

NUMSA

WAGE
CAMPAIGN
REPORT
Published by
NUMSA's
metal section

50 000
strikers
defy
Minister

D-Day
for metal
industry

NUMSA
STRIKE
LOOMS

After wage talks
between Numsa and
employers in the Steel
& Engineering Ind.

worked from
6pm.

National strike!

ON 14th July 1987, for the first time in South African history, there was a national strike in the metal industry. About 350 factories stopped work all over the country in support of the NUMSA

Demand for a Living Wage.
Metalworkers voted overwhelmingly for strike action in the national ballot that was conducted between 6th and 8th July. The strike was set for the 14th July. Workers were ready to fight SEIFSA until they won.

Build-up to the strike

The militancy of workers could be seen from the huge attendance at local meetings. During the week of the ballot shop stewards were gathering in huge numbers in the union offices to discuss problems and plan strategy.

In the Eastern Cape a general meeting of over 400 workers was held to discuss plans.

In Katlehong, workers could not fit into Morena Stores where meetings were held. On the day of the final

report back meeting - to announce the result of the ballot and the date of the strike - workers crowded outside the hall waiting to hear the news. But they were disappointed because the police told them to disperse in 2 minutes - it was no longer an indoor meeting, they said.

In Kempton Park, a cinema was hired in Tembisa in which to hold a local general meeting of members. "There were people everywhere - even up the walls and on the stage", reported Alfred Makhadi, chairperson of the local. Similar stories were coming from all over the country.

July 14

It was cold and wintry on the historic day. Tens of thousands of metalworkers in the Transvaal, Natal and the Eastern Cape downed tools in one massive wave of action.

The newspaper headlines were screaming about the metalworkers strike. The Star headlines in

Johannesburg read: "50 000 strikers defy Minister". The article underneath read: "About 50 000 metalworkers in the Transvaal and Natal today came out on a wage strike...". The Sowetan read: "About 100 000 workers in the metal industry were due to go out on a legal wage strike today...".

The support for the strike was massive.

The Brits area reported an unusual story: a company called LUMEX bused in scabs. One bus from the black labour bureau of Garankuwa and one bus filled with unemployed white scabs from the town. Management was preparing for a 6 week long strike!

New members

The strike brought new members to NUMSA. It has not yet been possible to count all of them. In two Wits locals, Katlehong and Kempton Park, the organisers report that up to

20 new factories have joined in each local - including two target factories, Hullet Alluminium and TFM in Olifantsfontein, because they support the fighting spirit of NUMSA. This is due to the workers who left other unions to join NUMSA such as at Fenner in Isando.

The role of the other unions

The strike itself, and the negotiations that led up to it, were made much more difficult because of the other unions. It is only because the other unions on the Industrial Council agreed to accept SEIFSA's final offer that the 1987 Main Agreement was signed. So these other unions made it possible for SEIFSA to push for the Agreement to be made law for the whole industry by the Minister of Manpower. Then SEIFSA and the other unions both had to hide behind the government when NUMSA

members went on strike.

NUMSA believes that metalworkers should be organized in one metal union - in line with the principle of One Union One Industry. Until we win this goal, it will be possible for SEIFSA to hide behind the other unions on the Industrial Council - using the age-old divide and rule tactic.

SEIFSA and the government

SEIFSA has often said in the past that it believes that the government must stay out of collective bargaining - that this is a matter for management and unions to resolve. But when the heat was on and the national strike was declared SEIFSA had to hide behind the Minister of Manpower, who intervened to stop the strike. SEIFSA had to ask the Minister to extend last year's Agreement so that NUMSA's strike became illegal.

NUMSA believes that the

Minister of Manpower only extended last year's agreement to make our strike illegal. NUMSA is taking the Minister of Manpower to Court because it believes that the Minister was wrong to do this. See the article on this case.

The decision to return to work

Urgent shop steward meetings were held on the evening of July 14th. Militant workers were faced with a very difficult decision. If they stayed out, then many workers would probably be dismissed as the strike had become illegal. Already there were rumours of mass dismissals at many factories.

Also, up to 50 companies, especially Barlows companies, were preparing interdicts against NUMSA and claims for lost production against NUMSA.

Reluctantly workers decided to return to work on 15th July. But this was not a decision to give up the fight for a Living Wage - the focus for this year has simply shifted now from SEIFSA and the Industrial Council to the different companies themselves.

Victory

The decision was democratic and the return to work was extremely disciplined. NUMSA had shown its strength - and in returning to work together in such a disciplined way workers showed their unity.

