



March 1995

FAREWELL TO IMSSA'S NATIONAL DIRECTOR

IMSSA is sad to bid farewell to **Charles Nupen**, National Director of IMSSA for almost eight years. Some of the people who knew him and worked with him say:

"Charles was deeply committed to dispute resolution and to IMSSA. He was fun to be with, a great teacher, role model and a good delegator" - **Felicity Steadman, IMSSA Board Vice Chairperson.**

"Charles will be greatly missed for his disarming charm, his capacity to keep IMSSA in the public eye and his knowledge of what is politically achievable" - **John Brand, past IMSSA Board Vice Chairperson.**

"We will miss Charles firstly as a friend and we will miss the extent to which he empowered those around him. One of the very real skills he has is to build capacity amongst those who worked with him" - **Bruce Robertson, Kwazulu/Natal Regional Director.**

"We will miss Charles's vision, leadership and clear decisive thinking. He has served as an inspiration to me and often provided clarity on issues that initially seemed vague or complex" - **Susan Hayter, Western and Northern Cape Regional Director.**

"I must admit that I have always been a bit in awe of Charles. So to get to work with him has been a real pleasure and a rare opportunity. Charles' continual professionalism (except for dress) and 'go-for-it' attitude will be an example I will always seek to follow. It was great to have a boss whose hair, at least initially, was longer than mine" - **Gary Koekemoer, Eastern Cape CCRS Regional Director.**

"Charles is a man of great ability, determination and charm. He balances those three attributes in his personality more successfully and consistently than anyone I know" - **Dave Douglas, IDRS National Director.**

"Charles will be missed for : his ability to set impossible (yet realistic) deadlines; his pedantic editing style; the over-zealous way he puts his point; yet his ability to always be open to persuasion (if you meet his assiduity); and, the exceptional skill with which he draws out the real issues and leads people to consensus. For this, and so much more, I thank him" - **Marion Shaer, Acting National Education Director.**

"I first met Charles in the early 1980's when I was a trade unionist and when the trade union federations had an anti-IMSSA position. When COSATU came about in the late 1980's, I met him when he mediated or arbitrated cases which involved CWIU - the union I represented. We met again when I joined IMSSA. I'm happy to say that in all of these instances I have never been disappointed" - **Thembinkosi Mkalipi, Eastern Cape IDRS Regional Director.**

Charles plans to develop an independent practice and hopes to operate across the full range of conflict resolution experiences. In terms of an arrangement with the IMSSA Board, Charles has made himself available to provide advice and assistance to the new National Director. As an IMSSA panellist, Charles will continue working under the auspices of IMSSA. We wish Charles every success in this new endeavour.



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GAUTENG'S NEW DIRECTOR GENERAL

IMSSA is sad to bid farewell to **Vincent Mntambo**, **CCRS National Director** and President of the South African Association of Conflict Interveners. Vincent has been appointed **Director General of Gauteng** as from April. The position of director general encompasses a wide variety of responsibilities, including corporate services, human resources, strategic planning, reconstruction and development programme co-ordination, and financial management.

Earlier this year, Vincent facilitated a two-day strategic planning meeting for the provincial cabinet to chart the provincial government's course for 1995. According to Vincent, what he saw was "a lot of talented people, dedicated people who really wanted to do the best possible for this province. They spoke about the things that I wanted to see happening for ordinary people".

We wish Vincent well and every success in this new endeavour.

IMSSA'S RESPONSE TO THE DRAFT LABOUR RELATIONS BILL

The IMSSA Board mandated **Dave Douglas** to convene a task team to facilitate IMSSA's response to the Bill. The task team believes that IMSSA's response should be an institutional one reflecting IMSSA's comments and concerns as a dispute resolution organisation in the private sector and carrying, insofar as is possible, the consensus of the organisation's staff and panel membership. It is proposed that IMSSA's submissions in respect of the Bill should focus on matters relating to conflict resolution in a broad sense.

A process of consultation and debate, developed by the **IMSSA task team**, is presently underway. Provision has been made for both individual and regional contributions in this process. **Bruce Robertson** has produced an "**Issues Document**" to be used for discussion at the regional workshops around the country. After a wide range of views has been canvassed, the task of the central task team will be to develop a single IMSSA response to the Draft Bill. The process needs to be finalised and the document completed by the **end of April 1995**.

