

PROCESSED

TRADE UNION  
LIBRARY AND  
EDUCATION CENTRE

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TV 28.6.22

## **UNION RESTRUCTURING ( DISCUSSION PAPER)**

The idea to restructure the union is not a new one. Political changes in our country compelled almost all the unions to consider the possibilities of restructuring the union and the industry in general. New approaches to Collective Bargaining Strategies came to the fore. The good example of these Bargaining strategies was the **NUMSA THREE YEAR BARGAINING STRATEGY** (1993). Later in the same year, CWIU also introduced its Bargaining Strategy in the form of five pillars. The common thing about Numsa and CWIU bargaining strategies is that they both failed to deliver and the process of setting up working groups <sup>UNSA</sup> is more complex than expected. The main cause of the ~~they~~ problem in my view is that the existing union structures are a big deterrent to the development and implementation of new bargaining strategies. Our Centralised Bargaining victory and the new LRA will demand major union restructuring if we want to utilise the openings created by these new developments.

In this discussion paper, I will focus on how we should restructure our union. In this paper, I am suggesting that the union ( CWIU) must be made up of four semi-autonomous departments.

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## **WHY DEPARTMENTS MUST BE ESTABLISHED**

Departments will provide uniformity, professionalism and a coherent approach to all issues that the union will deal with.

### **MAIN TASKS OF THE DEPARTMENT**

- Setting up Departmental structures
- Staffing
- Policy implementation and formulation
- Research capacity
- Co-ordination
- Worker involvement / participation
- Reporting / information circulation

