

MANPOWER - LABOUR SHORTAGE

1985-1986

5/2/84  
BUS. DAY  
175

## Clothing chief warns of skills shortage

FRED STIGLINGH

THE clothing industry could face a shortage of skilled workers during the second half of this year, says Clothing Industry Training Board chairman Simon Jocum.

In his 1985 annual report, Jocum predicts a 3% growth rate for the industry during the second half of 1986, and says retired workers and those lost to other industries may leave a gap when the upturn comes.

Demand on the clothing industry will be boosted because of growing exports.

Unemployment in the industry, he says, is 12%, and "could have been double ... had the dictates of fashion not necessitated an increase in the amount of styling and workmanship in garments".

In-factory training, says Jocum, is at a minimum because of cut-backs in employment.

He criticises factories which clamour for qualified machinists while neglecting to train them.

"This is the responsibility of management," he says, and adds that the problem cannot be solved by poaching workers from others.

# Govt to spend R336 000 on black artisans

By ALI MPHAKI

THE Government is to spend more than R336 000 on a new scheme for blacks to be trained as artisans while receiving allowances during training.

The scheme will kick off with a batch of 56 trainees in May at the Chamdor Training Centre in Krugersdorp, in what is seen as a major breakthrough for blacks as the scheme had been opened only for whites, coloured and Indians in the past.

The minimum educational requirement is Standard Six, and it does not mean those with higher qualifications cannot be eligible for the scheme.

After 12 months of intensive training, a trainee will be placed in employment with an approved employer for two years of in-service training.

A trainee with no dependants will receive R48 a week, a married one will

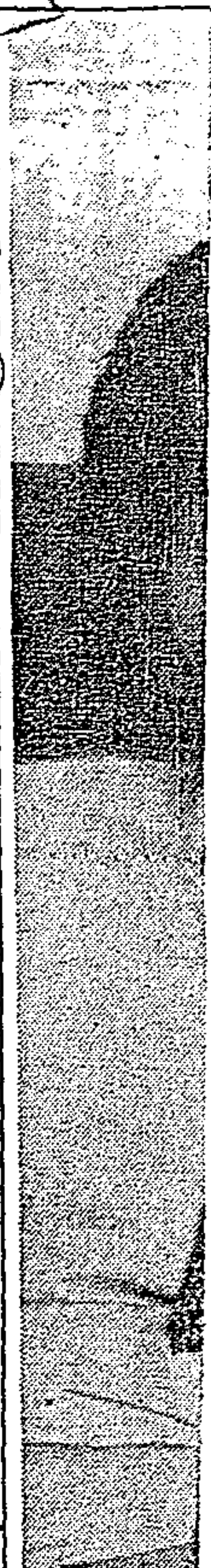
receive R60 a week, while a trainee with a wife and one child or more will receive R70 a week.

There will also be transport allowance and meals will be sold at a minimum price.

"Trainees will have to travel daily to the centre as there are no hostels, but the situation will be changed next year as we will be using the Manu Technical School in Molapo, Soweto, where there are hostels," assistant registrar Manpower Training, Mr Don Moody, said.

Those interested can apply to be bricklayers, plasterers, carpenters, electricians, domestic appliance mechanics, motor mechanics, diesel mechanics or tractor mechanics.

Enquiries can be made at the West Rand Development Board office at New Canada or any office of the Department of Manpower. Closing date for applications is February 28.



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STAR 17/2/86

## SA industry is heading towards 'labour force crisis'

Educational support for South African industry is alarmingly inadequate, and it will not be able to compete internationally in the future unless its labour force has a minimum of eight years' education — preferably 10.

So says Dr Albert Wessels, chairman of Toyota SA.

Opening a technical training centre at Umlazi at the weekend, he said these educational requirements were not a day-dream. It was essential that South African

industry be competitive, because its future lay in exports.

He said the situation in technical schools, technikons, technical colleges and the engineering sections of universities did not inspire confidence. There were fewer than 9 000 engineering students in universities, 40 000 students in technikons, and only 38 000 at technical colleges.

He estimated that industry needed every year to take on 50 000 people with university or technikon qualifications, 50 000 with at

least 12 years' schooling, and 100 000 with at least six years' formal education and two to four years of work-oriented training.

"I fail to see how the present number of technikons and technical colleges ... can provide these replacements."

He warned that industry could not develop without the full co-operation and integration of the black community, and said talented members of that community should be encouraged to join industry.

# 'Urgent need for local artisans'

(177) E. Post 22/2/81  
(175)

Post Reporter

DESPITE widespread unemployment — especially among blacks — South Africa was still "importing" technically qualified people from overseas, Mr Peter Morum, managing director of Firestone, South Africa, said today.

This was as a result of the shortage of local artisans and skilled labour — a problem to which the country needed to give urgent attention.

Mr Morum was commenting on Firestone's recent decision to spend about R1 million annually for the next three years on support programmes enhancing economic opportunities for blacks in South Africa.

This scheme would be implemented this year, he said.

Mr Morum said the country's education generally tended to be slanted towards the arts. Consequently a greater emphasis needed to be placed on acquiring technical skills.

Mr Morum said the money would be channelled in donations to development schools and bursaries for students to study at technikons.

The money would assist all blacks — not just those associated with Firestone. The decision to sponsor black technical training had only recently been taken and already the company was investigating options.

175 Staff shortages 26/2/85  
 88. Mr D J BALLING asked the Minister of Justice: 26/2/85  
103 Mr P H P Gastrow asked the Minister of Justice: 26/2/85

Whether the Prisons Service is experiencing staff shortages; if so, what (a) is the extent of the shortages and (b) is being done to remedy the situation?

The MINISTER OF JUSTICE:

- (a) The approved establishment of 18 614 posts was, with the exception of 460 vacancies, filled completely on 1985-02-01. This establishment does not make provision for identified needs towards expansion.
- (b) Efforts are made continually to fill existing vacancies by means of intensive recruiting within the framework of available funds. It is constantly endeavoured to increase existing efficiency as measured to accepted norms and special attention is given to the retention of manpower.

(1) Whether any lawsuits have been brought against him in his capacity as Minister of Justice by members of the public; if so, (a) how many in each specified year, (b) what (i) were the circumstances of the suit, and (ii) was the outcome, in each case;

(2) whether he paid out any moneys (a) as a result of successful lawsuits brought against him and (b) in out-of-court settlements; if so, what total amount in each specified year?

The MINISTER OF JUSTICE:

- (1) Yes.
- (a) 6 October to 31 December
- |           |    |
|-----------|----|
| 1980..... | 4  |
| 1981..... | 16 |
| 1982..... | 14 |
| 1983..... | 49 |
| 1984..... | 34 |

| (1) (b) (i) Number | Cause of action                | (1) (b) (ii) Claims settled out of court | Claims not furthered by the plaintiff | Claims pending | Claims dismissed |
|--------------------|--------------------------------|--|---------------------------------------|----------------|------------------|
| 12                 | unlawful                       |  |                                       |                |                  |
| 8                  | unlawful detention             |  |                                       |                |                  |
| 5                  | damages                        |  |                                       |                |                  |
| 1                  | unlawful attachment            |  |                                       |                |                  |
| 2                  | insufficient medical treatment |  |                                       |                |                  |
| 2                  | injuries during detention      |  |                                       |                |                  |
| 79                 | assault                        |  |                                       |                |                  |
| 7                  | death of prisoners             |  |                                       |                |                  |
| 1                  | breach of contract             |  |                                       |                |                  |
| 78                 |                                | 17                                       |                                       | 19             | 3                |

(2) (a) No. 1983..... R91 606,05  
 1984..... R34 978,25

(b) Yes 1980..... R14 061,60  
 1981..... R18 716,17  
 1982..... R31 540,00

The amounts include settlements reached pursuant to letters of intention to institute action.

107 Mr P G SOAL asked the Minister of Justice: 26/2/85

- (1) How many persons were (a) tried for and (b) convicted of offences relating to influx control and identity documents at commissioners' courts in each specified Development Board area in 1984;
- (2) what was the average daily number of such cases heard by these courts in each Development Board area in that year;
- (3) how many of these persons were (a) legally represented and (b) not legally represented in each Development Board area in the year concerned?

The MINISTER OF JUSTICE:

Figures as on 6 March 1984.

| Region        | (a) | (b)    | (a) | (b)    |
|---------------|-----|--------|-----|--------|
| OFS.....      | 43  | 18 869 | 127 | 54 166 |
| Cape.....     | 8   | 5 007  | 254 | 95 792 |
| Natal.....    | 9   | 5 832  | 102 | 37 513 |
| N.T.W.....    | 76  | 36 947 | 190 | 64 738 |
| O.Vaal.....   | 38  | 20 845 | 104 | 48 339 |
| JHB.....      | 17  | 5 800  | 242 | 84 731 |
| Highveld..... | 78  | 47 516 | 131 | 53 144 |

The required information is unfortunately not readily available. Statistics of this nature have not been kept by the Department up till now. The keeping of statistics of offences in general is at present the subject of an investigation.

113 Mr K M ANDREW asked the Minister of Co-operation and Development: 26/2/85  
Howard Q. Col. 301  
Langa/Nyanga/Guguletu: housing

- (1) How many new family housing units were provided in (a) Langa, (b) Nyanga and (c) Guguletu in 1984;
- (2) how many of these units in each township were converted from hostel units?

The MINISTER OF EDUCATION:

- (1) (a) 379 in respect of farm school buildings.  
 (b) (i) 379.

(2) None.

(2) None.

Howard Q. Col. 301  
Compulsory education  
26/2/85  
114 Mr K M ANDREW asked the Minister of Education: 26/2/85

(2) 468 619 pupils.

The MINISTER OF HEALTH AND WELFARE:

This question cannot be answered at this stage, because the data are not yet complete.

Lung cancer

317. Dr M S BARNARD to ask the Minister of Health and Welfare:

How many persons in each race group died of lung cancer during the latest specified period of 12 months for which figures are available?

The MINISTER OF HEALTH AND WELFARE:

The period chosen is from July 1983 to June 1984. Deaths notified

|                   |                |
|-------------------|----------------|
| Group             | Cancer of lung |
| White             | 162            |
| Coloured          | 121            |
| Asian             | 4              |
| Black             | 52             |
| Other/Unspecified | 1              |
| TOTAL             | <u>340</u>     |

Commissions/departmental committees

405. Mr K M ANDREW asked the Minister of Mineral and Energy Affairs:

(1) How many (a) commissions and (b) departmental committees of inquiry were appointed in respect of his Department in 1984;

(2) whether any of the reports of such commissions and committees have been completed; if so, (a) how many and (b) of which commissions and committees;

(3) whether any of the reports of such commissions and committees have been made public; if so, (a) how many and (b) of which commissions and committees;

(4) what is the total estimated cost relating to each of these commissions and committees?

The MINISTER OF MINERAL AND ENERGY AFFAIRS:

1. None.

2, 3, 4 Fall away.

Commissions/departmental committees

414. Mr K M Andrew asked the Minister of Finance:

(1) How many (a) commissions and (b) departmental committees of inquiry were appointed in respect of the Office of the Auditor-General in 1984;

(2) whether any of the reports of such commissions and committees have been completed; if so, (a) how many and (b) of which commissions and committees;

(3) whether any of the reports of such commissions and committees have been made public; if so, (a) how many and (b) of which commissions and committees;

(4) what is the total estimated cost relating to each of these commissions and committees?

The Minister of FINANCE:

(1) (a) and (b) Nil.

(2) (3) and (4) Fall away.

Own Affairs:

First-year students

13. Mr K M ANDREW asked the Minister of Education and Culture:

(a) How many, and (b) what percentage of the total number of, first-year students enrolled at each university administered by his Department in 1984 (i) dropped out during the year and (ii) failed their exam-

inations in all subjects at the end of the year?

The MINISTER OF EDUCATION AND CULTURE:

The information requested is not yet available. The universities are at present compiling the 1984 statistics.

TUESDAY, 26 FEBRUARY 1985

*Indicates translated version.*

*For oral reply:*

*General Affairs:*

Prohibition of Political Interference Act

\*2. Mr D J DALLING asked the Minister of Constitutional Development and Planning:

Whether the Government intends to take any steps in respect of the Prohibition of Political Interference Act, No 51 of 1968, during the current session of Parliament; if not, why not; if so, what steps are envisaged?

The DEPUTY MINISTER OF CONSTITUTIONAL DEVELOPMENT AND PLANNING:

Yes, action with regard to this Act is under consideration and any steps which may result from this will be announced in due course.

†Mr F J LE ROUX: Mr Speaker, arising out of the hon the Deputy Minister's reply, I should like to ask him whether he is going to stop former WP sportsmen from engaging in sporting ties with Northern Transvaal. What is his reply to this?

†The DEPUTY MINISTER: Mr Speaker, my reply is that I will only stop cricketers from doing that. [Interjections.]

Mr D J DALLING: Mr Speaker, further arising out of the reply given by the hon the Deputy Minister, could he give us some degree of certainty regarding the urgency which the Government regards this matter? What does he mean when he says "in due course"? Does that mean it will still be during this session of Parliament, or when will it be?

†The DEPUTY MINISTER: Mr Speaker, I can assure the hon member that we give our urgent attention to this matter, and that the results will be announced as soon as we receive them.

3. Mr D J DALLING asked the Minister of Mineral and Energy Affairs:

(1) Whether any non-White persons are allowed to qualify for blasting certificates on the mines; if not, why not?

(2) Whether it is the intention to take steps in the near future in respect of allowing non-White persons to qualify for such certificates; if not, why not; if so, (a) what steps are envisaged?

†The MINISTER OF MINERAL AND ENERGY AFFAIRS:

(1) Yes, certain non-White persons defined as "scheduled persons" in the Mines and Works Act, 1956 (Act No 47 of 1956) and the regulations in force thereunder, namely Cape Coloureds, Cape Malays, Mauritius Creoles and St Helena persons, are entitled to apply for such certificates in the mines. Other white groups do not qualify for such certificates.

(2) In part VI of its report, the Commission of Inquiry into Labour Legislation recommended, *inter alia*, that the definition of the term "scheduled person" in the Mines and Works Act 1956 (Act 27 of 1956), and the attendant regulations be deleted and replaced by a non-discriminatory definition.

inition of "competent person" on certain conditions. In the White Paper on part VI of the said report the Government indicated that it was, in principle, in favour of adjusting the definition of "scheduled person" to a non-differentiating definition of "competent person" on condition that—

- (i) adequate measures are taken to allay possible apprehensions about their future job security on the part of White workers within the industry;
- (ii) standards of work are rigorously maintained;
- (iii) all workers are required to achieve the same level of proficiency with respect to training and experience before being appointed to a post;
- (iv) the principle of "equal remuneration of work of equal value" is maintained;
- (v) changes in work practices and conditions of employment are not introduced unilaterally by employers but rather with due regard to the process of consultation and negotiation with affected employee organizations;
- (vi) adequate job security measures are incorporated in collective agreements; and
- (vii) adequate protection against racial victimization is provided for all groups.

The Government agreed after negotiations with employers and employees that the industry will on its own initiative come to an agreement within a reasonable period of time, before the Government would determine further action or consider any amendment of the Act.

Although efforts are still being made, no agreement could as yet be reached. The matter is constantly being monitored

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and the Government's standpoint will be made known in due course.

Dr A L BORAINÉ: Mr Speaker, arising out of the hon the Minister's reply, can he tell us how much longer the Government is prepared to wait for the Chamber of Mines and the Mineworkers' Union in particular to reach a satisfactory result concerning this very long overdue change?

†The MINISTER: Mr Speaker, I do not regard that as an unfair question; in fact, it is very fair, but I think that we should afford the people who are involved in the workplace daily i.e. the Chamber of Mines, and even the employer and the employee, a fair opportunity to find a solution for the problem on their own initiative. I am not satisfied that progress is going as desired and I therefore intend, if it is within our means and if we can come to an agreement, to introduce legislation in this regard next year. It will definitely not be introduced this year. Perhaps I can just mention that we have already come to an agreement with the Coloureds and with the employee organizations in the mining industry in terms of which Coloureds *per se* are now qualified persons. They are now enrolled persons, and I am also discussing it with the Indians, and soon I have an appointment with the Leader of the House of Delegates to discuss it.

Dr A L BORAINÉ: Mr Speaker, further arising out of the hon the Minister's reply, may I ask whether the Government, having decided a considerable while ago to scrap job reservation in South Africa, is prepared to wait a further year, although the recommendation from the Wichahn Commission was made well over a year ago? How long—I want to stress this part of the question—will it be before the Government stops passing the buck?

†The MINISTER: Mr Speaker, we are not "passing the buck". I do not think the hon member listened when I read the reply to the original question. He sat thinking about other things. He was, of course, thinking about his questions. When I read the Government's conditions for acceptance, I referred specifically to Item 5, in which was set out that:

Changes to labour practices and conditions of service cannot be effected unilaterally by employers alone, but rather with proper regard to the process of consultation and negotiation with employee organizations affected thereby.

That is the principle of consensus. However, now that we are working on the principle of labour arrangements in terms of consensus, the hon member—whose party is the great supporter of consensus—says that we are dragging our feet. We are not dragging our feet; we work on it day after day, and we hope that, if circumstances allow, we will be able to introduce the legislation next year. It is in any case too late to introduce such legislation this year.

Dr A L BORAINÉ: Mr Speaker, further arising out of the reply of the hon the Minister, bearing in mind that the Government on its own initiative and by its own decision allowed Blacks to enter into collective bargaining and into normal trade union activities, will he explain how it has happened that he suddenly decides that he cannot make any further decisions without the permission of a particular trade union?

The MINISTER: Mr Speaker, we did not decide suddenly.

†We decided on this the moment the Wichahn Report was published.

Dr A L BORAINÉ: What is the date?

†The MINISTER: It does not matter what the date is. We are talking about consensus here, and I am not prepared to give the same answer on the same question.

Mr D J DALLING: Mr Speaker, further arising out of the reply of the hon the Minister, I have just one question: What steps is the Government taking at this time to try to reach consensus with the union concerned in order that this legislation may be introduced?

†The MINISTER: Mr Speaker, we have had several discussions in my time—not to mention the time of my predecessor—with the Chamber of Mines. We had discussions

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with the trade unions on the matter of the Coloureds as recently as December last year. We are in discussions virtually every month, either personally or by means of correspondence, to ensure that the process advances and does not remain stagnant. We are continually in contact with the persons concerned.

\*4. Mr P G SOAL asked the Minister of Justice:

- (1) Whether, with reference to his reply to Question No 18 of 27 June 1984 the Attorney-General has reached a decision on the findings submitted to him by the South African Police in regard to their investigation into the riots in Kaitleng in 1983; if not, why not and (b) when is it anticipated that a decision will be reached; if so, (i) what is the nature of the findings and (ii) when (aa) were the findings of the investigation first submitted to him and (bb) did he reach a decision in this regard;
- (2) whether any prosecutions will be instituted in this regard; if not, why not; if so, (a) against whom and (b) what will be the nature of the charges;
- (3) whether he will make a statement on the matter?

The MINISTER OF JUSTICE:

- (1) Yes.
  - (a) and (b) Fall away.
- (i) The Attorney-General, in harnessburg decided not to institute any prosecutions
- (ii) (aa) The dockets were submitted to the Attorney-General for the first time on 18 April 1984. On 7 August 1984 the dockets were referred back to

referred back to

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*Howard*  
*175*  
 Staff shortages 26/2/85  
 85-Mr D J BALLING asked the Minister of Justice:

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**THE MINISTER OF JUSTICE:**

(a) The approved establishment of 18 614 posts was, with the exception of 460 vacancies, filled completely on 1985-02-01. This establishment does not make provision for identified needs towards expansion.

(b) Efforts are made continually to fill existing vacancies by means of intensive recruiting within the framework of available funds. It is constantly endeavoured to increase existing efficiency as measured to accepted norms and special attention is given to the retention of manpower.

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(1) Whether any lawsuits have been brought against him in his capacity as Minister of Justice by members of the public; if so, (a) how many in each specified year, (b) what (i) were the circumstances of the suit, and (ii) was the outcome, in each case;

**THE MINISTER OF JUSTICE:**

(2) whether he paid out any moneys (a) as a result of successful lawsuits brought against him and (b) in out-of-court settlements; if so, what total amount in each specified year?

| (a)  | 6 October to 31 December |
|------|--------------------------|
| 1980 | 4                        |
| 1981 | 16                       |
| 1982 | 14                       |
| 1983 | 49                       |
| 1984 | 34                       |

| (1) | (b) | (i) Number | Cause of action                | (ii) Claims not furthered by the plaintiff | (1) | (b) | (ii) Claims pending | Claims dismissed |
|-----|-----|------------|--------------------------------|--|-----|-----|---------------------|------------------|
|     |     | 12         | unlawful                       |  |     |     |                     |                  |
|     |     | 8          | unlawful detention             |  |     |     |                     |                  |
|     |     | 5          | damages                        |  |     |     |                     |                  |
|     |     | 1          | unlawful attachment            |  |     |     |                     |                  |
|     |     | 2          | insufficient medical treatment |  |     |     |                     |                  |
|     |     | 2          | injuries during detention      |  |     |     |                     |                  |
|     |     | 79         | assault                        |  |     |     |                     |                  |
|     |     | 7          | death of prisoners             |  |     |     |                     |                  |
|     |     | 1          | breach of contract             |  |     |     |                     |                  |
|     |     | 78         |                                |  | 17  |     | 3                   |                  |

| (2) | (a) | No. | (b) | Yes  |
|-----|-----|-----|-----|------|
|     |     |     |     | 1980 |
|     |     |     |     | 1981 |
|     |     |     |     | 1982 |
|     |     |     |     | 1983 |
|     |     |     |     | 1984 |

R14 061,60  
 R18 716,17  
 R31 540,00  
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 R34 978,25

The amounts include settlements reached pursuant to letters of intention to institute action.

**Influx control/Identify documents**

107. Mr P G SOAL asked the Minister of Justice:

(1) How many persons were (a) tried for and (b) convicted of offences relating to influx control and identify documents at commissioners' courts in each specified Development Board area in 1984;

(2) what was the average daily number of such cases heard by these courts in each Development Board area in that year;

(3) how many of these persons were (a) legally represented and (b) not legally represented in each Development Board area in the year concerned?

**THE MINISTER OF JUSTICE:**

The required information is unfortunately not readily available. Statistics of this nature have not been kept by the Department up till now. The keeping of statistics of offences in general is at present the subject of an investigation.

*Howard*  
 113. Mr K M ANDREW asked the Minister of Co-operation and Development:

(1) How many new family housing units were provided in (a) Langa, (b) Nyanga and (c) Guguletu in 1984;

(2) how many of these units in each township were converted from hostel units?

**THE MINISTER OF CO-OPERATION AND DEVELOPMENT:**

(1) None.

(2) None.

*Howard*  
 114. Mr K M ANDREW asked the Minister of Education:

(a) In respect of how many schools in each departmental region had compulsory education (i) been introduced and (ii) not been introduced at the latest specified date for which figures are available and (b) how many pupils were involved in each category in each of these departmental regions?

**THE MINISTER OF EDUCATION:**

Figures as on 6 March 1984.

| Region   | (a) | (b)    | (a) | (b)    |
|----------|-----|--------|-----|--------|
| OFS      | 43  | 18 869 | 127 | 54 166 |
| Cape     | 8   | 5 007  | 254 | 95 792 |
| Natal    | 9   | 5 832  | 102 | 37 511 |
| N. Tvl   | 76  | 36 947 | 190 | 64 738 |
| O. Vaal  | 38  | 20 845 | 104 | 48 339 |
| JHB      | 17  | 5 800  | 242 | 84 711 |
| Highveld | 78  | 47 516 | 131 | 53 144 |

*Howard*  
 115. Mr K M ANDREW asked the Minister of Education:

(1) (a) How many applications for the subsidization of farm schools were received by his Department in 1984 and (b) how many applications (i) were granted, (ii) were refused and (iii) are pending;

(2) what estimated number of pupils benefited from the subsidization of farm schools in that year?

**THE MINISTER OF EDUCATION:**

(1) (a) 379 in respect of farm school buildings.  
 (b) (i) 379.

(2) (a) None.  
 (b) (i) None.  
 (ii) None.  
 (iii) None.  
 (2) 468 619 pupils.

THE South African mining industry is in the middle of a major manpower crisis, which is the result of racial discrimination.

This is the analysis of the country's experienced mine personnel and black trade unionists who feel that South Africa's most enduring labour anachronism — job reservation — should be scrapped.

They feel that the elimination of the phenomenon will result in blacks — the majority of whom are discriminated against in the mines — getting more meaningful jobs and thus cutting down on manpower

# Racism rocks mines

shortage.

The stage has been set for a real life drama in the mining industry this year, and the cast includes the country's largest and fast-testing black trade union, the most hard-line white union, the Chamber of Mines and the Nationalist government.

The 110 000-strong National Union of Mineworkers served notice on January 16 this year that it was preparing to put the colour-bar

issue on the bargaining table during April and if necessary take industrial action.

The primary thrust of its campaign would be aimed at the Chamber of Mines, whom it has accused of dragging its feet and not being serious about its stated intention of eliminating mining apartheid.

NUM's general secretary Mr Cyril Ramaphosa said that his union was not invited in talks between the chamber

and the unions in an attempt to get rid of apartheid in the mines.

This, he added, was despite the fact that blacks comprised the majority and most exploited group in the mines. The shortage of manpower in the mines has caused concern in South Africa resulting in mine bosses recruiting striking British miners.

The recruitment of British miners has been condemned by most

black trade unions, including the Black Allied Mining and Construction Workers Union, on grounds that blacks were not utilised to get better positions and hence better pay in the mines, and yet foreigners were paid more.

The Chamber of Mines last year started talks with 12 mining industry unions aimed at reaching an agreed formula to present to the Government for the scrapping of statutory

job reservation.

The hassle is reaching an agreement with established unions, especially the all-white Mineworkers Union under the conservative Arrie Paulos, which can see little benefit in signing away the traditional rights of its members.