COMMUNITY CONFLICT RESOLUTION SERVICE

In 1995 CCRS will consolidate its work on the Gauteng Community Policing Project, the Gauteng RDP Core Group, and the Soweto Hostel Project. It will also develop a project within the education sector and continue with ad hoc interventions.

CONSTITUTIONAL ASSEMBLY - PUBLIC PARTICIPATION FORUMS

IMSSA has been contracted by the Constitutional Assembly to design a Public Participation Process and to facilitate the constitutional public meetings (CPMs) nation wide. These CPMs form part of the process of eliciting submissions from the public in order to draft a new constitution. **John Radford** and **Sarah Archer** are assisting the Constitutional Assembly in designing the CPM process. They are also identifying key elements of process design to inform competency building for IMSSA mediators in the future. Five pilot CPMs were conducted in February. These were held in Pietersburg (**Patrick Ndou**), Graaf Reinet (**Xolashe Lallie**), Pochefstroom (**Kathleen Matolo**), Bloemfontein (**Attie van der Merwe**), and Nelspruit (**Roy Mthombeni**). The CPMs will run every two weeks until the end of June.



LOCAL DEVELOPMENT FORUMS

Indarin Govender is a member of the **Gauteng RDP Core Group** which has been nominated to drive the process of resourcing Local Development Forums and Community Development Forums in the province and to continue the RDP consultative process. Work on resourcing and supporting this process has been the work of task teams - looking at conflict management and capacity building. Both **Indarin** and **Aubrey Lekwane** are part of the **Conflict Management Task Team**. This task team has developed a conflict management system proposal which will be discussed at the Vista 2 Conference on 8 April. IMSSA sees its role as assisting in establishing conflict resolution capacity to the Local Development Forums by providing training to candidate mediators and facilitators. It has also been agreed that a core group of IMSSA interveners will be called on to handle complex interventions concerning the Local Development Forums.

CCRS INTERVENTIONS

Thabo Ndabeni is currently facilitating discussions at a local level between CONTRALESA and Civics in the Eastern Transvaal. These initiatives will involve some IMSSA training.

CCRS in Kwazulu/Natal has been participating in meetings within the **Taxi industry** in an attempt to create unity within that sector. A regional transport summit was held at the end of January.

A land dispute in Kwazulu/Natal, involving the Maria Ratschitz Mission and the local community was settled by **Mgotsi Ngcobo** and **Jabulani Mabaso**.

As a result of **CCRS (Kwazulu/Natal)** involvement, both facilitating and advising the **Mpumalanga Youth Empowerment Forum (MYEF)** an amount of about R300 000 was granted by the Japanese Government and received from Kagiso Trust to assist in implementing conflict prevention programmes with the MYEF.

HOSTEL AND TOWNSHIP YOUTH RECONCILIATION DAY

A second Hostel and Township Youth Reconciliation Rally was held on 12 February at the Nancefield Hostel in Pimville, Soweto. This event, organised by IMSSA's **Solly Sefako** and IFP and ANC youth representatives, brought together local township and hostel groups to celebrate and cement the youth groups' recently brokered commitment to reconciliation and co-operation. This rally was as successful as the first one held in December last year. The second rally was unique in that people attended the celebration wearing the colours of the organisations to which they belonged to demonstrate each group's acceptance of other groups. The ANC and Inkatha Women's Leagues were represented as were a number of church youth groups and guilds.

CCRS EDUCATION PROJECT

CCRS has been receiving cases for mediation and fact finding from the **Issues Management team** of the **Gauteng Education Department**. **Aubrey Lekwane** and **Indarin Govender** have been co-ordinating this from IMSSA's side and a number of IMSSA panellists have been involved.

Kamogelo Wilderson's introduction of **conflict management systems** into schools has elicited a very positive response from teachers in the Gauteng region. Three workshops have been held, two with schools and one with PACE Teacher's Training College. Teachers will be trained as trainers of conflict management skills to facilitate the extension of training at the local level to other teachers, parents and other interested parties so as to develop local conflict resolution teams. The timing of this project is good as tensions are high in the education sector. The long term objective of this project is to establish ADR training as part of the curriculum at teacher training colleges.



CRISIS INTERVENTION TEAMS

Preliminary work is being done by CCRS to develop teams of trained crisis interveners to be used in situations of hostage taking, violent demonstrations, suicides and the like which often have fatal consequences. At present, there is a dearth of expert third party interveners to handle such incidents and power tactics are most often employed. These teams may comprise IMSSA panellists and/or other individuals.

