reno Camilleri, Rev. Dr. Joseph Inguanez, Dr. Peter Mayo, Dr Sandra Scicluna Calleja, Dr. Ronald G. Sultana, Mr. Franco Valletta);
- the FEMA students who worked on WPDC projects during their summer workphase (Amanda Azzopardi, Anita Bezzina, Sonia Bezzina, Maximillian Borg Bonello, Lucienne Borg, Claire Bugeja, Lorraine Catania, Diane Delia, Dunstan Magro, Jacqueline Mintoff, Rita Penza, Antoinette Sant);
- the supporting staff of the University of Malta's various faculties, specialist services and administrative offices;
- the officials and activists of various local organisations. These included the Confederation of Malta Trade Unions (CMTU), the General Workers' Union (GWU), *Unjon Haddiema Maghqudin* (UHM); Malta Drydocks, the Employment & Training Corporation (ETC), the Board of Cooperatives, the Foundation for Human Resources Development, the Commission for the Advancement of Women and the Adult Education Unit of the Department of Education.
- the offices of Dr. Joe Cassar M.P., Parliamentary Secretary for Education and Human Resources;
- the support and liaison with Mr. Edward D'Agostino, Employment & Training Corporation, and Mr. Joe Saliba, Precincts Officer at the University of Malta, in connection with the development of new worker cooperatives.

- the special relationship established by the WPDC with the Friedrich Ebert Foundation, thanks particularly to Mr. Rolf Nagel, the FES representative at its Mediterranean Office based in Malta. The FES Office has, since its setting up in 1990, been collaborating very closely with the WPDC, sponsoring various research and educational programmes. This supportive role is continuing through the newly appointed FES representative in Malta, Dr. Manfred Turlach.

Other organisations, both local and foreign, continued to utilise the WPDC's wide ranging services in the fields of labour relations and worker participation, as well as its specialist library and documentation centre. Such linkages are being reviewed in this report.

3. WORKERS' EDUCATIONAL PROGRAMMES

A strong investment in adequate educational programmes is by now a recognised prerequisite for successful participatory initiatives. Education for participation is recognised as crucial for its contribution in imparting factual information (statistics, data, theories, principles, established procedures, legislation...); formation (skill development, conscientization, ethical awareness) and also transformation (partaking in the vision of a better society where participation in all its forms is both a means and an end). Given that the WPDC is located within the country's one main tertiary education institution, it cannot neglect its educational mission. This input is an assorted one, ranging from an intensive three-year diploma programme to various one-off seminars and conferences.

- Diploma in Labour Studies**

The third intake in the three year, part time, evening Diploma Course in Labour Studies was concluded in June 1993. The concluding study units of the course - including Statistics, Accountancy, International Labour Organisation and Sociology of Development - were followed by a Synthesising Exercise involving extended role play. Various role playing exercises and group presentations were organised during seminars held at Ramla Lodge, St. Thomas Bay, (March 1992) and the Liliana Hotel, Bugibba (December 1992). Twenty-four successful diploma participants graduated with the other students of the Faculty of Economics, Management & Accountancy in November 1993. In the meantime,

six other students are completing their study units or finalising their dissertations following an extension granted by the Faculty Board.

Summer 1993 was a hectic period with diploma students completing their dissertations under supervision as part of their diploma requirements. The complete list of dissertation titles is as follows:

Abela Anthony - Southern Discomfort: On the Notion of the South in Malta.

Agius Angelo - Sant' Antnin Waste Recycling Plant: A Study in Environmental Management.

Agius Saviour - The Growth of the Maltese Luxury Hotel Industry.

Axisa Grazio - The Privatisation of Health Services.

Azzopardi Bernadette - A Portrait of the Maltese Self-Employed.

Bartolo Joseph - Wage Disagreements within Collective Bargaining.

Bonnici Victor - Industrial Relations in Union-Owned Companies.

Borg Joseph - Erosion of Body & Mind: A Study of Health Care Workers.

Borg Vincent - University Education and the Maltese Economy.

Busuttil John - Labour Relations under Two Flags: The Malta Foundry.

Buttigieg Anthony - Justifying a Disablement Policy.

Buttigieg Franco - Manpower Development for Malta's High-Tech Industry.

Caruana Joseph - Malta Drydocks Council Elections: 1975-1993.

Farrugia Antonia - A Maltese Woman's Perspective to Development.

Galea Lawrence - Maltese Trade Unionism: Towards the Year 2000.

Mallia Tanya - Between Formality and Practice: A Case Study of Labour Relations in Action.

Mercieca Josephine - Gender & Work: Air Malta, A Case Study.

Micallef Charles - Maltese Senior Citizens: Still a Role to Play in Society.

Morana Joseph - Property rights and the Maltese Work Ethic.

Padovani Nathalie - Nursing Malta's image as a Tourist Destination.

Pullicino Anthony - The participatory experience in a Maltese firm.

Pullicino Frank - Iraqis in Malta: A Case Study of Expatriate Labour.

Sammut Philip - Human Resource Issues in Malta's Export-Oriented Industrialisation.

Spiteri Carmel - New Technology & Labour Relations: Malta Freeport, A Case Study.

Sultana George - The Welfare State in Malta: Solution or Illusion?

Sultana Martin - The 'Development' of Sliema.

Testone Aldo - Industrial Tribunal Practices in Malta.

Xuereb Anthony - The Worker Director: The Poverty of Democracy?

Zahra Franz - Health & Safety at Work in Malta.

An Evaluation of the Labour Studies Diploma Output

Preparations were well in hand to enable a fresh, fourth intake, earmarked for February 1994. Before doing so, however, the WPDC took the opportunity to evaluate the impact of the diploma programme.

For this purpose, a survey of successful diploma participants dating back to the first intake in 1983, was undertaken. A very encouraging response rate enabled the identification of a labour studies graduate profile.

So far, there are 68 diploma in labour studies graduates, these having participated in three different streams. Their employment spread includes Government Departments (24%); Public & Parastatal Corporations (23%); Malta Drydocks (18%) and private enterprises (19%).

All diploma graduates except two are waged or salaried employees. Almost half of these occupy administrative or managerial posts; another quarter work in

executive or clerical positions; the remainder work in skilled and unskilled posts (15%) or in professional or technical grades (13%). At the time of the survey, 70% of the graduates were also involved in voluntary organisations, including trade unions, local councils and political parties.

The results of the evaluation by these graduates of their diploma course were extremely encouraging: The participants affirm that their course of studies has contributed to their own personal development (100%); and improved their career prospects (64%).