Ultimately, the Government has the final say in changing the law, but has said it is not going to initiate change until there is agreement within the industry.

The origins of this tale go back to the days of Paul Kruger's South African Republic when key-jobs underground were reserved for white miners. Job reservation has been entrenched by legislation since 1911 and was bolstered through the years by political clout of white labour.

But change seemed imminent when the sixth report of the Wiehahn Commission was tabled in Parliament in 1981.

Today, almost four years later, about 13 skilled job categories — including the crucial right to obtain an underground blasting certificate — are still reserved for "scheduled persons" who, by definition, cannot be black.

The Wiehahn Commission's basic recommendation was that the Mines and Works Act be amended to replace the racial definition of "scheduled person" with a non-racial definition of "competent person."

The Government accepted the recommendation, but handed the issue back to the mining industry to sort out among themselves — with the provision that agreement be reached within "reasonable time."

Since then there has been lack of progress towards the scrapping of job reservation in the mines.

The chairman of the gold and uranium division of Rand Mines, Mr Clive Knobs, says that the country has an acute shortage of skilled workers, and it is for this reason that the majority of skilled white workers need not fear for their future.

He says however, unless opportunities are provided for suitably trained and qualified black workers to progress, the future for all could be very bleak.

In his latest chairman's statement to the shareholders of East Rand Proprietary Mines (ERPM) and Durban Roodepoort Deep, he says it is hoped that employees can resolve this problem without Government intervention, but if an agreement is not reached shortly, such intervention could be unavoidable.

A Spokesman for Anglo American, owners of most gold and coal mines in South Africa, said that they were committed to scrapping job reservation in all mines owned by the company.

For this reason, the spokesman added, the company has embarked on a scheme of training blacks for senior positions. Most black miners underground do the job that's supposed to be done by whites, including preparing explosives for blasting.

177 (177) Law 27/3/85

## Ailing motor industry is short of skilled labour

By Karen Bowes, West Rand Bureau

A seminar on the advantages of integrated practical and theoretical training for apprentices in the motor industry, especially in recessionary times, was held at the Chamdor training centre recently.

"Even in this time of recession there is a shortage of trained labour," said Mr C M Burton-Durham, the centre's head.

"In 1975 there was a drop in the intake of apprentices in the motor industry amounting to 500 less than had been registered in the past decade. This deficit has never been made up while the motor population has continued to grow," he said.

"Although there is no doubt that the recessionary period, with the shortage of jobs, has resulted in young people coming forward for indentureship, it is problematical as to whether the right material will emerge under these abnormal conditions," he said.

Research over the past three years had found that to upgrade productivity and ability of artisans, practical instruction had to be a major part of artisan training and be incorporated into artisans' training schedules.

Research had also shown that the basic training in the workshop or on the factory floor, especially of the first year apprentice, was unprofitable from a productivity point of view, Mr Burton-Durham said.

It was felt that the integrated training system was a more advantageous method, which would do away with non-qualified persons obtaining trade papers merely with the passing of time.

CITY/CAPE

ARGUS 25/4/85

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# Changes likely in training of artisans

## Stellenbosch

Labour Reporter

MAJOR changes in the training of artisans have been recommended in a Human Sciences Research Council and National Training Board report tabled in Parliament today after a two-year investigation.

It was undertaken against a background of a "relatively large shortage of artisans in most trades. There is still a rather small flow of black apprentices to industry which the NTB feels needs further attention".

The wide-ranging report — compiled by a committee which included representatives of trade unions, Government, industry, educationists and the HSRC and NTB — covers the whole field of artisan training, including its history, and overseas developments.

### Alternatives

Major recommendations are that:

- The present time-based training system should be converted to a performance based system.
- Each industry should establish its own artisan training board to replace existing manpower committees.
- Rationalisation of the number of trades should take place with industry taking the initiative.
- All artisan training should be evaluated by proficiency tests and the attainment of artisan status by effluxion of time should be phased out.

Dealing with the present system of testing and evaluation, the committee concluded that it no longer fulfilled all the needs and requirements of industry.

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2/4/85 (175) Rom  
**Shortage of computer staff is now 'critical'**

By **ANDREW DUNCAN**

THE shortage of qualified and experienced computer staff has reached critical proportions, say industry officials.

Mr Peter Steyn, managing director of CPL, says a National Productivity Institute survey, carried out on behalf of the Computer Society in 1982, showed an overall shortage that year of 24 000 with a projected 33 000 shortage in 1988.

CPL's 1984 data processing salary survey suggests a current general staff shortfall of approximately 15%.

The survey indicates that the sectors worst affected are for systems analysts, with a 27% shortage, and programmers, 23% shortage.

Mr Steyn says that, because the training rate of computer personnel is inadequate, the situation will get worse.

Mrs Ruth Perrins, manager of the Johannesburg Control Data Institute, says there is no sign of improvement in the shortage of trained programmers, systems analysts, operators and computer technicians.

This has led to computer salaries exceeding those of other industries as data processing managers struggle to retain staff.

"Graduates from our computer programming, operations and engineering courses have little difficulty in finding employment because the computer industry is largely recession-proof."

Mr M J Sedgwick, bureau manager of ICL Data Services in Cape Town, points out, however, that small-to-medium computer users have difficulty both in attracting good people and in paying the high salaries demanded.

One result of this shortage is that computer bureaux are set

to expand. Mr Pieter Naude, of the Computing Services Association, attributes this to staffing problems, increasing sophistication of users' needs, rising costs of equipment and software, and the need to revise software.

As companies learn more about the ability of computers to assist in the management and cost-effectiveness of their organisations, they tend to introduce more sophisticated software.

This requires more powerful computing equipment and better-qualified staff - involving increased capital and operating expenditure. Efficient and reliable software can be very expensive and only large organisations can afford the most comprehensive programmes.

By using this costly software for the operations of a number of clients, a bureau can bring this facility within the reach of many more companies.

# Disinvestment: Many will suffer Ackerman warns

w/e ARGOS 27/4/85

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Financial Editor

SOUTH Africa and Africa had many urgent problems to tackle and a disinvestment campaign would greatly intensify these problems, Mr Raymond Ackerman, chairman of Pick 'n Pay, told a Rotary International Conference in Somerset West yesterday.

He warned that a trade boycott against South Africa could cause serious unemployment problems in Europe and the United States.

In South Africa a total of 300 000 jobs would have to be created each year to absorb the growth in the labour market until the year 1990.

Large numbers of people were leaving the land to work in the cities, particularly since the recent drought — a process which was increasing the unemployment problem.

## FORMIDABLE LIST

In spite of escalating unemployment, there was a chronic shortage of skilled manpower and of trained managers among the black population. There was also a need for more housing, training and educational schemes to be introduced immediately for blacks.

"This may sound a formidable list of problems, but South Africa I would remind you, is infinitely better off than most other countries in Africa. Let us consider the problems facing countries in the southern half of Africa as a whole."

A report by the Nairobi-based United Nations Environment Programme said that between 1970 and 1980 the region's population rose from 68-million to more than 90-million, about 3 percent a year and at the same time food production levels fell.

## HUGE RESOURCES

United Nations figures showed that in Africa as a whole, about 150-million people — one in every three — was affected by malnutrition or starvation. Recent focus on the starving millions in Ethiopia had given a dreadful indication of what many other countries must be suffering.

Amid all this gloom on the African continent, South Africa



Mr Raymond Ackerman, chairman of Pick 'n Pay.

stood as an exception with its huge mineral resources, well-established infrastructure and transport systems and good financial and agricultural management.

Western bankers said that South Africa, in spite of all its present problems, was the best risk in Africa.

## RIPPLE EFFECT

But disinvestment on a large-scale and backed by most countries could eventually reduce South Africa and its neighbours to the level of Ethiopia and its starving millions.

All but four of 50 countries in Africa maintained economic links with South Africa and disinvestment would have an adverse ripple effect throughout much of the continent.

South Africa's imports from other African states rose by 25 percent in 1984 to R406-million, while its exports to Africa rose 20 percent in 1984 to R954.1-million, even though South Africa cut back shipments of essential foodstuffs because of the drought.

## JOBLESS HORDES

Large-scale disinvestment would have wide-ranging effects.

Neighbouring countries would be particularly vulnerable to the disruption in the South African economy, as South Africa was a

major provider of employment opportunities in the sub-continent.

Estimates varied, but there could be about 300 000 workers from surrounding countries working on the mines or in industry in South Africa. To help South Africa's own blacks, these would have to be sent back to add to the swelling ranks of the unemployed in their own countries.

Disinvestment on a large scale would be catastrophic for blacks in South Africa. It would create hordes of jobless blacks throughout the country.

## BANKRUPTCIES

Bankruptcies — already at a record level — would increase, further reducing employment opportunities for blacks.

The result of all this unemployment would be to undermine the two most important black power bases in South Africa — the independent trade unions and the fast-growing black consumer power. These two were being used as levers for better conditions by responsible black leaders.

## TRADE FLOW

In addition, South Africa's landlocked neighbours would suffer disruption in their trade flow because many of their imports and exports came through South Africa's well-developed transport links with the coast.

A boycott of South Africa would cost Western countries about 500 000 jobs, including 250 000 jobs in Britain. Almost 10 percent of all British overseas direct investment was in South Africa. Add indirect investment to this and R11-billion was at stake.

Also at stake was the large American investment. A total of 350 US companies had subsidiaries in South Africa representing an investment of nearly R3-billion. Another 6 000 US companies did business with South Africa.

For all European Economic Community countries, the embargo on trade with South Africa would cost about 330 000 jobs and an additional 122 000 jobs if the United States were also involved in the boycott. If Japan were included, the Western world would lose more than 500 000 jobs.

CLARE PICKARD CAMBRIDGE

THE Chamber of Mines' promise to guarantee job security for white employees has drawn the ire of the black miners union and has failed to placate the white mining unions.

The black National Union of Mineworkers (NUM) said the chamber's promise was consistent with its attitude towards black mining employees and favoured whites.

The mining industry is the last industry with statutory discrimination against blacks, and NUM -- which has been fighting for the scrapping of job reservation -- said the chamber was seeking a confrontation with

# White miners' job security row intensifies

black miners. This was because racist practices would remain, with whites filling the new "competent" categories which used to fall under the discriminatory scheduled person definition.

But Arrie Paulus, of the conservative Council of Mining Unions (CMU), said the only way for the chamber to ensure real security for whites was to guarantee that the number of whites in the industry would not be reduced. The chamber had refused to set employment ratios for different racial

groups in given occupations, he said. It was difficult to prove questions concerning victimisation and merit, and management could argue that they had discharged a white worker without replacing him.

He said the mining industry's announcement about security of employment was premature because mining unions had said they would decide on the issue only after an industrial council had been set up in the industry.

Paulus believed progress in reach-

ing a security-of-employment agreement had been slow because white unions in the industry wanted an industrial council to lend legal formal-ity to agreements. He said white unions had not yet reached agree-ment on an industrial council.

The CMU was prepared to look at possible redefinition of the 13 sched-uled person categories only once agreement had been reached both on the establishment of an industrial council and on job security for white employees.

Robbie Hotha, general secretary of the Mine Surface Officials Associa-tion -- which is also involved in negotiations with the chamber -- said guarantees regarding terms of ser-vice for whites were hollow because there was such a high turnover of employees in the industry that it would not be necessary for the cham-ber to implement its guarantees.

He believed an internal appeal body would not be useful because dis-putes would ultimately still be re-ferred to the industrial court.

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SA needs engineers and technicians

26/11/85

# Hitch in Mossel Bay oil scheme

LAWRENCE BEDFORD

PLANS to develop the Mossel Bay offshore oil scheme could be hampered by a lack of skills.

A welding industry spokesman said yesterday SA fabricators lacked key people needed to make the hardware necessary for the Mossel Bay scheme.

He added that the period between physically quoting for a job and being given the go-ahead would be too short to train adequate people to meet the demands.

SA needed welding engineers, technicians, inspectors, supervisors, non-destructive testing operatives and ordinary skilled welders, the SA Institute of Welders' executive director Chris Smallbone told *Business Day*.

And the SA Institute of Chemical Engineers has issued a warning that SA has a shortage of chemical and other engineers and that the number of engineering students entering universities was dropping rapidly.

"Traditionally the engineering skills needed to meet periods of great economic activity have been obtained through immigration, but this route is not expected to provide such a ready source in future," it says.

Smallbone said even though SA industry was in recession, it was having to import ordinary welders, mainly of Portuguese extraction, to meet present needs.

"What is more worrying is the absence in SA of welding engineers."

Smallbone's institute is running a three-week welding training course at R4,5m Johannesburg training centre but this is not expected to make much impression on the skill situation.

"It means we are going to have to import people."



Cape Times  
10/12/85

# Racial service 'too dear'

Medical Reporter

A SEVERE shortage of money and staff meant that there was no choice but to consolidate hospital services if high-quality medical care was to be maintained, the Cape's director of hospital services, Dr Niklaas Louw, said yesterday.

In an interview, Dr Louw said consolidation of hospital and medical services supplied by the province had been under way for some time and would continue in the future.

## 'Separate'

He said although the policy of separate facilities for the different race groups was still in force, duplication of services on racial or any other grounds simply could not be afforded any longer.

Dr Louw said emergency and intensive-care units were now racially integrated at the major hospitals since these were too expensive to run on a separate basis.

There was still general separation of races in the wards but it was his "sincere intention that a patient in need of treatment should never be turned away from a provincial hospital".

The financial situation of his department was so serious that two recently-completed 40-bed hospitals in Piketberg and Porterville could not be opened because there was insufficient cash to run them.

In a consolidation programme which began last year, wards had been closed in some hospitals, hospital administrations combined and staff relocated from day clinics to hospitals, he said.

"When we closed the wards for chronic patients in Conradie Hospital, and combined the administration sections of Woodstock and Volkshospitaal, we were able to open another 65 beds in Volkshospitaal for after-care rehabilitation of patients.

"Similarly, when the staff of day hospitals in the northern suburbs were brought into Karl Bremer Hospital, we were able to open more beds in that hospital which were desperately needed.

"We intend to move the beds available for after-care in Goodwood Hospital to Karl Bremer, making the latter our second hospital with rehabilitation facilities — as far as I know, these two are the only hospitals in the country with units specifically dedicated to rehabilitation," said Dr Louw.

# Nursing race bars breakdown

Pretoria Correspondent

The H F Verwoerd Hospital is soon to make use of nurses of all races to fill vacant posts in white intensive care units, casualty wards and theatres.

This was revealed by the manager of the socio-economic affairs division of the South African Nursing Association (SANA), Miss Eileen Brannigan.

She said the H F Verwoerd Hospital had advised SANA late in December 1985 that the hospital was ready to start advertising posts for registered nurses of all race groups.

Miss Brannigan pointed out that the Johannesburg General Hospital had also recently removed race specifications from similar advertisements for 40 registered nurses.

## Shortages

Due to severe staff shortages, this hospital had previously started using nurses from the Baragwanath Hospital.

"Non-white" hospitals would not, however, be drained of experienced staff by this move, she said. It might help decrease the high number of unemployed non-white registered nurses.

Miss Brannigan said no problems were expected in regard to the quality of service rendered by black nurses, but the new move would put pressure on the hospital authorities to eliminate the wage gap between white and black nursing staff.

A nurse's pledge of service includes the undertaking that her duty to her patients will not be affected by considerations of religion, nationality, race or social standing, she said.

What might lead to trouble was racial prejudice from patients. People still believed that

black nurses' training was inferior to that of whites.

The fact was that black nurses had to meet the same requirements for registration as white nurses, she said.

The issue of wage parity would also have to be addressed urgently should the appointment of black nurses in white wards become a reality, she said. SANA was very much in favour of such a move.

Miss Brannigan said there was no justification for having black and white nurses working shoulder-to-shoulder in white wards for unequal wages.

"We cannot ask for general wage increases before this gap is closed," she said.

The private hospitals' higher end-of-month-pay was drawing more and more highly qualified, experienced nurses, even if the government hospitals' wage packet was more beneficial in the long term.

This exodus left provincial and State hospitals unable to fill the ideal patient-nurse ratio recommended in the Commission for Administration's recent report on the matter.



## P O Friends aid Seaside Fund

Mr Trevor Olmesdahl (left), regional director of the Post Office for Central Transvaal, hands a R2 300 cheque to Mr Noel Stoffberg, The Star Seaside Fund manager. Every year since 1954 the Post Office Friends Committee has helped the fund give deserving children seaside holidays. It costs R122 to send a child on a two-week holiday.

## Students for Cuba

The Star's Africa News Service

HARARE — More than 1 000 Zimbabweans are to go to Cuba for teacher training and the first batch of 400 will leave in September.

The student teachers will spend five years studying for their Bachelor of Education degrees, with emphasis on scientific subjects and mathematics.

But first they have to learn Spanish and an advance party of Cuban lecturers is due in Zimbabwe soon to conduct language courses.

The teacher training scheme follows a visit to Cuba in October by Zimbabwean Prime Minister Mr Robert Mugabe.

This year, Cuba is expected to send a contingent of doctors, dentists and pharmacists to Zimbabwe.

# The new IT

# SA faces severe skills shortage

South Africa was facing a severe skills shortage, Escom chairman Mr John Maree said in the Johannesburg City Hall last night.

Mr Maree told 1 200 people at the Technikon Witwatersrand diploma ceremony that: "No matter which way one views the education and manpower resources in this country, those resources are unlikely to be adequate, in the coming decade, to educate and train the population to anywhere near its full potential."

Mr Maree said that because of that problem, careful consideration had to be given to the education offered to youth and emphasis had to be placed on the natural and technical sciences.

He said: "It is necessary that the number of students in the humanities be limited and the number in the natural sciences be increased."

"This is necessary because our economic future depends on the production of raw materials, its refinement, its manufacture of finished goods, and the marketing of those finished goods."

The skills to accomplish those jobs were of paramount importance.

Mr Maree said that bursaries and loans would have to be offered to attract students to high priority courses.

The country would not be able to finance students for low priority courses.

Mr Maree said it was important to create as many jobs as possible because unemployment created instability.

The consequences of instability "have been dramatically evident here in the past few months".

# 774 engineers quit in SA in 2 years

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Own Correspondent  
16/2/86

JOHANNESBURG. — South Africa lost 774 engineers to emigration in the past two years, according to a report by the National Manpower Commission in Parliament.

The report said 469 engineers emigrated last year and 305 in 1984. This was 5,2 percent of 14 700 engineers.

The figures are supported by the Engineers' Association of SA (EASA) which says it lost 450 engineers from a membership of 3 800 in 1985. EASA, whose membership includes 500 new graduates, says that 1 500 associated personnel also left the country.

"These figures apply only to people

connected with our association," said Mr Edgar Irle, director of EASA. "Indications are that 1986 could be worse."

Prof Roy Marcus, dean of the engineering faculty at Wits, said an immediate change of attitude by government was needed.

He said emigration was one of the main reasons why universities were experiencing staff shortages.

Mr Koos Kemp, deputy president at the Council for Scientific Research (CSIR) said he was concerned because the CSIR was having problems recruiting and retaining the services of engineers.

195-127

# More skilled jobs on offer but few takers

w/6 Reef  
6/9/86  
175

By DEREK TOMMEY  
Financial Editor

WITH the end of the recession in sight companies throughout South Africa are looking for extra staff. But the response from Cape Town to their advertisements so far has been poor.

Mrs Val Middleton, managing director of Admark, Cape Town, a company which specialises in the preparation and placing of job advertisements for skilled staff, said today there had been a steady increase in the past few months in the number of jobs being advertised.

May had been a record month for Admark and so had August, with help-wanted adds up 30 percent on May. September had opened on an incredibly busy note so this could be a record month too.

However, recruiters were finding there was a grave shortage of skilled workers. Some placement advertisements drew as little as seven responses.

Mrs Middleton blamed the emigration of skilled workers and the reluctance of people to move from existing jobs for this situation.

"There has been a horrific brain drain," she said. "Every day people have been emigrating."

Recently a British company had recruited 27 computer programmers from South Africa. A large number of engineers and accountants had been going to Australia and the United States.

But another factor militating against the recruitment of staff was the unwillingness of people to move from their present jobs.

People were feeling insecure and were most reluctant to take a chance and move to another job. It was not unusual for successful applicants to refuse at the last minute to move to the job offered them.

This shortage of skilled people has meant that recruiters were having to offer a bigger carrot.

But though there was a skills shortages, many good people were still looking for jobs. Their difficulty was that they did not have the right skills.

School leavers and university graduates, especially women, were also having difficulty finding work. Employers usually wanted people with at least a year's experience so it was not easy to place young people straight out of school or university.

## MORE APPLICATIONS

Mr Michael Lane, manager of the appointments division of PE Corporate Services, Johannesburg, confirmed there had been an increase in the number of companies seeking staff in the past month or so. But he had experienced an increase in the number of applications — though perhaps not from Cape Town.

A specialist in appointment of senior executives, Mr Lane said people living at the coast seemed far less willing to change jobs than was the case on the Reef.

The financial services field had experienced a serious brain drain. The answer was to step up the training of blacks. At present South Africa had only seven black chartered accountants.

He was increasingly working on the development of black management.

DD 3/10/86

# Call to use special job skills



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**BLOEMFONTEIN** — Although a general economic revival had been predicted, it could safely be accepted that the unemployment problem in South Africa would not be solved in the short term, Professor N. P. du Preez, of Potchefstroom University, said at the symposium on disablement in Bloemfontein yesterday.

He said there was a great shortage of certain categories of skilled and highly-skilled labour in South Africa and disabled people were a unique resource for those fields.

Professor Du Preez is the director of the post-graduate School for Management and professor of the Department of Business Administration.

He said it offered a unique opportunity and a great challenge to disabled people in South Africa to sell this resource to the private sector.

The low employment of disabled persons could be ascribed to a variety of factors. There was ignorance on the employers' part as to the capabilities and skills of disabled persons. This ignorance was largely due to deficient and unco-ordinated "marketing" of the disabled.

Professor Du Preez said as the costs of training the disabled were high, the country could not afford that people on whom so much time, energy and money had been spent to make them labour-ready and self-supporting, should be wrongly or unemployed.

There was thus a need for a national awareness of the disabled as an employee. Employers would have to be informed of their productivity, potential, social acceptance, low absenteeism and skills. Emphasis would have to be laid on the fact that disabled employees achieved the same or better in these respects than non-disabled. — Sapa

11/12/86  
BUDDAY

It's jobs that  
go begging  
— and not  
job-seekers

MICK COLLINS

175

LEADING personnel recruitment consultants have questioned the accuracy of reports of high unemployment among middle management and blue-collar whites.

They say if the massive stockpile of vacant jobs on personnel agency files is any indication, all the signs point to an over-supply of positions right across the spectrum, from the factory floor to middle and senior executive ranks.

Key People Management's John Lupton says biggest labour shortages are in the skilled ranks of management and technology.

"But even lower-grade jobs are going begging. Offers of high-paying jobs in commerce and industry are going unanswered. One personnel consultancy specialising in the computer industry has 900 jobs on its books and few takers."

Drake Personnel area manager Renette Marsh says there are shortages of people to fill jobs in specific areas of industry.

"The situation is paradoxical. Employers are expecting too much. They expect the cream of the crop but are unable to fill positions in insurance, computers, some sectors of shipping and word-processing.

P-E Corporate Service appointment division manager Michael Lane says there is evidence of firms unable to fill jobs even from within.

"Immigration figures are starting to bite. While we only deal with senior executive placement we find companies constantly looking for the right people with the right skills."

Drake Executive CE Francois Marais does not see immigration as the root cause.

"But there are shortages of data-processing managers, accountants and engineers. In engineering the main sectors where gaps are seen are electronic, mechanical and electrical engineering."

Key's Lupton adds: "Where has all the labour gone? There's something very wrong in the employment market. In a high-inflation environment where companies are failing and retrenching every day, you would expect to see mile-long queues for jobs. There ought to be — but there aren't."

Call- Temp 25/10/86

# High demand for new technicians

Staff Reporter

THE demand for technicians was growing at double the rate of the labour pool, the Minister of Education and Culture, Mr Piet Clase, said in opening the first phase of the new Cape Technikon in District Six (Zonnebloem) yesterday.

Only 1,4 percent of South African men and a mere 0,4 percent of women were working in the technical field.

"A few years ago this shortage of technicians was estimated at 10,7 percent and is probably still growing," he said.

Mr Clase predicted an "economic rebirth" and said a shortage of technically trained people would "catch us unprepared".

Latest figures showed that in 1985, whites at universities in South Africa totalled more than 138 000, whereas technikons attracted fewer than 32 000 students and technical colleges just over 37 000 pupils.

"You should go out especially to recruit women. The days of the stereotyped female role have long since passed."

Mr Clase said that guidance teachers and employers should be informed of the task of a technikon so that they could understand the employment avenues and advantages that such an education offered.

The contract for the new technikon was signed in 1983 after a long battle with the City Council to have it resited.

There were protests against the building of the technikon on the site of the old District Six, formerly a coloured group area.

The first phase of the building which was opened yesterday will house more than 1 000 engineering and architectural students.



Massive

# Massive brain drain as 3000 a month quit SA

175 Star  
23/11/85



By Chris Steyn

South Africans are leaving the country at the rate of 3 000 a month, says Mr Martin Westcott, managing director of P-E Corporate Services SA (Pty) Ltd.

Mr Westcott added that the current supply of black matriculants was doing no more than match the outflow.

Aggravating the "brain drain" was the knowledge that foreign headhunters from countries such as Australia, Canada and parts of Europe were using the situation to poach South African management talent, Mr Westcott said.

Another survey showed that an astonishing 18 percent of South Africa's English-speaking population was likely to leave the country in the next five years.

While only three percent of the Afrikaans-speaking sector have indicated that they intend to leave the country, the recent survey shows that overall, one in every 10 white South Africans will have moved to another country by 1990.

Those interviewed were asked "Where do you see yourself in five years time?"

These findings, coming from a poll conducted among 88 percent of the country's white adult population by Market Research Africa, show that South Africa faces an enormous brain drain.