Policing Update

The IMSSA training for the **Gauteng Community/Police Forums** is complete and the success of this training is being monitored to determine new training needs. The experience gained from this involvement is now being used in other provinces such as in the Free State. The **Northern Transvaal MEC on Safety and Security, Adv. Seth Nthai** has contracted IMSSA to train this province's police officers in conflict resolution. **POPCRU** approached IMSSA with a request for training in negotiations and conflict management skills. A combined CCRS/IDRS training is being planned to address their needs.

EDUCATION

The training function of the Education Project has got off to a great start this year. Thirty nine training events were held in the first two months of 1995, compared with 12 events for the same period last year.

DECENTRALISING THE TRAINING FUNCTION

IMSSA's training function has been decentralised. The responsibility for marketing and administration of training is now vested in the regional offices. The regionalisation has also offered the opportunity to establish new administrative systems and work allocation, evaluation and design systems are being consulted with panellists. Policy and design of training courses will remain the responsibility of the Education Director. The Johannesburg office will also continue to co-ordinate national and candidate panellist training.

The regional education administrators are:

Victor Mhlanga (IDRS) and **Lungile Zondi** (CCRS) in Johannesburg;
Jana Noome (CCRS) and **Julie Walters** (IDRS) in Port Elizabeth;
Nomonde Gobodo (IDRS) and **Jabulani Mabaso** (CCRS) in Durban; and
Crystal Mateman (administration) and **Liz Walters** (needs analyses) in Cape Town.



The **Durban Industrial Court** approached IMSSA to provide training for Industrial Court members on a national basis to help them acquire the skills to carry out the function of commissioners under the new Bill in relation to the Commission for Conciliation, Mediation and Arbitration. This training is to take place in July.

Kwazulu/Natal has recently negotiated in-house training courses for the City Police, the Building Industries Council and for the Natal Agricultural Union.

Advanced Arbitration and Mediation training courses were held in **Port Elizabeth** for the Eastern Cape Panellists in January.

CCRS in the **Eastern Cape** planning training for SANCO in the Transkei area; a project with CDU to conduct organisational and conflict management skills training for COSAS in the entire Eastern Cape region; and, PESCOS (a body co-ordinating SRCs in the area).

Four **Arbitration Skills** training courses were held in the **Western Cape** for the Worker's College. The course participants were shop stewards and organisers drawn from a diverse range of unions, including unions that have previously not used IMSSA's services. The sudden interest in arbitration stems from the proposal of compulsory arbitration as a means of settling rights disputes in the Labour Relations Bill. Sixty two participants were involved in the four courses.

RESEARCH

It has become critical for IMSSA to tap into the research resources of its panellists and for IMSSA to make its data available to other researchers. To this end a number of researchers and academics were consulted and an **Academic Forum** meeting will be held on 5 May to discuss this collaboration. Please inform Marion Shaer if you are interested in this forum.

Work is also currently underway on developing a **research database** on MS-ACCESS. IDRS information from the present Ghostbase system and the archives will be transferred onto the new database as the first step towards conducting both quantitative and qualitative research on IMSSA in particular and dispute resolution in general. A training database will also be developed to record trainer's report data and user feedback. The training database will be used primarily as a client service - offering information to existing and potential users about the most appropriate, or successful, courses for their particular needs based on the data.

IDRS has identified a number of **key areas for research** in 1995. The Education Department has taken the responsibility for research and development work in **dispute resolution possibilities in world class manufacturing and the public sector**.

Planning is underway to change significantly the style, format and content of **future IMSSA Reviews**. The aim is to make this publication forward looking by inviting debate and critical articles about current issues and events that affect IMSSA. Please contact Sue King if you have any ideas in this regard.

IMSSA NEWS will maintain its present focus by covering recent IMSSA events and interventions.



INTERNSHIP PROGRAMME

The 1995 internship programme began in mid-February with an induction week of workshops and formal training. The six new interns and their mentors were involved in a contracting workshop, a learning skills workshop, dispute resolution training and content training which covered aspects of community conflict and industrial relations. Most of the training was conducted by IMSSA panellists. The interns are currently developing projects that will be presented to interested parties, staff and panellists at functions to be held in the regional offices and the national office in mid-August.