Having reached such a critical mass of labour studies graduates, the time appears ripe to organise an action committee of such graduates to organise and participate in an outreach programme of educational activities. These will be addressed at specific target groups (such as individual firms, schools, union members, voluntary organisations) to discuss informally issues related to worker participation, work organisation and labour relations

Tripartite Seminars on Current Issues in Labour Relations

The need to set up a continuous programme of educational encounters bringing together employer, state and worker representatives to discuss topical issues in labour relations has been long felt in Malta. With the acceptance by the Friedrich Ebert Foundation to sponsor such events, the programme was successfully inaugurated in 1990. Three such residential week-end seminars have been held yearly since then, involving a sizable local attendance along with a foreign guest lecturer to serve as a resource person.

Dr. Gerard Kester, long time collaborator and researcher on Maltese labour relations, was the expert resource person for a seminar held on March 7th & 8th 1992 at the Paradise Bay Hotel, Cirkewwa. The theme was Worker Education for Effective Participation.

Dr. Pascal Paoli, from the European Centre for the Improvement of Living and Working Conditions, Dublin, Ireland, was the foreign resource person invited for a seminar on Occupational Safety and Health. This was held at the Paradise Bay Hotel, Cirkewwa, on 21st & 22nd November 1992.

Mr. Brian Ward, from the Arbitration and Conciliation Section of the Trades Union Council, United Kingdom, delivered the keynote address at another seminar held on 27th & 28th March 1993. The seminar, held at the Grand Hotel Verdala, Rabat, dealt with The Organisation of Trade Unions and Inter-Union Relations.

Professor Richard Hyman, from the School of Industrial & Business Studies, University of Warwick, Coventry, United Kingdom, served as expert resource person at a seminar held at the Verdala Hotel on May 28th & 29th 1993. The theme being deliberated was The Future of Trade Unions.

The latest seminar in the series was held at the Grand Hotel Verdala on December 4th & 5th 1993. Prof. Christopher Jecchinis, from Lakehead University, Ontario, Canada, led the seminar focusing on Human Resource Development.

Women and Development Studies

One of the major fields of interest for the WPDC since its inception has been the active participation of women in the home, at work and in society at large. During the period under review, various research and educational activities were organised as part of the WPDC's programme on 'Women and Development':

Every year, two credit courses on Women and Development are offered to students registered within the University's Foundation Studies programme. Other courses on this theme form an optional component of the Diploma in Labour Studies curriculum.

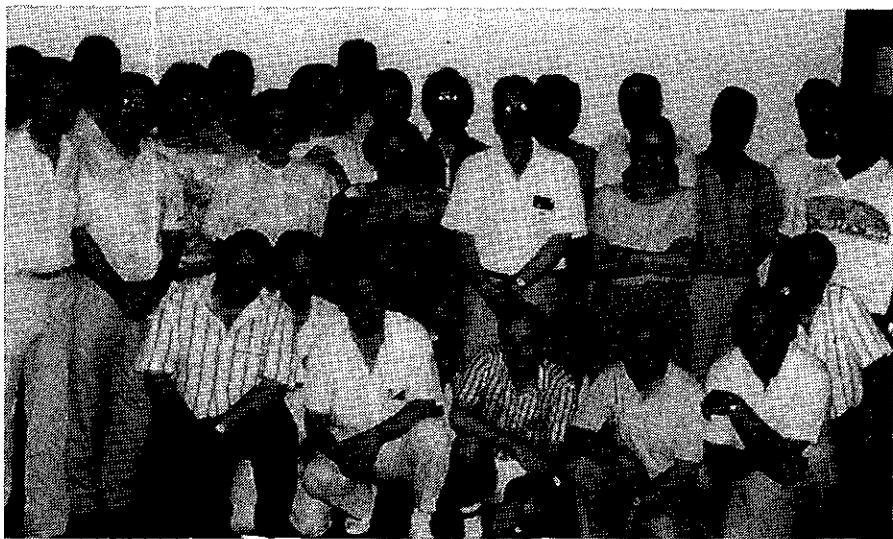
An important contribution by the WPDC in this context was a major sample survey carried out among women workers in industrial estates. This research project, requested by the Commission for the Advancement of Women, culminated in a major publication which has served as a policy document as well as essential reading on working women in Maltese industry.

Other Educational Activities

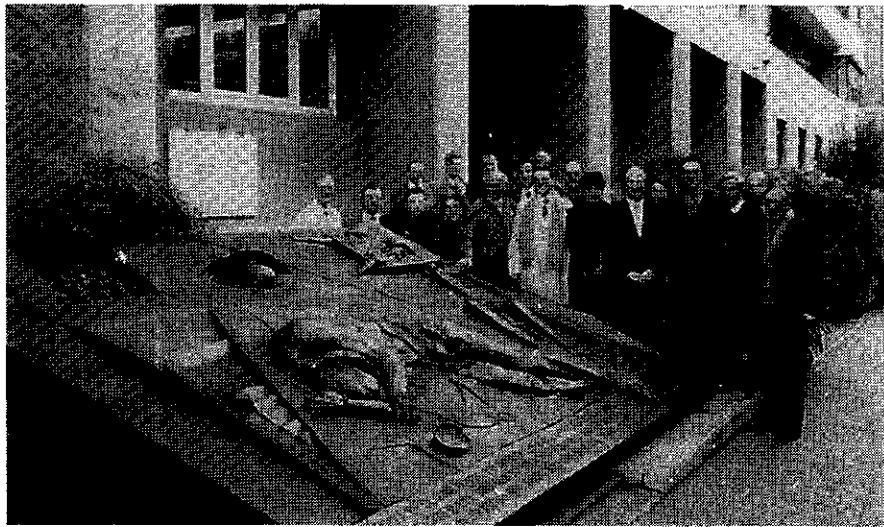
A socio-educational evening was held for present and former diploma students as well as for the members of the WPDC Association on January 29th 1992. The event included a presentation on Worker Participation and Co-Determination: The German Experience, by Dr. Detlev Perner, official from the German Confederation of Labour (DGB) and guest of the Mediterranean Office of the Friedrich Ebert Foundation.

Following the award of a UNESCO travel grant, the WPDC organised and led a study visit to Rome, Italy in which representatives of the General Workers' Union (GWU) and the Confederation of Malta Trade Unions (CMTU) took part. The visit was coordinated by the St. Thomas Aquinas University, Rome along with the Unione Italiana del Lavoro (UIL) and involved the participation of officials from all three Italian trade union federations. It incorporated site visits and discussions on issues dealing with occupational health and safety. This visit took place in January 1992.

A three month, foundation course entitled Participating at Work and In Society was inaugurated in autumn 1993. The course, introducing participants to the basic social science disciplines and their critical interpretation of work and society, was the seventh such course in this series, organised by the WPDC since its establishment in 1981.