Both the strike and the return were enormous victories for workers' organisation. This year NUMSA showed SEIFSA its fist - and promised to fight again. Next year we will be stronger.

Challenging bosses at their base

ISCOR is the largest steel producer in South Africa producing 80% of the country's needs.

Spread over 4 main works, ISCOR employs over 15 000 black workers and an equal number of white workers.

While ISCOR is the biggest production unit in the iron and steel industry, its wages are the lowest.

Workers earn a minimum of R1,96 per hour as compared with the new minimum of R2,61 paid by SEIFSA in the Industrial Council.

Since its existence up to this year, ISCOR only negotiated with white unions. Wage rates were set at these negotiations and simply applied to black workers with no negotiation.

In 1986 (MAWU) NUMSA had members in Newcastle and Vanderbijlpark. The ISCOR bosses refused to admit them into the negotiations.

After a dispute was declared ISCOR agreed to a special negotiation with the union. At the negotiations the bosses made a zero offer

i.e. no offer, arguing that ISCOR had no money. This was in spite of the fact that ISCOR paid out large amounts to the higher grade workers as merit increases.

At the negotiations in June this year, the bosses presented 33c increase as a final offer and in spite of the strike has refused to shift. As the bosses told shop stewards the workers could strike for a month and they will not receive a cent.

The strike starts
ISCOR workers at Vanderbijlpark went on

strike on 20 July. They have now entered their 3rd week of strike action in support of their demand for a living wage.

The strike is a legal strike after over 90% of the 7000 black workers voted to take strike action.

The bosses are offering 33c at the bottom. The present minimum is R1,96 per hour.

Why won't the bosses move?

The bosses are very concerned that if they made a further offer they would

lose the friendship of their sweethearts - the unions who signed the Agreement.

They also realize that workers will see the strike weapon as a powerful tool to bargain with.

The ISCOR bosses want to teach the workers a lesson.

The ISCOR workers need the support and solidarity of all metal workers in South Africa.

The struggle for a living wage at ISCOR must become the symbol of the struggle of all metal workers in South Africa.

Our offer — then deadlock

EARLY in January 1987, NUMSA/MAWU submitted the following demands to SEIFSA, the employer association:

- * The new agreement must start on 1 July
- * Minimum rate to be R4,00 per hour
- * Across the board increase of R1,00 per hour
- * The normal working week to be reduced to 40 hours without loss of pay
- * May Day and June 16 to be paid public holidays
- * Overtime to be paid double during the week and treble at weekends
- * Paid maternity leave for

Grade	Old Rate	Increase	New Rate
A	R5,81	72c	R6,53
AA	R4,58	68c	R5,26
AB	R4,36	64c	R5,00
B	R4,25	60c	R4,85
C	R4,14	54c	R4,68
D	R4,03	49c	R4,52
DD	R3,28	48c	R3,76
DDD	R2,85	48c	R3,31
E	R2,68	46c	R3,12
F	R2,44	44c	R2,90
G	R2,29	41c	R2,70
H&I	R2,22	39c	R2,61

6 months and paid paternity leave for 14 days
Job security
* No dismissals after deadlock in negotiations and a ballot

* Job security to be guaranteed as demanded by MAWU in the negotiations for Section 35 of the main agreement
Basic Union Rights

- * Any union party to the Industrial Council with significant membership in a plant shall be granted basic shop steward rights, stop orders and access
- * No PAYE deductions to be made by employers
- * There should be no job loss as a result of sanctions, if necessary, profits should absorb the effects of sanctions

Negotiations
A number of meetings took place between the 15 unions in the Industrial Council and the employer association. The first round

of negotiations started on 10 March in Johannesburg and deadlock was finally declared at a meeting on 12 May.

The final SEIFSA offer is shown in the table on this page.

There is also a clause which allows unions and employers to negotiate at Company level about faster changes to the wage curve but these negotiations will only take place if the employer agrees.

No to other demands
SEIFSA refused to

consider the other demands of NUMSA/MAWU: 40 hour week without loss of pay; job security; no tax deduction; basic trade union rights; paid holidays on May Day and June 16.

Dispute
MAWU and the IMF unions indicated that they rejected this final offer and hence there was deadlock. They declared a dispute against SEIFSA on:

1. Wages
2. Refusal of Company level bargaining by SEIFSA

NUMSA/MAWU also raised a dispute because of SEIFSA's refusal to give us figures of how much profit the industry earned and because of SEIFSA's refusal of our other demands.