Thobile Yanta and **Tanya Venter** are based in the Education and Research Department in the Johannesburg office under **Marion Shaer's** mentorship. Thobile graduated last year with a BA Honours degree in Political Science from the University of the Western Cape. His IMSSA project involves developing a research database of all IMSSA events. Tanya also graduated last year with a BA degree in Politics and Industrial Sociology from the University of the Witwatersrand. Her project will focus on the possibilities for dispute resolution in world class manufacturing.

Susan Hayter will mentor **Raesibe Mojapelo** and **Sarah Archer** both of whom are based in the Cape Town office. Raesibe is an LLB and B.Juris graduate and has recently completed her legal articles. She will investigate land redistribution and development in terms of the Restitution of Land Rights Act and the Development Facilitation Bill. Sarah holds a B.A. Honours degree in English and a Postgraduate Diploma in Human Resources Management from UCT. Her project entails designing a process with which to implement Constitutional Public Meetings (see CONSTITUTIONAL ASSEMBLY - PUBLIC PARTICIPATION FORUMS, page 2).

Simpiwe Jacobs and **Lindile Horo** are in the Port Elizabeth office. Simpiwe graduated in 1994 from Vista University with a B. Proc degree. He will explore the role of NGO's (particularly IMSSA) in the new industrial relation system under the mentorship of **Thembinkosi Mkalipi**. Lindile is a recent B. Juris graduate from the University of Fort Hare and he will examine the role of CCRS (in association with other NGOs) in forming and sustaining community/police forums in the Eastern Cape region. **Gary Koekemoer** will mentor Lindile.

ELECTIONS & BALLOTING

The Elections and Balloting Project, together with MIS manager Michael Moodley, has developed a computer counting programme. This programme facilitated an efficient and speedy election process for the ANC NEC held in December. The election was declared free and fair and was a testament to the Project's continued refining of the electoral process

Dren Nupen commented that the atmosphere at the **ANC NEC election** was wonderful and the smooth running of the event was attributable to the dedication and commitment of the IMSSA electoral staff and to the public's familiarity with elections and balloting processes.



VOTER EDUCATION

The Elections and Balloting Project pioneered the use of **mass-based training** in IMSSA in 1993. The Project has used this experience in gearing itself up for the local government elections later this year with a new mass-based training programme on **Local Government Voter Education**. Colourful posters have been prepared to make this course accessible to illiterate or functionally illiterate voters. The 300 accredited trainers from the 1994 national elections will again be drawn in to provide the required training.

A **Local Government Voter Registration** course has also been prepared to inform people about where, why and when they should register for the local government elections. The Elections and Balloting Project has embarked on a massive marketing drive in the build up to these elections and marketing brochures are available from all IMSSA offices.

Dren Nupen was invited to present a paper to, and participate in discussions with, **the National Local Government Task Team** at their conference in January. The Project also sits on the **PWV Local Government Technical Task Team** and participates in the **Voter Education and Technical Training Sub-Committee**.

An enormous and daunting task faces the Project given the volume of work presented by the local government elections. The Project will have to use all its resources to meet the task.

CCRS in the **Eastern Cape** have prepared a detailed report on the **Tsitsikamma Development Trust (Mfengu) elections** for the Legal Resources Centre (LRC) which hopefully will be circulated to all LRC offices and may result in more such work for IMSSA. The Mfengu were one of the first communities to have their land restored to them and needed an election process to create some type of management structure.

RECENT ELECTIONS & BALLOTS

Ballots were held for, amongst others, **SHELL/CWIU**, **PPC JUPITER/CAWU**, **Plascon Paints/SACWU**, **Sigma Colliery/SACWU** and **Sasol Fibres/CWIU** (Kwazulu/Natal) in 1995.

Election were held for **POPCRU's** Regional Executive Committee in the Eastern Cape, **SANCO** Executives (Grahamstown), the **SA Nurses Council** in Kwazulu/Natal, the **Anglo Alpha Provident Fund Trustees**, the **Kanana** and **Vosloorus Civic Associations**, the **Vaal Technikon Student Transformation Forum**, and the **Democratic Nurses Organisation of SA** provincial elections in Gauteng, Eastern Transvaal, Northern Transvaal and the North/West.