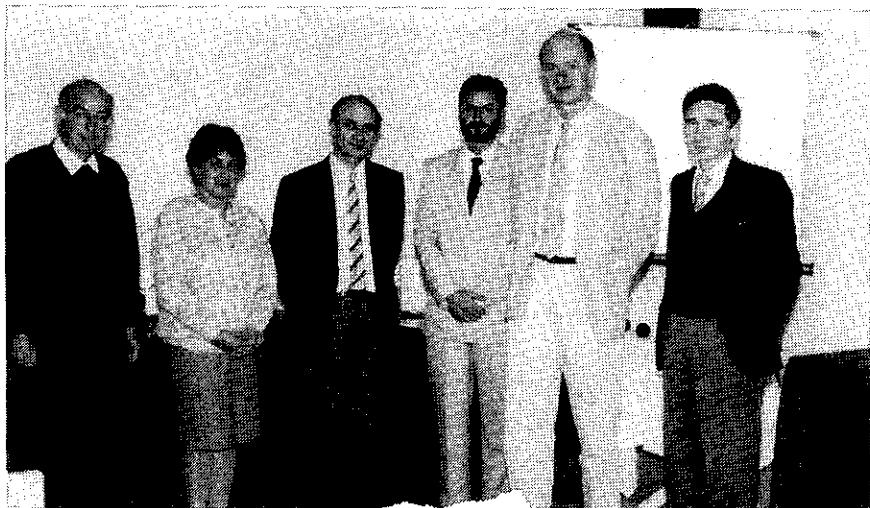
Participants of the Diploma Course in Labour Studies (1990-1993) relax after completing yet another residential weekend seminar, in the company of University staff (March 1992)



A team of trade union activists from the Confederation of Malta Trade Unions (CMTU) and the General Workers' Union (GWU) visit the Offices of the Unione Generale del Lavoro (UIL) at Rome during their Study Visit to Italy, under the direction of WPDC staff (January 1992).



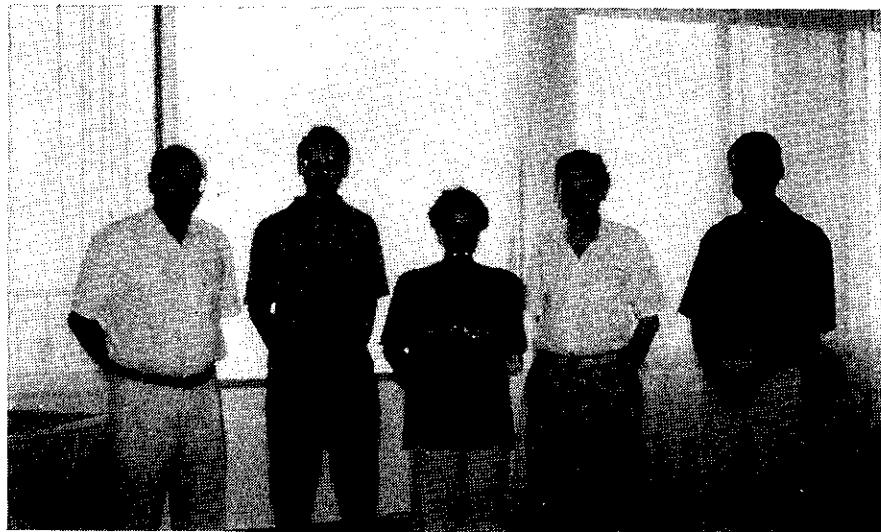
Prof. Edward L. Zammit, WPDC Director, introduces Dr. Gerard Kester during a tripartite seminar discussing Worker Education for Participation. Looking on are Mr. Rolf Nagel, Friedrich-Ebert Stiftung Representative in Malta, Mr Saviour Rizzo and Dr. Godfrey A. Pirota, WPDC associates (March 1992).



Dr. Pascal Paoli, from the European Foundation for the Improvement of Living & Working Conditions, a European institution located in Dublin, Ireland, in the presence of the WPDC Executive Staff and FES Representative Mr Rolf Nagel, during his visit as expert resource person leading a tripartite seminar discussing Occupational Health and Safety (November 1992).



Trade Union Organisation and Inter-Union relations was the theme of another tripartite seminar, with the participation of Mr. Brian Ward, from the Arbitration Department of the Trades Union Council, United Kingdom, as expert resource person. Mr Ward is here seen with the WPDC Executive Team and the FES Representative in Malta (March 1993).



Prof. Richard Hyman, industrial relations specialist from the University of Warwick, Coventry, United Kingdom, served as expert resource person for a tripartite seminar debating the Future of Trade Unions (May 1993).



Some of the participants and WPDC staff taking part in the tripartite seminar which tackled the issue of Human Resources Development, held in December 1993. Expert resource person for this event was Prof. Christopher Jecchinis.



One of the workshops discussing issues raised during the key-note addresses by Prof. Jecchinis during the seminar on Human Resources Development.

4. COOPERATIVE PROMOTION

Perhaps the most concrete contribution made by the WPDC towards the development of workplace democracy has been its all-out support for the establishment and consolidation of worker cooperatives in Malta. Worker cooperative societies are recognised as having a potential for economic and political democratisation, with their distinctive 'one-member, one-vote' principle which encourages the adoption of this form of organisation by relatively homogenous producers who, individually, cannot command controlling capital resources. The restriction of ownership to those who actually work in the firm erodes the capital-labour relationship, ensures a more equitable and widespread distribution of profits, and secures a fair degree of investment in socially desirable goods, as are education, health, insurance schemes and housing.

It is primarily for these reasons that many states have granted some degree of privilege to cooperative units. The Maltese Government has of late likewise extended its policy in favour of cooperatives by exempting these societies from company tax and by refunding, in the case of full-time self-employed farmers, half the individual members' national insurance contribution.

A further policy measure, enacted in 1993, was the restructuring of the Central Cooperative Fund, which manages the 5% levy on profits from cooperative performance. The Board which administers this Fund now carries a majority representation from members nominated by the cooperative societies themselves.

A new initiative, proposed for 1994, is the setting up of a fully operational Support Unit which will be entrusted with the legal, financial and managerial support and development of the Maltese cooperative movement.

The WPDC has been closely involved in most of these policy updates. It has provided advice and support to the formulation of most of these recent proposals; it has also brought to bear its expertise in cooperative education, action research and consultancy towards the general betterment of the local cooperative movement, and particularly to the cooperative initiatives under way on the university campus itself. This support has been instrumental in the setting up of four new cooperative societies during 1993, not to mention other unsuccessful ventures.