### **A: CHEMICAL INDUSTRY STRATEGY**

1. Areas to be covered
2. Staffing
3. Structure

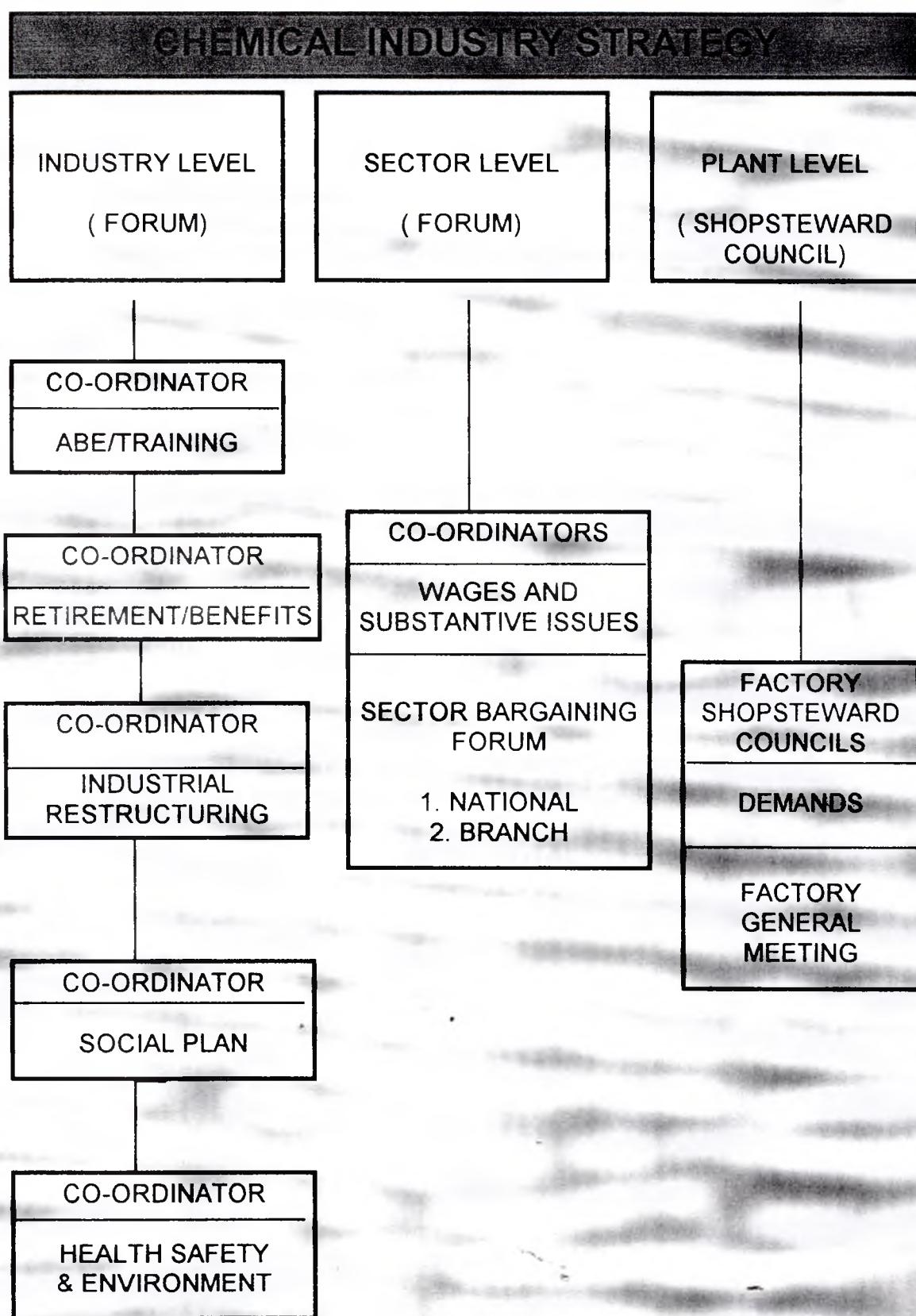
#### **1. AREAS TO BE COVERED**

- Collective Bargaining
- ABE/Training
- Retirement
- Industrial Restructuring
- Social Plan
- Health Safety and Environment ( New Pillar)

## 2. STAFFING

Paid Officials	Workers (Shopstewards)
Head of Department	1
National Co-ordinators	6
National Sector Co-ordinators	6 (only)
<b>TOTAL</b>	<b>13</b>
<b>TOTAL</b>	<b>6</b>

