

Report on a search conference of managers, trade union officials, shop floor representatives, government officials and academics to assess the probable and possible developments in worker participation in Australia.

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Like any other search conference this was not and could not be a decision making body. Its views cannot be regarded as representative as most of the participants have had some experience with introducing forms of worker participation. This is not common experience in Australia. In the report itself we have used the expressions that it was 'generally agreed' or 'generally felt'. Such statements can only be read as the reporters feelings of the discussions. As the purposes were those of searching not deciding no voting or polling procedure was used. When we have used the term 'generally' this is the agreed view of the reporters.

With the prior understanding of the participants the conference ranged over the problems encountered at the work-face, the enterprise-union level and the national and industry sector levels. The Jackson Report on the future of the Australian manufacturing industry was taken as a major input for the discussions.

To keep the matter in context some time was spent in the first hours in identifying what participants saw as the major social changes taking place around them or those that were likely to occur in the near future. This was meant largely to let the participants know what was in each others mind. The ideas recorded in the appendix were not discussed by the conference to see if they were in agreement. As will be noted the first item entered shows that someone thought November 11, 1975 was of continuing importance : the second item shows that someone else felt that it no longer was.

Over the following days a number of themes emerged and we have attempted to summarise them.

Dominant themes concerning shop floor and enterprise.

- a. that primary concern should be with improving the quality of worklife for the person at shop floor level. It seemed to be generally accepted that this would necessitate more participation by workers in the decisions that affected their day-to-day work. There was some advocacy, but little shared enthusiasm for works councils, worker directors or so-called worker control.
- b. that there were similar problems of quality of work life at the managerial levels.
- c. that if an organisation decided to move toward greater participation there was a responsibility on senior management to exercise, and be seen to exercise leadership in the matter.
- d. that if an organisation introduced more participatory forms of working there should be some guarantee that there would not be a reversal of management style just because a new man is appointed or the old one has a change of heart.
- e. that if an organisation moves into greater participation it should be done consistently e.g. promotions of managers should be related to the demonstrated ability to develop self-management in subordinates; not

just product out-put.

f. that legislation for greater participation could probably be self-defeating.

g. that works councils and other such consultative bodies could be sources of trouble if they got involved in areas traditionally covered by industrial agreements.

h. that plant level union involvement in steps toward greater worker participation was very desirable but that care had to be taken that it did not evolve into just union official involvement.

In the background discussions it was noted : -

i. collective bargaining arrangements can sometimes make it easier to approach more productive and mutually satisfying arrangements at the shop floor level e.g. the Telecomm agreement of 1976.

ii. it is possible for management and unions to reach agreement on mutually satisfying arrangements that permit of increased worker participation e.g. the Pacific Can court registered agreement ((One could add Alcan but this was not touched on)).

iii. productivity can be gained by greater worker participation but not maintained if a way is not found to share it e.g. ICI.

iv. foremen will not submit to being simply discarded. They will demand some consideration e.g. ICI.

v. In the present ethos of industrial relations the fellow workers in a plant who have not increased their productivity will demand the same pay increases as those, in the same job rating, who have e.g. CSR.

Voiced concerns

- (1) Concern was expressed about the lack of appropriate mechanisms for planning to be carried out at the national and industry sector level on a bi, tri or quadripartite basis between employer groups, unions, government and the public service. The following were seen as barriers -
 - the existence of 7 parliaments, 300? unions, 3000? employers organizations;
 - craft rather than industry based unions;
 - the past experience of non consultation or consultation after the decision has been made;
 - disenchantment with the past experience of summit meetings in the glare of publicity starting from entrenched positions using traditional meetings procedures;
 - lack of bipartisan precedents in Australia (political);
 - 3 year parliamentary terms;
 - tenured senior public servants;
 - the arrogance of economists and their models which ignore social realities and forces;
 - difficulties of obtaining social indicators;
 - narrow view of sociology generally held;
 - the planning referred to was not restricted to the industrial sector.
 There was a desire expressed to work on certain questions on an industrial bipartisan basis.

- (2) Concern was expressed about the role and influence of the commonwealth public service and particularly treasury in national planning or the lack of it. Public servants are the only long term actors on the government scene and their control and denial of even minimal resources can frustrate

collective and purposeful activity by the other sectors. There is a strong belief amongst the PS that they are the experts and if they leave businessmen and unions to their own devices the latter will act to exploit the public.