- One important action research project of the WPDC in conjunction with the University Precincts Office consisted in a series of semi-structured interviews with all the worker cooperative members involved at University during spring 1992. The exercise was an eye-opener as far as it enabled a more balanced and accurate appraisal of the expectations and perceptions of these worker-owners from the University as their contractor of works.
- Attempts were also made in April 1992 to set up a new, cleaners cooperative. Interviews were carried out with a number of registered unemployed who had expressed an interest in such work. These persons had been identified by the Employment & Training Corporation and were interviewed at the ETC premises at Hal Far.
- The WPDC also organised successfully a three-month evening course on Effective Cooperative Management, in collaboration with Malta University

Services Ltd. and the Central Cooperative Fund. 43 participants representing most of the existing cooperative societies discussed issues relating to economic, legal, organisational and social characteristics of cooperatives along with clinical sessions on actual cooperative cases. Each participant also carried out a project relating particular course topics to his/her own cooperative situation.

The course was concluded with a day seminar at the Wignacourt Hotel, B`Kara on April 11th 1992. Certificates of participation were presented by the Parliamentary Secretary responsible for cooperative affairs, the Hon. Dr. Joe Cassar.

Highlights from this seminar were screened during a special feature on cooperatives broadcast on Television Malta on 23rd April 1992 as part of the weekly documentary Malta u lil Hinn Minnha.

- A series of discussions were also held with top officials from the Public Works Department to consider practical ways by which Works Employees could be encouraged to work as autonomous work teams without forfeiting their security of tenure. During these meetings, the main idea floated was the possibility of offering schemes to employees whereby they could opt for leave from work without pay, thus enabling them to compete and win work contracts competitively.
- More discussions were held, this time with representatives of the University Students` Council (KSU) and Malta University Services Ltd. on the setting up of a University Cooperative Bookshop. Administered by MUS, this Bookshop is now managed by a committee elected from a 200-person strong

shareholders' register, made up of staff and university students. The initiative took off the ground in the summer of 1992 and the cooperative was formally registered in January 1993.

- Soundings were also made about the possibility of encouraging a group of trade school students to set up other worker cooperative societies.
- WPDC officials also provided advice to a group of university students keen on setting up alternative catering facilities on campus.
- The WPDC was also called upon by the Board of Cooperatives to participate in a three-month consultancy exercise investigating the financial management and human resource issues of the Catering Cooperative, a 12-member worker coop set up as a salvage operation with union backing in 1984. The Coop took critical decisions during this period, having sold off its Sliema establishment and buying new premises at Paceville to consolidate its operations. The Consultative Committee duly completed its investigations and tendered its report and recommendations to the Board of Cooperative in April 1993.
- A sequel to the successful course on Effective Cooperative Management was held at the Liliana Hotel, Bugibba in April 1993. Entitled Cooperative Management & Skills, the programme consisted in an intensive and experiential package exploring communication and organisational behaviour in cooperative societies directed by Mr. Franco Valletta, lecturer attached to the University's Department of Psychology, with the assistance of the WPDC Research Officer.

The course was concluded with key-note addresses by Mr. Austin Walker, Chairman of the Cooperatives Board and by the Parliamentary Secretary, Dr. Joe

Cassar. These were also presented with copies of the text Worker Cooperatives with Particular reference to Malta: An Educationist's Theory and Practice, written by the WPDC Research Officer and published at the Institute of Social Studies, The Hague.

- A small group of experts from Greece, Spain, Italy, Cyprus, Germany, the United Kingdom and Malta met at the Grand Hotel Les Lapins, Ta' Xbiex on June 26th & 27th to discuss factors contributing to the economic and democratic viability of cooperative societies. The objective of this gathering was to explore the possibilities for a long-term regional research project, involving national research teams from various mediterranean countries, all of which were involved in separate yet complementary fieldwork. The activity should spur a concern with cooperation as a form of self-help initiative which is worthy of policy support. This at a time when the diversity of organisation of ways of working seems to be under scrutiny in many countries.

A key expert resource person who participated in this regional encounter was Prof. Hans H. Munkner, from the Institute for Cooperation in Developing Countries, Phillips University, Marburg, Germany - and former senior policy advisor to the Maltese Government when the latest cooperative legislation was drafted. He was joined by Dr. Mary Mellor, Lecturer at the University of Northumbria at Newcastle, United Kingdom. Further expertise was forthcoming from Dr. Gabrielle Ullrich, Head of the Human Resource Development Section, Cooperatives Branch, International Labour Organisation. She was in Malta as a guest of the Parliamentary Secretariat for Human Resources.

Participating at the regional discussions were Prof. Mino Vianello (Universita La Sapienza, Rome); Prof. Antonio Lucas (Universidad Complutense, Madrid); Mr Nelson Neocleous (Cyprus Institute of Management) and Prof. Litsa Nicoloau-Smokoviti (University of Piraeus, Greece) along with the WPDC Research team. This event was kindly sponsored by the Mediterranean Office of the Friedrich Ebert Foundation.

A follow-up event is planned for 1994 and for subsequent years, to discuss and evaluate the implications of the research outcomes in the various participating countries.

- Closer to home, the WPDC was very closely involved in the setting up and monitoring of progress by the worker-members of *Spotless*, the Cleaning and Maintenance Cooperative. Induction meetings were held with the would-be cooperators in July 1992, along with the University Precincts Officer; discussions were held on the advantages and disadvantages of the cooperative form of organisation and on the principles of organisation and procedure which led to the drafting and ratification of the cooperative statute. The coop was indeed successfully registered in September 1993.
- A three-day, intensive seminar was also held at the Promenade Hotel, Sliema, during December 1993 to ponder over issues concerning marketing, financial management and communication, specifically for the *Spotless* worker-members. The event was concluded by interventions by members of the Cooperatives Board and by the Hon. Dr. Joe Cassar, Parliamentary Secretary for Human Resources.



The 43 participants of the evening course *Effective Cooperative Management* are joined by their tutors during their concluding seminar. Also present is the Hon. Dr. Joe Cassar Parliamentary Secretary responsible for Cooperative Affairs who delivered the seminar's concluding address.



Dr. Joe Cassar, Parliamentary Secretary and Prof. Edward L. Zammit, WPDC Director, inaugurate a 4-day intensive course on *Cooperative Management and Skills*. The course was developed and directed by Mr. Franco Valletta (lecturer in organisational psychology) and Dr. Godfrey Baldacchino (WPDC Research Officer) - April 1993.



University Rector, Rev. Prof. Peter Serracino-Inglott, opens the first regional seminar on effective cooperative viability, with participants from Cyprus, Germany, Greece, Italy, Spain, the United Kingdom and Malta.



The worker-members of the Spotless Cleaning & Maintenance Cooperative, during their customised 3-day seminar held in December 1993. They are seen in the company of the Parliamentary Secretary, WPDC staff and members of the Board of Cooperatives.