ELECTORAL SUPPORT STAFF TRAINING

Electoral Support Staff Training courses were held November 1994 in **Gauteng**. The courses included modules on the process of democratic elections; understanding the role of electoral support staff; and, the different processes used for community and trade union ballots and elections. The course was very well received and courses will be run regionally during 1995 for both electoral support staff and new panellists.



Voter Registration Road Show

Nomonde Gobodo is involved with the marketing and promotions company **Group Africa** in an innovative project to encourage voter registration. IMSSA trainers will travel with road shows into the rural areas and small towns of northern **Kwazulu/Natal**.

Civic Education

The Project has developed a **Civic Education Training Programme** as a contribution to building a democratic culture in South Africa. The topics covered in this course are:

What is democracy;
Protecting democracy;
The Bill of Rights;
Elections; and,
Powers and structures of government

Much thought has gone into making the material accessible to the course participants. Card games, posters, puppets and audio taped materials are used as part of the training. Meetings have been held with Provincial Departments of Education, community organisations, trade unions, industry and political organisations to discuss appropriate ways of using the course. The response has been overwhelmingly positive and training is scheduled to begin in March.

INDUSTRIAL DISPUTE RESOLUTION SERVICE

The National Director, the IDRS National Director, the Education Director and Regional Directors met on 9 February to set goals and discuss strategy and tactics for 1995.

The focus will be on relationship building, world class production, Public Sector dispute resolution, agricultural dispute resolution, developing the Eastern Cape region and drafting an IMSSA response to the Draft Labour Relations Bill

The **Port Elizabeth City Council** has established a special Board to deal disputes arising out of the transfer of employees as a result of the unification of the various municipalities to form a single Port Elizabeth municipality. **Mark Anstey, David Mias and Lex Mpati** have been appointed by the parties to the agreement to resolve all disputes.



The Orlando Police Station Commission of Enquiry

An investigating team, comprising **Barry Jammy, Edwin Molahlehi and Dave Douglas**, was appointed under the auspices of IMSSA by the MEC for Safety and Security, Gauteng, Ms Jessie Duarte following incidents at the Orlando Police Station during January. The team was assisted by two representatives from POPCRU, two from SAPU, and two from SAPS Legal Services. The final report was presented to the MEC ten days after the original incident occurred.

The team's report indicated the great need for setting up adequate dispute systems and for training. According to a Business Day editorial, the way the Orlando dispute was dealt with provides the germ of the solution to how conflict in the policing service can be managed. **"A neutral third party - the Independent Mediation Service of South Africa - has been brought in to investigate the clash and mediate a solution. That principle should be extended to the SAPS as a whole. The service lacks any effective grievance procedures. Following normal private sector practice, a mutually acceptable procedure needs to be installed, and officers need counselling on what it means to manage the SAPS in a democratic South Africa. IMSSA is among the most experienced institutions capable of facilitating such a process"** (1 Feb., 1995).

Following the completion of the investigation, IMSSA was again approached by the office of the MEC for Safety and Security in Gauteng to conduct a needs assessment on ten police stations in the region and to then carry out a relationship building exercise for these. IMSSA was also requested to provide training in communication, conflict resolution, negotiation and dispute system design to enable the police union and managerial leadership to effectively resolve conflict as it arises in the future. These exercises and training could potentially be extended to every Gauteng Police Station and to the divisional and regional forums where interactive planning could be an additional element.

The **Sugar Industrial Council** in Kwazulu/Natal has established a panel of IMSSA mediators and arbitrators to service its needs in terms of their agreement. **Alan Rycroft, Mandla Mchunu, Chris Brunton, Andrew Burnett, Thabani Jali, Dhaya Pillay and Chris James** have been selected for this panel.

Accounting Disclosure

Two **pilot training courses** were completed at the end of 1994 with the aim of developing an IMSSA training package in the area of **understanding business finance for workers**. This course will slot into the work of the panel. Ernest Jones from the UK prepared and ran the courses with CWIU and NUMSA. The course will be available to employers and unions.

IMSSA in Kwazulu/Natal have conducted two accounting disclosure exercises this year and a great deal of interest has been expressed by other prospective users of this service after a massive marketing drive by the Durban office.

RECENT INTERVENTIONS

A Durban transport strike at the Umlazi and Moveni Depots threatened to cause severe disruption to Durban. The dispute was referred to urgent mediation and was settled by **Pat Vetter** after a marathon mediation. Part of the settlement was to investigate a relationship building process through IMSSA and discussions are presently underway.

