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OCCUPATION: LABOUR RELATIONS OFFICER

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

Through friends <sup>doing</sup> the same function  
in other companies.

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

Striving of relationships between management  
and Union representatives at local level.

3) You were involved in pre-RBI discussions?

YES/NO Yes

If yes, how were you involved?

Assisted parties objectively identify their  
problems and acknowledge existence of  
these.



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

The pre RBI meeting was very objective and valuable. It was for the parties a difficult stage during which accusations were made against each other.

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

Yes/No yes

If yes, indicate how long the process took?

The process took 3 days. It was not completed within this period as the action planning the parties was outstanding. This part of the process took parties approximately 6 months to complete between themselves at company level.

- 6) Please describe the RBI process used?

The process used was 1) identification of problems 2) Considerations (explained by both parties on how they could <sup>both</sup> assist each other addressing their own problems and ~~part~~ of the other party 3) Actual Action Planning and 4) implementation of the actions

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

My expectations were that the relationships problems would be resolved once and for all and would never manifest.



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

My expectations were ~~not~~ only met for a short period. The result of this is parties not being fully committed to agreements reached at the RBI. The parties tend to either undermine each other so such agreements.

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

The results were positive for a limited period only.

- 10) What caused these problems?

The counselling of the senior shop steward regarding his attitude/approach in dealing with problems. His attitude is non-cooperative.

- 11) Please comment on the role played by the mediators during the exercise?

The mediators assisted the parties in an advisory manner to acknowledge their differences and jointly find means of addressing the problems.



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

No.

It would have been a good thing to do.

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

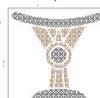
The process has been temporarily successful. There is a lack of reinforcement or review.

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

The relationship remains the same. This is influenced amongst others by the fact that workplace consists of multi union membership. The exercise was with one union only.

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

All parties, namely unions should have been involved. The process has not been effective since other parties were left out and do not or cannot be expected to fall in line with agreement reached during the process.



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

- 1) Involvement of all parties to the relationship irrespective of which of the party/s have a problem, and
- 2) Follow up sessions to review and enforce the process.