5. RESEARCH, PUBLICATIONS & CONSULTANCY

Publications

Various reports and articles have been authored by WPDC staff and most have been published during the years under review. These include:

Baldacchino Godfrey -

‘Far Better to Serve in Heaven than to Reign in Hell: Focus on the incorporation of a very small developing country into the European Communities: Malta, A Case Study’, paper presented at international conference on Islands, Prince Edward Island, Canada, September 1992.

‘L’Akbar Unjon? Aspetti Socjologici’, paper delivered at forum commemorating 50th anniversary of the General Workers’ Union, University of Malta, March 1993. Subsequently published in E.L. Zammit (ed.) Trejd Unjonizmu f’Malta: Harsa lura u ’l Quddiem, Malta, Union Press, 1993, pp. 9-14.

‘Bursting the Bubble: The Pseudo-Development Strategies of Microstates’, Development and Change, Vol.24, No.1, 1993, pp.29-51.

‘L-Abbozz fuq il-Kunsilli Lokali: Aspetti Socjologici tal-Kontroversja’, paper delivered at Seminar on Local Councils organised by the Social Action Movement, March 1993. Subsequently published in Il-Qawmien, April 1993, pp.3-4.

‘Social Class in Malta: Insights into a homegrown relationship with special reference to Education’, Education, Journal of the Faculty of Education, University of Malta, Vol.5, No.1, 1993, pp. 23-32.

‘Human Resource Development: Is it a Con?’, The Malta Independent, 12th December 1993, p.50.

‘Labour Recruitment in the Hospitality Industry: A Different Lesson in Sustainability’, paper delivered at International Conference on Sustainable Tourism in Small & Island States, Foundation for International Studies, University of Malta, Valletta, November 1993.

‘Il-Partecipazzjoni fix-Xogħol: Analizi Personali’, serialised article in Il-Gens, 15th, 22nd & 29th January, 1993.

‘Crisis in Blefuscu: A Role Playing Exercise’, prepared for the Diploma in Labour Studies participants as part of their synthesising exercise, December 1992.

‘Worker Participation: A Harmonisation Exercise between Malta and the European Union’, working document presented to the Ministry of Education & Human Resources to support preliminary talks between the Maltese Government and the European Commission on the accession of Malta to the European Union.

‘Labouring in Lilliput: Labour Relations and Images of Smallness in Developing Microstates’, unpublished doctoral thesis, University of Warwick, Coventry, United Kingdom, School of Industrial & Business Studies, October 1993.

Camilleri Frances

‘The Role of the Workers’ Participation Development Centre as an integral part of the University of Malta’, paper presented at international conference on Gender Studies, Greece (June 1993).

‘In-Nisa li Jahdmu’, Problemi ta’ Llum, May 1993.

‘Gender: A Select Bibliography’, a bibliography on gender studies related to sociology, women and economic conditions and women and education. Currently available for reference purposes at the University Library.

‘Il-Partecipazzjoni tal-Haddiem fil-Qasam tax-Xogħol’, Il-Gens, May 1993.

Women Workers in Industrial Estates: A Survey of their Needs & Facilities (with Baldacchino Godfrey), Malta, Workers’ Participation Development Centre for the Commission for the Advancement of Women, Ministry of Social Policy and the Interior.

Abridged version published in Maltese as In-Nisa fl-Oqsma Industrijali.

Rizzo Saviour

‘Political Education in an Adult Context’, unpublished M.Ed. dissertation, University of Malta, Faculty of Education.

Zammit Edward L.

'The Malta Labour Movement' in Joan Campbell, ed., European Labour Unions, London, Greenwood Press, 1992, pp. 291-304.

'Power and Patronage' in Gyorgy Szell, ed., Concise Encyclopaedia of Participation and Co-Management, Berlin, de Gruyter, 1992, pp.661-670 and 506-513.

'Trade Unions, Workers' Participation and Development' Paper presented at the XIIth World Congress of the International Sociological Association - Research Committee 10, Madrid, Spain, 1992, 12 pp.

'Workers' Participation, Technology and Production' (with Yana Mintoff-Bland) in Employee Participation in the Introduction of New Technologies - A Global Comparative Study, Geneva, International Industrial Relations Association -IIRA - Papers, 1992, pp.1-29.

Trejd Unjonizmu f' Malta: Harsa Lura u 'l Quddiem, (editor), Malta, Union Press, 1993.

'Mill-Konfront ghall-Ftehim' in Hamsin Sena ta' Hidma ghall-Haqq Socjali 1943-1993, article in special issue of newspaper commemorating the 50th anniversary of the General Workers' Union, October 1993.

'Proposed Policy for the Development of Cooperatives in Malta', Malta, Cooperatives Board, 1993.

Review of Alfred Darmanin *Developing Leadership Skills*, Malta, Media Centre, in The Sunday Times, October 1993.

'Worker Participation and Education' in G. Kester and H. Pinaud (eds.) Trade Unions and Democratic Participation, The Hague/ Paris, C.F.D.T./E.T.U.C., 1993, 33 pp.

Contributions to Local Courses, Conferences, Media Programmes and Other Activities²

1992

Expert Resource Person to the local branch of the International Association of Students of Economics & Commercial Subjects (AIESEC), in the organisation of their Global Theme Programme on Small Entrepreneurs in Small States. This include support for the holding of a one-day seminar at Jerma Palace Hotel, Marsascala, on this theme. (January).

Lecture on Worker Participation during a day seminar organised by the Federation of Worker Directors on the theme of Co-Determination (January).

Participation in a programme on Working Women broadcast on local radio station (January).

Participation in TV feature programme on 'Women at Work' (January).

Assistance to Unjon Haddiema Maghqudin (UHM) group drafting union policy on worker participation and on occupational health & safety (January).

Participation in panel of speakers on launching of new book by Prof Henry Frendo on Malta's political history (February).

Participation in radio discussion on 'democratic participation through parliamentary representation' (February).

Participation in TV Discussion programme Nistharrguha on the theme of *Human Resource Development* (March).

Lectures on *Labour Relations & Trade Unionism* as part of course in *Middle Management* organised by Malta University Services (March).

Course of lectures on 'Sociology of Work' as part of diploma in Social Studies organised by M.A.S. (March - April).

Keynote speech at student forum organized by the student organization AIESEC on the topic of *Maltese Work Culture* (April).

Delivery of lecture to University Foundation Course students on 'Working in a Cooperative' (April).

² Excluding activities which form part of 'normal' duties of WPDC staff (such as lectures and seminars for participants of Diploma in Labour Studies and others for University undergraduate students).

Participation in AIESEC Selection Board for placement of students on work experience abroad (April).

Participation in Panel discussion on '*Maltese Work Culture* organised by University Students' Union - KSU (April).

Organisation of series of lectures by trade unionists, employers and Department of Labour officials as part of course on industrial relations to University students of Management and Public Policy.