- (3) Fears were expressed about the development of a super peak council. Future councils should not be hierarchically structured. (See Jackson industry councils.)
- (4) The following were some of the suggestions voiced about what might be done to move towards purposeful activity at the macro level.
- the development of a more definitive paper about the Jackson industry councils - the testing out of the Jackson proposals to an industry sector (perhaps mining).
 - alternative sources of economic advice to the government. The Canadian model, recommended by the Vernon Committee was suggested as potentially transferrable to the Australian setting.
 - resources to be made available to employer/consultative groups so that they can develop a secretariat under them rather than submit to public service control.
 - the wider use of search conference approaches for bi, tri and quadripartite planning and consultative functions.
 - encourage employers to organize on an industry basis. Unions are likely to follow in their own defence.
 - the need to get the message across to the new Department of Productivity. Some felt that this Department has a chance of taking the initiative and given that it showed signs of developing its potential, should be supported actively by both sides. With their support it could develop muscle. There was disagreement, about whether the name was a help or a hindrance. There was some feeling that it should stay out of the limelight of IR.
 - movement of the responsibility for the manufacturing industry white paper to the department of productivity. Also the small business bureau.
 - the development in the Department of Productivity of a small flexible service unit to assist industrial democracy.

APPENDIX

A continuous record of matters raised in the conference proceedings was made on butchers paper. What follows is a transcript of that butchers paper with some explanatory comments added in italics.

MONDAY NIGHT AND TUESDAY 1ST SESSION

Participants were asked to list those changes that they had seen to have happened at the world and societal level.

The conference then split into two groups, one with the task of developing a scenario for a desirable future and the other scenario of the most probable future.

Changes that have happened - A World Wide Look.

November, 11th 1975 important

November, 11th no longer important inflation has made changes economic growth harder to get, dilution has evaporated emergence of pluralistic society.

Wage indexation

tendency for individual to challenge change.

Challenge of rising expectations

involvement of Trade Union in political movement.

Do the leaders know where they are going?

Rise of uncertainty

Defeat of US in Vietnam

OPEC - 3rd world - black/white/economic

womens lib

introduction of mini-computer

India - dictatorship }
and back to Ghandi }

increasing diversity of workforce

polarization

breakdown of fairness of institutions - reformist issues

Kemlani

Currently visiting financiers

new polarisation

Popularisation of O.D.

Recognition of undemocratic nature of Australian Constitution

Disillusionment with "democracy" as such

End of examinations for HSC

Growth of education - on the job - work etc.

Importance of environmental issues - U238

Business of opting out -drugs

impact of multi-national Australian and Foreign corporations

equal pay for women

smaller percentage of population who have experienced depression

Zero population growth

New emerging depression syndrome

Move towards decriminalization of moral attitudes

Affluence and levelling out of incomes

Countries getting too big and complex to be managed

Moratorium on genetic research in USA.

Have we got the capabilities of changing in an orderly manner?

Is Australia the Rhodesia of the future?

Policy towards Australian Uranium will no longer be Australian preserve

Questioning of national models (e.g. US or China) - power sharing as a fact of life - community (national) etc.

- decline in population growth - nett population growth = 1%
decrease in immigration

introduction of colour television

change in Africa

Vietnamisation of Africa

end of Vietnam war

Unions always involved in political questions

challenge to work ethic

challenge to rule of law

challenge to Authority

challenge to "Authority"

increasing awareness of ID and democracy through education

the need for a National Economic Plan as opposed to what the Market can bear
Framework of National Objectives? Why not?

Ideology of the Right

Short range character of general political and bureaucratic thinking

Power sharing a reality

Power sharing not a reality

Aspirations of worker management not really well defined - do they really know

- do they really have a choice?

- facing reality - the difficulty of introducing and making real the choice
situation - qualitative ends as well as means.

- the end of the "she'll be right" syndrome

Questioning of banana tree theory of resources

Questioning of faith in western democratic forms/institutions including

-Arbitration Tribunals

No clear majorities - IR.

Rapid change in technology

Preparedness of management to forego their managerial prerogatives?

consideration of quality of life vs work ethic

Reduced faith in omnipotence of technology

Reduction of "father knows best" attitude

Increased strike activity

Aging of the population

5% unemployment of youth

Nixon in China

Detente

Change in attitude towards the question of rape

Green revolution

Green paper

growth in awareness

No empirical evidence that incomes are becoming level before tax

Recognition of women as equal human beings to men

Change in tridentine mass

Increase in emphasis on states rights

AFRICA

INDIA - move toward dictatorship

Move back to Ghandi (1st)

decline of religion and the family unit

Problems of 23 years in opposition (ALP)

Problems of 23 years in power

Rise of vocal minority groups.

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TUESDAY SESSION I. *Two subgroups had met the night before to work out*
GROUP I DESIRABLE *their views on what was the Desirable and the most*
Probable Future

- Willingness to share power by all Institutions in community.
- Reasonable amount of influence by individuals and groups in decisions which effect them.
- Establishment of information sharing systems
- Security of employment and full employment
- Elimination of inflation
- Reorganization of Trade Union movement/employer bodies and the Industrial Relations regulation bodies
- Reorganization of Education system away from elitism and towards the needs of the common person.
- Australian ownership of the nation's natural resources
- Community acceptance that the Productive system is not anti social
- The introduction and acceptance of national economic and social goals.