"Unless economic and socio-political conditions are made more attractive, the country is likely to lose some of its most highly

skilled and entrepreneurial people," said Ms Sue Scott, manager of MRA's Omni Division.

"This will place even more pressure on the limited supply of skilled labour."

Seven percent of South Africans who were ready to leave the country said they would settle overseas. One percent said they would live elsewhere in Africa.

The poll showed that ties with South Africa were inversely related to income. Eighteen percent of those with monthly incomes exceeding R3 000 a month said they wanted to leave South Africa, this compares with seven percent of those with an income of less than R700 a month.

In another survey, also conducted by MRA, it was found that 69 percent of urban whites agreed strongly with the State President's decision to declare a partial state of emergency.

Support for his decision was strongest with Afrikaans-speakers, 82 percent of whom strongly agreed with the decision compared with 54 percent of English-speakers.

"The urgent need to establish law and order and to restore normal living and working conditions has support throughout the country," said Ms Scott.

"The fact that the majority of all sections of the community are in favour of Mr Botha's action indicates that this is not just a political matter, but reflects an almost universal desire for the restoration of peace and harmony in South Africa," she said.

MANPOWER — LABOUR SHORTAGE

1987

# 'Not enough black managers in SA'

BLACKS account for 70 percent of the workforce in South Africa and yet not more than three percent of managers are black, Mr Jan Steyn, executive chairman of the Urban Foundation, said this week.

Delivering the keynote address at the opening of the second session of the Joint Management Development Programme (JMDP), Mr Steyn said while there was an over supply of unskilled labour, there was a damaging shortage of skilled resources, particularly at managerial and executive levels.

"That this it so is in no small part due to an inadequate education system but also, as one black management consultant recently observed, 'the economic highway to power has few entry lanes for black Africans'," Mr Steyn said.

He said the situation could not continue.

It must be one of the factors constraining the growth and development of the economy, it also

By SY MAKARINGE

accounted for high stress levels among South African executives and was clearly intolerable for much of the black workforce.

Mr Steyn said in this time of transition, the private sector had a vital role to play in promoting, supporting and contributing to the management of change.

He said there was, however, a continuing and even disproportionate share of both opportunity and responsibility for leadership and management in South Africa. This he said, posed particular challenges to the business sector and, in particular, to those new managers, especially black managers, who would take leadership responsibility in the future.

MANAGEMENT

# Concern at lack of mines engineers

240 175

THERE is growing concern that SA is not producing enough engineering graduates to fill the needs of the local mining industry.

Of particular concern are the low number of mining engineers graduating from SA universities.

Statistics show:

□ SA as a whole has produced fewer than 25 professional mining engineers a year over the last two decades:

□ Mining houses recruit about two engineers for every one local graduate;

□ Between 25%-30% of all mining engineering graduates who enter the SA mining industry leave it within five years;

□ About 60% of mining engineers practising in SA are from Britain, many of whom are leaving because of the impact of the devalued rand in terms of savings, and currency regulations restricting repatriation of funds;

□ The universities of the Witwatersrand and Pretoria will graduate about 25 mining engineers in 1987, and local industry projections for the same period show 100 will be required;

□ Indications are the seven mining faculties in the UK are unlikely to graduate more than 120 mining engineers in 1987;

□ During the early 1970s, about 60% of the chemical



□ DU PLESSIS

THERE are just two SA universities that have mining engineering faculties, says Gencor's human resources director, AT DU PLESSIS. And recruitment sources abroad are drying up, reports MANDY JEAN WOODS.

and metallurgical engineers in SA were immigrants: this figure fell to only 10% in 1985.

Reasons for these dramatic figures can be attributed to the worldwide decline of the mining industry, the economic and political trouble in SA, and a universal decline in the number of students graduating in engineering.

Britain has always been SA's major source of qualified engineers — at its peak the UK produced about 200 mining engineers a year, of which about 150/year went abroad.

The majority worked on the Zambian copperbelt and the SA goldfields.

The high number of UK engineering graduates was due to efforts by the local coal and oil industries, which lobbied high school students and encouraged them to join choose engineering as a profession.

Now the coal and oil industry no longer require as many mining engineers, they are not recruiting at high schools and the effects are being felt in the graduating classes of mining faculties in the UK, and in SA's mining industry.

In the past, SA tended to only recruit people who had already entered university or those already enrolled in the engineering programme.

Gencor's human resources director At du Plessis says types of engineers required by the mining industry, in order of importance, are mining, electronic, mechanical, chemical and metallurgical.

"There are only two universities in SA that have mining engineering faculties — the University of Pretoria and the University of the Witwatersrand.

"Universities across SA graduate other types of engineers, but those graduates tend to look elsewhere for jobs before considering mining," Du Plessis says.

One reason for so few graduating mining engineers is the way school children and parents perceive the industry, says Director of the Department of Mining Engineering at Wits, Huw Phillips.

"The industry worldwide has an image problem. People don't want to work underground because they perceive it as a dirty, high-risk job."

Long-term improvements in safety standards, contributions made by the industry and the long-term career possibilities are rarely identified.

This means there is an urgent need to improve overall communications at school and university level, says Phillips.

To this end, Gencor has increased the number of full-time bursaries it awards by 200% since 1986.

In 1985, the group launched a specific programme to make contact with career advisers at high schools, universities and technical schools.

In light of the fact that SA cannot produce or recruit enough engineers, a rethink of its marketing strategy in terms of selling the product and the country at university level and to high school students, especially in the UK, should be considered, says Renwick Executive Search's David Hutton-Wilson.

"There is a major problem getting engineers to come to SA on traditional recruitment remuneration methods.

"Revitalisation of the overseas recruitment campaign should be done professionally, under the umbrella of some well co-ordinated national body to ensure engineers will want to come and stay here," he says.

Several major organisations in SA send representatives to the UK twice a year to recruit engineers for the mining industry.

Recruitment is hampered by the unco-ordination of company recruitment offices in London, and the inability of SA recruiters to adequately answer the socio-economic and political questions asked by university students, says Hutton-Wilson.

"The prerequisite for recruitment abroad is a strong, cost-effective UK-based operation with outstanding literature and film material on SA, and especially professional presenters with negotiating skills."

Cape Times 6/3/87 (178)

# Call to reverse skills drain

Own Correspondent

**JOHANNESBURG.** — Faced with the fact that SA has lost 40% of its professionals during the past two years, there is little evidence that anything positive has been done to reverse the flow.

This was said yesterday by Sage Properties's development manager, Bernard Snodyk, at the SA Property Owners Association (Sapoa) conference in Johannesburg.

Referring to the theme of the conference, "Are the Professions Dying?", Snodyk said it was of extreme concern that SA was

faced with the emigration of skills on a scale not previously experienced.

"The people leaving the country cannot be replaced in the immediate future. I know it is difficult to change the situation — in the face of our financial and political problems — but suspect that the collective lobby of all the professions has the power to motivate remedial action."

He called on all professional bodies in the building and allied trades to do everything in their power to reverse the situation.

"I would go as far as to say that they would be fully supported by

all developers and Sapoa in any meaningful campaign to stabilise and improve the situation."

He said a popular perception had developed where it was felt that the professions, including architects, quantity surveyors and consulting engineers, were dying.

"I do not agree with this theory. Yes, the professions have suffered severe economic setbacks in the last few years. Such economic problems have however been in line with the SA economy and do not indicate a long term problem."

# Clothing manufacturers face critical staff shortage

Star 2/9/87 (175)  
By Tom Hood

CAPE TOWN — Clothing companies have "extreme difficulty" in recruiting enough machinists and managers and as a result a shortage of skilled labour is hampering production.

About 44 percent of clothing manufacturers say they have not enough machinists, who form 59 percent of the labour employed.

The industry employs 64 500 machinists and needs to take on 9 730 this year and 10 020 next year, estimates the National Clothing Federation.

Average annual intake will be 10 170 in the next four years, the federation forecast.

Forty-three percent of companies report "extreme difficulty" in getting enough managers while there is also a scarcity of sewing machine-mechanics.

The federation's economist, Mr Hennie van Zyl, says business conditions in the clothing industry still appear to be improving after slumping to an 8-year low in 1986.

A recent survey reported that bookings were satisfactory and higher than a year ago and some two to four months in advance.

Another survey showed 30 percent of manufacturers expected an improvement in general business conditions in the first quarter of 1987, while 59 percent saw no change and only 11 percent expected a deterioration.

However a serious shortage of fabric was four times worse than the second major problem area: Insufficient demand for products.

Mr Mike Getz, president of the federation, said although the rand value of retail sales looked comparatively robust, the unit growth had been marginal or nil.

Fabric costs have moved up through a range of 20 to 80 percent, averaging around 30 percent in six months.

Suppliers of packaging, threads and accessories were proposing to lift their prices by anything from 30 to 50 percent on a year-on-year basis.

"All claim irresistible cost-push forces and of course rely on an environment where local buyers have no alternative source - an appalling situation. It will surely bring about another round of instability as prices move beyond what consumers can afford."

~~175~~ 175

INDUSTRY

# Skilled workers shortage puts lid on clothing firms' output

By TOM HOOD, Business Editor

CLOTHING companies have "extreme difficulty" in recruiting enough machinists and managers and as a result a shortage of skilled labour is hampering production.

About 44 percent of clothing manufacturers say they have not enough machinists, who form 59 percent of the labour employed, and another 13 percent say they can only get them with some difficulty.

The industry employs 64 500 machinists and needs to take on 9 730 this year and 10 020 next year, estimates the National Clothing Federation.

Average annual intake will be 10 170 in the next four years, the federation forecasts.

Forty-three percent of companies report "extreme difficulty" in getting enough managers — 260 are needed — and another 19 percent have some difficulty in recruiting them.

Countrywide, 3 200 are employed in managerial jobs, 3 percent of the labour force, and the average annual intake is 210.

Scarcity of sewing machine mechanics is running at 37 percent, although 59 percent of companies say they have no recruitment difficulties.

These workers form only 1 percent of the labour force of 1 100 but 160

are needed.

Difficulty in getting supervisors is also experienced by 30 percent of employers. The 3 300 employed forms 3 percent of the labour force and there are vacancies for 160. Average annual intake is 440.

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# TV technicians in SA now in short supply

THE manpower situation in the television industry is in a delicate balance because of the lack of skilled technicians.

Toron Television GM Andy Stead says the political situation, the poor rand exchange rate and lack of training in SA have created a situation where key skilled staff are in extremely short supply. Telecine operators, engineers and editors are in greatest demand.

"If any of our key staff resigned we would not be able to replace them locally, unless we indulged in 'head-hunting.' There is no one available who could step into certain positions and handle the job with confidence," he said.

With the advent of television in SA in 1977, the majority of skilled technicians were recruited from Britain.

But with the expiration of short-term contracts and the advent of political turbulence in the early Eighties there has been almost no recruitment from abroad, said Stead. Currently, about 75% of the industry's technicians are South African.

"Two years ago the television worker's union incorporated a clause into its constitution which stipulates

ries in pound sterling. Television engineers earn about £40 000 a year (around R120 000). The top engineers in SA earn far less," he said.

Telecine operators in the UK earn between £25 000 to £30 000 a year, mediocre editors earn about the same, but usually double their income by working overtime.

"Even if we could match their salaries, the union ban and the political situation would stop most people from coming to SA," Stead said.

Training of technicians is simply non-existent in SA, according to Stead. "There is no institution in the country that trains people to the level of a suitable applicant. Although the technicians and some universities offer television courses, none offer courses dedicated to the technical aspects of television operation."

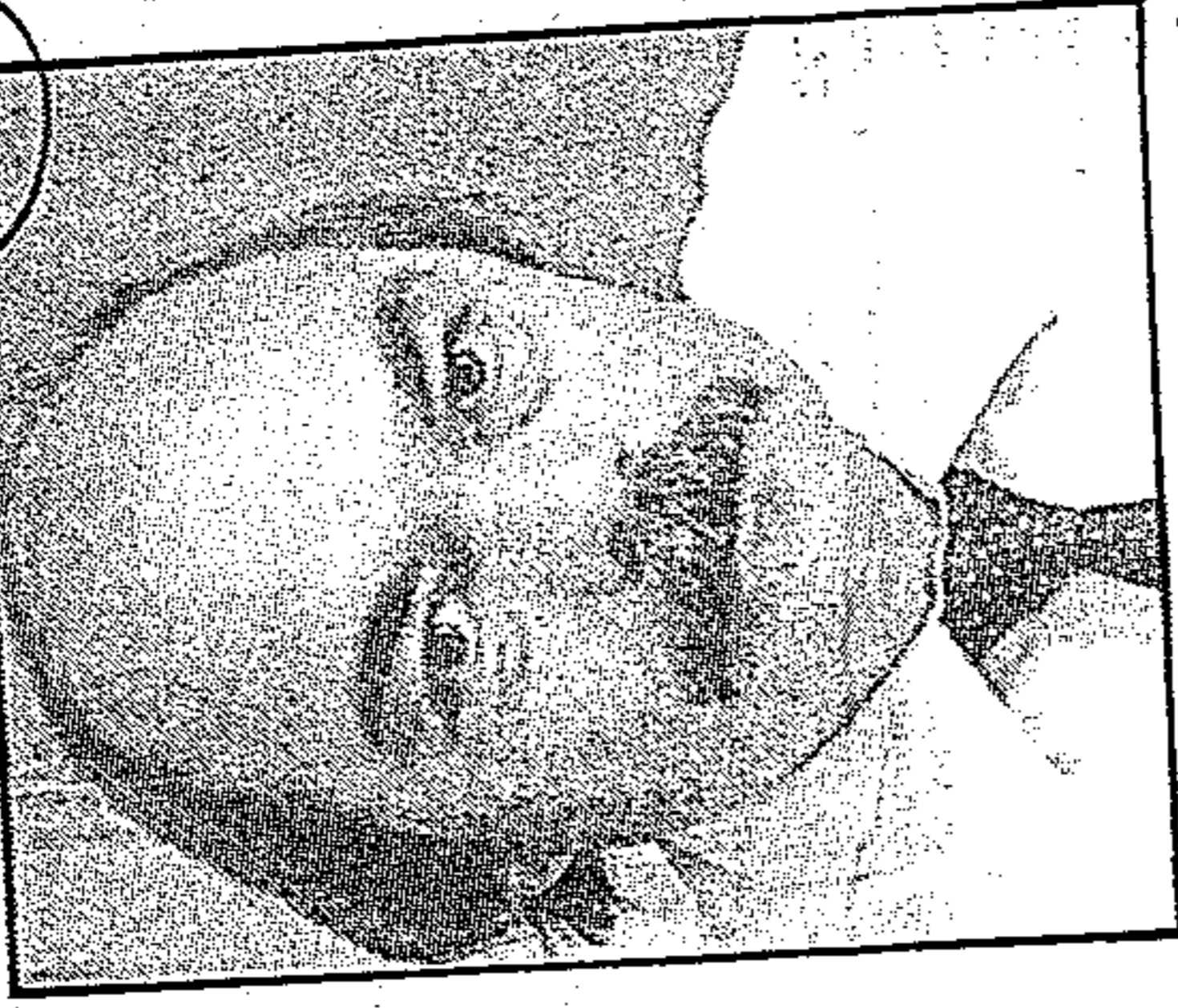
Toron sends staff on training courses abroad, but because the courses are very specialised usually only highly skilled staff can attend.

Former SABC senior producer Shan Moodley says the SABC is the only real training ground in SA for technicians at the moment.

The small size of the industry makes a specific school for training television technicians unfeasible.

"There are people available, but they have no experience. The small infrastructure means companies keep small staff complements, with the result that personnel work almost around the clock to meet deadlines," he said.

Moodley says the television production companies must give people opportunities to improve their skills — i.e., by offering internships, as a service to the industry and in their own interests.



□ STEAD ... "union and political situation stop most people coming"

that technicians working in SA would not ever be employed in the UK again. While some may defy the ruling, the really top people — who we desperately need — are definitely influenced by it.

"Another thing is that we cannot afford to pay even equal their sala-

6 Day  
175



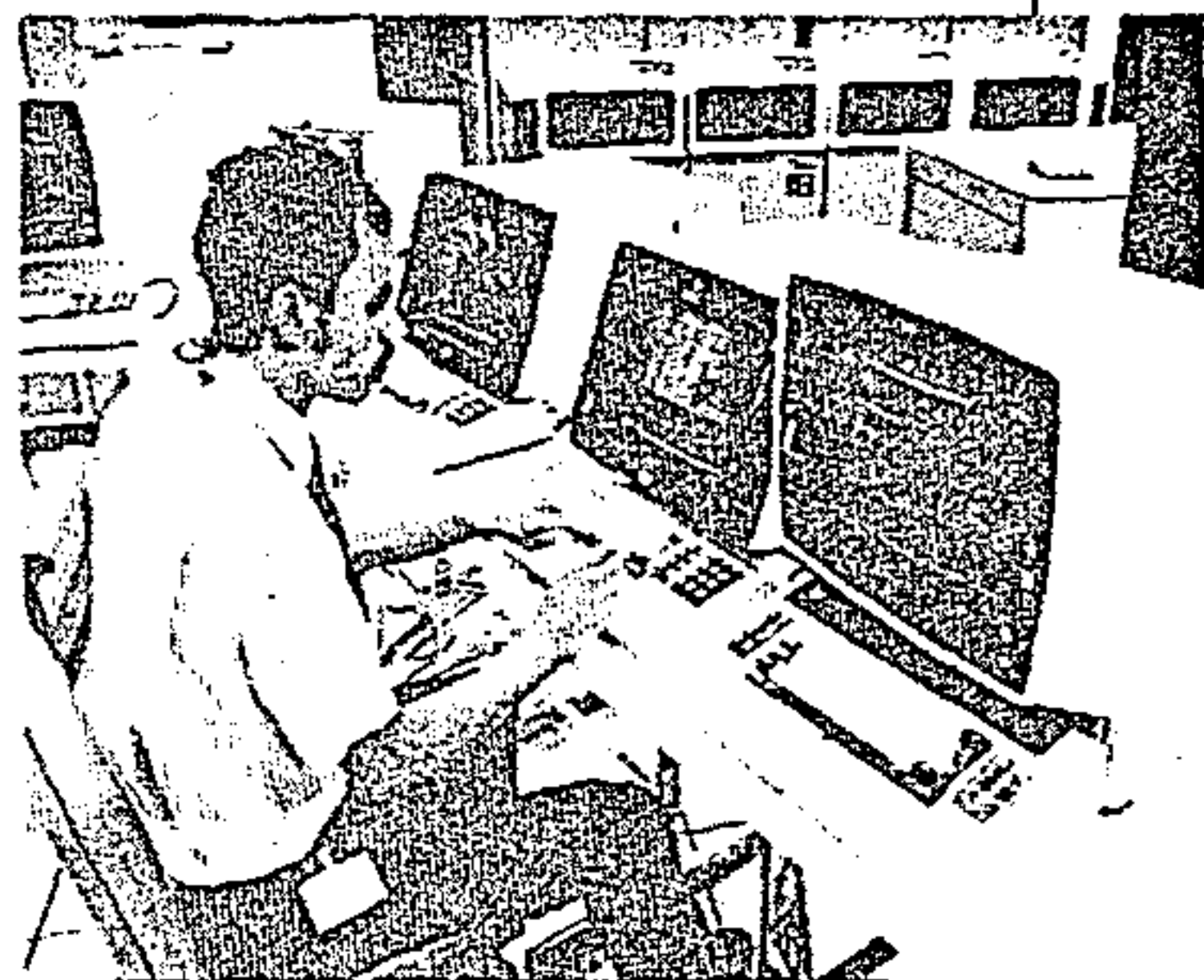
## Technician shortage

SA faces a severe shortage of information technology technicians — in common with most developed countries in the West where most skilled technicians are drawn from.

According to Paul Booth, strategic sales manager for ICL, the worldwide shortage of technicians in this field exacerbates the situation in SA because there are more opportunities for those who have the right skills, elsewhere.

Increasing management awareness of the value — even indispensability — of information systems has spurred demand for both hardware and software technicians says

electronics era leaves casualties along the way. "Most of the newer information technology systems are modular, so little mechanical work is needed to instal and maintain them," he says. "While this leads to much quicker diagnosis in fault finding, some people can't make the adjustment because they are either wedded to electro-mechanical methods or simply don't want to change their ways."



Information technology ...  
 mushrooming demand

Booth.

"We are looking at an international mushroom in demand for these people."

Booth identifies key areas of technician shortage in SA as the fields of real-time software, database and management information retrieval.

Leon du Preez, training manager at Radiokom (part of the Siltek and Microsciences groups which run training courses for information technology technicians), says Radiokom is unable to keep up with the demand for technicians. "We currently have three classes with 25 people in each doing courses in electronics, computer maintenance and automation. Some 80% of these people come from Eskom, First National and other major institutions — particularly those involved in finance."

The shortage is self-perpetuating, he says. Technology is changing fast and skills become obsolete, requiring retraining. Radiokom's own training is essentially hands-on and performance-based, so technicians can get back to the specific systems they are required to install and maintain as soon as possible. Courses last from as little as three days up to two weeks.

Neal King, education manager (technical and engineering) at SA's biggest information technology firm, ISM, says existing shortages are largely the result of the need for constant retraining.

The change from the typewriter era to the

Mr Kentridge, addressing a group of leading legal figures, said that with few exceptions, South African law did not give the average black urban dweller protection against a host of insolent civil servants who controlled his life.

The prosecutor and the magistrate were likely to be seen as simply another extension of the system of township managers, location superintendents and local authority officialdom.

One would have to be insensitive not to grasp the widespread feeling among blacks that they did not get a fair deal in the courts.

It required no original insight to see that to the majority of those subject to it, the law was not seen as a protection against injustice but as an oppressive force.

The courts themselves were perceived by many as an integral part of an oppressive system and as an alien institution.

Tracing the history of the Supreme Court since 1948, Mr Kentridge said he felt it could not be disputed that until the early 1950s the courts provided a "real protection to the individual against executive excess".

It could be disputed that after this period, there was a falling off -- not merely in the willingness of the courts to protect the individual against the executive, but in the status of the courts.

"There have at all times been some excellent judges at all levels of the Supreme Court; and throughout the period I am speaking of, one can find striking cases where judges of the Supreme Court upheld the rights of the individual against the State. But that there was a general decline, I have no doubt.

"The first cause was the legislative policy of the government which came into power in 1948. It showed a scant regard for the courts... The common law concept of equality before the law was replaced by statutory and compulsory discrimination with which the courts were powerless to interfere, even had they wished to do so."

The composition of the Supreme Court changed. An increase in "political appointments" was so marked it became clear that it was a deliberate

# More black lawyers needed in our courts

policy of the government.

By the early 1960s, there was a general public spirit of submission to authority. Among the majority of the white population there was an assumption that the government and the police knew best. The courts seemed to share this view.

In recent years, particularly since the events in Soweto in June 1976, many courts seemed to have shown a new willingness to give protection and relief to individuals affected by State action.

Since that date there had been a general acceptance of the fact that Verwoerdian apartheid had failed, even within the part which had created it. Even those who maintained the basic structures of apartheid had lost confidence in it.

A result had been a diminishing readiness to accept the government automatically knew best. "Even in white society there is now a spirit of scepticism rather than subservience."

This scepticism was reflected in some recent judgments. The period since 1976 had also seen great changes in the practice of the law.

There were now new forms of legal practice not previously known in South Africa, the most important of which was labour law. Its growth was associated with the recognition of black trade unions in 1981.

Public interest law, characterised

## The inaugural Ernie

### Wentzel Memorial

### Lecture was delivered at

### the University of the

### Witwatersrand this week

### by Mr Sydney Kentridge

### QC. His theme was "Law

### and lawyers in a

### changing society". Don

### Holliday reports.

by the establishment of the Centre for Applied Legal Studies and the Legal Resources Centre in 1979, was another new form of legal practice.

Civil rights litigation today was "a far cry from the early 1960s when only a handful of embattled attorneys were prepared to take on political cases and, in particular, political criminal trials".

One of the greatest changes in the practice of law had been the emergence of a body of black practitioners, with the ability and confidence to act in civil rights cases and political trials.

Disadvantages to be overcome by black students included bantu education and tribal college law schools.

Mr Kentridge recalled, among other incidents, that in the 1950s, the then Minister of Bantu Affairs, Dr

Hendrik Verwoerd, refused the first black member of the Johannesburg Bar, Mr Dumnah Nekwe, a permit to enable him to take chambers in the building which housed the Johannesburg Bar.

All that was now history. "Even the Pretoria Bar, that home of what I hope are lost causes," has, admittedly with much agony and re- crimination, removed the colour bar from its constitution."

Mr Kentridge said he could think of nothing which would more thoroughly and beneficially change the substance as well as the appearance of the administration of justice than for large numbers of competent black practitioners to be seen regularly appearing in all courts on behalf of black clients.

"The courts would lose their alien appearance to the black litigant or accused. It would influence and educate the white prosecutors, magistrates and judges who for the most part continue to fill those positions."

He believed that even discrepancies in sentencing would become less frequent if judicial officials had the daily experience of meeting black professional men and women in their courts.

Under the present dispensation, however, it could hardly be expected that many black lawyers would want to serve in a government department as prosecutors or magistrates.

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5/16/88  
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Friday, September 29 1987

(175) *SMC* 24/9/87

# New Rhodes course to benefit 'future leaders'

Education Reporter

An international studies unit, offering training in international studies at post-graduate level, is to be established at Rhodes University in Grahamstown.

It will be based at the Institute of Social and Economic Research (ISER) and the Department of Political Studies.

ISER director Professor Peter Vale said the course would be particularly useful for those interested "in exploring political and economic relations between nations, South Africa's regional and global problems and potential solutions, and the Third World's increasingly important role in international affairs".

The unit will offer two post-graduate options. The first is an international studies honours de-

gree course for students holding a bachelor's degree with political studies as a major subject.