Lecture on industrial relations as part of a short course on supervisory management run by Malta University Services (April).

Lecture series on *Work and Organisational Behaviour* to students following the Module *People, Communication and Information in Organizations* as Part I of the course leading to the examinations of the Institute for Data Processing Management (IDPM).

Lecture on *How do Adults Learn?* to teachers of Life Skills in Secondary schools (April).

Lecture to group of students from Memorial University of Newfoundland (Canada) on '*The Switch from an Admiralty Shipyard to a Commercial Enterprise*' (May).

Delivery of lecture on 'Worker participation - Learning from Experience' to the Gozo Centre of the Social Action Movement (May).

Contribution to a course on *Business Ethics* offered to final year Honours students in the Faculty of Economics, Management & Accountancy (February - May).

Contribution to a day seminar organised by the Malta Institute of Management (MIM) deliberating *Management Strategies in the Hospitality Industry*. The seminar was directed by Mr Michael J. Boella, lecturer at Brighton University, U.K. (May).

Address at a seminar on the need for a *Trades Union Council* in Malta at Conference organised by the Academy for the Development of a Democratic Environment - AZAD (May).

Participation in TV Discussion programme *Nistharrguha* on the topic of *The Professions* (June).

Chairing of a commission to report on industrial relations at Cargo Handling Company (September - December).

Lecture to visiting group of students of Augsburg (Germany) on '*industrialisation and development in Malta*' (June).

Lecture on '*Women and Education as a Social Institution*' to National Council of Women (November).

Lecture to the Community of Maltese Dominican Fathers on '*Religion and Maltese Cultural Change*' (November).

Participation in the *Family and Research Commission* set up within the National Committee responsible for programme of activities in connection with the International Year of the Family. This Commission was responsible for the formulation and overall coordination of a national sample survey investigating the contemporary state of the Maltese family.

Participation and Delivery of Key Note Address to a one day seminar discussing *Labour Law in Malta* organised by CIMIRA on the occasion of the 40th anniversary of the enactment of the Conditions of Employment (Regulation) Act of 1952 (December).

Participation in forum organised by the University Students' Union (KSU) on the theme of Sexual Harassment (December).

1993

In-house seminar with staff members of the Faculty of Economics Management and Accountancy on *Principles of Learning*. The seminar was directed by Mr Peter Norris, Lecturer from Cranfield Institute of Technology, U.K. (January).

Participation in the University of Malta's stand during *Career's Week*, held at the Gozo Sports Complex Victoria, Gozo (January).

Participation at the 19th Congress of the *Confederation of Malta Trade Unions (CMTU)* held at the Aula Magna, Valletta (February).

Organisation of Course on Business Ethics (in connection with the Faculty of Theology) for senior students of the Faculty of Economics, Management & Accountancy (February - May).

Meeting with group of Commonwealth visiting Fellows on '*Social Policy*' (March).

Contribution towards '*A Proposed Policy for the Development of Cooperatives in Malta*', a policy document issued and endorsed by the Board of Cooperatives.

Participation and presentation of paper during a conference on *Local Councils* organised by the Social Action Movement, Valletta (March).

Address on the *Function and activities of the WPDC* to a group of Adult Women following courses in English, Maltese and Mathematics leading to 'O' Level examinations. The address, held at the Gian Frangisk Abela New Lyceum Complex was organised by Mr Joseph Vancell on behalf of the Adult Education Unit of the Education Department (May).

Address on *The Value of Work* to students from the Paola technical institute following a day seminar (May).

Lecture to group of visiting German Students on '*Malta's socio-economic development*' (May).

Session on *Cooperative Learning* to Tutors of Adult Education Classes during a 2-day seminar coordinated by Mr Peter Mayo on behalf of the Adult Education Unit of the Education Department (June).

Lecture on *Labour Relations* to Managers and Foremen from the Works Department organised by the Management Systems Unit at Gattard House, Blata l-Bajda (June).

Talk to teachers of Life-Skills on *Moral Values in Contemporary Malta* (July).

Participation in Forum organised by Guze Ellul Mercer Foundation (GEM) on '*changes in Malta's employment patterns*' (July).

University of Malta Representative on a sub-committee set up within the Ministry of Education & Human Resources to prepare memorandum on *the state of labour legislation in Malta* and how it compares with equivalent legislation in force within the European Union (August).

Participation as Board member of the 'Institute of Research on the Signs of the Times' (DISCERN).

Membership of the Board of Cooperatives.

Chairmanship of Appeals Board for Disciplinary Actions at Enemalta Corporation.

Chairmanship of a Disciplinary Board of Appeal at MedServ Ltd. (August - November).

Participation, Rapporteur and Paper Discussant at International Conference on *Sustainable Tourism in Small and Island States* organised by the Islands and Small States Institute of Foundation for International Studies at the University of Malta, Valletta (November).

Forum Discussant on the Papal Encyclical *Centesimus Annus* organised for Zeitun Parishioners by Rev Angelo Seychell at Zeitun (November).

Participation on Radio

The list would not be complete without mention of a substantial number of contributions by the WPDC Staff to the various local radio stations now operating from Malta. Participation in discussions, phone-ins and interviews on diverse topics were held with RTK, Radio 101, Super 1 Radio, Live FM and Radio Malta 1.



6. INTERNATIONAL CONTACTS

Participation in International Activities

Baldacchino Godfrey

Honorary Research Fellow attached to the Department of Management Studies at University of the West Indies, Cave Hill Campus, Barbados as beneficiary of an Academic Exchange Fellowship by Commonwealth Fund for Technical Cooperation (CFTC) - (August - October 1992).

Participation and Address at international conference organised by the Institute of Island Studies, University of Prince Edward Island, Canada (September 1992).

Foreign Resource Person in consultancy exercise on labour & economic development in Newfoundland, organised by Economic Recovery Commission, Provincial Government of Newfoundland & Labrador, Newfoundland (September 1992).

Finalisation and defence of doctoral thesis, School of Industrial & Business Studies, University of Warwick, Coventry, U.K. (September - October 1993).

Camilleri Frances

Participation and address during international seminar on Gender Studies towards the Year 2000 organised by the Mediterranean Women Studies Institute - KEGME in collaboration with UNESCO, Anavissos, Greece (June 1993).

Participation as founding member of an international organisation called Women in Global Partnership, Toronto, Canada (August 1993).

Zammit Edward L.

External examiner of doctoral thesis at London University (January 1992).

Participation in European research group on '*Trade Unions and Democratic Participation*' under the auspices of Confederation Francaise Democratique du Travail, Paris & European Trade Union Confederation, Brussels (February 1992; March 1993).

Participation in Eurocollege in Crete on 'E.C. *Regional Policy*' organised by Friedrich-Ebert Stiftung (September 1992).