During the discussion following the group report, the following comments were made:

- National economic plan - need for but many obstacles
 - Parliamentary system (3 year office)
 - Commonwealth Public Service
 - Consensus meetings too narrow in scope
- Rationalization of TU, Employers Organisations.

Problems

- should move to industry unions
- personalities
- legislation
- need to push by legislation
- easier to change Unions than employers
- In Sweden Employers changed and TU followed to protect themselves.
- Industrial Democracy has to account for peculiarities of Australian Arbitration system formed out of conflict and hence inappropriate for consensus approaches (e.g.) in Industrial Democracy.
- Conflict will remain in many areas, human condition not necessarily bad.
- Is there a better system anyway?

GROUP REPORT -

MOST PROBABLE

1. Business of opting out - drugs (Australia and foreign)
2. smaller percent of population who have experienced depression - new emerging depression syndrome.
3. Affluence and levelling out of incomes.
4. Inflation has made changes.
5. Rise of uncertainty.
6. Defeat of US. in Vietnam *will continue to influence role of USA in world affairs.*
7. O.P.E.C. - 3rd World.
8. Womens' Lib. with impact on most areas of society, influence of 2 incomes, effect on unemployment, effect on managers and unions.
9. Increasing diversity of workforce - industry, tertiary, small organizations.
10. Disillusionment with "democracy" - polarisation.
11. Breakdown of "fairness" of institutions - reformist issues.
12. Monetary system still in disarray.
13. No will for international co-operation in finance/trade.
14. Growth of education - worker, etc.
15. Aspirations of workers/managements - not well defined
Do they really know? or have a choice?
16. Facing reality - the difficulty of introducing and making real the choice of situations - qualitative ends as well as means.
17. The end of the "she'll be right" syndrome.
18. The "banana tree" theory of resources.
19. Decline in population growth.
20. Challenge to work ethic and authority and the rule of law (whatever "authority" is!)
21. Decline in religion and family unit.
22. 5% unemployment

At this point it was noted that it was a pretty gloomy picture and that if it was other factors leading to pessimism should be included.

The following discussion was recorded:

Real wages will/will not decline.

Reluctance to work overtime.

- more instability makes Industrial Democracy less likely to develop.
- optimistic factors at micro level (Industrial Democracy is one)
- pessimistic factors at macro level

- can the micro optimism win over the macro pessimism?
- need to overcome insecurity arising out of uncertainty
- need to build in security at all levels so people will let go of their money
- 9-day fortnight - self determination within the group.
- German/Japanese miracles flattening out
- USA withdrawing into itself
- economic growth increasingly difficult - won't return until there is a new will for international co-operation returns
- resource markets uncertain - Australian market too small
- Oil crisis - no one sent their cruisers in.
- Unilateral action by small groups can hold world to ransom.
- If oil prices were to increase it would lead to a new inflationary shock which would further depress world trade and negatively affect the Australian economy.
- Better understanding between unions than between employers.
- Bigger differences in the positions held by unions than employers.

TUESDAY 10.30 a.m. - 5.30 p.m.

Various participants documented their experience of Industrial Democracy. Union, employer and governmental perspectives were given.

Specifically the following were described and discussed in some detail:

- Activities in South Australia
- Telecom 36 3/4 hour case
- Activities in the mining industry
- Pacific Can
- CSR, general company approach and specific activities at Pymont
- ICI - Botany
- The ACTU' position.

WHAT'S ON THE GROUNDSouth Australia

- Both REPRESENTATIVE SYSTEMS and
 - SELF MANAGING GROUPS are in operation.

There are WORKS COUNCILS - in 12/30 of the State
 Departments (function to loosen up the bureaucracy)
 and they represent a power shift

- In the Private Sector there are six companies
 with Works Councils.

SEMI AUTONOMOUS WORK GROUPS are limited in S.A.

- One employer with 90 employees, 3 unions and
 one plant - 75% voted for (mainly aged 20-30)

- 25% against (mainly in their mid 50's)

Another survey showed no change after 18 months.

- One major motor company is exploring Industrial
 Democracy

- A number of Unions, Misc WU, BU, AGWA, PSA, PKIV,
 Firefighters have shown interest

- However, all bar 2 initiatives came from management.

Other characteristics of S.A. initiatives

- Union attitudes shifting towards consideration
 of ID

- Participation on promotions committees

- Different character of Public and Private Sector
 has become apparent.

- Disagreement about CPS and need for power shift to
 enable democratizations lower down.

- Depends on departmental head.

- Discussions about forms must include workforce.

- Information of alternative forms of Industrial
 Democracy necessary for CHOICE by workers.

- Is a continuous debate as to whether representatives
 should be union nominees or employees electees.

Telecom

Telecom has 90,000 employees

A joint staff consultative council has been in operation

Made up of:

General management and staff representatives from staff organization. (Recommendations rarely not accepted but no authority)
Council is concerned with:

- Accommodation
- Amenities
- Information re business functioning

36 3/4 hour case (now spreading to power unions in NSW and other government departments)

In effect an 8.15% increase in productivity was called for in payment for the shorter hours.