### 3. STRUCTURE



## **B. ORGANISATIONAL PRIORITIES**

1. Areas to be covered
2. Staffing
3. Structure

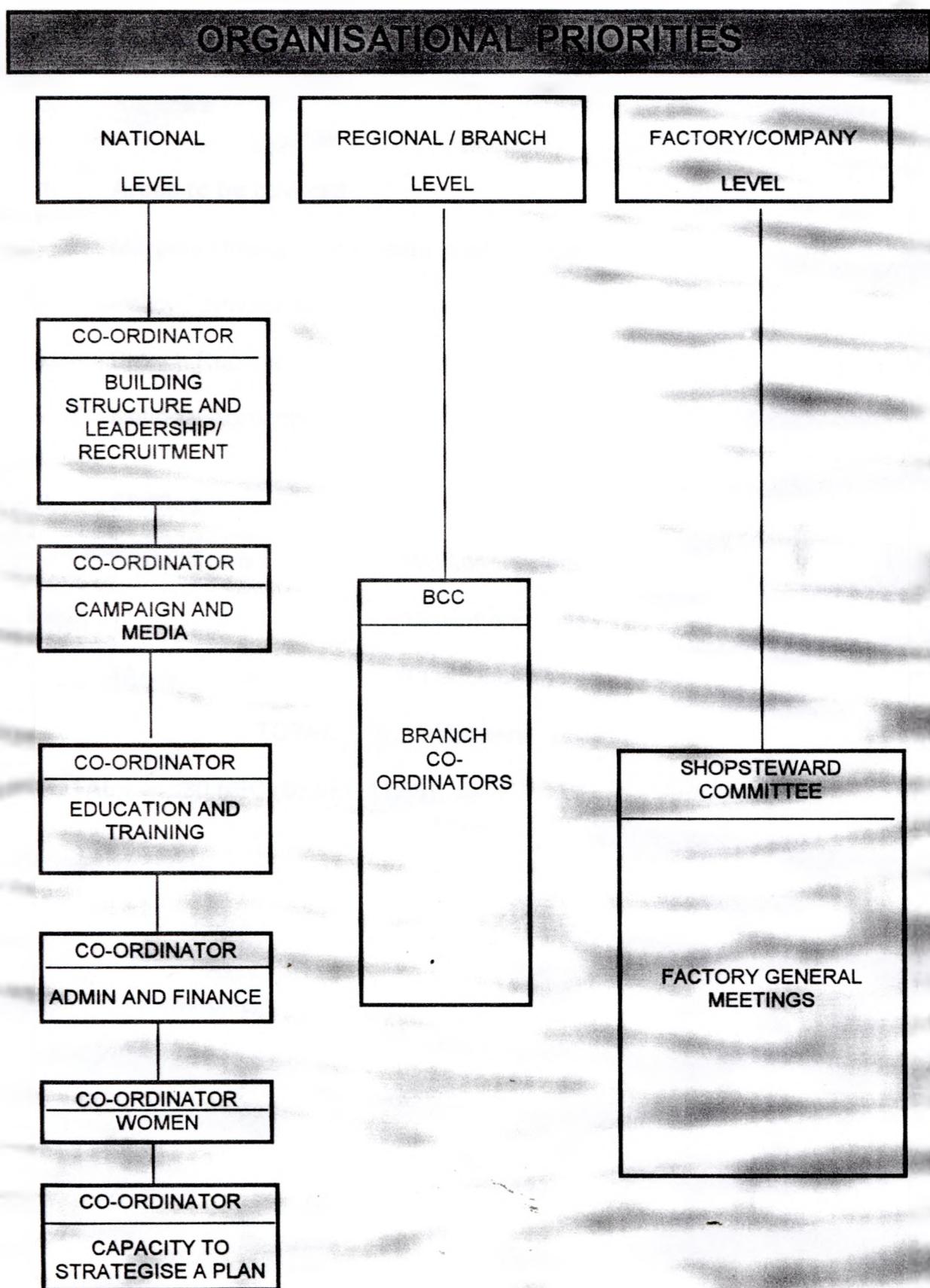
### **1. Areas to be covered**

- Building and strengthening union structures and leadership
- Education and Training
- Administration and Finances
- Campaign and Media
- Developing Capacity to strategise and plan for the future
- Women

### **2. Staffing**

Paid Official		Workers (Shopsteward)	
Head of Department	1	Branch Co-ordinators	6
National Co-ordinators	6		
<b>TOTAL</b>	<b>7</b>	<b>TOTAL</b>	<b>6</b>