Participation in Conference on Occupational Health & Safety organised by the European Foundation for the Improvement of Living and Working Conditions, Dublin, Ireland (January 1993).

Consultations with Cooperative Branch of the International Labour Organisation, Switzerland on development of an international cooperative network (July 1993).

Foreign Visitors

Dr Detlev Perner, senior education official with the German Confederation of Labour (DGB) accompanied by Mr Rolf Nagel, the Mediterranean representative of the Friedrich Ebert Foundation (January 1992).

Dr John Purcell, Lecturer and Consultant in Human Resource Management at Templeton College, University of Oxford, accompanied by Mr Alfred Grixti, coordinator of course on Industrial Relations organised by Malta University Services Ltd. (May 1992).

Prof. John Farmer and students from the Department of Geography, Memorial University of Newfoundland, Canada, on a study visit to Malta (May 1992).

Dr Ebba Gyrmung and fellow tutors from the Dansk LO Schole, the teaching institute of the Danish Trade Union Confederation (November 1992).

Mr Paul Worthington and German students of International Marketing & Management from the Export Academy of Baden Wurtenberg (November 1992; November 1993).

Mr José Larrañaga, from the Education Department of the Mondragon Cooperative Group, Spain. Mr Larrañaga was in Malta for consultations with Government, the WPDC, the University of Malta and officials from the Cooperative Movement (December 1992).

Dr Gerard Kester, Senior Lecturer on the Sociology of Worker Participation at the Institute of Social Studies, The Hague, The Netherlands. Dr Kester addressed the WPDC board on the state of the research project on worker education for participation in Africa - APADEP (March 1992).

Prof. Richard Hyman, School of Industrial & Business Studies, University of Warwick, Coventry, U.K. (May 1993).

7. AN EVALUATION

The WPDC carried out an important evaluation exercise early in 1994. The overall purpose of this project was to appraise the activities and goals of the WPDC in the light of the changing circumstances of workers generally and of worker participation in particular. This was the first ever, full scale performance audit of the Centre, with key contributions being made by three different sets of 'concerned groups': The WPDC executive staff; user groups, particularly ex-students; and a wider circle of organisations, including Malta Drydocks, the University of Malta, trade unions and political parties.

An expert foreign resource person was requested to evaluate the work of the WPDC during its 13-year existence as part of this audit. The choice for this task fell on Dr Jacques Monat, now consultant with the International Labour Organisation (ILO) and having formerly served for many years as Chief of its Participation & Personnel Policies Section, Labour Law & Labour Relations Branch. Dr Monat had already been to Malta twice following the invitation of the WPDC and he has had experience in the auditing of similar organisations.

This evaluation exercise was concluded by an important statement on the WPDC mission by the University Rector, Rev. Prof. Peter Serracino-Inglott.

What follows below is the text of the full report submitted by Dr Monat and a summary report of the Rector's statement. These documents provide two

independent opinions on the programme of the WPDC and of its most important future challenges. They are being reproduced here as a conclusion to this Biennial Report and as indicators of the policies to be followed by the WPDC in the near future.

I: Report by Dr. Jacques Monat

a) Background

The present evaluation is based on:

- my attendance at Evaluation Seminar held in Malta during March 1994.
- an analysis of documents received from WPDC before that seminar comprising: the series of WPDC Annual Reports since 1981, its Newsletter *Perspettivi* and other WPDC publications such as the reports on previous seminars, its survey on women workers in industrial estates, various joint publications with Dr Gerard Kester on Workers' Participation in Malta and in other countries; the contributions under the auspices of Study Group 4 of the International Industrial Relations Association (IIRA) as well as the Policy Proposal for the development of Cooperatives in Malta published in 1993 by the Cooperatives Board.
- my previous attendance at the 1988 seminar on '*Options for Future Policy in the field of Workers' Participation*', preceded by contacts with government authorities, workers and employers' organisations, as well as a visit to the Malta Drydocks, and followed by a visit to the Committee studying such options at that time;

- my participation in 1990 as a resource person to a WPDC residential week-end seminar on *Collective Bargaining: Problems and Prospects*, financed by the Friedrich Ebert Foundation;
- previous regular contacts with Prof Edward Zammit, in particular via ILO; the project on Participation jointly sponsored by the European Commission, the ETUC and the French CFDT; as well as IIRA Study Group 4 on Participation.
- my international experience since 1987 as a Consultant and up to 1987 as Head of the Participation and Personnel Policies Section of the ILO and then of the Participation Programme of its International Institute for Labour Studies with a period in the research and publications unit of the ILO Human Resources Department.
- My initial experience as Assistant to the Director and Founder of a Labour Law Institute at Lyons University which became an Institute for Labour Studies. There, I was also a lecturer and research coordinator after undergoing studies on methods of teaching and research in this field in the United States. This experience was updated in recent years having been coopted as members of the Board of that Institute and the University to which it is affiliated.

b) Assessment

The evaluation both by myself and by the other participants to the above mentioned seminar is clearly positive. Workers' participation has remained a highly topical issue even if it is changing on several aspects and in various areas

of emphasis. The contrary would be surprising in the present world. The original aims of the WPDC - namely Education and Training, Research, Consultancy and Information remain valid.

Since its inception in 1981 this Centre - in spite of its limited human and financial resources - has accomplished a commendable job and largely contributed to the development of a participatory culture in Malta and to value formation. Several people opined that its courses, like the Diploma course or short courses, seminars and other activities helped them in fulfilling their duties or taking increased responsibilities in trade unions, as worker directors or in managerial and other functions.

During its first years, the Centre established close links with the major and far reaching scheme of workers' participation operating at the Drydocks. The fact that it was able to divert its energies in other areas proves its adaptability. Being part of the University of Malta enjoying a relative autonomy seems to make it an ideal body to perform its tasks. Prof Zammit and the small team around him have to be congratulated for the work done. Noteworthy is the reinforcement of the WPDC in recent years, e.g. the help received from the Department of Education and the new premises and enlarged office space.

c) Proposals

However the WPDC could and should do more. It should receive more backing not only from other parts of the University, but also from employers' circles and associations, especially the private sector e.g. through the Federation of

Industries, the Chamber of Commerce and the Institute of Management. Towards this end I strongly recommend that a WPDC Seminar be held exclusively with employers and managers. I am prepared to discuss such an initiative with the Maltese employers' delegation at the forthcoming ILO Conference next June and with an employers' foreign consultant if such a suggestion is accepted by the Centre and deemed to be feasible.

Some of the participants to the evaluation seminar expressed the view which I fully endorse that the image of the WPDC would be enhanced if it were to work more on a tripartite basis in its attempt to widen the field of its activities.