- A memo of understanding was drawn up between ATEA and Telecom (Commⁿ)

- Ratified by C & A Comm.

- Consultative groups at each work location involved all levels of employees

- Suggestions put forward re Work Organizations

- Groups continue

- Telecomm also has Consultative groups (many 100^s of them) meet whenever significant changes in work organization proposed.

- Management put forward proposals

- Alternatives may be proposed

- Management considers outcomes and may go back. If the management wishes to proceed it puts Prop-ositions to State Union executives.

1 month reply.

If not agreement then proposal does not go forward.

- Unions and employees have no meaningful role in management. ^{i.e. veto power.}

Consultative, no real authority about things substantial

- TRADE/TECHNICAL grades used to work 40 hour/week.

- and Clerical 36 3/4 hour/week.

- The terms of the 36 3/4 hour agreement were

- no increase in overtime

- No reduction in productivity (Labour Govt. terms)

- How it was done. Joint Management/Union working party talked to people in field and then developed productivity deal

- It was up to groups to come up with ways and means for Productivity increase;
- 80% of the 50% who responded favoured approach
- standards not deteriorating and there are some improvements
- 3 levels of consultative councils were employed
- group of 10 elected by union members
- identify areas of inefficiency
- suggest improvements
- monitor performance after implementation
- the cost was an increase in 0.42% of labour cost
- management showed little encouragement of consultative groups
- some work redesigns produced 14% increase in efficiency
- ATEA members were keen and enthusiastic now dropped off because of no follow up.
- Control and coordination not given to the men
- Some ATEA officials saw it as threatening to their roles
- Engineers threatened - showed up poor management.
 - Supervisors by-passed by their men
 - overcame demarcation

Mining Industry - Surveyed and found:

Discussion/consultation on

- equipment purchase
- plant layout
- underground - it is accepted that only blokes can manage (i.e.) SAWG^S already in operation.
- there is some movement to SAWG^S above ground as well

Joint management There are TU involvement in decisions re

- community activities
- sickness funds etc
- safety committees
- training of apprentices
- recruitment and retirement policies - consultation
- bonus schemes
- suggestion schemes
- redundancy
- job restructuring/consultation
- side benefits
- make up schemes
- what guarantees need to be made against reduced manning

levels due to increases in productivity arising from ID activities

- role of government in industry restructuring - re job security
- problems of codifying retrenchment procedures
- should workers have the right to determine how they work, who their supervisors should be
- forms of delegation of authority
 1. Managerial choice (management can give and can take away)
 2. As a result of union pressure and guarantee
 3. Legislation
 4. Common law agreement (problems of changing company law)
 5. Memos of understandings eg. discipline, manning levels
- operators can close down plant on own assessment of danger in worker reps on C & A
- conflict between local decision making and state/federal level union policies and formal systems
- need to pull together the formal and informal aspects of ID e.g. Telecom 36 3/4 case
- memorandum of understandings gave framework within which group could move without conflicting with union policy. (Also protects rights of management)
- Difference between formal and informal Authority (e.g. Telecom)
- Rapidly changing technology creates problems for small groups in determining Tech change redundancy etc.
- nature and level of Authority handed down depends on the sorts of decisions involved.

WHAT MIGHT BE

- Systems designed in Australia for our conditions
- focus should be the WORK SITE and negotiated at that level.

TUESDAY SESSION 3 GROUP 2

PACIFIC CAN - A young company with no traditions to break down the management is lean and young.

There is a high speed, production line technology in an over capacity industry. Job specialisation and a traditional management system didn't work.

There was a shift to the situation where individuals could become involved to the extent

they (the worker) wished.

All unions were involved and

said there had to be something in it for their members.

The plan was to restructure into four categories or hierarchy of skills through formalized on the job training more or all could get the highest rate of pay if skilled up.

It became a registered agreement

In Victoria a Union objected on the basis of their policy toward worker participation.

Workers are given choice of alternatives on the spectrum from

SAW/G



traditional form of organization

In Victoria formalization has been difficult

The formalization of the agreement was different from NSW

Our Union went for Federal Registration in Victoria and State registration in NSW.

Another Union went for Federal Registration in both states.

Another Union went for State Registration in both states.

The conditions for all the Unions were identical except that they varied by the rate of pay.

Work restructuring is now complete with

85% operators in NSW now at top role,

40% operators in VIC,

85% operators in May 77,

85% Tradesmen now on top rate with the rest in next 5 months.

The workers threatened to shift unions if officials would not accept the terms.

All employees met because of power strike and the

Union shifted position to accept rank and file decision and implement.

The agreements are confidential

At the plants there are no leading hands,

Payment is related to volume of work, not men supervised.

Unions keeping a close watch and get information from the company.

Labour turnover has dropped and

productivity has increased dramatically.

The choice between a fixed shift and a continuous shift is decided by group -
(equal numbers of management and workers with union off as observers.)