Dispute settlement meetings were held to try and resolve the dispute according to dispute procedures laid down in the agreement. SEIFSA offered 2 cents extra to bring up Rate H and I by 39c. The IMF unions, except MAWU, then agreed. Further dispute meetings between MAWU and SEIFSA were refused by SEIFSA.

Other unions
All the other unions in the Industrial Council accepted SEIFSA's final offer and agreed to sign the agreement. The Agreement was then sent to the Minister of Manpower to put into the Government Gazette.

The unions who agreed to sign included: SA Boilermakers, Engineering Industrial Workers Union, Electrical and Allied Workers Trade Union, Radio TV Electronic and Allied, Steel Engineering and Allied Workers Union, Yster and Staal, Amalgamated Engineering Union, Mine Workers Union and Engineering and Allied Workers Union.

As a result of these unions signing, there was an 'Agreement' - even though the majority of unskilled and semi-skilled workers, organized under NUMSA, were not satisfied. This "Agreement" was sent by the Industrial Council to the Minister of Manpower to become the new minimum wages and conditions in the industry. If these unions had refused to sign there would have been no agreement and SEIFSA would have had a lot more pressure on it to make a better offer.

NUMSA members are sick and tired of this and demand ONE UNION ONE INDUSTRY. We call on all metalworkers to join NUMSA.

A story of mass mobilisation and worker unity

METALWORKERS all over the country held strike ballots on the 6 - 8 July. Workers had to decide if they should strike to push SEIFSA to meet MAWU's demands.

The result was a resounding YES. Over 94% of NUMSA/MAWU metalworkers voted to strike! Only 3% voted NO - the rest made mistakes on their voting papers.

More than 9 000 "yes" votes were not taken into the totals because of mistakes in the voters' rolls.

More than 44 000 NUMSA members voted YES, and the total is over 50 000 if you add the non-members who voted YES and the YES votes which were discounted.

The ballot was in itself an important demonstration of

national mass mobilisation of metalworkers. It proved to SEIFSA the total rejection by metalworkers of its 39c minimum increase. It also showed workers' anger at SEIFSA's rejection of MAWU's other demands.

Planning

The planning for the ballot was co-ordinated nationally by the National Campaign Co-ordinating Committee. This committee decided to recommend to all regions that they conduct a seminar in which to discuss the exact procedure to be followed in the ballot.

In the Transvaal over 400 factories were represented at the seminar held in Germiston on 5th July. The spirit was very high as shop stewards discussed plans and then queued to collect their



Going to the polls: NUMSA members vote in Germiston.

ballot materials. Each factory was given ballot papers, ballot boxes, posters, pencils and membership lists against which to check voters.

A detailed list of procedures was also given to the shop stewards.

Bosses' reaction

Many employers did all they could to stop workers from exercising their legal right to vote. At Highveld for example, management

refused to give the thousands of members there any voting facilities at all. So workers had to vote in the few minutes available to them before and after shifts. Many companies did this, especially in the Barlows Group.

At Dorbyl Erection management wanted to interfere with the balloting of nightshift workers and keep the box overnight. Workers absolutely refused that management touch the

box and kept it secure themselves for the night.

New members

The ballot itself brought many new members for the union. The biggest example was at ISCOR in Van der Bijl Park where over 950 new members joined the union in a few short hours. At STC in Benoni 400 new members joined in one day. 106 new members at Ferrometals joined - and so the list goes on.

Building a successful campaign

FOR the first time in South Africa, a union has been able to mobilise its members to take united action.

It has taken many years to reach this point. MAWU started this with successful national stoppages in 1985 and 1986. This year NUMSA has been able to mobilise thousands of workers to ballot and strike nationally in support of demands put to SEIFSA in the 1987 round of negotiations. Many lessons can be learnt from the way that this campaign was organised.

How did NUMSA achieve such remarkable co-ordination and overwhelming support from its members and hundreds of non-members in the metal industry?

At local level: Local Campaign Co-ordinating Committee (LCCC)

The pillars of NUMSA's strength are the Local Shop

Steward Councils. Through the locals all the factories' shop stewards in an area come together and build unity. For the Living Wage Campaign, each local elected a committee of at least 12 shop stewards and one organiser - the LCCC. These LCCC's met at least once a week and sometimes more often to plan local strategy and solve particular problems.

In the Katlehong local, for example, the LCCC divided its factories into smaller areas and elected one shop steward to co-ordinate each area. Katlehong found that there was so much interest that the LCCC grew to over 50 people at the time of the national ballot and strike.

At regional level: Regional Campaign Co-ordinating Committees (RCCC)

The RCCC structure was set up to ensure that all the locals in a region were in step with each other in the day-to-day build up to the

strike. It is made up of three shop stewards and one organiser from each local, together with the Branch Secretaries.

