

RHODES UNIVERSITY

INTERNAL MEMO

<u>FROM:</u> The Assistant Registrar (Staffing)	<u>TO:</u> The Vice-Chancellor
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Mr. Mabongo and I have prepared some notes of points which you may wish to include in your address to the workers on Monday, 29th November 1976.

I am arranging for an interpreter to be available on Monday afternoon.

Great pleasure and privilege to  
have this opportunity to talk to you  
(when one thinks of drive, students, professors, lecturers)  
Emphasize audiences' importance.

23/11/76.

Hard times economically:

Everything is going up in price.

∴ a need to economise.

Not only you, but University as well feels the pinch.

∴ (1) We have appointed Dr. Miller  
Boss of your bosses. → (1)

also Dr. Mabongo, whom many of  
you have already met

→ (2-10)

NOTES OF POINTS FOR CONSIDERATION BY THE VICE-CHANCELLOR FOR  
INCLUSION IN HIS ADDRESS TO THE BLACK WORKERS ON 29/11/76

- 1) Mr. Mills who is a very experienced administrator has been appointed as Business Manager. He will be responsible to the Vice-Chancellor for the administration of the Estate and Buildings Section and the business activities of the University e.g. the hostels, the Rhodes Union, grounds, maintenance, engineering and electrical, cleaning, laundry, etc.  
*To make them as efficient as possible*
- 2) Mr. Mabongo who has had extensive experience as a personnel administrator has been appointed as a Personnel Officer to administer the affairs of the University's black workers. He is a senior member of the administrative staff and he will advise the University on all matters affecting the black workers. His work will include personnel administration, employment practices as well as industrial relations.
- 3) Mr. Mabongo will soon assume full responsibility for rendering advice and service to employers on the campus with regard to recruitment, selection, placement as well as the termination of service of wage paid workers. Whilst employers will have a say in these matters, final decisions will be taken after consultation, by the personnel office. If there is a deadlock the matter will be referred to the Vice-Chancellor or Vice-Principal for decision.
- 4) In the event of disputes between Employers/Supervisors and the workers, the Personnel Officer will act as an impartial mediator and adviser rather than a <sup>be</sup> partisan negotiator. His appointment is also not intended to relieve the workers' elected representatives on the Informal Liaison Committee of their responsibilities to the workers. With respect to termination of appointment, <sup>whilst</sup> Mr. Mabongo will ensure that no worker is unjustly dismissed, no mercy will be shown to people found guilty of a serious offence e.g. theft, absenteeism, drunkenness at work, fighting, assault, dishonesty etc. or whose performance persistently falls below determined average standards.
- 5) The prevailing depressed state of the economy requires that all should work harder and more efficiently. The implications for the workers are that they should increase their productivity, i.e. they should be productively occupied at all times during working hours and be punctual - for time wasted is money wasted.  
WASTE  
*Food. Your eyes not bigger than stomach  
lights, heat, hot water.*  
*Work with head as well as hands.  
Not stop as soon as supervisor moves away.*  
*→ Suggestions →*
- 6) The depressed state of the economy has not deterred the University from increasing workers' wages by more than 40% this year and from admitting them to the Associated Institutions Pension Fund. What has been achieved



in the past year should be seen as the beginning of a graduate but sure movement towards improved conditions of employment. Workers should, however, be warned that in return the University as an employer expects hard work, high productivity and efficiency from each worker. The onus is on the worker to respond positively, as responsible men and women, and to prove that they are capable of fulfilling the trust reposed in them.

*Clinic school on Campus, Recreation Centre  
Literacy, Sewing.*

- 7) It is the intention of the University to reduce staff. This should not be taken to mean that the University will retrench people indiscriminately. The University will reduce staff through normal wastage, i.e. when a worker leaves for any reason he will not be replaced unless the Personnel Officer is satisfied that there is in fact a need for replacement. If the need to fill a vacancy exists the University will endeavour to do so by internal re-deployment rather than external recruitment of labour. All appointments will in future be made by the Personnel Office. Mr. Mabongo is currently interviewing all wage paid employees on the campus not only to complete the documentation for their admission to the Pension Fund but also to verify employees' personal details i.e. correct names, date of birth, date of engagement, standard of education, training and skills, etc., advise and assist workers to open savings accounts so that their wages may be paid directly into them. important *Save.*
- 8) As soon as this exercise is completed Mr. Mabongo will turn his attention to the utilization of labour on the campus. He will consider such matters as job descriptions, a proper designation for each employee, job analysis, evaluation and grading of posts in each department/section. Eligibility for appointment to any post will be determined on the basis of criteria such as academic qualifications, special skills acquired, experience, etc. Such a survey will help the University to discover which areas are over-staffed or understaffed. *Some of you may therefore be asked to do work that is different from what you are doing now.*
- 9) It should be stressed that even though an employee may have reached the top notch of his present wage scale, he will not automatically be entitled to promotion to a higher grade nor will he be paid on a higher wage scale while still performing a post on a lower grade. Elevation to a higher position will depend on:-
- (a) the existence of a suitable vacant post,
  - (b) whether the incumbent possesses the minimum pre-requisites for such a post and
  - (c) whether the incumbent merits promotion on the basis of present performance and potential.

- 10) Mr. Mabongo is willing to assist workers with all their job-orientated and personal problems. But workers should first report to their immediate supervisor who should arrange an interview with Mr. Mabongo. It is certain that his appointment will prove to be of great advantage to all workers and the University.

C. Mr. Mabongo

In conclusion I should like to thank you for your loyalty to the Univ. Many of you have worked here for a long time and have served the University well. We appreciate what you have done for the Univ.

We appreciated it also when most of you came to work on Nov Oct 18, in spite of threats

Some of you have talent to do better work than you are now doing, because of education or experience. When Mr. Mabongo has completed interviewing you all, we hope to be able to make use more effectively of your talent (skills and abilities).

Next year 1955 is going to be a hard year for Country, For Grahamstown, Univ, and you  
R.D.



We shall all have to pull together to

come through.

That is why I am so pleased to  
have you all here so that I can  
prepare you for changes that must come.

Thank you for listening so patiently  
and courteously to me.

In conclusion I should like to thank you  
for your loyalty to the Univ. Many of you  
have worked here for a long time and  
have loved the University well. We appreciate  
what you have done for the Univ.  
We appreciate it when most of you  
gave to work on Nov 18, in that

of the end  
Some of you have found it to be better work  
than you are now doing, because of education  
or experience. When Dr. Granger has completed  
his work he will be able to  
effectively of your talent skills  
and abilities.  
Next year 1955 is going to be a hard year  
For (something) Univ. and you