Management information is made available to unions. (Confidentiality accepted)

They agreed to go to continuous shift work.

Direction is not an option.

For choice and alternatives, information is necessary.

Hassles are still there and will remain but are decreasing in frequency
and are about different things.

They started with a 10 week course for managers offering alternatives,
particularly in participative styles.

In Sydney 2 groups have organized self and management. This involved
important decisions as they are not all in the one union. Operators have
taken in 2 tradesmen at their decision.

Unions requested and got time off for their own educational activities
(3 days)

They determined content and resources used and asked management towards
the end.

It involves:

1 Production union	} NSW	} VIC
3 Craft unions		
1 Service union		

They have set up a Steering committee with 4 representing unionised work
force and 4 management to explore in 77-78 what participation in management
means.

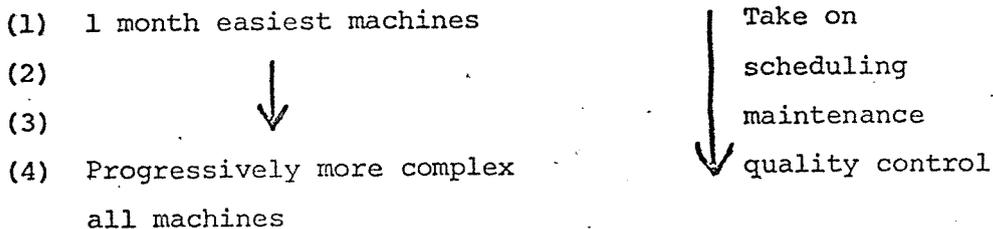
There is also elaborate machinery to run the grading system for multi-skilling.
Man initiates and regrades.

Workers can request regrading. If there is a dispute the worker has the
right to work at the higher grade for management.

3 weeks. If there is still a dispute it goes to the committee of management
2/ unions 2/ management. If they fail to agree, they appoint an outside chairman
acceptable to the 4 people.

Labour turnover expected to move from 50% to 20% and then to 3-4% after
12 months.

Grading system works as follows;



Groups do own scheduling.

A condition was that shareholders also gained.

There were guarantees of no retrenchment but it was recognised that lower manning levels would eventuate.

A person on level 4 stays there regardless of jobs done.

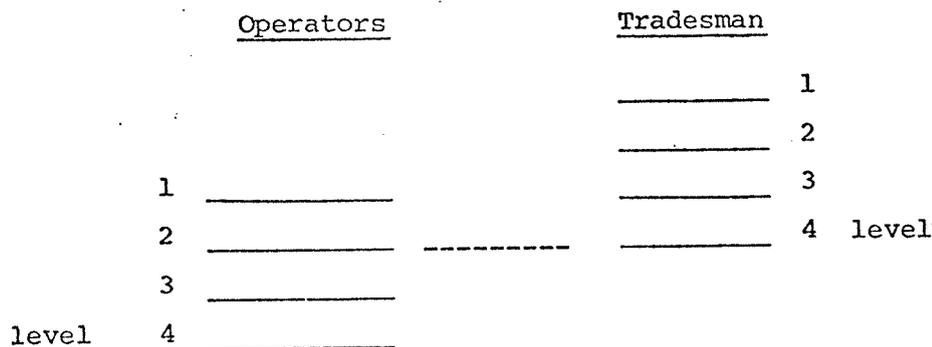
A major problem is ability of management to cope with Participation particularly when there are mechanical or running in failures;

Other companies are concerned and the

number of saleable cans per hour has improved 30% towards the best international standards.

Operators are now taking protective action to keep the lines up.

They anticipate that there may be a move to escalate number of levels.



Level 4 is the base rate of pay for a particular work group.

Relativities are maintained in that the base rate for tradesmen is equal to level 2 for an operator.

Mates help the "slower" to get on top rate of pay

At the negotiation stage some trade jobs were transferred to operators and tradesmen trained

This meant the supervisors' previous work was moved to tradesmen and operators and the planning and scheduling done by supervisors threatened managers.

TUESDAY SESSION 3CSR

Their plant is not aiming at problem solving or increasing productivity but at health and satisfying work.

Education has taken place across the board with

managers, supervision)	}	mostly off the job and
and delegates,	}	with outside resources.

It is designed to change a conservative, hierarchical, technical culture to one where there is delegation of authority with ac/bility.

Results vary. Almost every factory/plant has some consultative machinery.

Most advanced are Pymont and Smithfield.

Management has devised devices to stimulate discussion for inevitable irreversible change. Management are involved in discussions.

(In each plant) - money has been allocated to be spent only after consultation for workplace improvement. Done with prior knowledge and/or passive acquiescence of unions (various), and guarantees of no retrenchments, delegate training, and benefits to be shared are given.

Pymont is stable, the management truly interested and the push came from the people.

Sydney is an easier place than the bush to get started.

There is a small multi-disc group in Headquarters composed of IR + emp. relations people who report to the GM.