The second option is a diploma in international studies, with admission contingent upon the completion of a degree or an equivalent. Ministerial approval is being sought for this course.

Both courses are inter-disciplinary, with staff from departments such as political studies, history, sociology and industrial sociology, law, development studies and journalism and media studies participating.

"The course will be aimed at future leaders and full bursaries will be available for successful candidates," said Professor Vale.

Those interested in the courses should write to: Professor Peter Vale, Director, Institute of Social and Economic Research, Rhodes University, P O Box 94, Grahamstown, 6140.

20/9/87



Mr Ernest Mcunu . . . create more positions for blacks.

# More top jobs for blacks (FS) demanded SAA

By Winnie Graham

South African business has been challenged to create more opportunities in management and in top executive positions for black men and women.

Mr Ernest Mcunu, a member of the executive board of the SA Institute of Management, believes this is the only way the country will be able to sustain its economic survival and compete favourably against other countries.

Writing on the frustrations of potential black executives in an SA Forum Position Paper, he says many black managers claim they have to be superstars in order to receive the same rewards as their white counterparts.

They believe they must consistently exceed their superiors' expectations of them.

Mr Mcunu writes: "A great deal of resistance to the promotion of black managers comes from white middle management who fear the loss of their own positions. One often finds a company with an equal opportunity policy is frustrated by this element."

Mr Mcunu claims blacks with potential have to be protected from inherent racial discrimination. Senior management has a duty to assist in establishing their authority.

It should be made clear to subordinates, black and white, that the black manager is in charge and there should be no hint that "we are just trying the poor fellow out".

Mr Mcunu says the only way to change the negative perception of capitalism held by many young blacks is to introduce changes to demonstrate that blacks have something to

gain from the economic system.

He says blacks are beginning to emerge in middle and upper management positions in commerce and industry.

Although job ceilings still exist, black professional managers have increased markedly since 1976. The total number, however, is insignificant.

He says the aspiring black manager must be prepared to face the hurdles he will experience in the corporate world. He will have to be self-motivated, confident and assertive.

Starbridge is a campaign aimed at improving communications between people of different races. If you have ideas on how to build bridges, write to Starbridge, Box 1014, Johannesburg 2000.

# R40m boost for PE employment

175  
6/10/87

By KIN BENTLEY

MAJOR new civil engineering projects in Port Elizabeth totalling more than R40 million — one of which started yesterday — are set to boost employment in the city over the next few years.

Heading the list is a R30m road project linking Motherwell to Kwazakele — including a R5m bridge over the Swartkops River.

And divers are busy with underwater foundation investigations for PE's first pier-type headland extension — at Hobie Beach.

The Swartkops bridge site was handed over to the contractors W J M Zululand yesterday, and, according to a spokesman for the consulting engineers, De Leuw Cather, the Natal company will employ mainly local labour, apart from a few skilled staff.

Mr Cornelis Brink, East Cape regional engineer for the Department of Transport, said today that early this year his department took over the contract, which was formerly handled by the PE Municipality and subsidised 80% by the Urban Transport Fund.

He said the National Transport Commission of the department would now subsidise fully the entire Bramlin Markman project, of which the Kwazakele, Motherwell single carriageway road forms a part.

The 18-month R5 million Swartkops River Bridge contract went to W J M Zululand in a tender and the site was handed over yesterday.

He said a 19-month contract — including the approaches to the bridge, the nine-kilometre road itself and smaller bridges and culverts — would go out to tender soon, with work starting in January next year.

(The entire route — from Westering to Markman — would take 15 to 20 years to complete, he said.)

Due for completion about the same time as the road between Motherwell and Kwazakele — before Christmas 1989 — is the first pier in the PE beach improvement programme.

An underwater foundation investigation was un-

derway off Shark Rock today, with divers busy excavating a test pit — likely to be completed in two weeks. The outcome of these investigations will determine the final detail of the design for PE's first groyne.

Together with an off-

shore breakwater, the Hobie project will cost about R2,9m, out of a total expenditure on groynes at PE beaches of R5,6m.

The groyne project, in turn, forms part of the city's R10,9m beachfront

▶ To Page 2



wrote off her latest ex-husband, Peter Holm, by m concerned, he's a dead issue." Asked about ning to write a book revealing all about their replied: "Darling, he can barely write his name, superbitch" of soap recently completed a new hint-series called Sins.

e to dodge islands of debris

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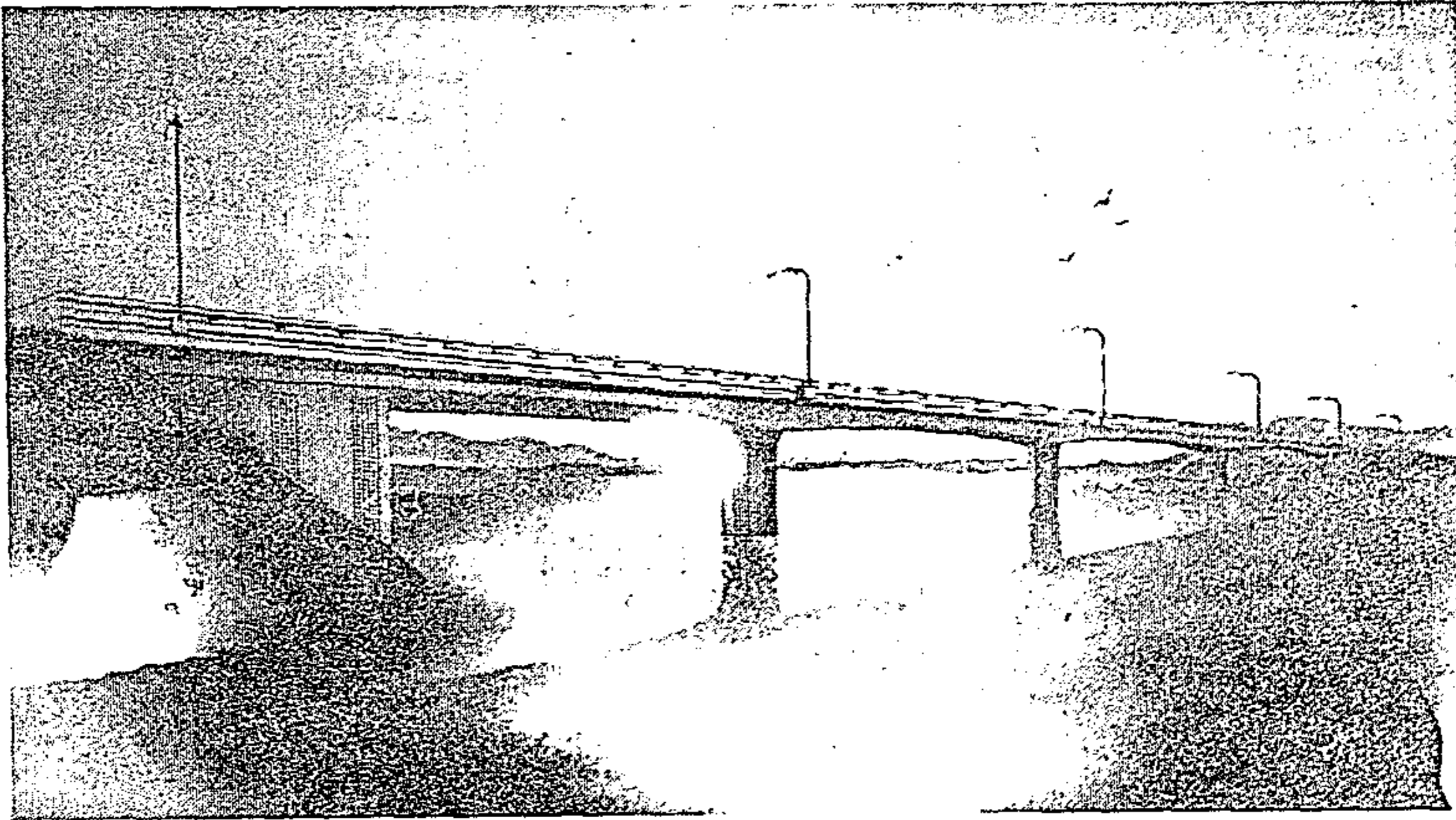
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An artist's impression of the new Swartkops River Bridge. Operations were formally launched yesterday with the handing over of the site to the contractors.

## R40m projects set to boost Port Elizabeth employment

### From Page 1

development programme project — including the development of King's Beach — which is scheduled for completion in about 1990.

Construction of the 100 metre-long headland extension is likely to start in May next year, with the project being completed by Christmas, 1989, Mr Michael Nixon, regional manager of Watermeyer, Halcrow and Partners, said today.

He said the initial seabed survey of the area of Shark Rock (in front of the Red Windmill) started in May.

While Mr Nixon declined to put a figure to it, according to figures given at a recent meeting of the

City Council's Works and Traffic committee, the Hobie part of the R5,6m groyne programme (which includes an off-shore breakwater) will cost nearly R3 million.

Mr Nixon said while initially it was intended to establish the first headland at Humewood, due to "greater demand for facilities at Hobie", it had been decided to start there instead.

He said the breakwater would only be started on completion of the headland extension structure.

Planned to look like a pier, a walk-way projecting about six meters above the mean sea level will be supported by concrete columns.

Pre-cast infill concrete panels, which will step down gradually the fur-

ther out to sea the pier extends, will trap the sand. He said this would be done in such a way as to ensure no scouring at Humewood or King's Beach occurs.

With Hobie Beach having developed as a "pocket beach" — due to sand being trapped by Shark Roack — he said it was planned that the pier would accentuate the role of the headland, thereby creating a bigger beach.

Two other major State projects currently underway in the city are:

- The three-year R36 million final phase of the building in Main Street to house the new PE Post Office and Regional Headquarters of the Department of Posts and Telecommunications; where work started last month.

- The R1 million six-storey office and stores complex at the Mount Road Police Station, which is currently being built and which will supplement the R6 million Louis le Grange Square, one of the largest police stations in the country.

AN MBA or BComm graduate might know a lot about running a business, but he's hardly likely to start one. Accurate statistics are hard to come by, but it would appear the number of business graduates who go into business after graduation is minimal. Among MBAs, considered the elite, it is probably less than 1%.

"But," points out Professor Andy Andrews, Dean of Wits Business School, "an MBA graduate is not trained for that. Business administration, as the name implies, is a corporate environment course in which the emphasis is on running an existing company."

Or, as Peter Cheales, head of the advertising/marketing group that bears his name, puts it: "They teach you how to run Anglo American single-handed."

Cheales, a Wits MBA graduate, explains why he was one of the few of his class to have started a business. "Consider the stark choice facing your typical graduate," he says. "On the one hand you can walk into a job offering a massive salary package — probably around R60 000 today. On the other, you can start your own business, which will probably only start making decent money after a couple of years —

# Degrees of Confidence

he says bluntly. "If I had to do it again, I wouldn't start cold. I'd join a small outfit and work my way up." Nevertheless, Copeman has no regrets.

So just how important is a degree in determining success? It is undoubtedly an asset in running a business, but some feel it could also be a handicap.

"A degree is probably the most inhibiting factor in starting a business," says John Simpson, of Independent Financial Services, the company he formed six years after graduating with a BComm.

A case of ignorance being bliss? Maybe. The Small Business Development Corporation (SBDC) reveals that virtually all its clients are non-graduates, many not reaching Std 10.

## ROBERT GENTLE

assuming it even lasts that long." Cheales started with five months' experience in advertising and film-making, a few hundred rand in cash and the one intangible asset his MBA gave him: confidence.

As to why he defied conventional wisdom by not getting a few years' working experience first, he says: "The longer you wait, the harder it is to start up."

Another MBA graduate who made a go of it is Philip Copeman. He established Pink Software immediately after graduation. Copeman also singles out the confidence his degree gave him, though he makes no bones about just how tough the real business world is.

"The first year was a real bitch,"

This could probably be called the Tony Factor factor: people who do not qualify by education for the high-flyer jobs — with the golden handcuffs that go with them — have less to lose, and consequently "go for it".

The one qualification almost always associated with success in business is the coveted accountancy degree. Digby Brown, of Deloitte Haskins & Sells, explains why. "CAs understand the total finance behind a business. Not only are they aware of the pitfalls — they also know how to get out of them" (Sol Kerzner would no doubt concur).

Brown points out that lack of accounting knowledge is probably the most important reason for fledgling businesses going under. "About 75% of concerns that fail are actually making a book profit," he says. "But in running a business, cash is more important than profit." He concludes that a CA who also has an MBA would be "a totally beautifully rounded animal".

But the really successful person is the entrepreneur with vision, guts and staying power. "No university can teach entrepreneurship," says Premier Milling's Tony Bloom. "Either you've got it, or you haven't."

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5/day 27/10/87

Conflict between State and private institutions

# Trained nursing staff shortage hits hospitals

HOSPITAL services in the Cape and elsewhere are approaching a crisis which few in official circles will openly acknowledge.

Privately, however, there is a willing expression of concern that serious problems are on the horizon which need to be tackled as a matter of urgency.

The most immediate of these — which is of national proportions — is the shortage of nursing staff and the schism this is creating between provincial/State-funded hospitals and those established for gain by the private sector.

The most critical is the fact that no new qualified nursing sisters can be expected to enter the market next year, exacerbating an already serious shortage of nursing staff around the country.

The plight of the massive Johannesburg Hospital, which has many of its wards closed because of the lack of staff, fully highlights the problem. But it is by no means limited to this one institution.

Similar is the dilemma facing Groote Schuur Hospital in Cape Town. In the last stages of a major

CHRIS CAIRNCROSS

expansion and refurbishment programme costing more than R270m and due for completion in a year's time, the hospital has to recruit a minimum of 1 000 extra nursing staff to fully satisfy its commitments by 1989.

This represents a target staff increase of almost 30% on a complement which is already seriously stretched. Medical Superintendent J D L Kane-Berman says he is seriously concerned over how these needs will be met.

In contrast to Johannesburg Hospital, where total projected bed occupancy is extremely low — mainly as a result of the staff situation — Groote Schuur in its current format remains fully occupied, but at great strain to its already limited nursing fraternity.

It seems unlikely this problem will be resolved; rather, it can be expected to worsen once the new extensions to the hospital are commissioned. Like Johannesburg, Groote Schuur may also have to face up to closing immediately — if only temporarily — some new wards and ancillary

facilities as a result of the lack of sufficient staff.

It is a problem which Kane-Berman, and others concerned, with the administration of provincial hospital care, are patently loath to openly discuss.

What is beginning to boil, however, is the growing confrontational relationship emerging between the needs of the provincial hospitals and those new private institutions that are blossoming in the Western Cape. Private institutions do not have to look towards the provision of training facilities that will also serve their needs.

Attracted by higher pay offers and better conditions, training medical staff are being honeyed away from State-funded hospitals to those emerging privately-run institutions, providing a national health care dilemma which the long-standing Browne Commission failed to properly address.

A crisis exists already, so all involved with the provision of hospital services privately admit: but they are reticent about discussing it in public.



# Patching up the leaks

A grave shortage of professional engineers is threatening SA's future industrial growth. There is no dispute that the shortage, in almost all branches of the profession, is already a problem — and any acceleration in the rate of industrial expansion will exacerbate matters.

The crisis is largely attributable to a bottleneck in university engineering departments, who are finding it increasingly difficult to recruit and hold staff within current salary parameters. This brings the problem into the arena of university subsidies, with all the contingent political issues between government and the English-speaking campuses. Any solution to the engineering shortage will have to tread its way through this political minefield.

A further contributory factor is the high current rate of emigration — an engineer who emigrates does not have to run the gauntlet of requalification procedures overseas.

Dr Philip Lloyd, president of the Associated Scientific and Technical Societies of SA, researched the problem in 1986 ("The Supply Of and Demand For Engineers") on behalf of the Federation of Societies of Professional Engineers. His findings are unequivocal and eloquent.

The shortage of professional engineers is reaching critical proportions. One answer would be to increase university funding for engineering students — possibly through a carefully thought-out levy. On the wider front, Taiwan could be looked at as a model economy which favoured engineering as a route to growth and prosperity.

Despite the fall-off in demand for engineers caused by the economic depression, supply also fell (see chart), so that there still remained at least two jobs on average for each graduating engineer. A developmental model predicted that this measure of short-fall would continue until 1990. But if the economy picked up, demand for engineers could easily rise to the point where there would be *more than four jobs for every engineer in several disciplines*.

In the past decade, notes Lloyd, SA has been significantly dependent on imported engineers. In the light of increased rates of emigration, and adverse overseas sentiment towards SA, it would be naive in the extreme for us to rely on this source in the future —

except perhaps in narrow areas (and, of course, at exorbitant expatriate salaries) like military aeronautics or electronics.

So we are thrown back upon our universities as the only plausible source of most professional engineering manpower for the foreseeable future. All universities approached, regardless of other divergences, are unanimous in ringing an alarm bell over current deficiencies in engineering education.

Salaries and conditions of service within professional departments generally, but engineering in particular, cannot compete with those offered by the private sector — and even, in the case of engineering, the public sector too.

University faculties have responded to the salary crisis in various ways. The Afrikaans ones have tended, according to Professor David Glasser, dean of engineering at Wits, to promote enough consulting work to make up earnings to levels comparable with the private sector.

Professor Christo Viljoen, dean of engineering at Stellenbosch, confirms that the universities of Pretoria and Stellenbosch have assertively followed the sponsored research route. And it has brought in enough money from industry to give them an edge

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**Wits's Glasser . . . outside work hampers teaching**

over other universities in attracting and holding "good teaching staff."

Pretoria, he says, has its LGI (Laboratory for Advanced Engineering), while Stellenbosch has seven research bureaus or institutes — including electronics, mechanical engineering, structural engineering, and systems engineering. The Bureau for Systems Engineering at Stellenbosch is currently erecting its own building at a cost of R10m at the Stellenbosch Technopark.

This is all very well, except for the inevitable result that both teaching and research, as Glasser notes, suffer when university staff spend an important proportion of their time on outside work.

Professor John B Martin, dean of the faculty of engineering at UCT, concurs that "at a national level, there appears to be real cause for alarm as far as training for engineers is concerned. There are a number of unfilled posts, particularly at a senior level."

At a recent deans' meeting of the South African Council for Professional Engineers, Professor Colin Fleming, dean of engineering at the University of Durban-Westville, asked "that the matter be regarded as one of crisis proportions."

Generally, salaries are seen as a major factor. "University salaries in engineering are lagging well behind the private and even the public sector — perhaps by as much as a factor of two," says Martin. He confirms that there has also been a "steady drift" of engineering academics out of the country, while recruitment from abroad in current circumstances "is problematic." Some universities have responded by emphasising industrial contract research on a large scale, giving staff members in some departments additional income of 50%-100% of their university salaries. Some are paying "substantial augmentations."

But some "are appointing persons to sen-

ior posts before they really merit it." The result is that senior university posts "no longer carry very much prestige" in engineering circles. Glasser confirms that relative juniors are holding posts which would, under ideal circumstances, have been reserved for more experienced academics.

Martin says that such responses and so-called solutions oversimplify "the underlying very real problem" — the acute shortage of "real engineering academics." These are people "with a Ph D, some industrial experience, and a solid academic background including a recognised track record in research."

Increased salaries will not create such people — at least not in the short term. On the contrary, under present constraints, universities "are likely to recruit people who are not making it in industry and who — in the long term — may inhibit the development of a corps of strong engineering academics in the country."

Glasser points out that government's subsidies are at present awarded as an aggregate amount. It is up to the universities themselves to parcel out remuneration between academic staff in the different disciplines. This is a system which presents university administrators with a task both invidious and divisive. How does one establish relative salary levels between technical and vocational faculties on the one hand, and the humanities on the other?

This system, says Glasser, is a real obstacle to improving salaries for those faculties in direct competition with the private sector and government service, and bears particularly heavily on engineering. (Professors of clinical medical subjects are in a better position because they may also hold professional positions at teaching hospitals.)

Another frequently overlooked point, argues Glasser, is that university engineering faculties are of surprisingly variable cost-effectiveness. Whereas the cost of producing an engineering graduate at Wits is some R60 000, at the University of Durban-Westville the cost is an incredible R1,3m. He argues the case for a policy of rationalisation in university teaching of engineering.

Glasser does acknowledge the merits of the recently formed Foundation of Research Development, established by government, which provides engineering departments with money. And industry, he notes, is also providing subventions to salaries, up to 20% of salary levels.

The obvious immediate need is more money for engineering lecturers and professors. One way of getting it would be for industry to set up a levy related to the number of professional engineers employed, the proceeds destined for the hard-pressed engineering faculties.

There is a major obstacle, however — the situation of the semi-government bodies and government departments themselves. This factor is confirmed by both Glasser and Martin. The private sector feels that the public sector — as, collectively, a major

employer of engineers — should also pay the levy.

To date, the response from the public sector and government has been that government has, in effect, already paid once through the university subsidies, and should not be required to pay twice.

Another possibility is that government should relieve universities of the invidious task of deciding, in the case of teachers of engineering, to deviate from the general prescribed academic salary levels. Something of the sort already operates with lecturers and professors in clinical medical subjects.

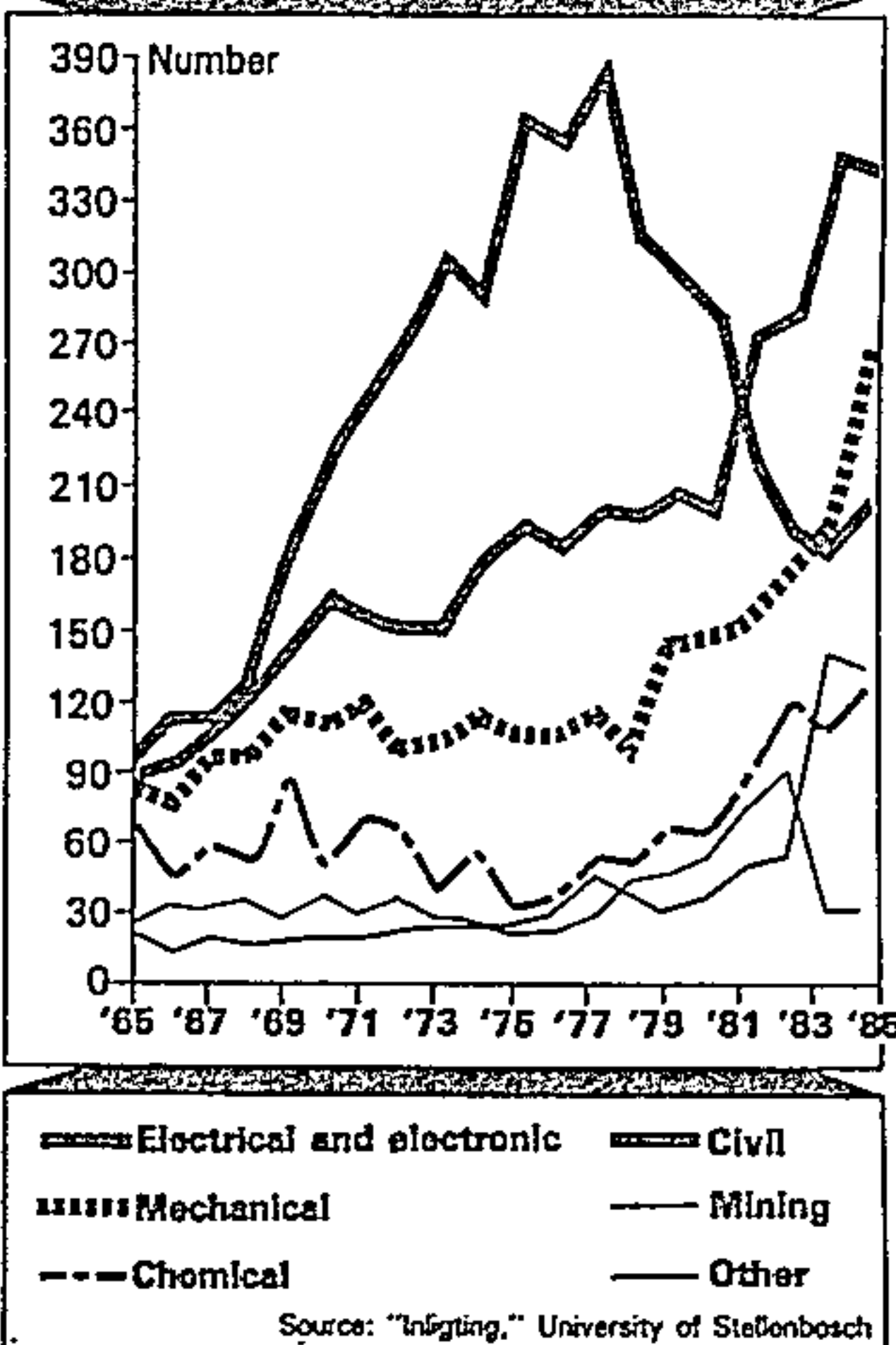
The situation is far too serious to be left as a playground for political and other sectional interests. The FM would urge all parties — the universities themselves, government, the semi-government bodies, and the private sector — to put aside partisan viewpoints and set up some form of liaison, perhaps a joint committee, to achieve quick and effective action on the engineering crisis.

A committee convened along these lines should consider both urgent financial first-aid (which Martin thinks should largely be directed to subsidise new, young Ph Ds considering a university career) and longer-term measures to enhance the remuneration, career status and prospects of university teachers of engineering.

Failure to act effectively — and quickly — could eventually put South African industry in the straitjacket of a shortage of high-level technical manpower. We should not overlook the Taiwanese model. Part of that country's formula for breaking out of the vicious circle of national poverty was to train enough engineers to make it technically possible to achieve its almost unprecedented rates of industrial growth.

### More, but not enough

Number of engineering degrees awarded in SA (1965-1984)



175  
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# SA faces worse skills shortage

PRETORIA — SA is running headlong into an even more severe shortage of skilled workers which will severely inhibit economic growth.

This is the view of economists and labour authorities who claim current slack economic conditions are ideal for apprentice training.

Manpower director-general Piet van der Merwe questioned last

GERALD REILLY

week whether the number of artisans currently being trained was enough to meet future needs.