Twice in the days before the national action the RCCC in the Transvaal called Transvaal-wide shop steward councils to discuss recommendations of the NCCC and to plan the details of the campaign. In both meetings there were over 600 shop stewards from different factories.

At national level: National Campaign Co-ordinating Committee (NCCC)

The NCCC has been existing since 1986. It was set up by the MAWU NEC to co-ordinate all national campaigns, such as the Living Wage Campaign, the Release Moses Mayekiso Campaign, the shop steward election campaign, etc.

The NCCC is made up of all three national organisers in the metal sector of the

union, together with two shop stewards and the secretary from each branch.

The NCCC kept the campaign together nationally. Through this structure stickers, pamphlets, t-shirts and posters were able to reach factories very quickly. This committee also set dates for the ballot and the strike.

The NCCC meeting on 25/7/87 has recommended that the campaign for a Living Wage must continue now at plant and company level. This recommendation takes into account the great militancy of our membership in their present struggle against the bosses for a Living Wage.

Future role of the LCCC, RCCC and NCCC

If the Campaign for a Living Wage is to continue then it is essential that these committees continue to meet regularly.

The role of the LCCC now will be to co-ordinate

company level negotiations and encourage common demands and strategies. The LCCC, together with the Local as a whole, will need to ensure that factories do not simply strike on their own in a haphazard way.

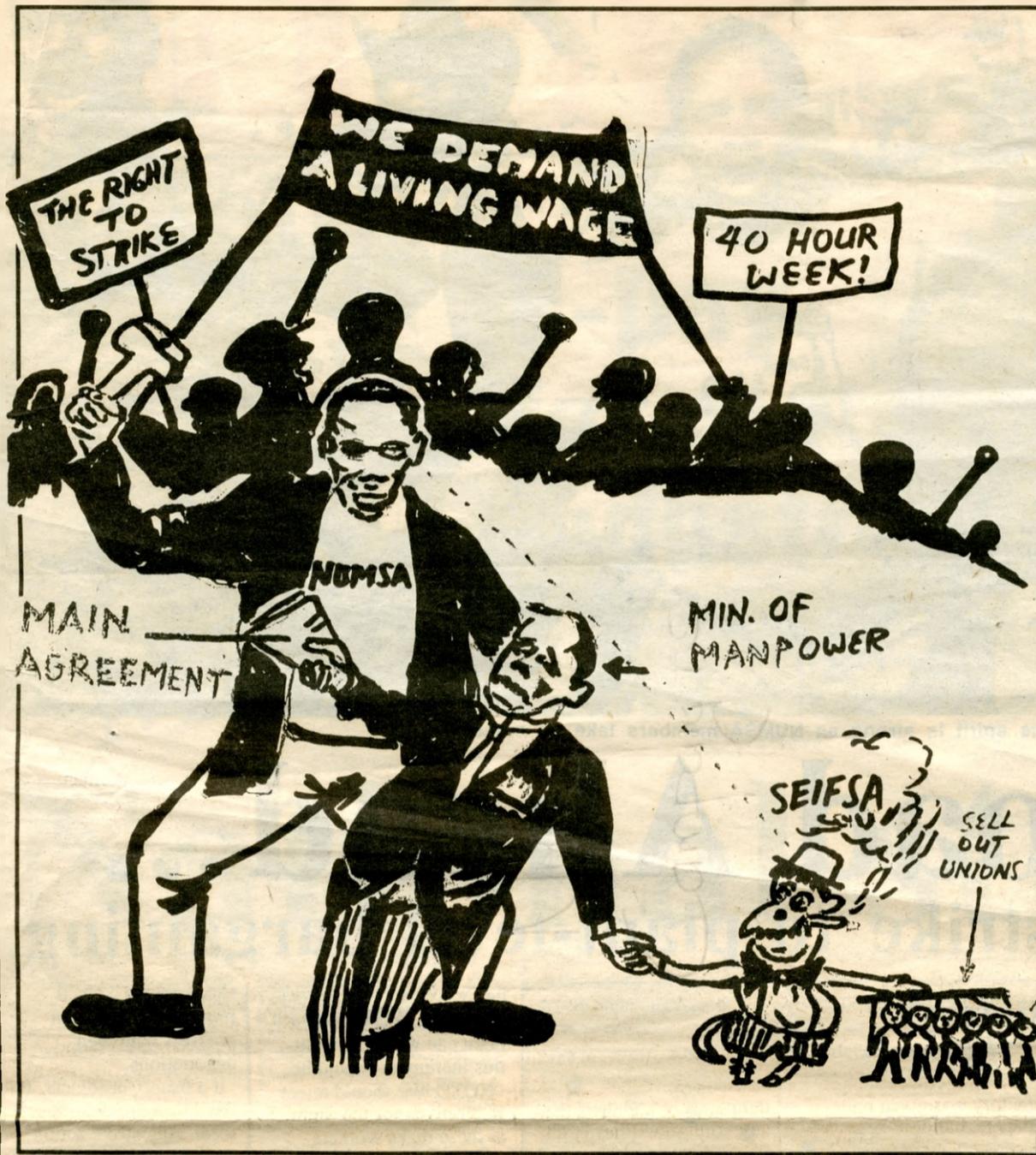
The NCCC has recommended legal strike action should be taken to protect our members against dismissals. So shop stewards need to be educated about the steps to follow in order to strike legally. The LCCC must then plan a good time-table of legal strike action to build the strength of workers in the area.