### 3. STRUCTURE



## **C. CONSTITUTIONAL STRUCTURES ( CHANGES AND MERGERS)**

1. Areas to be covered
2. Staffing / Composition
3. Structure

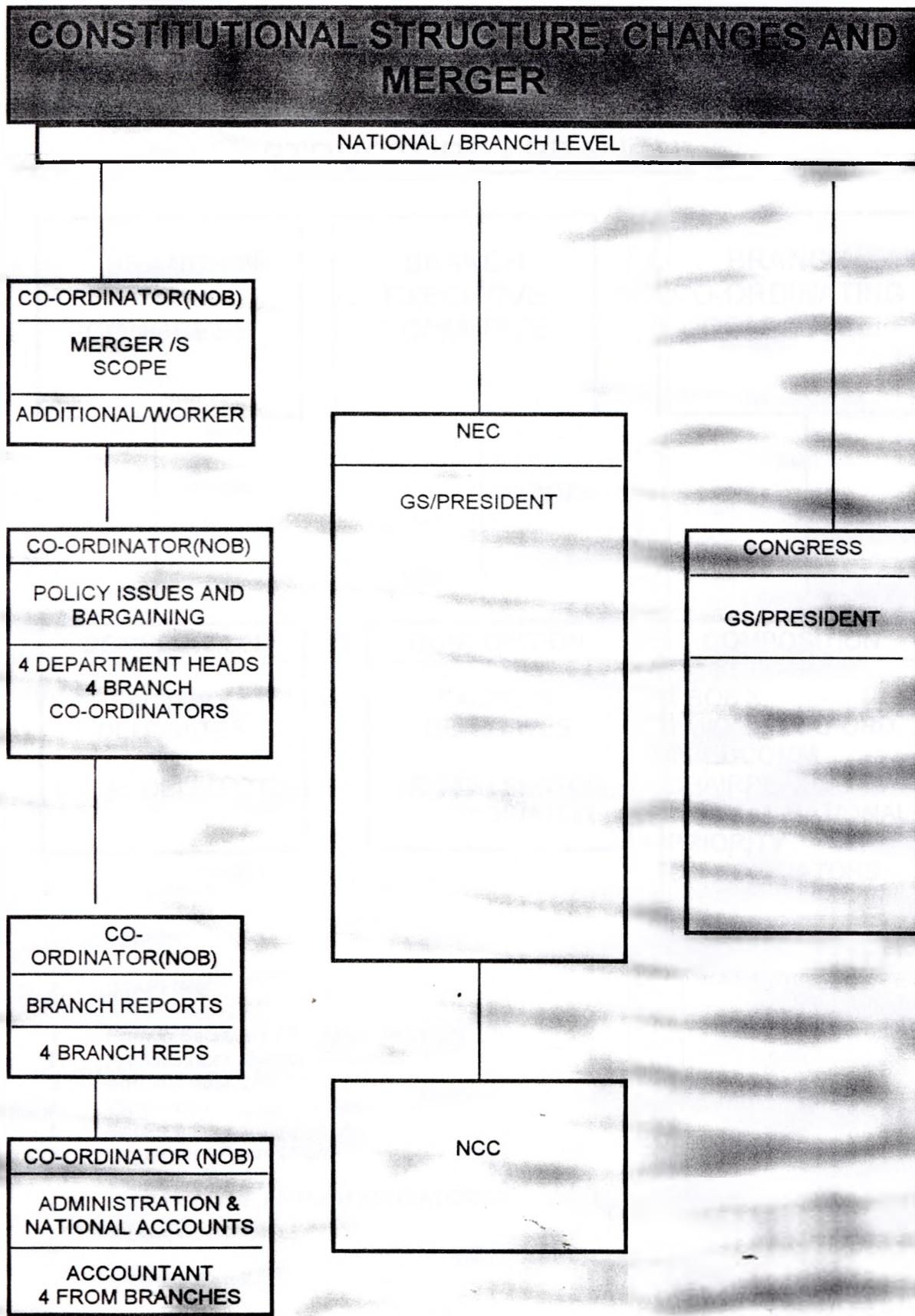
### **1. Areas to be covered**

- Mergers / Intergration Cosatu level / Scope
- Policy Formulation
- Branch Reports
- National Accounts

### **2. Staffing**

Paid Officials	Worker Leaders
11	15 workers
11	4 ( additional)
	<b>TOTAL 19 Workers</b>
<b>TOTAL</b>	<b>30 NEC (DELEGATES)</b>