The plan is for organizational wide participation - top management of 5 (3 in ops. + 1 functional help to the GM)

There are goals worked out with each division, work as a group including progress in the area of ID. Divisions have to come up with a plan.

Is there a dilemma in evolving a policy for the participative way.

Progress has been especially good in involving work force in planning layouts for extensions and the employee relations people keep their feet on the ground.

The work value case at Pymont was recorded in the court. Priority was put on involvement in the Commission.

At Pymont in the consultation committee (there was some acrimony early.)

They did their own work value study - 4 cases. It is a continuous process.

They formed a combined work committee and the union was there in the ratio of 2 delegates to 1 organizer. They challenged the bureaucracy of the union and got good co-operation from the union. Very little time was lost.

In the Wharf area semi-autonomous groups are operating to arrange shifts,

times, unloading etc. It has been found to go quicker if they have their own maintenance crew.

Maintenance crews have the same station fitting system. Where they are on for 6 months, learn the lot including electricals. There is work done on preventive maintenance and they work out their own overtime.

The Safety committee is more effective now they have their own budget and authority to use it.

Accidents are down. People set their own accident targets.

Facilitator meetings are held around the factory to make decisions for example, on how to spend budgets.

They are run by the blokes themselves and the Supervisor can be asked to leave. Some attempts have been made to manipulate but these meetings were stopped. Some unions are anti because of the possibility of manipulation.

The Shop committee can call in people from outside, and the budgets remove bureaucratic hassles about small money.

Safety includes welfare.

Management does not have right of veto over decided changes.

Process of starting was

Management initiated then

Workers and the shop committee initiated an expansion of the shop committee.

The relation of committees with parent unions has been tricky.

Attitudes are not age dependent. There is a total age range and also migrants and language problems.

There is a concern for communication, eg translation (13 nationalities, 4 main languages)

and using the ethnic infrastructure for communication problems.

ICI - BOTANY

They have been reasonably participative in job evaluation for pay with works council etc. then they started job restructuring thru' 3 day seminars (200 people) altogether. They didn't structure back on the job.

There are 3 unions - metals, transport and process (Chem - Iron workers).

The latter was virtually a site union.

The 1ST setback - was an AMWU ban. But the Chems went on. There was a massive overcapacity in Ammonia and as a

2ND setback - this Plant closed leaving a bad atmosphere.

semi-autonomous groups were formed in various places.

3RD setback - The Chems. banned the moves as they saw too many direct lines as a threat. They wanted a properly supervised experiment.

The site manager said no.

The Chems organized their own seminar and

Formed a joint committee to get going on trial sites.

They didn't resume as there was senior management distrust of a small group on the executive -

wouldn't do business.

One of the most important problems was that management was not ready.

Foremen were out of jobs and this ran right thru the management structure.

Top management were not on side. ID should not be used to get good IR but follows good IR.

consultative relations are not good enough.

ID is not a programme but fundamental social change.

Management have insufficient interpersonal skills to handle problems and more work needs to be done here.

MT shop committee has adopted a constitution and the

Chems. are still functionally autonomous and committed to autonomy at work; although they won't use muscle to achieve it as they appreciate the company's problems.

The 3 day seminars were held under a misapprehension as those in UK were for productivity deals.

Chems were not open minded, that is, they didn't get as much out of it as they could have.

Equal numbers are not a guarantee of democracy.

Communications between people in the Chemical Workers were non existent

Nobody can redesign other peoples jobs and there was

needed a central co-ordinator with some agreement from management.

Communication learning needed money. The money was available but tied to management judgement.

Chems have document on ID (3 years unchanged). Its philosophy is that the Majority of waking life is spent at work. Men who work as cogs grow smaller.

There must be

Dignity at work acquired through autonomy.

Workers want to feel self esteem and importance and worthwhileness; and they are still hoping they will get them. This statement appeared to sum up the essence of ID.

Chems gave work councils away as being too restrictive and meaningless. A lot of formal or informal leaders were personal barrow pushers.

ACTU

It is concerned about dignity.

Expressing opinions and help in implementation.

There is confusion and lack of understanding amongst management, government and unions - European systems have been looked at.

Policy on ID - slow to avoid problems - will come out from 1977 Congress.

They have thought of a Pilot scheme in one industry to look at representation and participation.

They are looking at the range of possibilities and avoiding prescription.

They have looked at Australian peculiarities and believe there have to be home grown systems.

They won't get to the pilot scheme but are

formalizing broad based policy, eg. co-ordinating 300 unions.

The want shared understandings of management and unions so that discussions with employees can flow and safeguards against reversibility.

TICs and ACTU need to co-ordinate and inform and involve from the very beginning to ensure understanding, education and safeguards.

Training under TU Authority should be for industry or enterprise level.

Awareness and debate mean good health.

ACTU affiliates range from rejection to enthusiasm about ID.

What level of action should be initiated?

Policy should not be prescriptive or one off.