He called on employers and industrial training boards to indenture larger numbers of apprentices. Employers were disinclined to indenture apprentices during a recession, but this was "tantamount to short-circuiting oneself".

(175) B/day 23/11/87

## Cracks showing

The civil construction industry, placed under severe pressure during the recession, is now facing a new problem: even a 5% increase in

FINANCIAL MAIL DECEMBER 11 1987

business will mean difficulties in coping with demand.

The major reason is a shortage of experienced, qualified staff, lost to the industry as some contracting companies closed their doors and others were forced to retrench.

Murray & Roberts (Natal) MD Andrew Stewart says the extent to which the industry has shrunk was highlighted by the recent Natal floods. "It took an event of this-kind to make it clear how many contractors have been forced out of the market in the quiet times, and just how acute the shortage of skilled workers has become. The construction industry is going to face problems in coping with an upturn in the building industry."

LTA Civil Engineering MD Daan Hurter says: "The contraction of the industry resulted in many people leaving, either to set up their own non-construction businesses or joining the mines. Also, construction people previously brought to SA have left."

It is unlikely that those who did find stable employment outside the cyclical construction industry will be enticed back. Nor is the route through which SA often solved its skills problems in the past — recruiting from abroad — the answer. The rand's value against major world currencies makes recruiting expensive, and outside perceptions of SA's political situation are another hurdle.

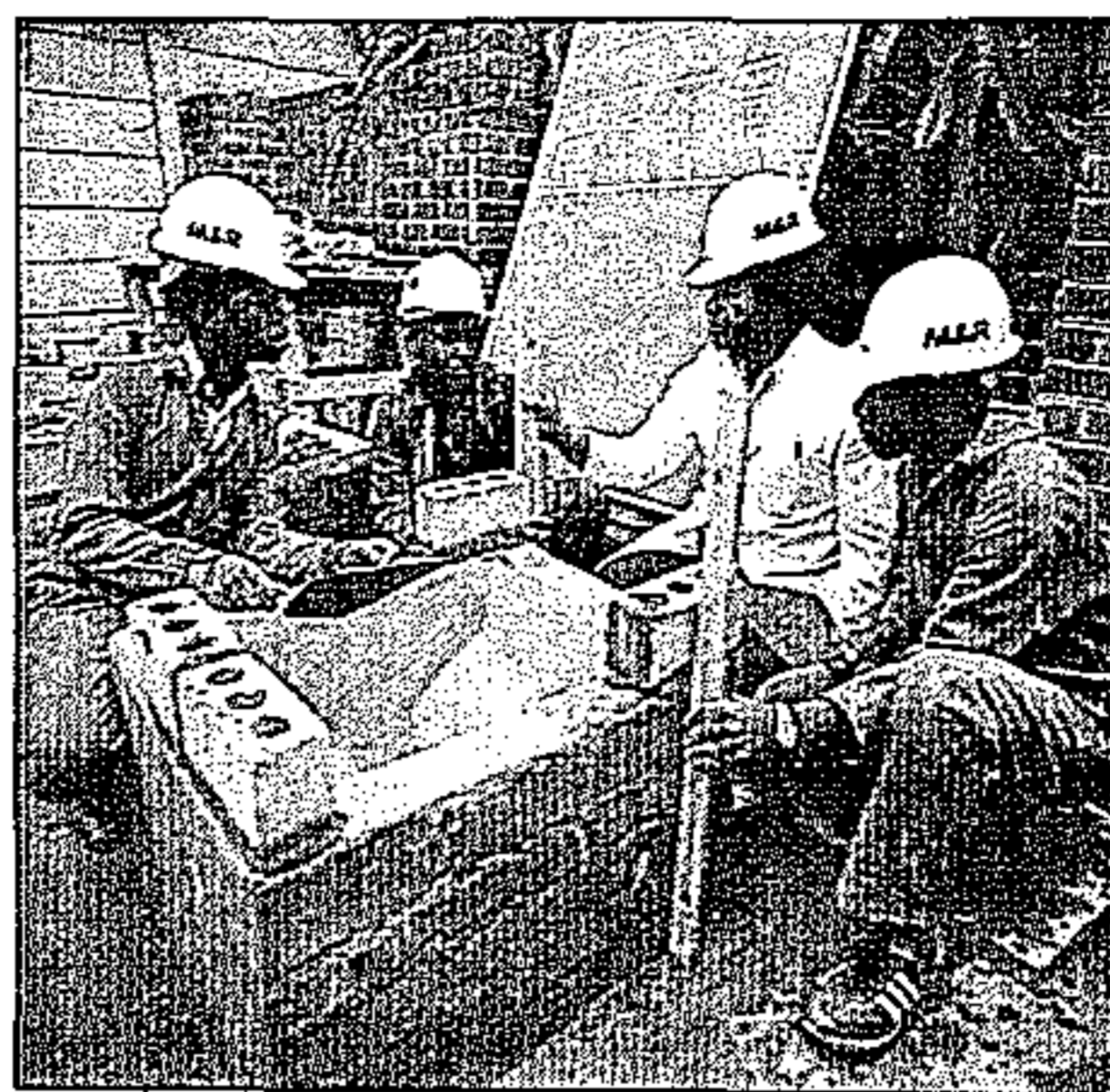
What's more, a foreign shortage of experienced skilled people appears to be developing — which would push salaries up even further and exacerbate recruitment problems.

Basil Read financial director Dave Wasung says: "There appears to be a shortage of qualified people on a worldwide basis. In fact, overseas companies have been recruiting in SA. Here, our people are given responsibility ahead of their overseas counterparts, and this makes them attractive to employers."

Based on a 5% increase in business, Wasung estimates Basil Read would experience a shortfall of 10%-15% professional and managerial staff. There would be a shortage of around 30% of artisans, and about 20% of semi-skilled workers.

The semi-skilled problem could probably be rapidly corrected, as there are already people working in jobs beneath their experience and level of skill. Also, semi-skilled workers require less time to train, and their training is normally via sandwich courses with on-the-job training.

However, the artisan problem would probably worsen, as any increase in building activity encourages those in employment to



**Skills training ...  
 industry responsibility**

become independent subcontractors.

Brian Herd, MD of Grinaker Construction Transvaal, says the company already has problems finding all levels of supervisory staff from section leaders upwards. "If business for the civil construction industry were to grow by 5%, I estimate we would have a shortfall of about 10% supervisory staff, 15% highly skilled and about 10% semi-skilled."

Nor is there any relief forthcoming in the figures from SA universities on the number of students opting for civil engineering degrees. University of Pretoria head of civil engineering Archibald Rodhe says there has been a 50% decrease in the numbers of students taking civil engineering degrees in SA over the past 10 years: from an intake of 585 in 1976 to 263 this year. And only about 50% of students who start civil engineering degrees actually qualify.

Rodhe expects a short-term drop in demand of 3% from the present level; but the long-term demand for civil engineers will probably increase by 3%. As it is, he says, he is continually being asked by contractors if there are any civil engineers just qualifying who are available.

"We are losing completely in the long term. If the civil contractors' business were to increase by 5%, there would not be enough graduates entering the job market to meet demand."

So the civil construction industry has little choice but to train people itself. Department of Manpower director general Piet van der Merwe says the industry is making enormous efforts in this direction. However, he adds, some companies are doing little or no training in the expectation of being able to poach staff from the companies who do train.

"The need is for all the companies in the industry to accept responsibility for training. The department is providing industry with incentives to train by means of tax advantages, subsidies and advice."

The industry appears only too aware of the need for self-generated training and it does have a history of providing it. However, during recession, these efforts are reduced in response to reduced business and squeezed margins.

Says Grinaker's Herd: "Our training levels have dropped. In 1981 in the inland

region we were training 600 to 1 000 people each year, which has dropped to 200 to 300 — and a large part of this is upgrading of existing skills and adding others, rather than training new people."

LTA has also started a crash training programme, says Hurter. The scheme is targeted at semi-skilled workers and has been successfully applied to repetitive hi-tech skills such as chimney lining.

However, there remains the problem of multi-disciplinary training: "We aren't getting the flow of people from trade schools who have gone through the full apprenticeship training, and so are having to take lower skills and improve them."

One thing that is forming a foundation for the industry is the National Career Path scheme. This means that a worker, regardless of race, can progress from labourer up to foreman.

Civil contractors expect to draw business in the next 12 months valued at R2 billion. The National Transport Commission, for example, will maintain expenditure levels. Also, if gold continues on an upward path, this could put pressure on the mining houses to engage in additional capital expenditure; in fact, there are signs this is already taking place. And the industry expects the Lesotho Highlands water project and toll roads to generate further business.

This trend certainly seems in evidence: if it gathers momentum, it could soon bring about the 5% increase in business, bringing the skills shortage into sharp focus. ■

From P. 14.

from the ambit of the industrial court is contained in 64 clauses and includes:

●The dismissal of an employee or employees with less than one year's service.

●The selective re-employment of employees dismissed for disciplinary reasons and, in some cases, where an employee is dismissed without the holding of a disciplinary enquiry.

The other contentious issue is the establishment of a special law court which will be superior to the existing industrial court and which will handle appeals against decisions made by the industrial court.

The court, which will be presided over by a supreme court judge sitting with specialist assessors,

will be administered and staffed by the Department of Justice rather than Manpower. Appeals against decisions by this court will be filed by the appellate division in Bloemfontein.

This is sure to push up the costs of court action — something the unions can afford much less than can management.

Although a memorandum attached to the Bill states that the legislative changes have been brought about by the increasing extent to which existing conciliation machinery has been used to settle disputes, the Bill appears to be a product of an electoral shift to the right — which coincides with a massive heightening of union militancy.

# Another high-handed intervention

W. MAIL 9/10

## UNION VIEW

By FRANK MEINTJIES, Publicity  
Secretary of the Congress of South  
African Trade Unions

THE new Labour Relations Bill is another high-handed and ill-advised government intervention in the labour relations system so agonisingly built up since 1979.

All of the provisions — except the simplification of the procedure for applying for a conciliation board — undermine the potential for sound labour relations and reverse gains made by the unions in the sphere of established worker rights. Cosatu has studied the Bill and views it as a serious and massive attack on trade union rights in this country. Already there is great scepticism amongst our members about following all the procedures laid down in the Act to press home worker demands. With the new Bill, this scepticism will almost certainly turn to militant conviction.

Just look at the way employers "reward" unions following the legal procedures. The National Union of Mineworkers dutifully kept to the letter of the law in the recent strike. The result — nearly 50 000 members dismissed, and still unemployed, in the space of three weeks. If the strike had been unlawful, the chamber employers would have had immediate interdicts against the NUM — not to mention the usual turnout of the line and/or state security forces against workers.

The struggle workers are waging for better wages and conditions is not being dealt with — especially by the most "liberal" employers — according to moral notions of "right" or "wrong", "fair" or "unfair" or even "legal" or "illegal". For employees there is only one law — the law of profits. It seems anything, no matter how much havoc it causes to people's lives, is permissible so long as the law of profits is obeyed.

What will happen if workers elevate their needs to an unbreakable law? Workers' needs versus

bosses' profits. Our law against theirs. Us against them. Where will the new Bill come in then?

If this kind of situation is to be avoided, then the new Bill should be repealed in its entirety; strike action should be decriminalised and guarantees should be built into labour legislation — which should be extended to include all workers — around things like a national minimum wage; a 40-hour week and job security. These things, which are taken for granted in democratic countries, are necessary if workers are to perceive the law as anything other than a boss' weapon against them.

But in our country the struggle for a living wage is branded a criminal communist plot. Police intervention in strikes is an almost daily activity. Bombs, bannings of our meetings, detentions, murder of our members, confiscation of our literature — these things are commonplace for Cosatu in 1987.

That the new Bill is aimed at drastically undercutting our rights in the area of the government's greatest reform is therefore no surprise after all this. We hope, against hope, that the employers and their government will come to their senses and have this Bill repealed.

As to our broad objections to some of the many aspects of the Bill itself: it is legalistic and complicated. The situation which the Wiehahn Commission envisaged of an industrial court func-

tioning on informal and flexible lines has been severely undermined. The courts' equitable jurisdiction to determine unfair labour practices has been all but destroyed.

The new and lengthy definition of "unfair labour practice" adds no new worker rights to those established in the industrial court over the past five years and directly or indirectly undermines many rights established by the court. We expect that employers will argue that the failure to mention specific practices as unfair means that the legislature did not intend these to be unfair labour practices. The failure by an employer to deal with a representative trade union is, for example, not part of the new definition of an unfair labour practice.

The Bill completely outlaws sympathy strikes and strikes over the same issue within the previous year. This illegalises the very basis on which Cosatu stands — an injury to one is an injury to all.

Unions involved in illegal strike action could now wind up facing damages claims running into millions of rands. Successful cases could even involve seizing the assets of the union. This is because the new legislation modifies the indemnity provided for registered unions in the Act. In these cases, actions by union members or officials will be assumed as acting on behalf of the union.

The new Bill provides for a special labour court as a court of appeal which will hear appeals and review decisions of the industrial court. The special labour court is likely to be more conservative than the Supreme Court.

While employers are not obliged to deal with majority unions, any attempt to enforce collective bargaining will be regarded as an unfair labour practice. This is a direct attack on majority unions. It will also increase the power of management to deal with workers directly behind the backs of the union.

MANPOWER - SHORTAGE OF LABOUR

1988 - 1989

THE critical shortage of civil engineers outlined in last week's Manpower Mirror has raised several comments.

An unemployed registered professional engineer claimed that the Department of Manpower had 100 out-of-work engineers on its books.

However, Hennie de Clercq, chairman of the Institution of Civil Engineers committee for public relations — endorses the view put forward in Business Times.

"In the recession of the past two years there were no more than enough civil engineers available. I knew of only one or two qualified engineers who were out of work in that time and generally speaking, they were difficult to employ. There will always be a few who do not make the grade in spite of their qualifications."

## Plummeted

Dr de Clercq says that not only the numbers but the calibre of students applying for university admission have plummeted in the past few years.

"The medical schools are inundated with applications for places and are able to take the best students. But the business and engineering faculties also require top students. The medical profession is sitting with all the good guys. There needs to be a better spread of skills."

He says civil engineering has always had its ups and downs and at the moment it is unpopular. It is a reflection of the long-term business cycle. Money-making opportunities are not always obvious, but Dr de Clercq believes that the civil engineering sector is taking off.

"The upturn in the economy is highlighting the shortage of skilled staff."

Incomes of civil engineers vary significantly. A top-notch consulting engineer normally takes a percentage of the contract value as a fee. In the recession such contracts were few.

Long-term development is taking place not only in SA but in the rest of Africa. SA skills, already in demand, would be a powerhouse for Africa if it were not for political differences.

## Protec scheme

The entry of black students to the engineering disciplines has been slow, but is quickening. In 1981, the Protec scheme was initiated by the Institution of Civil Engineers. Protec, a contraction of programme for technology, seeks to select top students in mathematics in Standard VIII from underprivileged areas.

Started in Soweto, the

# Civil engineers in operation upgrade

scheme now extends to 10 areas. It is an informal, privately financed body which offers pupils an opportunity to develop a career along technological lines. It runs for three years and includes extra lessons on Saturday mornings and during school holidays.

The scheme has come through the experimental stage and has made a positive impact on the numbers of blacks seeking to enter the profession.

Another problem contributing to the shortage of engineers is the high drop-out rate among first-year students, especially blacks. Wits University has introduced an experimental system where the work normally covered in two years is spread over three. This should ensure that the standard is maintained.

Many corporate sponsors have responded to the high drop-out rate and consequent high wastage of bursary funds. Some are offering bursaries to students who have successfully completed the first year of their studies.

Others, especially the larger groups with many interests, offer one year's employment in the group to students

who wish to receive bursaries before they start tertiary studies.

They hope to give students a proper view of career opportunities. It remains to be seen whether or not the drop-out rate will decrease with a more mature student intake.

## Difficult

Dr de Clercq believes that there could be opportunities for rationalisation between the university departments offering civil engineering courses.

There are civil engineering departments at Wits, Natal, Rand Afrikaans University, Cape Town, Pretoria, Stellenbosch and Durban Westville. Some of these departments find it difficult to attract not only students but academic staff.

Wits has a vacancy for a professorial chair. Low academic salaries have been the main reason why it is so difficult to attract high-calibre teaching staff. Engineering academics are usually held in high regard by industry and the private sector.

Dr de Clercq says that in terms of remuneration the

future looks bright for civil engineers.

"There are many opportunities within the discipline which many people do not directly associate with civil engineering.

"It requires skills from the nitty-gritty level of designing structures to the broad communication skills — for instance, in negotiation. The installation of basic sewerage services at a squatter camp must go every bit as far as the contribution to health care made by the medical profession."

## Negotiations

Management skills are also important. People from a variety of backgrounds are required to run any business efficiently. Management must be able to handle people, money and other resources.

Civil engineers have also become much more ecologically aware, and courses covering this topic are offered at most faculties.

"We aim to improve the quality of life for everyone," says Dr de Clercq.

4/2/88 DID  
Sponsorship for  
accountants

(175) (18)  
JOHANNESBURG — To counter the current and anticipated future shortage of accountants in South Africa, the Chartered Institute of Management Accountants (CIMA) has embarked on a student sponsorship programme.

The CIMA said it would sponsor 18 students over the next three years and sponsorships for 12 students had been received from companies so far.  
— Sapa



# Accountancy sponsorships

4/2/88 Star 175



To counter the current and anticipated shortage of accountants, the Chartered Institute of Management Accountants (CIMA) has embarked on a student sponsorship programme.

It said yesterday it had undertaken to sponsor 18 students over the next three years. Sponsorships for 12 students have so far

been received.

"The programme is divided into two parts. The first is a year's full-time study, costing the sponsoring company R6 000.

"Thereafter the sponsoring companies would take the students into their employment for at least three years during which time they would complete their

studies on a part-time basis while gaining valuable practical experience."

CIMA is being assisted in its scheme to train and develop mainly black matriculants to become management accountants by the Association of Black Accountants of Southern Africa (Abasa) and the Rapid Results College.

## Queries must be restricted

*Star 5/2/68*  
The British Information Service telephone public inquiry service in Johannesburg will be restricted from Monday because of a staff shortage.

Calls to (011) 331-8161 will be dealt with only from 9 am to 1 pm, and will be restricted to questions in connection with British government departments, trade, industry, pensions and customs.

Inquiries can still be made in writing. The UK newspaper reading room at the Consulate-General will be closed.

**MANPOWER MIRROR**by **JULIE WALKER**

# Computer staff hunt goes abroad

A CONTINUING shortfall in skilled computer personnel has prompted CPL Contract Services to look abroad for staff.

CPL, an operating division of the JSE-listed SPL, has two divisions. The Computer Personnel arm is a regular agency which assists in the appointment of permanent staff; Contract Services has people on its books who are contracted to clients.

CPL managing director Tony McKenzie says the shortage is about 20% to 25%. In 1978, when CPL Contract Services was established, the shortage of skilled staff was estimated at 25% to 30%. The size of the demand today is much greater than it was 10 years ago.

"The severity of the shortage of trained personnel has been compounded by the emigration of many skilled staff. We decided to look abroad to fill the vacuum," says Mr McKenzie.

## Armed

The first recruits are due to arrive this month. CPL will employ them and contract them to clients.

"We did not have much trouble in selling South Africa in the US or the UK," says Mr McKenzie. "We went armed with facts and figures obtained from the places such as the Department of Statistics and SA tourism authorities, but we were not called on to draw from them.

## By Julie Walker

"The kind of person we attract tends to be an independent thinker who likes variety, has a wide exposure to many facets of the computer industry and has often been self-employed. The ratio of interview to acceptance was high.

"They come on a fixed package. Their air fares are paid, and accommodation and a car are provided. CPL's reputation is at risk and we have been selective. I have interviewed all applicants to ensure that they meet our selection criteria."

## Upper income

Another important aspect about the contracting of foreign staff is that it does not cost any more than the real price of hiring employing permanent members.

The recruits generally come from the upper-income bracket.

"They ask a few political questions, but are better informed than the foreign media would have them be."

CPL hopes to recruit between 15 and 20 foreign staff members a year on two-year contracts. This is unlikely to deprive South Africans of jobs.

"The people we are bringing here are all highly experienced. Although SA training is growing, there is no substitute for experience and training cannot be given overnight."

CPL's client base numbers about 70,

although as many as 350 companies have used its services. Mr McKenzie says the response by his clients has been positive.

"The securing of staff members with specialised computer-technical skills ensures that CPL is able to supply personnel to cover more than 90% of requirement in a spread of categories."

## Spectrum

In the US and the UK there is a large contract services industry, and in SA it is becoming established. This contract-worker mentality was a positive factor in attracting people to SA.

"It is gratifying to discover that there is a broad base of experienced skills that is available to SA companies," says Mr McKenzie.

CPL has several associates which assist in the recruitment drive. SA is seen to be technologically advanced, especially in banking, but there remains many challenging opportunities.

It is interesting to note that of the contract workers on CPL's books, more than half are female. Mr McKenzie estimates that 20% work half a day, allowing them to care for their families.

The average contract is for about around nine months, and covers a spectrum of skills demands. These range from the development of projects, project management, maintenance, education and training.

## MANPOWER MIRROR

by JULIE WALKER

OF more than 12 000 chartered accountants in South Africa, only 16 are blacks.

To counter the current and future shortage of accountants, the Chartered Institute of Management Accountants (CIMA) has embarked on a student sponsorship programme.

Denise Jenkin, past president of the CIMA and its present representative to London, says the brain drain has affected all classes of accountants.

The shortage will be compounded by expected economic growth and by the mid-1990s there could be a shortfall of 2 500 accountants.

## Sponsorship

Mrs Jenkin says: "We became aware that we would never be able to fill all the vacancies from the traditionally white, and to a degree Asian, recruits. We asked our mother body in London last year for sponsorship for black and coloured matriculants.

"The London office responds. Now it cannot understand why we do not have applicants queuing up.

"We have attracted many black and coloured matriculants, but our screening system is stringent. He or she must have matriculated in mathematics and English and should preferably have studied accountancy at school. We are also looking for leadership qualities."

The CIMA is being helped

# Sponsor plan for black accountants

to train and develop mainly black matriculants to become management accountants by the Association of Black Accountants of Southern Africa (ABASA) and the Rapid Results College (RRC).

## Fundamental

Terry Burgess, president of the SA Council of CIMA, says: "It is essential that financial information be presented accurately and in a form needed by decision makers in business. The expected shortage of accountants cannot be made up from the white population group."

Management accountants' work is fundamental to the strategy of a business and they are active participants in the management process — evaluating and monitoring operating performance and interpreting financial information from which decisions can be taken.

Mrs Jenkin says: "Management accountants look to see where we are going, not where we have been.

"We have been talking to a lot of potential students from the black and coloured population groups and it is starting to filter through that ac-

countancy is a sound profession which pays well. It is to a certain extent an alien concept — many matriculated blacks look to the legal and medical professions to provide a good living. It is also important for them to realise that membership of the CIMA will be internationally recognised."

## Women shine

The CIMA hopes to register 75 students this year — 50 through the newly commissioned college of ABASA and 25 through RRC.

It has undertaken to sponsor 18 students in the next three years. Sponsorships for 12 students have been received from Barlows, AECL, Wilson Rowntree, Eskom and Anglovaal.

Of those 25, four are women.

"For the past few years females have taken the top prizes in chartered accountancy examinations," says Mrs Jenkin.

The programme is divided into two parts. The first is a year's full-time study — which costs the sponsoring company R6 000. Thereafter the sponsoring companies employ the students for at

least three years. They study part time while gaining practical experience.

The students would then be eligible for membership of the CIMA as they would have gained the required three years' practical experience.

Even among white accountancy students, who may have the advantage of a superior secondary education, the pass rate is not high.

Chartered accountancy firms are recruiting black articulated clerks who have matriculated with mathematics and English. Articled clerks take between three and five years to become chartered accountants, many never make it.

A HOLIDAY Inn with 100 bedrooms, a shopping and office complex and 130 houses will be built at Ulundi, Natal, at a cost of more than R25-million.

The R10-million inn will be built on the banks of the White Umfolozi River on a 40 hectare site high above an oxbow bend. It will replace the 50-room Holiday Inn — the smallest in the world hotel chain.

The KwaZulu Finance and Investment Corporation (KFC) will own the hotel. It will be managed by Holiday Inn KwaZulu, in which Holiday Inn, KFC and black shareholders have a stake.

The hotel will be next to a 6 000-hectare game reserve which is being developed by

R10m to replace smallest inn

the KwaZulu Government's Bureau of Natural Resources. The region has many attractions of a historical and cultural nature and the Umfolozi game reserve is only 30km away.

Marius Spies, executive director of the KFC, says the preliminary design of the

hotel has been completed. A design competition held last year was won by Pfeiffer, Marais & Moull, of Durban. Detailed planning has started and the complex should be completed in two years.

The shopping and office complex will cost about R12-million. Construction will start in March on a site close to the old Holiday Inn. A total of 7 500m<sup>2</sup> retail area and 2 400m<sup>2</sup> of offices will be available. Most of the office space will be taken up by KFC for its headquarters.

Cape Times 21/8/87

# Margo Report

## Tax burden shifted to business?

This is the first part of an analysis of the Margo Commission of Inquiry into the tax structure of SA report and its implications by GRAHAM COCHRANE of Arthur Andersen & Co. It will be continued in the Cape Times tomorrow.

THOSE with realistic expectations have understood that government expenditure is not likely to decrease; at best, the commission can only propose a redistribution of the overall tax burden. This is exactly what has happened, with the burden being shifted markedly in the direction of business.

The core of this shift is represented by a proposed new tax on business, a Comprehensive Business Tax (CBT). While income tax will remain (the commission recommends a downward rate trend), it is recommended that general sales tax (GST) should be reduced, with the lost revenue to be made up through the new CBT.