After strike action involving 6 000 employees during 1994, IMSSA facilitators identified the need for relationship building between **Buffelsfontein mine** management and **NUM**. This culminated in a three day RBI conducted by **Felicity Steadman**. The parties agreed to a long mediation process to resolve a range of existing problems and to recommend processes for the resolution of unresolved disputes.



An arbitration was conducted by **Johan Olivier** to end the strike action by **NEHAWU** at a private clinic. Legal representatives of the parties agreed to convene a meeting to assess the working relationships and to institute performance appraisal systems and productivity benefits.

Dave Douglas mediated between a chrome mine and the **NUM** on the issue of re-opening a mine in the North/West region with the subsequent re-employment of its workforce. A large potential for training exists here.

Peter Harris, Edwin Molahlehi and Tefo Raditapole conducted the six-day fact finding and conciliation phase of the **Hospitals** at Kalefong Hospital with various unions and employee bodies.

Kwazulu/Natal panellist **Alan Rycroft** intervened in a disciplinary action against a senior manager. The process was specifically designed to meet the particular needs of the parties. The first stage of the process involved a mediation. As that failed to resolve the issue, written recommendations were submitted and further engagement took place with the parties to get a settlement on the basis of the recommendations. In the event of that being unsuccessful, the dispute would be referred to arbitration by a different intervener.

Rand Water Board and eight trade unions held a "bosberaad" which required the intervention of a number of panellists, **Sue Albertyn, Shenaz Meer, Imraan Haffagee, Dunstan Mlambo** and **Graham Damant**. **Felicity Steadman** acted as team leader. The parties convened to design structures for negotiation and capacity building with the emphasis on participation. The facilitators report that the process appeared to create the foundation for a more open working relationship for the parties. IMSSA will provide regular follow-ups to this process.

Edwin Molahlehi brokered an agreement between a major beverage company and an organised group seeking employment. The employment seekers subsequently reneged on the agreement. This provided an interesting experience of working with a party which does not have a clearly defined constituency.

Petronet Update

Following last year's dispute between Petronet and 13 skilled staff in **Kwazulu/Natal** which was mediated by **Bruce Robertson** and **Garth Jenkin**, the parties agreed to engage in a relationship building initiative. The two-day exercise, conducted by **Bruce Robertson** and **Phil Glaser**, was extremely successful. The interveners had drawn to a large extent on strategic planning principles which enabled the parties to emerge with an agreed vision for their future and how they were to achieve that vision.

CITY DEEP CONTAINER TERMINAL DISPUTE

A Task Force comprising IMSSA panellists **Mohammed Rajah** and **Felicity Steadman**, together with **Themba Mthethwa** (an Attorney from Durban), was appointed by the Minister of Public Enterprises, **Stella Sigcau** to investigate and make recommendations on the City Deep Container Terminal dispute.

The Task Force met over six days with representatives of Transnet, CX and City Deep Management, as well as the South African Rail and Harbour Worker's Union, organised business including SACOB and the Johannesburg Chamber of Commerce and Industry, and all major clients of the industry. The Task Force reported to the Minister on their findings and made recommendations two weeks after their initial appointment.



Fifty eight percent of all mediations conducted in the **Western and Northern Cape** in November-December 1994 were in the **farming or agri-business sector**. Many mediators who were involved in these commented on inter-union rivalry, first time wage negotiations and an inadequate understanding of process. IMSSA Western Cape plans to hold a workshop with those mediators and arbitrators who have intervened in the farming or agri-business sectors together with farmers, unions, and other users to evaluate the success of processes in this sector.

Publication of the IMSSA Bulletin was brought forward to February to provide panellists with information on the new Labour Relations Bill.

Copies of the Government Gazette no. 16259, the **Draft Negotiating Document in the form of a Labour Relations Bill**, are available from the Education Department or the regional offices at a cost of **R5.00**.