The RCCC will become even more important in the next stages of the campaign. The RCCC, together with at least one of the national organisers, will be the body that will plan strategy for the House Agreement companies in the area.

The NCCC will continue to co-ordinate strategy.

SAMANCOR:

The bosses take a hard line...



NUMSA takes minister to court

THE Minister of Manpower tried to make the strike by NUMSA members unlawful by publishing last year's Industrial Council Agreement in the government gazette.

He did this without proper instructions from the Industrial Council's members. He did something which he had never done before - clearly his only aim was to stop our strike. We believe that SEIFSA asked the Minister to stop the strike.

SEIFSA has always said

they are in favour of collective bargaining - but when we went to a legal strike, they called in the state to stop us. SEIFSA always uses the other unions to sign the agreement. Now SEIFSA and the other unions all had to hide behind the government.

NUMSA will now challenge the Minister in court. We say he gazetted last year's agreement again without properly considering the matter. We say he did it for reasons

which don't appear in the act.

The Minister then gazetted the new agreement. There are now two agreements in force. It is clear that the Minister did not consider this properly.

He also made the gazettes binding on workers and unions which didn't sign the agreement. In the Labour Relations Act, the Minister has his power as long as he has satisfied himself that the parties to the agreement are representative of the

Industry.

The figures given to the Minister by the Industrial Council don't show this: The Minister did not check these figures. The unions which signed the agreement are not at all representative of the industry, especially of semi-skilled and unskilled workers.

The papers of the case will be served on the Minister in August. It will probably take a couple of months to come to court.

Fighting bosses' divide and rule

METAL Box and Van Leer workers have started to challenge the bosses' strategy of ruling through divisions. This year in their plant level wage negotiations they have demanded that all plants in their company pay the same minimum wages on each grade. At present each plant in the same group pays different wages for the same work.

The bosses are resisting this demand for equal wages because they fear that it will interfere with their policy of the plants being responsible for profits or losses in their plant. They are concerned that since wages are an

important factor for profit, if wages are determined by national considerations then the plant management will lose control.

For workers this policy of independent profit centres simply means that a big group like Barlow Rand can divide its workers into units as small as 20 workers and deal with them separately.

It also means the big bosses can put maximum pressure on the smaller bosses to put maximum pressure on the workers.

When the plants get into serious problems - the big bosses simply close the plant, move the machinery and retrench the workers.

What these bosses don't tell us is that while everything else is decentralised the profits are highly centralised.

Metal Box and Van Leer workers have taken the first step to challenge this policy of "independent exploitation centres".

Metal Box

The bosses have reacted to this demand of equalising minimum wages across the division/group by arguing that it goes beyond the plant level recognition agreement signed with the 10 different plants across the country.

This dispute is now to be taken to arbitration. A

neutral person is to decide whether the union can make such a demand.

All the negotiations in the different plants are awaiting the outcome of this important arbitration.

Whatever the outcome Metal Box workers need to take note that in challenging Metal Box they are merely tickling the toes of the giant Barlow Rand.

Van Leer

The Cape, Vaal and Springs plants have declared disputes with their managements on the issue of minimum wages. This dispute is most likely to go to mediation.

MORE than 2 000 NUMSA members at SAMANCOR's plants at Witbank and Vaal took part in NUMSA's strike on 14th July. SAMANCOR management said this strike was illegal.

They started issuing disciplinary warnings to all the workers. Some of the workers were dismissed because they had previous warnings. Workers tried to get the Company to withdraw the warnings. Management refused.