Other indications of the burden shifting to business include a recommendation for a reduction in personal income tax, a proposal that dividends should not be taxed in the hands of shareholders (with an additional percentage on the income tax or CBT rate financing the change), recommendations for the abolition of special allowances, and the recommended replacement of estate duty and donations tax with a capital transfer tax.

Other features of interest in the report include a final onslaught on fringe benefits, a new tax depreciation regime, the failure to recommend some form of group relief for companies, recommendations affecting use of the Ciskei, the taxation of business trusts on the same basis as companies, the abolition of the "minor taxes" like marketable security taxes and stamp and transfer duties, and a whole body of recommendations aimed at increasing the efficiency of tax administration and enforcement.

A feature of particular interest is a recommendation for the replacement of the Regional Services Council Levies.

### A NEW TAX (CBT)

This tax is designed to collect revenues on all forms of income generated by a business unit. These incomes include items generally referred to as expenses, such as salaries and wages, rentals, royalties, and interest.

In the case of items with matching incomes, such as interest income, or rental income, the net figure is used.

The tax, which is to be at a low rate (the Commission discussed rates approximating 5%) will be levied on the total of incomes defined above, plus the profit of the enterprise as adjusted for certain issues.

The adjustment to profit will comprise an add-back of accounting depreciation, but will grant an allowance for "gross investments".

The composition of this gross investment allowance was not clearly explained in the report, but it would appear to include an allowance based on the cost of tangible assets, including inventory. This formula makes it possible for a loss-making company to be liable for CBT.

The tax will be collected on a quarterly basis, with no provision being made for refunds of taxes overpaid. The intended absence of a refund provision is, it would appear, a retrogressive step.

The Income Tax Act recently introduced provisions entitling taxpayers to a refund of taxes overpaid. In addition, the existing refund provisions include the payment of interest on amounts owed.

The commission suggested that regional levies be replaced with "a regional surcharge" which is calculated on a basis identical to the CBT. The rate at which this surcharge is levied would be determined by the individual regions' needs.

### Regional Levies

As already indicated, the commissioner recommended the scrapping of the regional levies presently in force, and that they be replaced by a regional surcharge.

Evidence submitted to the Commission by the Department of Finance indicated that the existing levy rates are nominal in comparison to the councils' anticipated needs.

The rates, presently 0.2% for the regional establishment levies, and 0.25% for the regional services levies, are substantially below those figures submitted to the commission by the Department of Finance.

It would appear that this department envisaged, originally, a three-legged structure including establishment and services levies, in addition to an investment levy.

The rates submitted by them were 0.25%, 1.5% and 12.5% respectively.

Assuming the investment levy is not introduced, the department envisaged the establishment levy approximating 0.45%.

This revelation indicates that the initial levies imposed are significantly below the intended levies, and shocks may well be in store for business if the levies should continue.

The structure of the levies themselves was not viewed favourably by the commission. They felt that these levies would create certain distortions in

From Page 7

is satisfied that in the circumstances of the particular case no liability to pay tax is likely to arise.

**Delays in refunding taxes:** Delays in refunding taxes overpaid should, with the aid of adequate data banks and computerized systems, be eliminated as far as possible.

**Penalties:** In the event of a taxpayer's failure to lodge a return or a correct return of income, the penalty element should be served from the interest element. The penalty for fraud should be 200% of the tax due and the penalty for negligence 100%. The CIR should have a discretion — subject to objection and appeal — to remit these penalties in whole or in part. There should be no penalty for bona fide mistakes.

**Interest:** A taxpayer's culpable failure to render a return timeously should attract interest from the date on which the tax would have become payable but for the default. Such interest should run at a commercial rate and not be deductible for tax purposes. Where a taxpayer has overpaid tax because of an over-assessment, interest (which itself will attract tax) should run in favour of the taxpayer until the refund of the overpayment.

**Expansion of functions of special court:** The powers of the Special Income Tax Court should be expanded to enable it to hear appeals against the decisions of officials who administer any fiscal statute and who, in the exercise of such functions, levy a tax or disallow an expense or impose a penalty. The name of the court would have to be changed and an appropriate filter mechanism would have to be considered.

**Internal administration: Inland Revenue — Status of CIR:** The Commissioner for Inland Revenue should be in the front rank of public servants and, if he cannot be restored to the position of head of a Department, his status should be raised by the creation of a special post with appropriate emoluments. The posts of his various deputies should be regraded accordingly.

**Personnel shortage:** The serious shortage of properly qualified personnel in Inland Revenue must be redressed without delay.

**Accommodation:** The lack of proper accommodation in the offices of many receivers of revenue must also be redressed.

**Autonomy of Inland revenue:** Consideration should be given to restoring to Inland Revenue some of its original authority in respect of appointments, determination of salary scales of new appointees, and promotions.

**Need for greater vigilance:** Improvements are necessary in the number and quality of:

- (a) desk audits of returns;
- (b) GST inspections;
- (c) PAYE and FDS inspections;
- (d) fringe benefits tax inspections; and
- (e) controls over investment income.

**Areas requiring improvement:** Particular attention should be given to strengthening: (a) the Special Investigation Branch; (b) the collection of GST; and

gional court should be established to deal with prosecutions in tax cases. Cases should be heard in the nearest main centre.

**Taxation administration in the national states:** Tax assessment and enforcement in the national states which collect tax require revitalization. The present ineffective administration prejudices the South African taxpayer.

**Civil proceedings for recovery of tax:** The State Attorney's office should be briefed on the special requirement of prompt action and, where necessary, on the desirability of obtaining an interim interdict preventing the disposal of assets, in civil claims for the recovery of tax.

**Black personnel:** The recruitment and training of black personnel in Inland Revenue, to communicate with and educate black taxpayers and to meet the growing need for Black administrators in the Directorate, have become imperative.

**Consultation with management specialists:** The CIR should have the advantage of consulting management specialists to assist in meeting the peculiar administrative requirements of Inland Revenue.

**Public relations:** An effective public relations section for Inland Revenue is necessary and would be a good investment.

**Data processing:** Basic and urgent steps must be taken to improve the numbers of qualified computer programmers and other staff necessary for effective data processing to facilitate the valuation of measures and proposals.

**CIR's annual report:** The CIR should present an annual report which should be tabled in Parliament.

**Internal administration: Customs and Excise — Personnel Shortage:** The recruitment and training of competent staff, particularly to redress the vacancies in

middle management posts, must be undertaken as a matter of urgency.

**Inspectorate:** The structure of the Inspectorate should be reviewed to ensure that the level of responsibility and qualifications of the inspectors is commensurate with the tasks to be performed.

**Other proposals:** The Hon. J. G. van der Merwe, Minister of Finance, has announced that the Commission of Inquiry into the Tax Structure of South Africa should report on the 22nd of August 1987.

**Possible re-organisation of Inland Revenue:** The Commission of Inquiry into the Tax Structure of South Africa should not be distracted by the possibility of a re-organisation of the Inland Revenue Department. The Commission should concentrate on the restructuring of the Inland Revenue Department.

**Administration of CBT, VAT or GST:** The Commission of Inquiry into the Tax Structure of South Africa should not be distracted by the possibility of a re-organisation of the Inland Revenue Department.

# 'Too few' blacks in high level jobs

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## Political Staff

The progress of South African blacks into high-level jobs over the last eight years has been "less than satisfactory" the National Manpower Commission (NMC) has found.

NMC chairman Dr HJ Reynders has warned that urgent attention must be given to the problem "since it influences the acceptability of the free enterprise system".

In a report on a study of high and middle-level manpower in South Africa, the NMC said that black advancement should "not be subordinate to the promotion or protection of group interests."

This meant further changes to the remaining direct or indirect restrictions on occupational mobility in the Group Areas Act, for instance.

He warned that the country would not be able to "realise its development potential" and offer its people an acceptable standard of living if it persisted in recruiting high-level manpower from whites only.

Dr Reynders partly blamed white managers for the lack of black job advancement.

He said their attitude to black job advancement was positive, but they were often unwilling or unable to put these views into practice.

"This situation requires urgent attention, the more so since it influences the acceptability of the free enterprise system," he said.

In the study the NMC defined

"high-level manpower" (HLM) as those with at least two years education and training after Standard 10.

Middle-level manpower (MLM) included all those with at least a few weeks or months of training usually with a minimum qualification of Standard 7 or 8.

The percentage of blacks in the HLM group was "increasing gradually" the report said.

In 1965, 25 percent of all HLM were black and in 1985 the percentage was 32 percent.

## Nursing

Black women entering nursing and teaching were mainly responsible for this increase.

But there had been a "particularly sharp rise" in the numbers of blacks in the MLM group, from 20 percent in 1965 to 40 percent in 1985.

The biggest increase had taken place among clerical and sales workers, artisans and apprentices.

The report said that most of the statutory measures which hampered black mobility had been lifted.

Certain aspects of the Group Areas Act were still a problem but these were receiving attention.

However, there were still "environmental factors" such as housing, overcrowding and relations at work that were restricting upward mobility of blacks.

The quality of education and career services were also inhibiting black advances.

**Accounting crisis**

The pending crisis in the accounting profession has again been highlighted — this time by the Association of Black Accountants (Abasa).

Research by various bodies shows that SA will need 20 000 chartered accountants (CAs) in 12 years' time.

Of 11 500 registered CAs, some 1 500 have emigrated. Of those remaining, says Abasa, only 17 are black (excluding Indians and coloureds). Somehow, SA has to produce more than 800 CAs a year for the next dozen years.

Accountants have probably done more to encourage blacks than other traditional professions, such as medicine, law or architecture.

The most recent development was the formation of the Eden Trust by the Public Accountants' & Auditors' Board, with the SA Institute of Chartered Accountants (Saica) and Abasa. The trust is trying to raise R20m by mid-year and has only R2m in its coffers so far.

Of that amount, R13m is earmarked for education. If that earns, say 10% interest a year, R1,3m will be available for accounting scholars. At the current cost of some R7 000 a year for a budding accountant at university, it will not go far.

And it assumes, of course, that enough blacks qualify for entrance to university accounting courses.

The gap between secondary and tertiary education is another area that will absorb Eden's funds — in academic support programmes, particularly at English-speaking universities.

Saica has also introduced a voluntary code

of employment. Member firms are obliged, within three years, to undertake that 10% of trainee accountants will be black. That way, the target of 10% of the profession being black by the year 2000 can be met.

All the bodies involved in encouraging black entry and advancement in accounting hope, of course, that funds will be given by other interested bodies.

# SA needs technicians

THE private sector has to lead the way in massive training of technicians if SA is to realise its potential as an exporting nation.

Board of Control of Engineering Technicians chairman Tom Cooper said: "SA is going to find itself in dire straits unless the emphasis switches to the training of technicians rather than engineers."

"This is not to say we don't need engineers, but industry desperately has to support technical training."

Cooper was commenting on government's Engineering Profession Bill — shortly to be put to Parliament — which, he said, would go some way to improving standards of work, output and productivity.

(175/104) HELEN CHAPPEL 15/4/80

"This is because the Bill requires all persons described as technicians to be registered with the board."

"In this way, the public will have a choice of employing people whose competency has been verified."

According to an accepted ratio in the profession, four technicians are needed for every engineer, six trained artisans for every technician and about 12 semi-skilled and unskilled workers for every artisan.

"The ratio of artisans to technicians would seem to be correct, the ratio of both to engineers is ludicrous."



# Accountants — an endangered species

*St James 24/4/88 (175)*

THE CA's Eden Trust — the chartered accountants' education endowment trust — has raised more than R12-million of the R20-million target to promote the profession.

Eden Trust was founded by chartered accountants to widen and improve the education and training of entrants to the profession.

Many factors contributed to the need for the trust.

Emigration and the lack of immigration to SA by accountants caused an overall reduction in the number of qualified people in SA in the past two years.

## Articled clerks

In November last year the number of absent members of the SA Institute of CAs had increased by 38%. Membership had increased by a modest 13%.

Between 1983 and 1986 there was a 15% reduction in the number of articled clerks enrolled. There are about 11 500 chartered accountants in SA today. The projected number required by the end of the century is 20 000.

African, coloured and Asian members number fewer than 250. Eden Trust hopes that they will account for 10% of the total by the end of the century.

Problems are compounded by the shortage of university teachers in accounting and related subjects.

The trust's objectives fall into four main categories: scholarships and bursaries for students on academic support programmes; provision of undergraduate and graduate bursaries; financial support of university teach-

ers of accounting and related subjects; and encouragement and financing of accountancy research.

An annual contribution of R75 000 provides a single bursary and/or scholarship, for both academic support programmes and university education. This is in 1988 terms and the rise in the cost of living will lift the figure.

## Contributors

A major industrial and mining group made the latest contribution to the trust. Contributions are being made by chartered accountants in public practice — of the total received, R8-million has come from such sources.

Several industrial, commercial and financial companies are considering making contributions to the trust, as are the smaller firms of practising accountants. The target of R20-million is steadily being reached.

The objectives of the trust are relevant to the European Economic Community and Sullivan codes which apply to some foreign-controlled companies.

Eden Trust programme chairman Mike Woods says the amount raised so far has assured the trustees of more than 100 bursaries next year.

There is no shortage of competent but disadvantaged students. It remains important for the trust to strive for the objective of 250 bursaries a year.

The trust has awarded its first bursaries to university accounting students in the Cape, Transvaal and Natal. The students are attending universities in Johannesburg, Pretoria and Cape Town.

# 'Critical drain on managerial skills'

The exodus of professional people from South Africa had heightened the need for talented business leadership, guests at the launch of the Kelloggs-Black Management Forum "excellence in achievement" awards were told in Johannesburg yesterday.

The director of the forum, Mr Joe Tshume, said that according to market research at the University of Stellenbosch, 500 000 managers would be needed at the turn of the century. More than 45 000 professional people and personnel with managerial skills had left the country in the past four years.

In thanking Kelloggs for its sponsorship of the awards for the second consecutive year, forum president Mr

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SUE VALENTINE

Don Mkhwanazi said South African corporate giants should note that an overseas-based company had taken the initiative to encourage the growth of black business leadership.

"We are not looking for handouts," said Mr Mkhwanazi, "but we do want genuine commitment and involvement from big business in the development of the black nation."

Mr Mkhwanazi said the forum had three main aims: to develop managerial skills; to eradicate racism in the corporate world and to uplift the black community.

A CLAIM that South Africa is regarded as high risk by prospective foreign workers has been challenged by UK-based recruitment agent John Reeves.

In a story headlined 'Outrageous salaries as engineer shortage grows', Business Times conveyed the experience of a South African engineering recruitment agency. The report dealt with the problems of attracting engineers from abroad.

It said: "South Africa is bracketed in the same risk category as Middle Eastern countries as far as prospective immigrant workers are concerned."

Mr Reeves spent several years in the recruitment business in SA. Writing from the UK recruiting office of Cape Town-based Roy Collocoff & Associates, he begs to differ.

"Your comment is a little

# Foreigners rush for jobs in SA

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hard to swallow," says Mr Reeves. His London office was established in November 1987 to recruit specialist personnel for SA companies.

"Our national advertising campaign in the first two months of 1988 brought more than 400 inquiries from engineers of all disciplines wishing to join in the upturn of the South African economy on an immigrant or contract basis.

"In the six months of operation more than 1 000 inquiries were received and the first applicants have arrived. "I would be overoptimistic to suggest that all those in-

quiries would fit into prospective employers' requirements, but interviews suggest that the 'serious-minded' have their sights set on continuing a career in this country.

"I would emphasise that most applicants are highly qualified people who have done their homework."

Mr Reeves's experience certainly casts the foreign recruitment scene in a new light.

He says that the most important member of the family is the wife. "If she is not happy the chances are

that the family will return to the UK. We offer career counselling services which cover every aspect of SA life."

A letter also came from Roy Silver, president of the Association of Personnel Service Organisations of SA (APSO).

Mr Silver's association has made a recommendation to the National Manpower Commission supporting a change in the law to stop any charging of fees to work seekers.

Mr Silver says: "However, in our reply to the commission's report we explained that there is a trend both locally and overseas to charge executive work seekers consulting fees for career path change advice as well as relocation planning and placement services.

"We believe that in certain cases this type of fee charging should be allowed."

Charging of work seekers is not common in the skilled recruitment market, but is prevalent among agencies handling unskilled candidates.

Mr Silver says the Government's approach to the personnel industry is that it will look after the underskilled work seeker and leave the advising of skilled people in the job market to private-sector agencies.

## Standards

APSO is the only representative of the personnel industry. It has established an educational institute, the Institute of Personnel Service Consultants (IPSC), to uplift standards in the recruitment field.

APSO itself was born from the 10-year-old Aprosa in 1977, and IPSC was formed nearly five years ago.

APSO members passed a resolution in 1986 that their own employees would be required to pass a three-hour examination covering general, legal and ethical points as covered in the IPSC Affiliate Handbook, within six months of joining the industry.

There are also examinations in which members may become certified personnel consultants. This follows a course lasting several years.

APSO represents more than 200 companies and has several divisions covering secretarial, temporary, artisan, drafting and management sections.

Mr Silver says: "Our clients also need educating. They need to learn more about management, motivation and job satisfaction. Our ethical code is to try to get the clients to overcome the tendency to discriminate against applicants for no better reasons than sex, religion or colour."

There are several black consultants in the personnel placement industry. He says their numbers will grow to mirror the number of qualified blacks entering the job market.

There is a move to establish employment consultancy services in black townships.

# Maree: SA needs black managers

PRETORIA — SA had to look beyond whites for the needed numbers of trainable managers and manpower to meet the demand, Eskom chairman John Maree said here yesterday.

Speaking at an SA Institute of Mining and Metallurgy colloquium on management techniques, Maree said blacks had to be encouraged and helped to play a more meaningful role.

This could be achieved by direct intervention of enlightened businessmen and managers who realised black advancement and white security were indivisible. The economic recession had underlined SA's heavy reliance on the black labour force.

"And if we are to be able to sustain even reasonable rates of economic growth, an enormous increase in SA's management population will be necessary in the years ahead," said Maree.

It was essential that management came to terms with the changes and expectations in the human resources field, the increasing militancy and power of the

trade union movement, and the realities of sanctions.

"A vigorous policy of equal opportunities based on merit must be implemented to motivate those presently outside the system to participate."

The central economic dilemma facing SA was that of making the black community part and parcel of the country's free enterprise economy, he said.

Also speaking at the colloquium, Gold Fields of SA's senior consulting engineer B Moore said productivity improvement was essential if SA mines, the backbone of the economy, were to remain competitive on world markets.

Gold Fields was tackling the problem in two basic ways: improved management and the introduction of new mining methods and technologies, he said.

SA needed an expanding economy to solve the social problems of an ever-expanding population. This was essential for political stability, Moore said.

GERALD REILLY

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By NKOPANE



*Sowetan*  
More black accountants needed (175)

THE Institute of Chartered Accountants aim to have 1 500 — 2 000 black accountants by the turn of the century, the Administrator of Natal, Mr Radcliffe Cadman, said in Durban this week.

*29/9/02*

Speaking at the opening of the 8th national congress of the Institute in Durban, he said these accountants would represent about 10 percent of the total and it would be feasible and ethical to have such numbers.

He said bursaries should be given to those who would make the best use of opportunities. The profession, he said, required a high degree of ethics and exactitude in all respects and it was necessary to have men tailored to the task.

"I cannot understand why chartered accountants are not used more on a full-time basis by the public sector. Their expertise could be applied to a great diversity of procedures and yet, with the possible exception of the revenue offices, their talents were channelled into the private sector," he said.

# Developers facing critical shortage of land surveyors

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Black housing development and other urgent construction work could be badly affected if there is not an improvement in the number of entrants to the land surveying profession.

This is the view of Dr Michel Peyremorte, managing director of Wild & Leitz RSA of Johannesburg, the South African arm of the Swiss-West German multinational and a leader in the local surveying equipment market.

"Only about 25 land surveyors are graduating annually," he says, "and this is way below even present manpower requirements, much less future ones."

"No construction or civil engineering project can be started before surveying is complete.

"So, much more should be done to attract young people into surveying."

Dr Peyremorte makes the point that gone are the days when surveying was a repetitious, mechanical job.

Today's surveyor has the most advanced equipment which allows him to do in a day what would previously have taken several men much longer.

"While we must train more surveyors than we are doing at present, it should be remembered that the increased use of modern technology will make a highly significant contribution



Dr Peyremorte — "More can be done to attract people to the profession."

to avoiding surveying bottlenecks and consequent delay to vital projects," he says.

Wild & Leitz has boosted its presence in the international surveying equipment market through the acquisition of 67 percent interest in Swiss manufacturer of hi-tech products, Kern & Company.

(57) 6/80y 22/6/88.

# Job creation is SA's Number One priority

IN the year 2000, South Africa will face a shortage of 200 000 skilled workers — and a surplus of more than nine million semi-skilled and unskilled people.

The forecasts come from the Institute for Futures Research at the University of Stellenbosch.

The Institute reports that the labour pool is likely to grow from 12m in 1985 to 17,9m at the turn of the century. Yet by that time, if past trends continue, the modern economy is likely to be able to employ only 8,1m people.

The institute's projections indicate that a national crisis of unprecedented proportions is building up — unless enough money and skills can be generated to create millions of new jobs.

The challenge of developing the entrepreneurial and technological talents needed to meet the crisis is formidable and multi-faceted. The schools, universities and formal technical institutions alone cannot come close to coping.

For one thing, 45% of the potential SA workforce is still functionally illiterate, having an educational level of Std 4 or less.


Changes are taking place, though far too slowly, in conservative official educational structures. They remain hopelessly inadequate for the requirements of an embattled free enterprise society. Scores of private educational and training organisations — many of them with substantial overseas funding and expertise — are scrambling to plug the widening

holes in the dyke. Professor J P de Lange, whose 1981 report on education pointed the way ahead for SA, tells Business Day the shift from academic to vocational courses at secondary school level has been too slow — partly because of cost.

But, he says, vested interest and bureaucratic inertia have been other major factors contributing to the delays. So has tardiness in setting up bodies like the National Certification Council and the SA Council for Education.

The Certification Council, he notes, will take over the primary responsibility for content in official education. "Whether it is able to move quickly remains to be seen."

De Lange has long held that the realities of SA require a drastic move away from academic subjects and towards vocational courses at high schools. At white secondary schools, 80% of pupils still take academically-orientated courses.



**BUSINESS COURSES**

**A Business Day Survey**

Among black children it's 99%. "The emphasis should be changed so that about 30% of children take academically-orientated courses and the rest vocational courses directed at business and technical needs."

De Lange, who now heads a Human Sciences Research Council section dealing with priority research into education, says a study by the this group as a

follow-up to his original report recommended computer literacy for all children, and a computer science course for those who wanted to take it.

"Obviously many more would choose it if they were computer literate."

The recommendations are being implemented in part in black schools. In white schools, progress seems to be "rather haphazard", he says.

Computer science is now available as a subject — but this is still restricted to certain areas.

Acknowledging the critical issue of adult illiteracy, De Lange says business leaders have "a huge role to play" in getting on top of the problem. "The best place to reach these people is where they work."

The Department of Education and Training runs adult education night classes ranging from literacy to matric. These are held at schools under its jurisdiction, using specially trained school teachers as study leaders.

Numerous private organisations are also working with restrictive budgets to teach tens of thousands of blacks to read and write. But their efforts are a drop in the ocean — millions need help.

The National Manpower Commission (NMC) reported to Parliament earlier this year that SA could face a relative deterioration in standards if it tried to satisfy its high-level personnel needs mainly from white ranks.

It was therefore of the greatest importance that all its people should be able to develop their potential fully and equally. The NMC defined high-level personnel as people with at least two years of education or training after Std 10.

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# Potential shortage of students

JUST when capital projects are coming back on stream, the civil engineering profession is facing a potential shortage of qualified people.

This has necessitated the introduction of new training programmes and the recruitment of young people to enter the civil engineering profession — matters that rate high on the SAICE convention agenda.

From a peak enrolment of 700 in 1972, the number of new civil engineering students at the universities almost halved in 1977 and has dwindled to less than 300 this year, with the University of the Witwatersrand, the leading civil engineering school, experiencing its lowest intake in three decades this year.

The Mossgas and Lesotho Highlands Water Scheme alone will draw heavily on the expertise of engineers in the next 30 years. Add to this the new demands facing the profession through the urbanisation process, and the shortage of graduates becomes a matter of great concern to all.

Rapid urbanisation has prompted black students to enter the engineering discipline. This has been slow, but is now quickening. In 1981, the SA Institution of Civil Engineering initiated the Protec scheme, which seeks out top achievers in mathematics in Standard 8 from underprivileged areas.

Started in Soweto, the scheme now extends to ten areas. It is an informal, privately financed scheme, which offers pupils an opportunity to develop a career along technological lines. It is now past the experimental stage and is making a positive impact on the numbers of blacks seeking to enter the profession.

According to Professor Archie Rohde, head of the Department of Civil Engineering at the University of Pretoria, it has now become necessary to teach all pupils — even those in the grades — according to curricula which enhance their awareness and perceptions of and orientation towards science and technology and the role they play in modern society.

Prof Rohde, who is convener of a session on education and training at the SAICE convention, says a new model for education in a developing South Africa embodying these principles is one of the keys to solving the country's problems, as well as those being encountered specifically in the civil engineering profession today.

"By the time pupils encounter high school mathematics and sci-

ence, these should not be new, strange or incomprehensible subjects but acceptable and desirable developments in the educational process," he believes.

This model will help to counter current trends, which see too few engineering students entering universities and technikons and an accompanying, marked decrease in their academic ability.

He says a consequence of this trend, if unchecked, will be a lowering of standards, a declining number of highly competent engineers facing relentlessly increasing workloads and an increase in the number of highly skilled engineers moving to greener pastures.

This would ultimately result in the deterioration and failure of national infrastructural systems because they could not be properly maintained and in the end would possibly fall into disuse.

Professor Rohde believes technikons suffer from the same declining numbers and academic ability problems encountered by universities, and that technikons should provide courses for technologists and technicians appropriate to the developing-country status of Southern Africa.