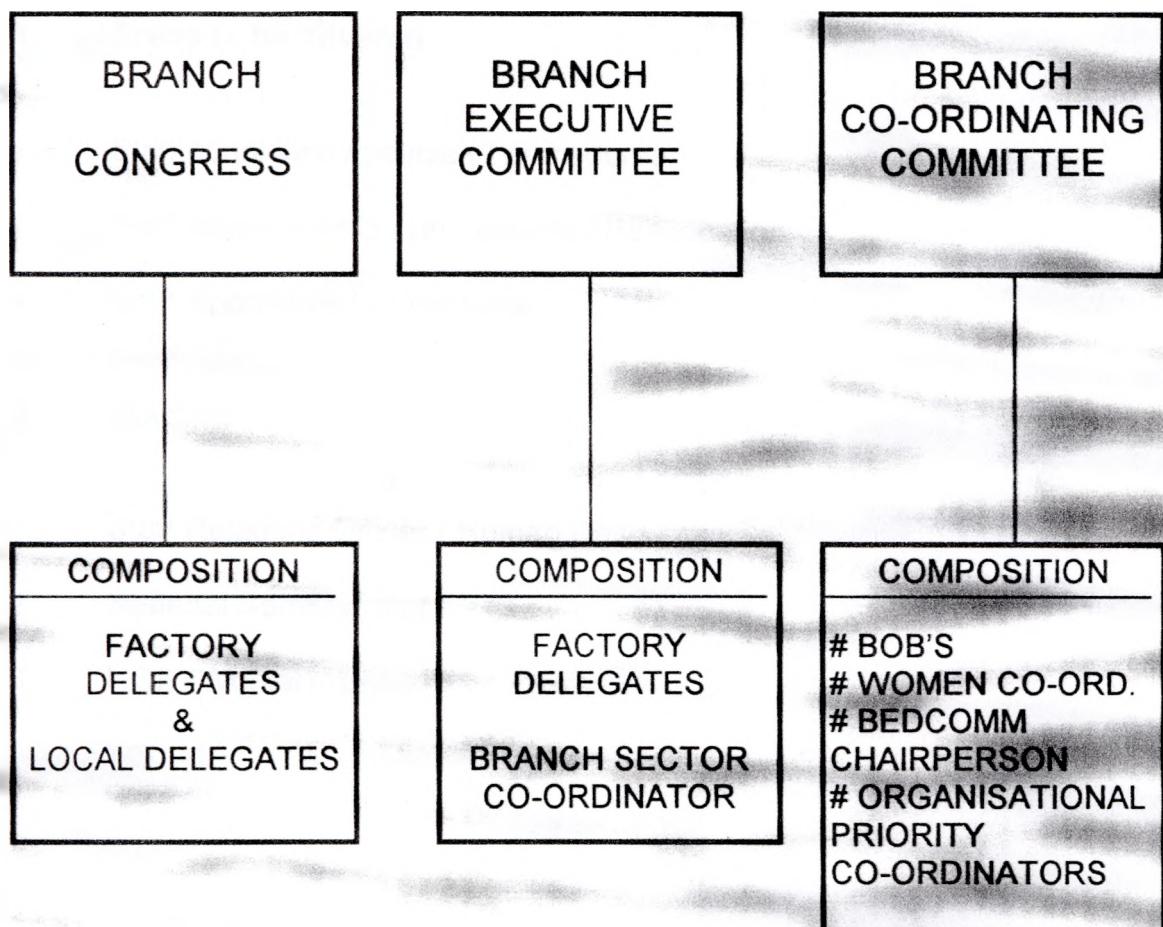
### 3. STRUCTURE



# BRANCH RESTRUCTURING

1. STRUCTURES
2. STAFFING

## STRUCTURE ( BRANCH)



## 2. STAFFING

1. Branch Secretary / Regional Secretary
2. Administrator (Senior) Finances
3. Administrator
4. Para - legal
5. Sector based organiser / s
6. Organiser ( Recruitment)

( NO NEED FOR THE BRANCH EDUCATORS!!)