Cde Isaac Vilikaze, chairperson of the shop stewards in Witbank, continues the story: "Workers were called individually to motivate their cases as to why they took part in the strike. Obviously workers were dissatisfied about this move from the employer whereby they would be called individually, like sheep in an abattoir, some to be slaughtered and some not.

"We tried to negotiate with management to withdraw the warnings, but they refused.

"Workers held a meeting where they decided to go out on strike, demanding the withdrawal of the disciplinary warnings and a stop to the disciplinary investigations.

"The company was informed by the shop stewards of the intended strike action. The strike started on the morning of 21 July at 8am and lasted right up to the evening of 25 July.

"During the strike several rounds of negotiations were held with management to try and resolve the dispute. Management was adamant that the 14 July strike was illegal while on the other hand the stewards were convinced that the strike was legal.

"The shop stewards made a proposal that the matter should be referred to mediation, arbitration or to the Industrial Court to decide.

"The company refused to accept this proposal and insisted the workers must return to work and it will go ahead with the disciplinary investigations.

According to the disciplinary procedure the company can dismiss a worker if he or she is absent for a period of five days. So when a temporary arrangement was reached, workers were on the brink of mass dismissals.

"During the strike there were many stoppages in support of the Ferrometals workers in Witbank - including Highveld Steel, Vantra Division and Mapoch Mine, all of which are Anglo American Corporation companies," reports Cde Vilikazi.

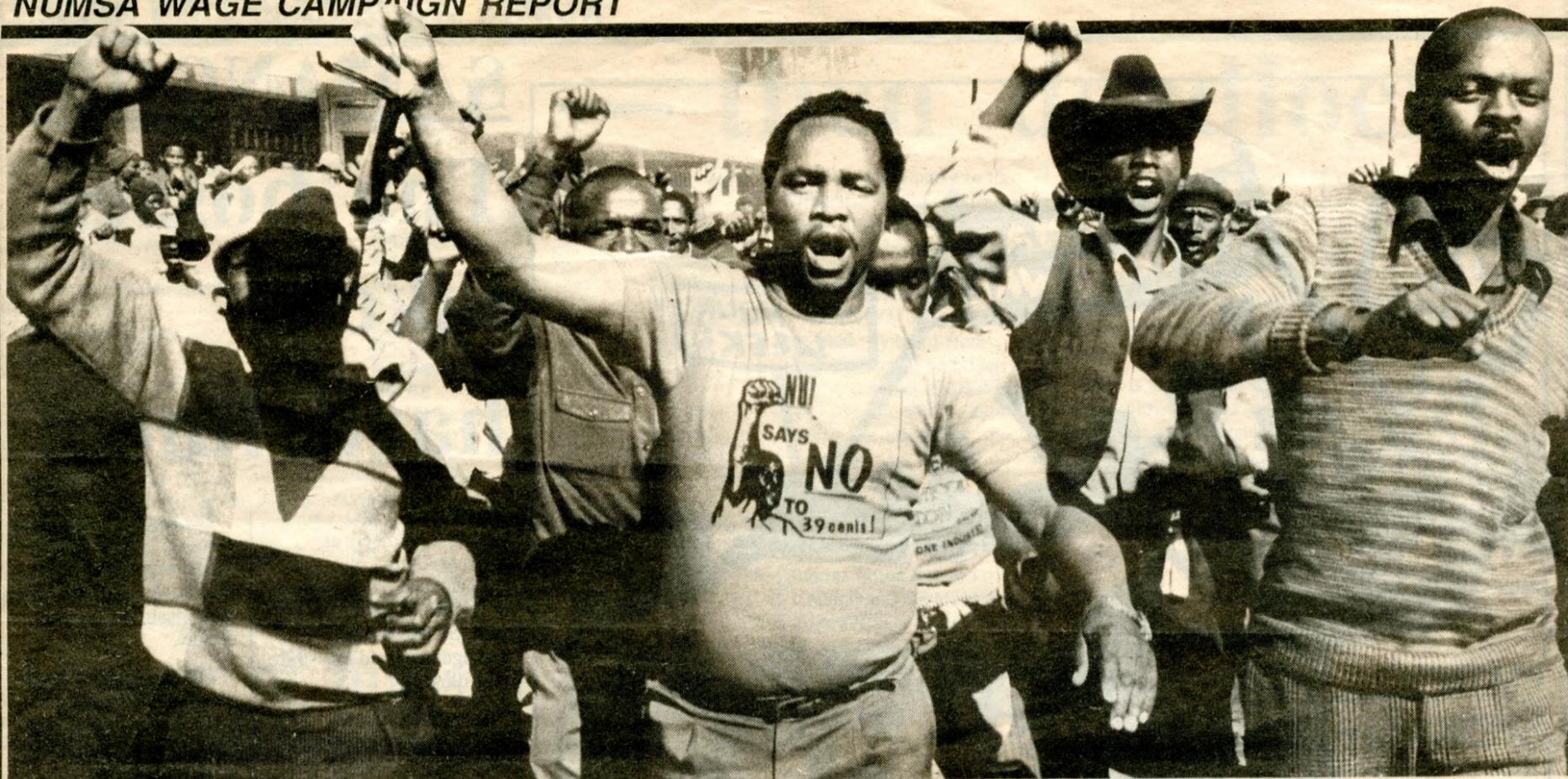
At first management refused to compromise. But when they saw the workers' resolve, they asked for another meeting on 27th July. At the meeting an agreement was hammered out referring the disciplinary actions to the Industrial Court and suspending all warnings and dismissals at Ferrametal.