"Are we training people to be useful in the African and developing country context? Or are they being trained to some Western standard which has diminished relevance in Southern African circumstances?"

Education and training, he avers, should be shaped to be appropriate to the needs of developing countries as well as First World needs. A decline in standards at the universities was "absolutely unacceptable".

Presentations will be made at the session by, among others, Dr Dirk Meiring, deputy director-general of the Department of Education and Training, and Dr Jan Hugo of the University of Stellenbosch.

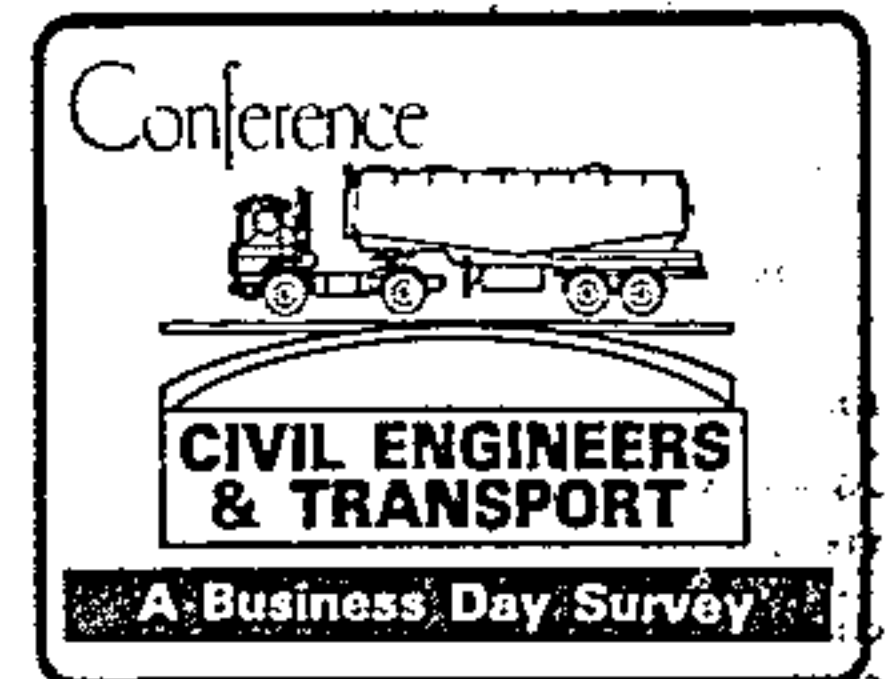
Dr Meiring will deliver a paper on "A new model for career education".

He will present the viewpoint that shortcomings in the present system of technical education are among the major reasons why an imbalance exists between "career" and "academy" education.

The paper will describe a new model which has been developed and in which children are exposed to the concept of career education

from as early as Substandard A. The new model has been structured in such a manner that a programmed upgrading of pupils' proficiency in skills and techniques will be possible, while their exploration of the different engineering disciplines at junior school level will facilitate their final choice between career education and academic education at Standard 8 level.

Dr Meiring's paper will indicate that not only will pupils have a much wider choice at senior secondary school level, but that they can choose a direction of study suited to their own personal aptitude, potential and interest.



Professor Hugo will present a paper outlining a strategy for the future education and training of civil engineers.

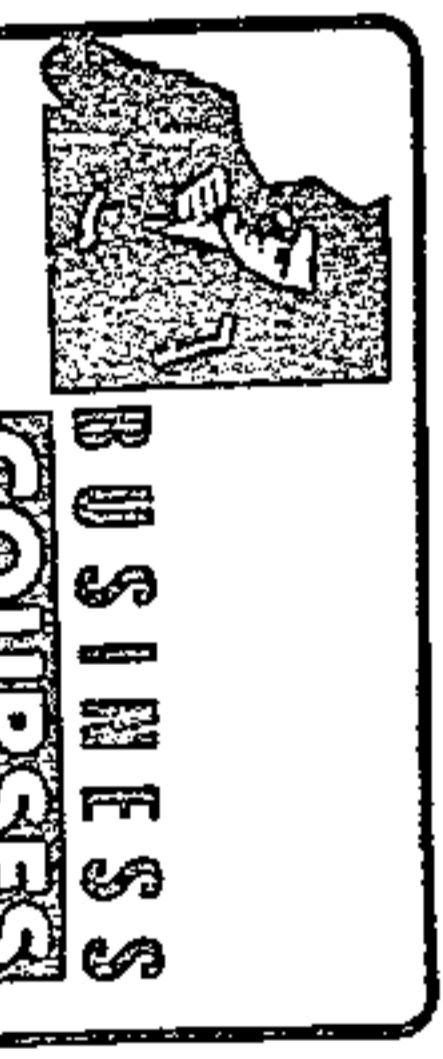
After these presentations, delegates will form discussion groups and report back to a panel discussion, which will produce resolutions to be tabled at an important Institution of Civil Engineers tertiary education workshop scheduled for October 27.



(175) 8/20/88 22/6/88

# Shortage of

# Typers



## BOOKKEEPING BY COMPUTER

IN most types of business it's helpful to have knowledge of everyday financial transactions. It's also becoming practically essential to know how to operate a personal computer.

More useful still is the ability to combine the two skills. In other words, to be able to do straightforward bookkeeping on a computer.

In eight sessions of two to two-and-a-half hours, it's possible for even a beginner to learn how to process common business transactions on a PC, says chartered accountant Brian Massey. That's one of the reasons he has designed a short, practical bookkeeping course in which students enter all transactions on a PC.

Yet the course, offered by the Academy of Computer Bookkeeping since December, has had even greater appeal for people in either some sort of training in either financial record-keeping or computers.

"We even get career bookkeepers and company directors coming in," says Massey. "They might have known how to do spreadsheets on paper; now they can put them on a PC."

Each student, working at an IBM-compatible PC, learns the way many bookkeepers learn their job — by doing a variety of everyday transactions — things like debtors' and creditors, invoices and payments, bank statements, balance sheets and profit and loss.

A valuable spin-off of the course is that participants get to know which computer equipment and software to go for.

By the end of next year, R4.5bn will have been invested in computers and associated hardware and software in SA, estimates Business Marketing Intelligence.

Yet much of this massive stake could become redundant — because of a serious shortage of computer literate personnel.

In his best-seller, *Megatrends*, John Naisbitt foresaw the emergence of a fundamental problem as the world moved rapidly into the information era. Mankind, he said, would be able to manage the new age only to the extent that it could take advantage of the new technology. Businessmen unable to adapt could not expect to survive.

The situation in SA today, five years after *Megatrends* first made its megaimpact, clearly reflects Naisbitt's vision. Business is being hobbled by the inability of its people to take full advantage of the machines built for their use. Executives raised in an age of pencil and paper have been wastefully slow to come to terms with the new tools of the trade — the keyboard and the computer.

Until recently, notes Linda Crabb, training consultant at Financial and Computer Training (FACT), computers were a highly specialised field. Training in most companies was restricted to data processors and computer operators.

"Today it's necessary to train everybody, one from secretaries through to top management."

Speed and accuracy, she says, are becoming ever more important as companies compete in the dissemination of information. "Our approach at Fact encourages practical, inter-active and group participation."

Heavy investment in office automation should be bringing significant gains in efficiency and productivity. If it's not working out that way, don't be too quick to blame the equipment.

That's the message from two more of SA's foremost business training institutions, Kelly-Greenoaks and Drake.

The pace of acquisition of information-era business systems is so hectic, agree Katrina Berridge, manager of Drake Computer Training Centre, and Gayleen Siegers, marketing manager of Kelly-Greenoaks, that it is stripping the capabilities of staff.

Berridge estimates that within five years, more than 60% of the current office-based workforce will need retraining to cope with the technological deluge.

The problem in many companies, she says, is that few staff have had previous experience of hi-tech systems. "There are firms with PCs sitting on desks and nobody in the office — and I mean nobody — knows how to switch them on."

Some operators were trained so long ago that when they move to new jobs requiring different skills, one of two things happens. They can either no longer recall their training, or the hardware and software have advanced to the point that they cannot use it effectively.

Another difficulty, notes Gayleen Siegers, is that many office workers — particularly men in executive positions requiring the use of a PC — are all fingers and thumbs when they sit down at a keyboard. A lot of secretaries are also not fully conversant with their word processors.

The two training firms have come up with different solutions. Kelly-Greenoaks run a keyboarding course with a guaranteed minimum touch-typing speed of 20 words a minute after 15 hours. It's offered on Saturday mornings.

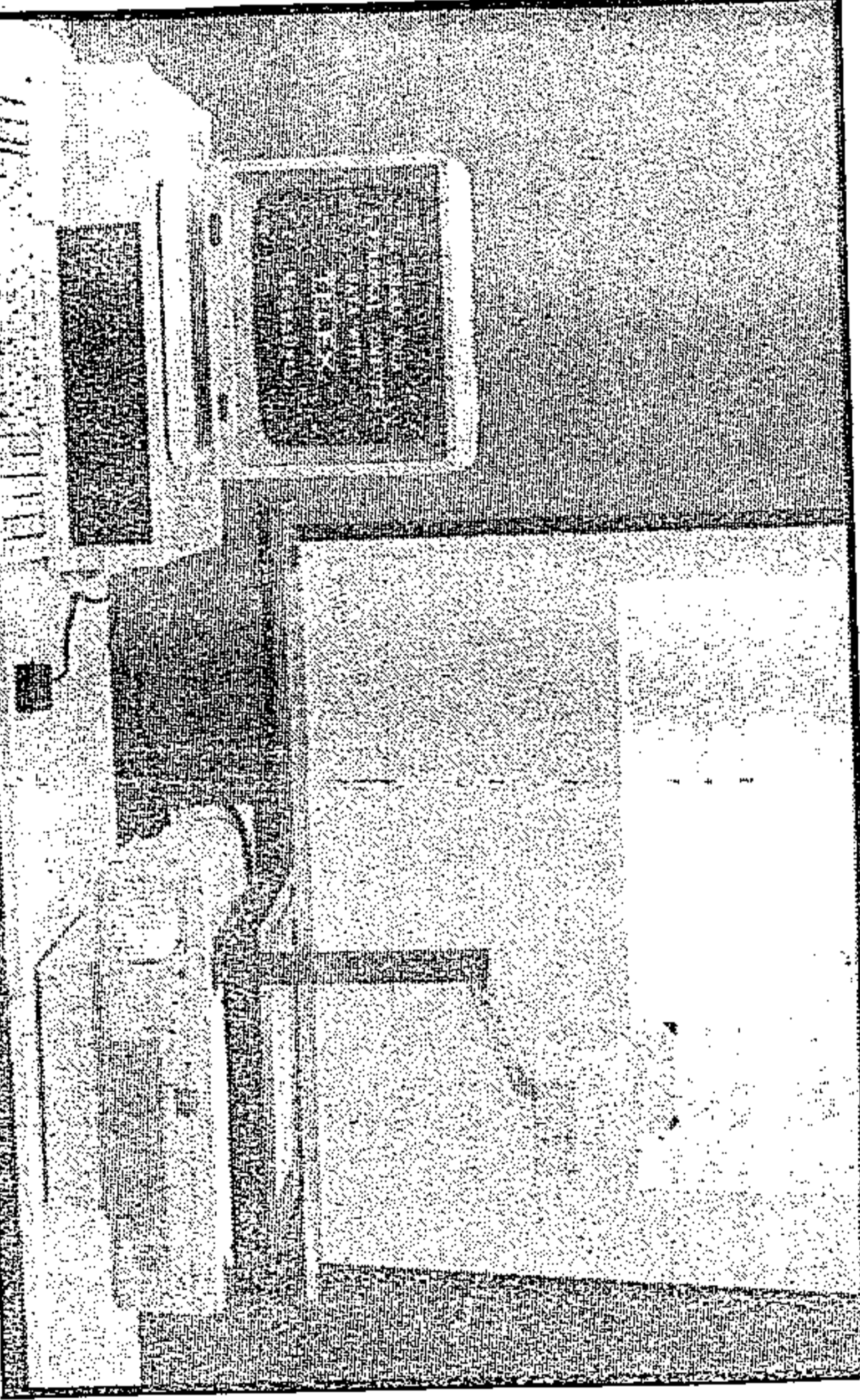
For operators with basic typing skills, more about their machines, there are part-time and full-time courses using PCs with Multimate and other WP software. Training is also available on non-WP packages like Lotus 1-2-3. Individual tuition is given in the firm's own studios.

Drake Computer Centre, in addition to offering training on its premises, markets courseware written by its US affiliate Computerprep directly to companies. Training is done by the client

company in-house and in its own time — using an instructor kit, a set of training books and an exercise diskette.

As software is upgraded, says Berridge, Drake will supply follow-up manuals to allow trainees to keep in touch with the changes.

Among the computer courses offered by Fact, a division of Mast Holdings, are introductions to Micro and Dos, Lotus and Advanced Lotus 1-2-3, Multimate and Advantage 11, D Base 111+ and Word Perfect. All are available nationally to the public and individual companies.



Now LCD panels allow images from computer monitors to be projected on to large screens for mass viewing

# Improved presentation

A NEW type of liquid crystal display (LCD) panel allows data from a computer monitor to be projected instantaneously on a large screen — via an overhead projector.

The new technique promises dramatic improvement in the presentation of business, training and educational courses.

Data from one PC monitor can now be seen comfortably and simultaneously by 30 people in a room — or by 300 in a hall.

The first monochrome LCD panels were launched in SA last August. The first colour panel — from the US computer and educational aid company, Telex Communications — ap-

peared on the domestic scene a few months ago.

Several firms are competing for an LC panel market running into millions of rand.

ETA Audiovisual, distributors of the Telex products, has already sold 230, says MD Brian Blows. Of these, about a third have gone to educational and training organisations. The rest have been bought mainly by financial institutions where a lot of people need to keep track simultaneously of what's going on.

The LCD panel — called a palette — is not much bigger than A4 size. It fits on top of the projector. "You plug in your computer and whatever appears on the monitor comes up as a

## Litigation support

INDUSTRIAL courts are expected to deal with a record 9 000 cases this year, says Andrew Levy & Associates, and legal professionals are going to need special litigation training if they hope to be effective in this field.

As part of its litigation support service, the industrial relations training and consulting firm — a member of Don Gray Computer Holdings (DGCH) — is offering two-day seminars on practical industrial relations for legal professionals.

Designed for attorneys, clerks and allied members of the legal fraternity, the courses are presented by well-known industrial relations consultants. Among them: Professor Andrew Levy, MD of AL & A and Shilling, previously a practising labour attorney and currently a labour consultant.

Course objectives are to provide the necessary background for delegates to assess and predict patterns of union behaviour, and to enable them to develop tactical skills in strike handling and conflict resolution.

— practical assistance to clients before and after unionisation.

Levy says the workshops emphasise case studies with comment and discussion from course leaders.

● Client support in industrial relations

— practical assistance to clients before and after unionisation.

Levy says the workshops emphasise case studies with comment and discussion from course leaders.

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Levy says the workshops emphasise case studies with comment and discussion from course leaders.

mirror image on the palette", says Blows. "It's then thrown on to the larger screen by the projector."

The size and distance of the projected image can be varied by using lenses of different focal length in the overhead projector.

The "real time" projection allows complete and immediate audience involvement.

The new system comes with a hand-held remote control that allows the presenter to control the presentation almost 10m from the PC.

All the LCD units on offer work with overhead projectors which transmit light from below the panel, says Blows. They do not work with reflective-type projectors where the light comes from above.

"Should people already have a suitable overhead projector, we will credit them with the difference."

One model that ETA distributes is designed for IBM and IBM-compatible computers, the other for Apple machines. "We've found there are a few computers that LCD panels will not work with," he says.

A unit to fit Lap Top computers that do not have a slot for an interface card is expected to be available before the end of July.

"We aim also to promote an understanding of the economics of wage bargaining, and of the way in which unions use power in negotiations," Levy says.

Topics dealt with in depth include:

● Wage Bargaining — the economics of wage structures and wage negotiation patterns.

● Strike contoured — a method of tactical analysis for better decisions in con-

Star 22/6/88  
'800 houses have to be  
built per working day'

Vereeniging Bureau (75)

The Vaal Triangle was particularly fortunate in that all the land needed for housing development in the foreseeable future had been designated by the Government for that purpose.

Private enterprise could therefore now go ahead safely to acquire the land and develop it, said Mr John Knoetze, deputy Director of Manpower Administration, addressing a symposium on "Job creation in the Vaal Triangle" in Vereeniging yesterday.

To accommodate an extra 7 million people in South Africa by the turn of the century, Mr Knoetze remarked: "We would need at least 1 million modest dwellings in addition to an estimated backlog of 900 000 houses for blacks."

He said as a result 800 houses had to be completed per working day for the rest of the century.

Discussing the housing challenge, Mr Knoetze said the disadvantages included a shortage of skilled manpower, particularly among blacks, and mainly in the artisan, technician and entrepreneurial fields.

"We have the land we need for housing and urbanisation. And provided we manage our economy judiciously, we could raise the finance needed to fund the manufacturing industries which are to provide and process the raw materials required in the construction programmes."

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# Minister says engineering needs rationalisation

By Claire Robertson, Pretoria Bureau

South Africa faced a serious shortage of trained civil engineers, the Minister of Economic Affairs and Technology, Mr Danie Steyn, told the eighth five-yearly convention of the SA Institute of Civil Engineers in Pretoria yesterday.

Pointing out that the University of Stellenbosch had only 17 first-year students in the engineering faculty, he proposed a rationalisation of engineering faculties at universities to offset State subsidy costs and promote the more efficient use of manpower.

Since 1981 there had been a decline in the number of civil engineers in the country — from 5 824 economically active civil engineers in that year to a meagre 4 950 in 1987", he said.

"What is even more interesting is that there were only 40 registered professional female civil engineers in 1987, 27 coloured males, 23 Asian males and 14 black males.

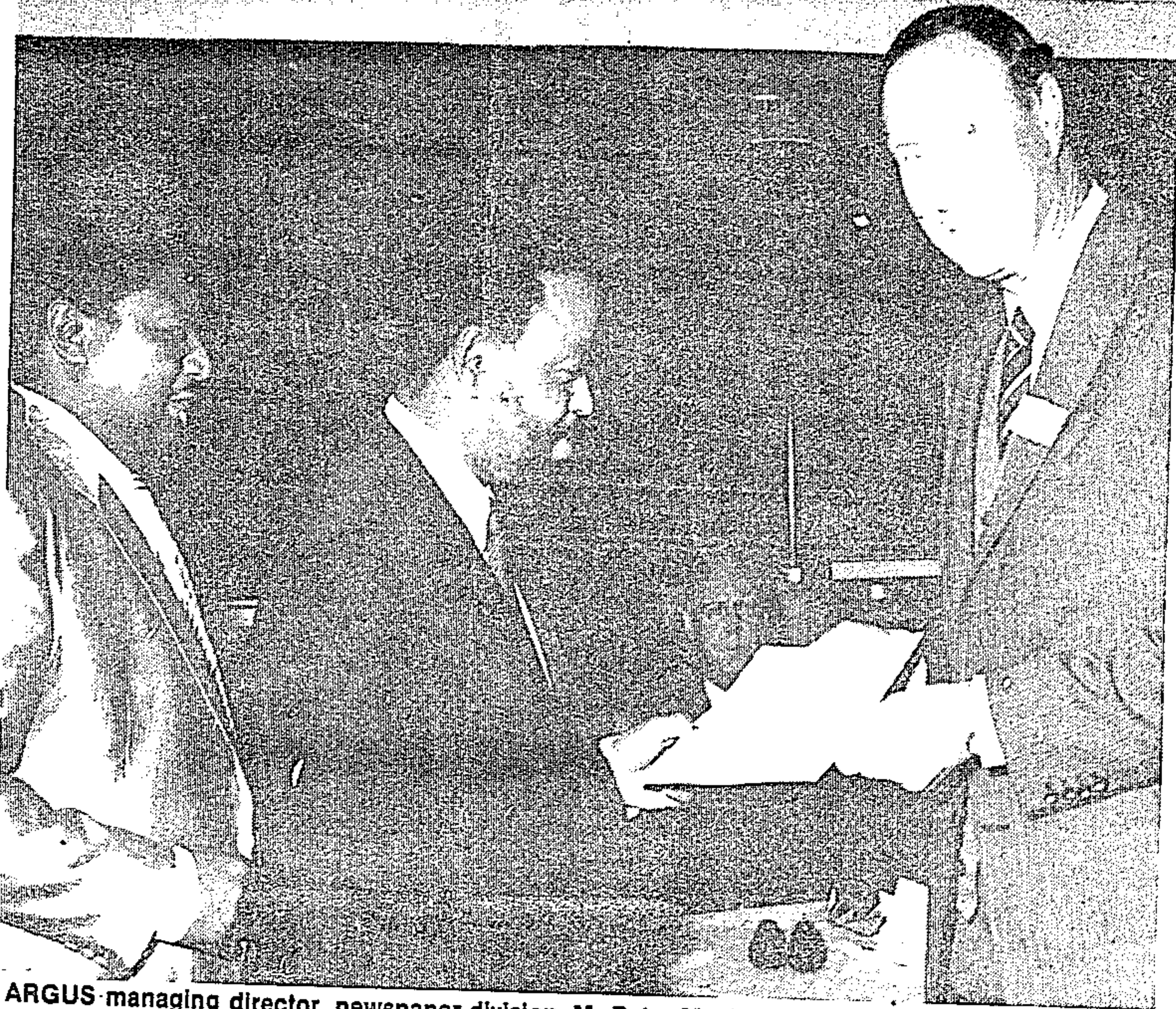
"The answer perhaps lies in recruiting more students from other racial groups," he said.

Mr Steyn said the field of civil engineering technicians was also "totally understocked". This field of work could provide numerous jobs and fulfil the need for skilled labour, he said.

"We must thoroughly examine the rationalisation of our country's engineering faculties.

"The running cost of an engineering faculty is about R5,76 million a year, of which the State subsidises about R4,03 million. Add to this the R15 million of laboratory equipment, which has to be replaced every five to six years, and you will see that engineering is one of the most expensive courses of study."

He said the seven engineering faculties and the two semi-engineering faculties in the country cost the State about R36 million a year.



ARGUS managing director, newspaper division, Mr Peter Maclean receives an honorary award from BMF's past president, Mr Lloyd Ndlovu and the current president, Mr Don Mkhwanazi during a ceremony at Shareworld, Johannesburg, this week.

# Crying need for black managers

*Sowetan 8/7/88 (175)*

AT LEAST 68 black managers have to be trained every day so that South Africa can be fully developed by the year 2000.

The chairman of the Johannesburg-branch of the Black Management Forum, Mrs Sebolelo Mohajane, called on the corporate world to train blacks in an attempt to end apartheid.

She was addressing guests to honour 22 Founding Corporate Members of BMF during a ceremony held at Shareworld Gold Club in

## SOWETAN AFRICA NEWS SERVICE

Johannesburg this week. The Argus Printing Publishing Company Ltd., owners of the *Sowetan*, was among the companies honoured at this glittering occasion attended by leaders from various walks of life.

Mrs Mohajane said there were about 10 000 black managers compared to more than 61 750 white managers in South Africa and she attributed the disparity to apartheid. BMF's president, Mr

Don Mkhwanazi, said the Government should abolish the Group Areas Act so that black business could play a meaningful role in the country's economy.

Chief Executive of Eskom, Mr I C McRae, said the BMF must be the facilitator between the black community and the employers.

"Help us to identify talent and we shall take them to make skilled workers, professionals and managers of them. South Africa needs them," he said.

SKILLS SHORTAGE

175 15/7/88

# Are standards declining?

The shortage of skills in the information technology industry is reaching chronic proportions, with fears that standards in both the public and private sectors could be un-

results in little or no long-term planning in terms of skills acquisition. The effect is that companies have a diminishing pool of resources from which to meet their needs — trainees are taken on only as a last resort."

Botha suggests that companies plan their skills acquisition through long-term training programmes at least two years in advance, but notes sadly: "Most firms seem to base skills acquisition through long-term training by crisis."

There is a flaw in the local philosophy of moving successful technical staff into middle-management positions, he says.

"These promotions are often unsuccessful unless one manager works as a bag carrier to another manager in order to learn new sets of skills such as budgeting, forecasting and job delegation. Many companies throw technically competent people into managerial positions with potentially disastrous results. If technologists are to be promoted into managerial positions, it is only prudent to assess the person's sensitivity to the running of the company as a whole."

An alternative, he says, is to give technologists the management status and perks while keeping them in positions where their skills can best be used.

But while this may reduce depletion among the technical ranks, where then do the managers come from? ■



**Botha ... total lack of planning for skills acquisition**

dermined.

At one end of the scale the Post Office, as the country's single largest provider of electronics skills, is having its staff poached in "droves" by the private sector.

In turn, it is claimed the private sector is so short of qualified computer personnel that programming standards have fallen far below the international average. A negative side effect of the shortage is that people of limited competence are commanding disproportionately high remuneration for carrying out even mundane work.

Part of the problem is, undoubtedly, that the cream of SA's computer professionals is being skimmed off by the lure of attractive opportunities abroad which cannot be matched locally. But in some quarters, it is believed that the effects of this have been exaggerated.

Brett Botha, divisional manager in charge of personnel at Nixdorf SA, says the real problem is far more fundamental than emigration of key people.

"The real cause is the vicious circle which begins with the lack of training programmes provided by both the public and private sectors," he says. "There is a total lack of planning of skills acquisition. Many middle managers suffer from tunnel vision, which

Monday 19/7/88

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30 000 public service jobs vacant — survey

# Brain drain hits govt

PRETORIA — Some state services are threatened with disruption unless there is a quick turnaround in the resignation rate in the public service.

Public Servants Association (PSA) chairman Colin Cameron said yesterday the private sector with its higher pay levels for equivalent qualifications was proving a powerful lure for skilled government workers trapped in a pay freeze.

Cameron was commenting on a survey carried out by private sector consultants, which showed 33 000 posts were vacant.