It will involve a massive education program. We have to get those at the top to listen to those at the bottom.

There is no one model of how large organizations or boards work - enterprises have complex social structures.

TUESDAY EVENING

The task for the evening was to draw out directions from the case studies that had been described and discussed during the day, and against a background of the most probable and desirable future developed during the previous evening.

The session commenced with Fred Emery putting forward a framework as a means of conceptualizing the possible forms of Industrial Democracy.

This framework was rejected as being simplistic but the discussion and agreement led to the agreed position as set out in the report.

INDUSTRIAL DEMOCRACY - choices available.

Representative	Direct participation
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Directors

Works Councils (e.g.) BHEL (rotation)

Consultative Machinery

Shop Floor	Self managing groups - or individual - job enrichment - job enlargement
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No record was kept for the first hour as the appropriateness of this framework was agreed.

The following was recorded as some consensus started to emerge.

- Need for a recognition of the fact shop floor has something to contribute
- need to prepare climate to encourage such contributions
- Be supportive to the contributors re education, finance, facilities and PRACTICE
- Be patient
- Allow mistakes to be made
- Need to recognise that Boards have only veto and appointing power
- Management often manipulates workers in misrepresenting Boards
- Middle management and shop floor perceive the Boards as the source of power
- Need to distinguish different sorts of Boards
 - Executive vs part time
- Need to recognise management can frustrate the rights of employees.
- Managers need Q O W L also
- Quality of work life at shop floor needs control over day to day decisions affecting his work, and that means only small move to next level of management.

- HOW TO DO IT

1. Benevolent dictator at top
- OK 2. (a) Quasi legislation as in Norway, allowing workers to petition in relation to QWL. Govt sanctions on offenders.

BULLSHIT

2. (b) Legislation - Jury system might work.

Consultative Machinery

depends on whether 50/50 workers/managers are 1/10

also depends on

What form and powers.

4. Union members operating at shop floor
5. Boards, General Managers and ACTU employers organization, peak councils make statements - High Profile

The problem became one of

HOW TO TURN

"Workers should be involved in the day to day decisions in the operations they are involved in"

into

"Workers have a right to be involved in the day to day decisions etc."..

OTHER COMMENTS

- formal education not necessarily the answer
- people aren't allowed to operate to capacity

OTHER CHOICES

Collective bargaining

Reality is more complex than the ID matrix

Organisational planning meetings are where the power resides.

- There was disagreement about managements responsibility to coerce or not coerce.
(What is the guts of LEADERSHIP?)
- When is coercion appropriate?
- How do we coerce
- Floor reluctance dealt with at the floor

Wednesday 9 - 12a.m.

There was an exploration of the form and content of participation at the inter organizational, industry sector and national planning levels. The exploration included the Jackson Committee proposals, the Canadian experience of alternate economic advice to that of the public service and the Australian experience of bi, tri and quadripartite consultation.

There were also discussions about what might be done to follow on from the work of the conference.

Jackson Committee proposals

QWL - requires move to industry unions

Also requires certainty at national level

Need to look at external framework if QWL to go ahead

How to involve people in decisions which fundamentally effect him/her

Requires change to national planning

NOT centralised on Canberra but by industries affected and people affected

Is argued that participatory machinery gives scope to conspiratorial activities.

Is there a mechanism that can avoid this and which is workable

A MODEL - Manufacturing Industry - Green Paper

Network of industry councils

30-40 with 50/50 Union employer

+ State Federal Government

+ Public Interest

Role - designing relevant processes for change for that industry

A Secretariat and funds

1973

10 industry panels have been established under Cairns, however many did not meet. Cotton says they will be retained but not extended till white paper comes down. It is desirable that these panels work on ongoing basis rather than when industry is in strife.

Questioning of Jackson proposals

Authority and effect - difficult

Would require legislation and would require changes to TPA, but small ones

Industry councils would operate out of complicated context and require large shake-up of company law etc. if to start doing things

It would mean that any Council has the right to table report in any parliament in Australia.

Need Federal/State agreement

Present situation

is short notice and advice not consultation

Can get agreement between Union - Management but still no. action

At the moment politicians and public servants use them as foil to ward off criticism

Pessimism about Industry Councils given entrenched public servants (need to remove tenure).

Industry Councils

Constitute a network and not hierarichally structured (is a view that is coming Nat. Soc)

What society do we want?

Lot of alienated workers and employers

Does the desirable future require ICs to bring it about?

Yes, but new forms need to be involved with ongoing sensing functions and make recommendations and with capacity to develop broad overview of future.

Needs co-ordination at national level determining national objectives and those that tie in the different sectors.

People vs bureaucracy

Treasury is against National Planning.

Why - too hard to think?

don't want to lose power?

strong belief that they are the experts

businessmen collude to screw the public if not watched by PS.

Is treasury on its own?

No - Head of Labour sees the same

Yes - natural resources) these two departments do not

Yes - Currie, name of this department) share Treasury's view.