At Metalloys, management resisted.

Eventually, an interim agreement was reached. But workers stopped before the report could be made to them. Samancor has now dismissed all 1300 workers at Metalloys. The union has asked NUM and NUMSA members in all the ferro-alloy plants to support the dispute with metalloys by balloting. Meetings are being arranged to set this in motion. NUM has already agreed to co-operate as far as possible.

WAGE NEGOTIATION UPDATE

FACTORY	OLD MIN.	NEW MIN.	A.T.B	OTHER
Fagesta	R3,52	R4,12	60c	May 1
Debex	R3,01	R3,50	49c	
Ultra High	R3,01	R3,51	50c	
Sandvick	R3,50	R4,05	39c	
Bosch	R3,51	R4,03	52c	44 hr week (still negotiating)
Steelmoblie	R3,65	R3,95	30c	
National Spring	R2,51	R3,03	52c	
Wadesteel	R2,52	R2,99	47c	
Xmeco	R2,22	R3,50	R1,28	
National Standard	R3,50	R3,63	13c	
Aberdare				
Cables	R2,72	R3,50	78c	
Xpanda	R2,40	R3,00	60c	June 16
Phillips	R606pm		70c	R200 increase for non-scheduled workers
Ferralloys	Across the board 48c p h			
Van Leer	R4,00 minimum			



ISCOR: The spirit is strong as NUMSA members take on management.

The Road Ahead...

From national strike to plant-level bargaining

NATIONALLY we have shown SEIFSA that metalworkers are on the march. Now the struggle is moving to metal companies directly. ISCOR workers are the first to challenge their management. But thousands of metalworkers all over the country are now turning to their own managements with demands.

The National Co-ordinating Committee - the NCCC - has discussed the importance of keeping metalworkers united in their fight for a living wage. The NCCC has suggested the following three strategies:

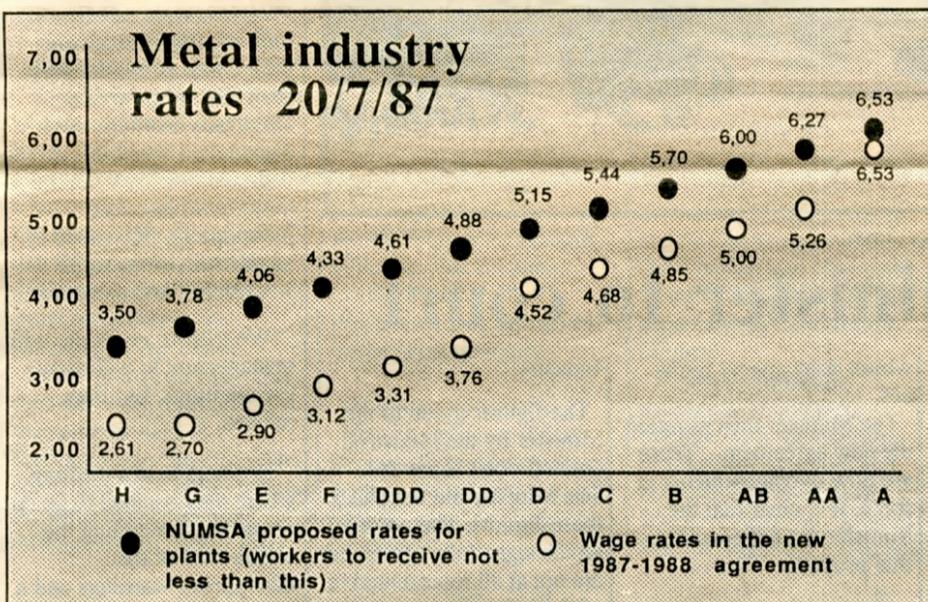
1. House Agreement Companies

All workers within large companies which have signed House Agreements - like Highveld Steel, Samancor, USCO and so on - will continue with their negotiations. Many House Agreement companies have already started, many others are about to start.