## **C. STAFF RELATIONS**

1. Areas to be covered
2. Staffing
3. Structure

### **1. Areas to be covered**

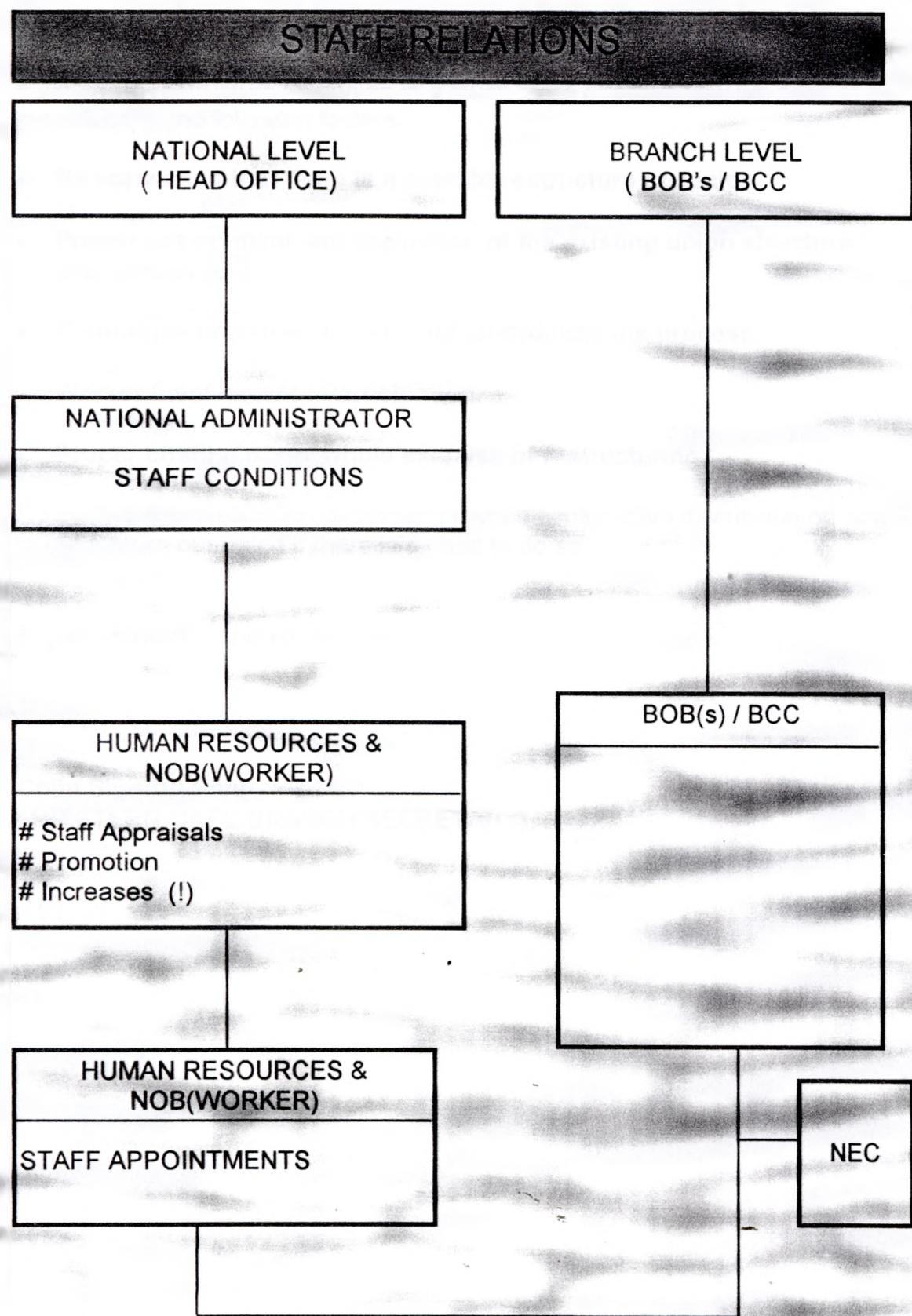
- Staff conditions / policies / procedures
- Staff appointments / procedures / Reallocation
- Staff Appraisals / promotions

### **2. Staffing**

1. Staff Relations Officer / Human Resources
2. National Administrator
3. NOB (Worker)

**TOTAL      4**

### 3. STRUCTURE



### **3. CONCLUSION**

Restructuring the union in the way in which I am suggesting will be a major task. You will notice that I am suggesting the creation of a new structure and the appointment of additional staff members. But the reality about restructuring is that lots of resources must be made available. Another important thing is that this union restructuring will take enormous time and will demand lots of effort and commitment from the worker leaders and staff members.

If we are to restructure this union in a much more effective way we need to be conscious of the following factors:

- **Be convinced that there is a need to restructure the union**
- **Proper assessment and evaluation of the existing union structure and person power.**
- **Committee or person to lead and co-ordinate the process.**
- **Worker Involvement / Participation.**
- **Proper costing of the whole exercise of restructuring.**

I hope that this discussion paper will provoke constructive discussion on how to restructure our union if there is a need to do so.

**Paper compiled and written by:**

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