

Many pls  
return this to



## INDEPENDENT MEDIATION SERVICE OF SOUTH AFRICA

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### RESEARCH QUESTIONNAIRE: A CRITICAL EVALUATION OF THE PAST RELATIONSHIP BUILDING OBJECTIVES(RBI)

As an intern at IMSSA in the Industrial Dispute Resolution Service, I have been commissioned to critically evaluate the RBI exercises that you have been through. I have prepared a questionnaire which I request that you please answer and return to me. Your suggestions are required regarding the strengths and weaknesses of your RBI experience, and how the exercise could be improved.

This information shall be used strictly for the purposes of this research project. In the report of the results no reference will be made to any specific company, panelists, or union. This research is important to panelists and users for future industrial disputes. If you have any questions contact me or David Douglas, the Regional Director.

Your cooperation and complete honesty will be appreciated. Please send the questionnaires with answers back to me by the 23rd of August 1994.

Yours sincerely

ACE MAGOGODI  
Intern



From: Tokiso Archives  
Donated by: Ace Magogodi  
www.tokiso.com

NAME: Ivan Israelstam

ORGANISATION: MIR

OCCUPATION: HR Manager

1) How did you first hear of IMSSA's RBI programme?

From our union's organiser (CWIU)

2) What were your reasons for first contemplating an RBI?

To kick-start our relationship building campaign

3) You were involved in pre-RBI discussions?

YES/NO Yes

If yes, how were you involved?

(a) A discussion with employee reps.

(b) A fact finding meeting between top management, Imssa official and the union reps.



- 4) Please comment on the value or otherwise of the pre RBI meetings?

Very valuable in getting commitment and identifying  
areas of unhappiness - Most essential

- 5) You were involved in the actual RBI process?

Yes/No Yes

If yes, indicate how long the process took?

6 months

- 6) Please describe the RBI process used?

Management and union groups each listed :-  
(a) What they expected from the other group (b) What  
they were prepared to "give". Then, in mixed groups  
delegates discussed action plans for solving problems and  
improving the relationship.

- 7) What were your expectations of the RBI process?

To get the relationship building process accepted  
by the unionised worker group



- 8) Do you feel that your expectations of the process were met?

No

- 9) Comment on the outcome/results of the RBI?

We are still trying to get the union reps to clarify the extent of acceptance or rejection by the bargaining unit of the relationship building process.

- 10) What caused these problems?

Poor union leadership.

- 11) Please comment on the role played by the <sup>facilitators</sup> ~~mediators~~ during the exercise?

They play a truly neutral but very effective facilitation role keeping the process flowing smoothly and on the right track.



- 12) Has IMSSA followed up the RBI with any further meetings with the parties?

yes

- 13) In retrospect, do you think the process was succesful?

Too early to tell in view of situation as described in point no. 9.

- 14) What specific changes have you noticed since the RBI exercise especially the relationship in the workplace?

None

- 15) In retrospect what do you think were the shotcomings of the process?

The process cant be blamed for poor union leadership .





- 16) What specific suggestions would you make in order to improve the process?

The parties should sign a contract beforehand guaranteeing to keep the process going regardless of obstacles and to ensure that the union members are kept in the picture at all stages.