Implementation

Problems - 7 Parliaments

- 3 year offices

- Tenured P.S.

- Lack of bi-partisan precedents

- Economists and their models

- Difficulty with social indicators

- Narrow view of sociology

Does the Public Service serve Parliament anyway?

Implementation - What initiatives can be taken

Can it be taken by industry and unions - by passing bureaucrats

Fear of another Super Peak Council

Need for more definitive paper on ICs

Need to ensure small organizations are not swamped

Workshop participation needed at higher level

need to include bureaucracy

Telecomm and associated industry as an example: procurement policies for suppliers

Can Industry/Unions directly take on parliament?

Is turnover inconsistent with planning. What is an appropriate tenure - 5 years in SA, 3-7 years for Div. 1 & 2

In contrast to Telecomm

Defence has procured overseas and has no such objective policies

Got to have national goals and public debate on goals

Tripartite has in parts not worked in IR.

- Perhaps Bi-partite with exclusion of government

Interest broader than IR - National issues

Need survival conditions to get off ground

Are the means by which people have met in past part of the reasons for their failure?

Need to look at formal structures of Trade Unions and Employers Federations

- A conscious move to restructuring and using different formats for consultation

Employers industry based with smaller number of associated Unions - based for development

Industry training councils (part of National Training Council) planned eg.

Building Industry Training Council

Lack of co-ordination within industries for a Main Industry Council

Need for Secretariat under control of members

Canada - economic council

1 economist full time chairman; 15 TU employer members/ F/T staff 50-60

Report to parliament on state of economy and other reports (eg. EC & Soc Ind) 1980

Economy 1980

Has to be consensus by Council

Has muscle

Government financed

Government involvement how?

Needs to be a plank in recommendation

Technical change continues despite economic stagnation

Impacts on politics (eg shipbuilding)

If don't invest are further behind

WHAT HAPPENS NOW

1. Butchers paper typed up
2. 2 page CCE view added
3. Department of Productivity explore their role
If Employers and Unions would get together with Department it would increase its power
4. Don't put the problem into too hard basket?
5. Need to set sights at right levels - National and State-Federal
6. Can interest PM on alternative sources of advice to bureaucracy (eg) Vernon Committee Proposal Re Canadian approach
7. To what extent are Political Parties Committees committed to National Planning?
View expressed that national planning would not be objected to by either political party (but not at top of list of priorities)
8. White paper could be a peg to hang our hat on
- basis for ganging together
- start with activities
Can we influence before white paper comes down
Meet with government to debate some conclusions of this group
Perhaps link in through Department of Productivity (Ian MacPhee)
Low key approach

Wednesday 12 - 12.30p.m. and 2 - 3p.m.

There was an explanation of the role of government agencies at both the organizational and shop floor level as well as the industry sector and national planning levels.

What is the role of Government in ID - Particularly State

Yes demand for services in SA suggest so

State Government are big employers and have their own nests as well as private sector

Danger - 7 independent units all floundering in different directions

Could be an advantage

Need for External Advisory Committee - TU, EO and academics

Also need for external agencies (eg) Work Research Centre in Sydney

Brief and Designation for "Department of Productivity"

Capital investment

Consultation and information sharing with existing state units

change the name?

Change the nature (slow)

Use the old "promotion councils" to service ID

rethink the name of the ministry

Productivity = screw the workers

Is changing the name ducking the question?

STATE

Supportive service to private sector in so far as that needs specialized help

If non manipulative - private industry would see as helpful

Part relationship - organizing systems that enable part relationships

Not information about awards etc. but what role awards etc. play in the total relationship

1000 flowers (ie) nobody has all the answers for all situations or all answers to any situation.

different units operating out of different setting, limits, etc.

should produce evidence about the choices available

Pluralism of centres desirable? Qld, and academics, TU Training, PSB.

Tripartite funding of Centres - Government, Employers, TU

Government unit should create interest in management/unions - possibilities should be able to hang on and do the job

has to get to large number of small organizations - AIM, Productivity Council failed

Need agricultural extension model

If change the name - don't change the meaning

the department behind the green door

change the process not the name

how do you change the process (a) give financial information in understandable terms to workers

National objectives (green paper)

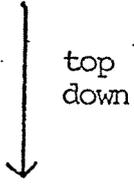
- (1) Improving the working of the economy so that an increased domestic product per capita is available to support rising community aspirations
- (2) Improve the quality of worklife
- (3) encourage social cohesion
- (4) increase the involvement of Australians in systems of decision making
- (5) a capability to adapt to Future Change

Workers first

QWL lock step with productivity

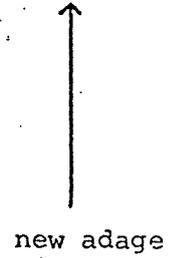
Priorities

Old adage



shareholder
product

worker



Lunch time Tuesday (Vic)

What about the "Master-Servant Act"?

What about the Master-Servant relations?