COMPUTER UPDATE

IMSSA'S NEW SYSTEM

The implementation of a new computer system for IMSSA is well underway. This new system is a rewrite of the client service database for all projects and will give us on-line work in progress information which will cater for all accounting, funding, research and statistical requirements. Written on MS-ACCESS, the database for Gauteng IDRS Client Service will go live in May. Developmental work has begun on the **accounting application**. All departments and the regions will be operational on the new system during the course of 1995. The new system has been **Kim Kennedy's** brainchild. Kim Kennedy, IMSSA's Financial Director, has taken on the responsibility for the accounting integration and **Zi Channing**, IDRS Client Service manager, is responsible for developing the Client Service database. Kim, Zi and **Michael Moodley**, IMSSA's MIS manager, will test the system and take responsibility for staff training first in Johannesburg and later in the regions.

The implementation of the new system encompasses the change from administrative autonomy in the regions to a **centralised system** via a **wide area network (WAN)** with the Johannesburg office as the centre. One of the main advantages of such a centralised framework is that it allows the on-line interface of the accounting transactions and statistical information generated by the Client Service database. Another advantage is that all computer software maintenance and problems can be efficiently handled by Michael from his office.

WAN is a fairly new concept in South Africa. Because of this, surveys and investigations undertaken by IMSSA's consultants have been necessary to determine the best structure for the organisation considering efficiency and cost.

E-MAIL WILL CHANGE THE WAY WE WORK

An electronic-mail, or E-mail system has been installed in **all IMSSA offices**. IMSSA will also be connected to INTERNET. This means that IMSSA will now have access to the "information highway". E-mail is a powerful tool which will allow IMSSA to operate more efficiently and cost effectively in the future. Decisions can be made more quickly as all messages, documents, and reports are distributed electronically. The recipient of any document is able to make changes directly on the screen, and return it. The lead time from conception to final document can be reduced dramatically. The amount of paper used by the organisation will diminish, telephone and fax costs will be slashed, and overall productivity will improve.



At this stage, linking between offices has been postponed until the WAN is installed. To install the E-mail system on its own at this stage would entail redundant software and hardware. When WAN is installed, the E-mail system will make communication between any of the branches possible, without any additional telecommunication costs. Every PC will have an E-mail address, and employees will have access to information on the system. At this stage, it is possible to use E-mail within each of the offices.

According to Kim Kennedy, all directors and managers need to make a commitment to E-mail for the system to be effective and beneficial. Efficient use of the system also requires that staff members access the E-mail service at least twice a day.

PANELLIST & STAFF NEWS

Congratulations to panellist **Edwin Cameron** on his appointment as a judge, and to **Wallace Mgoqi** who has been appointed as a Commissioner for the Land Claims Court.

Congratulations to **Norman and Marianne Arendse** on the birth of Joy Babalwa, and to **Dave and Ingrid Douglas** on the birth of Lucy Claire.

Congratulations to **Indarin Govender**, CCRS Facilitator in the Johannesburg office, who has been appointed **staff representative on the IMSSA Board**. **Bontle Mpakanyane**, Elections and Balloting regional co-ordinator, was elected as the alternate staff representative. The nomination and voting process involved all permanent IMSSA staff. It is the responsibility of all staff members to ensure that their concerns and opinions are being represented and that an effective two-way flow of information is achieved via Indarin and Bontle.

The issue of an **affirmative action policy** for IMSSA was re-addressed at the March Board meeting. It was agreed that IMSSA should develop a common understanding of the definitions of affirmative action and develop an holistic affirmative action policy. To this end the Board will meet on 7 or 9 June to establish a policy under the guidance of Gary Morolo.

Congratulations to **Nomonde Gobodo**, who has been promoted to the position of Project Co-ordinator for the Natal region and to **Liz Walters**, who has been promoted to the position of Regional Project Co-ordinator for the Western Cape region.

Welcome to **Moeniera Rajah**, **Kerry Driscoll**, **Joyce Phiri**, **Miranda Mosomothane**, **Sandy Ramdhani**, **Kagiso Pitsoe** and **Judy Clark**, all of whom have recently joined IMSSA. Moeniera is the Finance Secretary, Kerry is IDRS Client Services Officer and Joyce is the Education Administrative Assistant in the Johannesburg office. Miranda is the Client Services Officer in the Cape Town office. In the Durban office, Sandy is the Client Services Assistant and receptionist, Kagiso is a CCRS Project Facilitator and Judy is a CCRS Administrative Assistant.

IMSSA is sad to bid **farewell** to **Neli Zulu** from the Durban office. We wish Neli well in her new position at SAPRES as Administrative Assistant to the Industrial Relations Advisor.

Regards to all,
Sue King