2. Recognition Agreement Companies

All companies that have signed a recognition agreement with the union, or have given undertakings to negotiate wages with the union will now start bargaining. The union has the right, in terms of these agreements, to put forward any demands on wages and conditions of employment - whether they are covered by the Main Industrial Council Agreement or not. The union's policy is that these companies should negotiate wages and conditions of employment over and above those in the Main Agreement.

Many factories belong to a



large group - like Barlows, GEC, Dorbyl, Boart, Altech, Metal Box or Siemens. The NCCC strongly recommends that each large group of factories falling within, say Dorbyl, must put the same demands to management. All the workers within one group can then use their united strength to bargain. All the groups, like Dorbyl and Barlows, set a common policy for all factory managements to follow - it is time workers united to face these common policies.

NOTE: Not all factories which fall into the big groups have recognition agreements. These companies will have to struggle to win the right to negotiate wages at plant level. They may have to follow strategy 3.

3. Companies with no recognition agreement.

These companies will often refuse to negotiate wages and working conditions covered by the

Main Agreement. For these companies, the NCCC is recommending one common set of demands. These demands are:

The wage curve

Due to discrimination on the basis of colour or sex there are big differentials in pay between skilled workers and other workers. As part of the Main Agreement this year SEIFSA agreed to allow employers to negotiate at plant level about the wage curve. However, SEIFSA has advised employers to refuse to negotiate.

Paid time off for shop steward training

Shop stewards need training to be effective. Shop stewards should demand 15 days paid leave per shop steward per year.

Paternity leave

We demand 14 days paid paternity leave for all men workers when their babies are born. This leave is to make it possible for fathers

to help in the home with other children and household tasks while mothers are caring for their new infants. This leave is in addition to normal leave.

Insurance

We demand that companies pay 4% of their wage bill into a fund to be controlled equally by the union and the company. This fund must be used to buy insurance for workers - such as:

- 5 years wages on the death of the workers
- 5 years wages on permanent disability of the worker
- a proportion of 5 years wages for partial disability
- guarantee of full wages for up to 1 year for temporary disability through illness or accident
- Funeral benefit of R1000 for the worker, his wife or her husband and the order children and a smaller funeral benefit for younger children.

Service Increment

We demand that companies

pay workers a long service increment. Workers at each plant can work out what this increment should be.

NOTE: We should reject merit increments or bonuses as these make workers compete against each other and are intended by management to divide workers. Merit increments seem alright when workers are young and fit but they discriminate against older and weaker workers who may have worked for many years.

The following demands were demanded - but not won - in the main agreement negotiations. So they are covered by the government gazette. However, these are important demands to make.

Paid holidays

21 March, 1 May and 16 June

Maternity leave and pay

We demand fully-paid maternity leave for six months. The wages can be met in part by the Sick Pay Fund and UIF and the rest must be paid by the boss.

Remember that UIF will only pay a woman 45% of her normal wages for 4 months before the birth and 2 months after the birth. So, we demand that management must pay the difference between the Sick Pay Fund and normal wages for the months that UIF does not pay.

Remember: You can't strike legally now over holidays and maternity leave.

For these strategies to be successful, shop stewards must regularly attend local

shop steward council meetings to report on progress with their negotiations.

If a factory deadlocks, this must be reported to the local. Any strike action must be planned by the Local Campaign Co-ordinating Committee - the LCCC with the RCCC - to ensure maximum unity and power of workers in the area. The NCCC is proposing that, where strikes are necessary to push management after deadlock, they should follow the procedures so as to get some protection against dismissal.

The LCCC will co-ordinate disputes in the local. But where a group goes into dispute, like Barlows, this will be co-ordinated by the Regional Campaign Co-ordinating Committee - the RCCC - together with the national organisers and the NCCC.

The RCCC will also deal with any House Agreement disputes again with the national organisers - to make sure that there is common NUMSA approach to all such disputes.

All factories should put demands as soon as possible - but remember to study the three strategies and find the right one for your factory.

If your management refuses to negotiate, make two disputes with them:

1. For refusing to negotiate (especially on the wage curve).

2. For refusing to fix the wage curve and agree to your other demands.

FORWARD TO A LIVING WAGE FOR ALL!