It should of course continue in its work of education and training for cooperatives and participation at national and local levels. This corresponds to a modern trend of what is referred to in other countries as human resources development and human resources management. This can be done by the WPDC in cooperation with Maltese organisations such as the Employment & Training Corporation and the Foundation for Human Resources Development, as well as foreign and international institutions. The Centre should also involve itself with issues arising from the introduction of new technology as well as with the European Union's policy in this field.

It has been suggested that 2 or 3 more full time persons could be recruited as WPDC staff to make the Centre more efficient and effective in particular in providing training and consultancy services in connection to the setting up of cooperatives. It also needs assistance in its administrative arm. It has also been suggested that former graduates of the WPDC participate more actively in its education, training and research activities. The need for short courses on a

sectoral basis was also expressed. In addition, it was suggested that the Centre should direct more of its resources and energies towards Trade Schools including the Institute for Tourism Studies and other 'special groups'.

In my opinion, research (including dissertations of WPDC graduates sometimes commissioned by government and/or outside bodies) and consultancy are inseparable from education and training activity. They are complementary and provide for cross fertilisation. An interesting proposal was made that in a bilingual country such as Malta making the trainees and workers fluent in English should be given priority. A few study tours for workers and labour leaders have been organised but these ought to be more frequent and sometimes have a tripartite composition, including government officials and employers or managers. I would also wish to suggest that contacts with small and medium sized enterprises should be developed even if such enterprises are not very amenable to participation schemes developed because these constitute major developments *inter alia* with the tertiarization of the economy. In spite of commendable effort, e.g. concerning audio visual means, distance learning possibly through correspondence courses and activities for women should be further developed. More use should be made of media (especially press, radio and television) to reach the public at large and now that the University is to have its own radio station the Centre must make use of this service.

An effort needs to be made by the WPDC to develop its audio visual aids involving new instruments such as the Compact Disc. These open up interesting possibilities.

In any case, WPDC has to make an effort in order to reach a wider audience and, if it is already well known, to be still more familiar to potential beneficiaries and target groups.

It has to contribute constantly to the practical implementation of workers' participation at enterprise and other levels as well as to development in general, in society at large; this should include the publication of more comparative studies on what occurs abroad and by reinforcing general education of workers and life skills of young people about to enter the labour market.

II: Remarks by Rev. Prof. Peter Serracino-Inglott, University Rector

There exists the need to focus the role and relevance of the WPDC in the context of the University of Malta's brief within the wider society which falls under four distinct themes:

- (a) The move towards multi-disciplinarity: The University is developing into an integrated network of various specialised functions. The WPDC is the prototype of the erosion of disciplinary frontiers, incorporating also user, client interests in the organisational set-up.
- (b) Value Framework: Another development is the move away from scientific absolutism, value neutrality and objective dogmatism, towards the recognition of the multiplicity of subjectivities which respect difference and which emphasise pragmatism and action research. Hence a corresponding need to train students and workers in value formation and value awareness.
- (c) Participatory Democracy at University: The institution sees itself as a model, a laboratory and breeding ground for participative schemes. The promotion of

cooperatives and the setting up of the Support Unit at University to institutionalise the growth and consolidation of cooperatives both at the University and beyond are examples of this commitment towards democratisation.

(d) Pedagogy: The need to emphasise methods apart from content: the how apart from the why. This should be concurrent to the involvement of new media opportunities and the effective use of new tools of communication. The WPDC should become the pioneer on how to carry out adult, lifelong education, the new growth area for tertiary education in Malta.

The implications of these four features on the WPDC include:

- more and varied educational output, including practical assistance and consultancy.
- research and monitoring of what is going on in the sphere of work and labour markets.
- networking with related units (such as Malta University Services Ltd.)
- an involvement in the elaboration of a support structure for cooperatives via educational provision and by means of a liaison with Government agencies.

Financial Statement - I

Income & Expenditure Accounts for the Calendar Year 1992

(rounded to the nearest Lm)

A.	<u>Income</u>	Lm
(i)	University Allocation	13,394
(ii)	Internal Sources	4,022 (a)
(iii)	FES Subsidy	2,353 (b)
		<hr/>
		19,769
B:	<u>Expenditure</u>	
(i)	Salaries of Academic Staff	6,299 (c)
(ii)	Salaries of Non-Academic Staff	2,856 (d)
(ii)	General Expenses	4,239 (e)
(iv)	Reserve Fund	1,613 (f)
(v)	FES Payments	2,353
		<hr/>
		17,360 (g)

Notes

- (a) Includes contribution from Ministry for Social Development for survey of women workers (Lm1760); UNESCO travel grant (Lm1288); Sale of books etc. (Lm300); educational services (Lm290); accrued interest (Lm384).
- (b) Direct payments made by Friedrich Ebert Foundation towards specific educational activities. The figure corresponds to item b(v) below.
- (c) Salaries of research officer and assistants, director's allowance and national insurance contributions. Also includes provision for one vacant (full-time) post.
- (d) Salary of clerk (full-time) and national insurance contribution.
- (e) Includes workers' education (Lm829); documentation centre (Lm305); international activities (Lm765); office equipment, stationery, repairs, maintenance, telephones and postage (Lm875); special item: two computers and printers (Lm1194); miscellaneous (Lm271).
- (f) Includes research expenses (Lm373); air tickets for study tour (Lm1240).
- (g) Only the balance resulting from Item A(ii) may be reserved for use in successive years.

Financial Statement - II

Income & Expenditure Accounts for the Calendar Year 1993

(rounded to the nearest Lm)

A. <u>Income</u>	Lm
(i) University Allocation	11,544
(ii) Internal Sources	1,322 (a)
(iii) FES Subsidy	6,196 (b)

	19,052
B. <u>Expenditure</u>	
(i) Salaries of Academic Staff	3,852 (c)
(ii) Salaries of Non Academic Staff	3,238 (d)
(iii) General Expenses	4,454 (e)
(iv) FES Payments	6,196

Total	17,740 (f)

Notes

- (a) Includes contribution from Ministry for Social Development and registration fees for women's studies course (Lm680); educational services (Lm190); accrued interest (Lm442).
- (b) Direct payments made by Friedrich Ebert Foundation towards specific educational activities. The figure corresponds to item b(iv) below.
- (c) Salaries of (part-time) research officer and assistants, director's allowance and national insurance contributions. Also includes provision for one (full-time) vacant post.
- (d) Salary of clerk (full-time) and national insurance contributions.
- (e) Includes workers' education (Lm937); documentation centre (Lm823); international activities (Lm599); office equipment, repairs, maintenance, stationery, telephones and postage (Lm819); special item: repairs to photocopier (Lm369); printing (Lm412); research expenses (Lm277); miscellaneous (Lm218).
- (f) Only the balance resulting from A(ii) above may be reserved for use in successive years.