The survey showed not only are

GERALD REILLY

private sector organisations ignoring government's plea for salary hike moderation, but increases last year averaged 14,8%, and so far this year 15%.

The survey covered five state departments and found a staff shortage of about 13%.

The consultants found the public sector salary backlog was between 25% and 30% and, according to the PSA, by the start of the new financial year the figure would be around 35%.

Commission for Administration chairman Johan de Beer said the

number of empty posts — 33 000 of a total establishment of nearly 800 000 — obviously caused concern, but the greatest concern was the loss of qualified staff.

This raised a short-term problem for the public sector.

In the medium and long term, the private sector would be adversely affected as, without the skills, the public sector would have great difficulty in maintaining standards and providing the necessary infrastructure for economic growth.

De Beer added that the question of salaries would be given a high priority next year.

● See Page 3

REPORT  
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# Skilled labour shortage

The company's manpower policy is aimed at optimal utilisation of all its human resources and, therefore, at the development of all workers to their full potential.

Management will place emphasis on labour relations, particularly with a view to improved communications.

A shortage of skilled

labour remains one of Alfa's major problems and it is envisaged that this shortage will not be reduced in the near future.

The first six months of this year was a period of consolidation and rationalisation of production facilities. In addition, the company restructured its marketing and adminis-

trative infrastructure to accommodate increased volumes.

Although it is competing in an extremely tough environment, management is satisfied that the company will achieve taxed earnings in 1988 which will exceed that of 1987 by at least the inflation rate.



A view of the extensive factory premises at Alfapark, Benoni.



# TRAIN BLACKS TO FIRMS

SOWETANI, Thursday, July 28, 1988

**THE training of blacks as management accountants is moving slowly because only a few major companies are sponsoring students.**

There are no black management accountants in South Africa, against a total of 800 qualified whites in the profession, according to the President of the Chartered Institute of Management Accountants, Mr Terry Burgess.

In a statement Burgess says the student sponsorship programme of the CIMA is in jeopardy because companies have not come forward to assist.

**Launched**

He says the institute launched the programme with 24 students at a cost of R6 000 each, believing that there was wide support for such a venture in accountancy. Many companies adopted a wait-and-see attitude.

"A bold initiative was required by CIMA to redress both the racial imbalance and to make

provision for the growing demand for the profession.

"We launched the sponsorship programme to train black management accountants after getting a strong indication from the business community that it would back such an initiative from the institute," Mr Burgess says.

The work of the management accountant is fundamental to business. They evaluate and monitor the operating performance of an organisation and inter-

Inquiries may be directed to Ms Fiona Haggison (011) 804-1035.

To date nine companies have sponsored 11 students and CIMA has left seven sponsored students while the complete the year and work placements can be found for them.

By JOSHUA RABOROKO

175

Sowetan 28/7/88

175 Star 29/7/88 (10/13)

# Search method of recruitment is best

By Derek Tommey

South Africans were not being fair to themselves when they blamed the skills shortage in this country on the 'brain drain', says Mr Steven Finkel, an American specialist in 'search' methods of job placement.

He believed that the people with the desired skills were available in South Africa. But this country had to develop the techniques to find them and ensure they landed up in the right jobs.

These techniques were already being widely used overseas, and especially in the United States.

Along with South Africa, most Western countries also believed, because of the growth in their economies and the drop in their birth rates, that they also had a shortage of skilled people, said Mr Finkel. But it was not a real shortage.

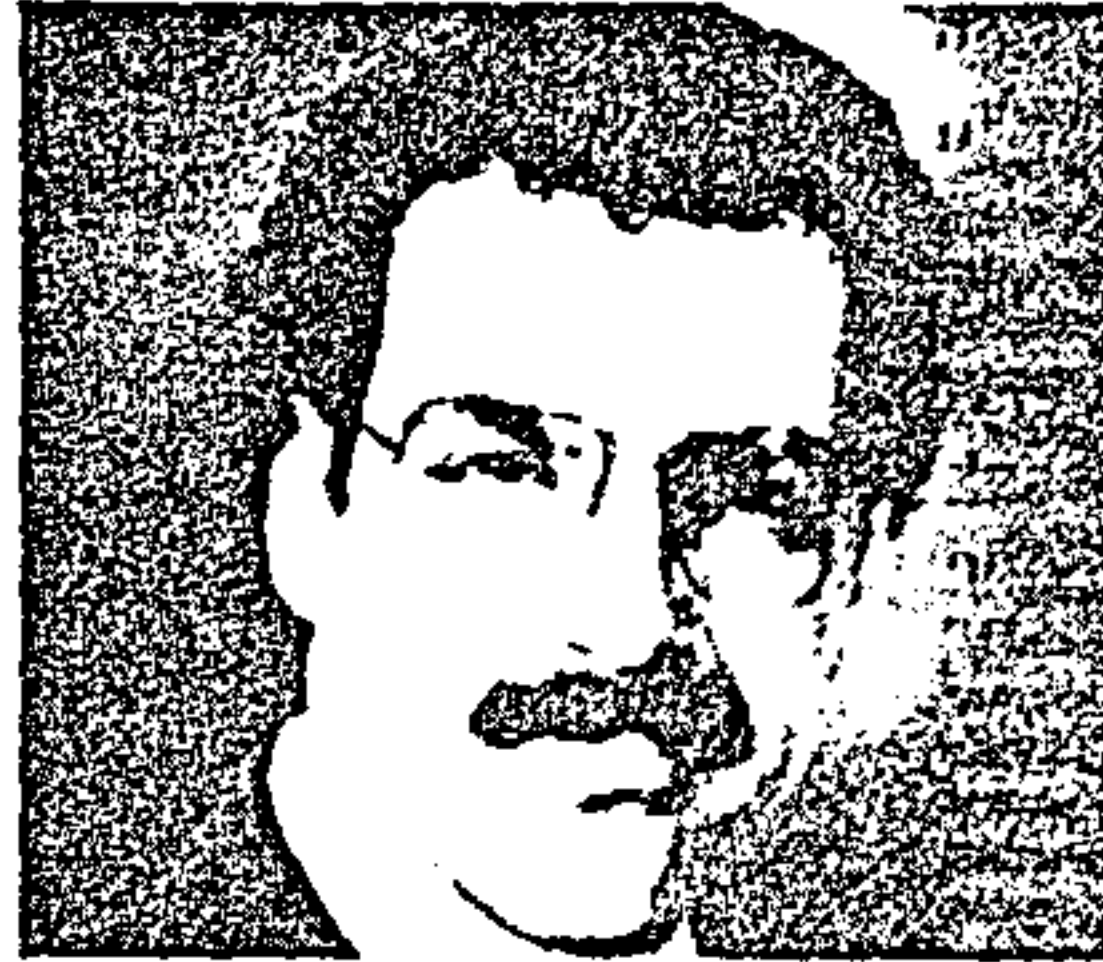
It would be foolish to say that the 'brain drain' was not a factor in this country, but it was only small one.

South Africa still had some of the finest business, financial and medical minds in the world. However, there was not necessarily a correlation between a person's ability to do his job extremely well and to put himself into a career position and utilise his talents to the full.

This was where the companies and their recruiting agencies had a role to fill.

There was nothing wrong with the traditional British system of advertising for candidates and making a selection from the applications when you have lots to select from. But as the number of applicants declined it became less effective.

"Often when you advertise these days all you get is the best



Steven Finkel — No real skills shortage.

of the unemployed, the best of the unhappy and the best of the unskilled."

So, although the personnel agencies were extremely good at selecting, when they were seeing the best people they were seeing the best of what?

An answer which had worked most effectively in the United States was the concept of search.

The aim was to identify the best talent and the high achiever. Such a person was unlikely to answer an advertisement, but was available if approached properly.

Search was used in more than half the new appointments in the United States these days.

Mr Finkel has been brought to South Africa by the Association for Personnel Service Organisations (APSO) to speak at training conferences in Johannesburg, Durban and Cape Town.

He has been president of the Professional Search Seminars for the past six years. He is regarded as the industry's leading trainer.

"I'm here to teach APSO how search is applied, and to help overcome the perceived shortage of skills and get excellent people into positions where they can really do the best job," he said.

# Poverty trap stifles growth

ALMOST 90% of SA's population falls into the semi-skilled and unskilled categories, limiting the possibility of achieving good economic growth.

This is the view of Stellenbosch University economics professor Jan Sadle, writing in Human Resources Management.

Professor Sadle paints a gloomy picture of the economic scenario. It is based on demographic changes, and he says "the stage is set for a reproduction cycle which makes the entrapment in the vicious circle of poverty almost inevitable."

"It leads to the situation

whereby working-class kids will only be able to get working-class jobs".

Professor Sadle divides the population into four categories and the percentage of each, based on 1985 figures:

- Executive or managerial group — 1,7%
- Professional, technical and other skilled workers — 9,6%
- Semi-skilled group — 35,5%
- Unskilled the peasants, the unemployed and the very poor — 53,2%.

The fourth category is by far the largest, but it has the least relevance for economic growth.

Added to this is the decline in mortality in the two last groups because of improved medical care and without a

corresponding drop in fertility. As a result the third category has a growth rate twice that of the first two. Category four increases by three times the first two.

"It is clear that the economic handicaps posed by the structural weakness of the population are increased by the differential rates of natural growth," says Professor Sadle.

## Startling

The deficiencies of SA human resources as a source of labour become even more startling when compared with the probable demand for such labour between 1980 and 2000 if a 4,6% increase in gross is to be achieved.

The demand for semi-skilled workers can be satisfied, but there will be a deficit of 550 000 high-level employees and executives.

There will be a surplus of more than 2,7-million unskilled workers.

Professor Sadle says foreign disinvestment is significant: "For three decades up to the 1970s, entrepreneurs were aided by favourable economic and social factors — the post-war demand, import and exchange control, a peaceful labour force and a booming international economy."

Since then not only were these forces halted, but the international persecution of SA began. There have been sanctions, boycotts, disin-

vestment, civil unrest and the rise of the trade unions. He believes that even if apartheid is done away with and "the political kingdom is attained, the unpleasant message is that this country will continue to be confronted by the age-old problems of hunger and poverty."

(175) 5/1/88 31/7/88

## MANPOWER MIRROR by JULIE WALKER

# A tough grounding, but high rewards



Malcolm Segal ... every employee a potential client

**CHARTERED** accountancy is highly regarded in South Africa. It offers guaranteed employment, increasing remuneration and high social status.

On the downside, CAs who remain in auditing with a view to becoming partners of the firm have to work hard to stave off monotony.

SA's auditing groups are loosely divided into the Big Eight, medium and small companies. The Big Eight are regarded as the training ground for executives who progress to mining house and large corporations.

### REGIONAL

However, the element of entrepreneurship is sometimes absent from the large firms. Medium-large partnership Kessel Feinstein (KF) allowed me to observe a day in the life of a chartered accountant.

By Julie Walker

KF prides itself on the people who have left as well as those who have stayed. There are 70 partners and directors in the management services division spread throughout six regional offices.

### CONCERN

Top names who have passed through KF's system include Donny Gordon, Louis Shill, Manny Simchowitz, Jeff Liebesman, Derek Keyes and Bruce McInnes.

Managing partner Malcolm Segal says: "We regard every employee as a potential client, and render a high quality service".

Mr Segal says the number of qualified people leaving the auditing profession has always been a cause for concern.

"They are often tempted away by our clients because we nurse an en-

trepreneurial flair throughout our activities."

It takes hard work and dedication to pass the examinations set by the SA Institute of Chartered Accountants because the standard is high. Mr Segal says many people believe a quota system exists for the number of candidates passing the examination, but the claim is not true.

Last year only 42% passed; this year it was 55%. KF boasts 18 passes out of 22.

To reach a standard at which the examination may be taken is demanding. A school leaver can follow several courses. He can enter a university, studying towards a three-year Bachelor of Commerce degree, which is followed by a Bachelor of Accounting course. This course can be taken full time over a year or part time over two years.

After this the graduate will join a firm of auditors and serve his articles for three years. In this time he

will write the board's examinations. He has five chances of passing, after which he is deemed to have lost out on the state of the art and must resume academic study.

Alternatively, a school leaver may join a firm of auditors directly. The firm will sponsor him to study part time or through correspondence. He will serve five years' articles of clerkship.

### STANDARDS

Human resources partner Peter Kramer is encouraged by the number of girls entering accounting. At Wits university almost half the students are female. But the growing number of blacks is hampered by their poor earlier education.

"Not all black universities are allowed to submit candidates to write the board exams and graduates from such universities are faced with yet more study to attain the

required standard," says Mr Kramer.

Of the 22 black candidates who wrote the examinations this year, three passed. This raised the number of black CAs by 19% to 19.

The CA's Eden Trust has been established to raise funds for underprivileged students of high ability to redress the imbalance.

BEFORE I went to KF, I wondered what auditors did all day. They are expected to be out of the office serving clients at least 80% of the time.

The whole point of auditing is to allow an independent party — the chartered accountant — to arrive at an opinion regarding the fairness or otherwise of the client's financial statements.

An audit team is headed by a partner and led by a manager or supervisor. Juniors and the supervisor check the figures, but the whole team draws up an audit plan.

The rate charged varies from R20 an hour for the services of a vacation student to as much as R200 for the top consultant. Obviously, the lower down the line a problem can be solved, the cheaper it is for the client. Should a difference of opinion arise between the auditors and the directors it must

## The four A's of accounting

be reported in the company's annual financial statements. An opinion of the effect of the different way of stating the figures must also be given.

KF runs an internal training course which has three major objectives. It must ensure that the standard is kept up, it aims to improve efficiency, and it trains the employee to render top-quality service.

Much of the work can become tedious and the introduction of computerised methods is advancing. A KF special is TIPs — techniques for improving profitability. Malcolm Segal says: "When I was an audit clerk I often saw areas where the client could do better and won-

dered why things were done in an inefficient way. "Nowadays KF staff offer their suggestions to the client."

Auditors are no longer seen and not heard.

Mr Segal says the training programme concentrates on the four A's — able, articulate, ambitious and assertive. His role is to retain the partnership's credibility and to keep everybody up to date.

"An accountant out of the scene for 18 months is virtually obsolete. There have been many changes, particularly in tax legislation, much of it retrospective. One cannot be in tune unless one keeps abreast of the times."

KF is the SA member of Horwath & Horwath International.

Mr Segal believes it is crucial to maintain international links in order to serve clients effectively.

Senior partner Julius Feinstein says he has spent a long time consulting clients and partners alike.

"We strive to reach professional excellence and I hope my years of experience contribute to that aim."

cap links: 13/8/88

103 175 100

# Skills shortage not due to brain drain

Financial Editor

THE shortage of management and other skills in SA is not due to the brain drain, says Steve Finkel, a leading US personnel trainer visiting Cape Town this week.

"I have seen this kind of market before in other countries where the economy is growing while the white birthrate is declining. It is happening in the US, Canada, Mexico, Central America and other countries where there is no brain drain.

"Countries can get by in times of recession but when the economy starts expanding they need more skilled people and the supply is not there."

The answer, Finkel suggests, is for personnel consultants actively to seek out people of all races with abilities they are not developing to their full potential. He believes there are many people whose abilities are being wasted be-

cause they are not good at promoting their careers.

Through his Search system, personnel consultants should build up a reservoir of high achievers "who are good at what they are doing", who could be approached when the right vacancy came along.

Finkel said personnel consultants in SA were of a high standard, but they obtained staff by advertising and then making a selection for the employer to interview.

"If you advertise you do not get top people. The answers you get come from people who are either unemployed, unqualified or unhappy in their jobs.

"But if you actively go out, through Search, and look for high achievers you will find the right people who may not be highly qualified academically.

"You may find a person who is doing a fine job but reports to

someone who is aged only 38, which means that promotion prospects are slim. Such a person may be happy to move to another job with better prospects."

Asked to elaborate on his statement that a declining white birthrate was causing a shortage of skills in the US, Finkel said that blacks made up only a small proportion of the total population.

But as whites moved up to better positions, opportunities were created for blacks also moving up the ladder to get to the top. It was due to this that the black middle class had emerged in the US.

Emphasizing that he was not concerned with political factors, Finkel said it would be a mistake for blacks not to start at the bottom of the ladder and acquire experience on the way up.

"It is self-defeating to move someone into a position he is not qualified to handle."

## WOMANPOWER COULD EASE MINE LABOUR SHORTAGE

THE greater use of female labour on the mines could alleviate shortages of skilled labour in the industry, Gencor OFS and Evander gold mines MD Gary Maude said yesterday.

He noted the liberalisation of the mines, giving black workers access to more skilled work, had not extended to women, leaving discrimination against them in force.

Maude said in terms of the law,

### BRONWYN ADAMS

women were not allowed underground or on a mine at night unless they had obtained an exemption from the relevant Minister.

Government Mining Engineer Jan Raath said although a number of exemptions had been applied for, none had been granted.

He said SA was a signatory to an

International Labour Organisation agreement recommending women did not work underground.

Raath said several informal representations had been made by the mining industry requesting the scrapping of the law, especially where it affected specialised posts.

Maud said the Act prevented women doing certain technical jobs that the US experience showed they were physically capable of.

# UUSA CLAIMS RIGHT TO SEND FORCES INTO NAMIBIA

STAN 4/1/85



## Barrier at Margate is breached a second time

**Own Correspondent**  
**DURBAN** — A ragged-tooth shark broke through the electrical shark barrier being tested at Margate's North Beach yesterday.

If was the second test in 10 days in which a shark has ignored the electrical barrier and swum out to freedom, probably due to a technical fault in the device, according to Professor Waldo Meester, who heads the Council for Scientific and Industrial Research (CSIR) steering committee concerned with

to

By James Tomlins,  
 The Star's Foreign News Service

**PARIS** — Cuba does not exclude the right-of-pursuit by its troops into Namibia, its Foreign Minister, Mr Jorge Valdes Risquet, said here yesterday.

But he added that Cuba did not envisage such a move at this stage.

The Foreign Minister, who headed the Cuban delegation at the four-nation talks in Cairo last month, is in Paris briefing the French government on progress made at the talks.

### 'SADF presence illegal'

He told presidential aide Mr Jean Audibert that "Cuban troops plan to exert pressure all along the Namibian-Angolan border so that negotiations can be started from a position of force".

Commenting on the recent loss of 12 white SADF troops at Cunene, he told the French: "After all, the presence of these soldiers was illegal both in Angola and Namibia."

He stressed, however, that "Angolan-Cuban troops are not seeking a military victory over South Africa, but a negotiated and peaceful settlement".

Mr Jorge Valdes Risquet would not confirm US Intelligence reports that there were 55 000 Cuban troops in Angola.

"All I will say is that since 1976, a total of 300 000 of our soldiers have been sent in rotating contingents to Angola."

## 25-year armed struggle has failed — Inkatha

**ULUNDI** — The ANC's armed struggle had not succeeded in over 25 years and had no prospects of succeeding, the annual general conference of Inkatha said.

Re-affirming its support yesterday for Chief Mangosuthu Buthelezi's policies of non-violence, the conference said violence could only lead to a no-win situation for all parties.

Where change had occurred, it had been because economic realities had been supported by peaceful tactics, the conference said. It called on all Inkatha members not to get side-tracked from the movement's struggle

to end apartheid by allowing themselves to be drawn into violent confrontations.

Inkatha was committed to the principle of black unity in the face of apartheid, the conference said. Blacks responsible for disunity were "doing the Government's dirty work" and "buying time for apartheid".

It called for recognition that black unity could only be achieved through acceptance of a multi-strategy approach, in which every organisation opposed apartheid as it saw fit under its particular circumstances.

# SA short of highly skilled

PRETORIA — SA has a dearth of highly skilled manpower, particularly at technical and managerial levels, and an abundance of semi-skilled and unskilled labour, very much under-employed.

Of the 10-million potentially active only about 10% had a standard 10 or higher qualification. For whites it was 47%, coloureds 5%, Asians 16% and blacks below 1%.

In First World countries the executive class constituted 7% of the economically active, in SA 2%; the highly skilled 33% versus 9% in SA; semi-skilled 40% versus 35%; and unskilled

GERALD REILLY

20% versus 53%.

Authorities claimed the skills pattern in SA continued to deteriorate because of a population growing at a rate higher than the GNP rate and inadequate upgrading of manpower through education and training.

Politicians talked glibly about introducing equal education for all, but it was clear, using traditional methods, "we don't have the financial resources to achieve equal education at the present white education level".



# SA faces shortage of chemical engineers

175 GERALD REILLY

17/8/88 B/Day

PRETORIA — SA's political situation and the low value of the rand had meant a traditional overseas source of chemical engineering manpower had virtually dried up, Cape Town University's DM Fraser said here yesterday.

Fraser said at the SA Institution of Chemical Engineers conference at the CSIR that even those accepting employment eventually never came to SA.

This coupled with a decline in the number of students entering chemical engineering over the last few years had led to an increasing gap in the demand-supply situation.

SA chemical engineering departments were understaffed relative to those in other countries. Lecturers were faced with large teaching loads, increasing pressure to produce research and low salaries, he said.

Swapo lost 14

to have the body

# How to train more engineers

Education Reporter

South Africa must sharply increase its output of professional engineers.

The way to do so is by rationalising existing engineering faculties at universities instead of creating more, Dr P J D Lloyd, group technology manager for an engineering company, said today.

He was speaking at the "People for Research and Development" conference in Pretoria.

He said the average cost to the taxpayer of producing an engineer at the professional level was about R70 000.

However, if a university produced only 10 or so engineers a year, it incurred costs at a similar rate to a university producing several hundred, and the costs per engineer were 10 or more times higher.

Closing an inefficient faculty, he added, might release some 20 trained staff and perhaps R15 million, sufficient to boost graduate output by 25 percent or 300 engineers each year at no additional cost.

*J.P.D.*  
*P.J.D.*

# SA scientists and engineers 'to stay in short supply'

(175) GERALD REILLY *B/day 25/8/88*

PRETORIA — The demand for scientists and engineers would exceed supply in the foreseeable future, Sasol technology GM A Brink said.

Speaking at the People for Research and Development conference, he stressed for industry to grow it needed dedicated manpower in the fields of science and engineering.

Industry should do all in its power to see it attracted its fair share of trained manpower.

"And it must see it not only keeps them but also — and this is perhaps the most difficult — keeps them alive."

Scientific and engineering faculties at most SA universities were understaffed in terms of quality and quantity.

The explanation, apart from the fact that SA had too many universities, lay in the disparity in salaries between tertiary educational institutions and non-academic organisations.

P-J D Lloyd technical manager Edward Batemans said government had suggested nationalisation of engineering education by closing some faculties.

The average cost to the taxpayer of producing a professional engineer was R70 000.

However, if a university produced only 10 or so engineers a year it incurred costs at a similar rate to a university producing several hundred and the cost an engineer would be 10 or more times higher.

The case for nationalisation had never been stronger, and the case for creating yet more faculties to serve sectional interest had never been weaker.

# CSIR warns on R & D

75

PRETORIA — Highly skilled manpower had to come from the small First-World pool of the population, a pool in which all the professions were fishing, CSIR chemical manufacturing technology director A Pizzi said yesterday.

Speaking at the "people for research and development" conference, he said research needed its share of the crop but unless drastic steps to improve the reward of research scientists were taken "we're not going to get them".

Pizzi said: "We, the diminishing First-World component of the population, will determine whether SA becomes a Utopia or an Ethiopia."

Top research scientists in natural sciences and agriculture were as necessary as top people in all other professions and must be valued as such if problems facing SA were to be properly tackled.

The First World had tried to solve Third-World problems by providing billions of dollars of aid.

Pizzi said: "Vast amounts of foreign aid

GERALD REILLY

pumped into the Third World was like a rain storm on overgrazed land — instead of creating growth it caused soil erosion, destroying instead of sustaining the potential for growth and development."

25/8/88 Afford B/Daw

Agriculture and Water-Supply superintendent-general A Heyns said it had become obvious that SA could not afford the luxury of an agricultural research establishment for each "Own Affairs" administration.

For this reason, an investigation had been launched into what could pave the way for the establishment of an agricultural research council outside the central government service structure.

Heyns said it was imperative that agricultural research efforts be intensified.

175  
26/8/88  
B/Dam/18

**SCIENTISTS  
SCHEDULED  
TO MEET PW**

GERALD REILLY

PRETORIA — President P W Botha will be informed by top scientists of the need for short-, medium- and long-term plans to develop scientific manpower and technology.

CSIR president CF Garbers said critical areas for development in the scientific field, and factors affecting economic growth, were identified at this week's R & D conference.

Analyses of world trends in science and technology were made by speakers who stressed the tendency towards high-level manpower at the expense of less-skilled workers.

Manpower quality instead of quantity was the trend in First World countries.

The delegation will comprise: Garbers, Pretoria University rector Danie Jonbert, Iscor and IC chairman Marius de Waal, and Professor Pieter de Lange, of the Human Sciences Research Council.

# ACCOUNTANTS IN QUEST

MORE than 200 black accountants will converge on the Boulevard Hotel in Pretoria this weekend for a soul-searching exercise that will focus on the acute shortage of black management accountants in the country.

Delegates from the Association of Black Accountants of Southern Africa (Abasa) regions will formulate strategies for survival as well as explore ways and means in which economic advancement and empowerment can be achieved.

The conference, whose theme is "Black Economic Empowerment — A challenge", will be addressed by leaders from local and international business, political and trade unions forums.

The question of economic empowerment is crucial among blacks today and the concept was analysed by the National African Fede-

rated Chamber of Commerce (Nafcoc) at its annual conference recently.

Whereas Nafcoc believes all the strategies for participation in the economy have been

explored and what was left was action, Abasa contends that there is still a lot of work to be done.

Abasa's executive director, Mr Mashudu Ramano, said: "Blacks are the least developed

and skilled. Only a few are represented in the professions. Ownership of property and business is a mere 4 percent of which 80 percent are family owned retail outlets in black townships."

26/7/88 Sowetan

175  
20/8

## Another Tutu tape

CAPE TOWN — Police took possession yesterday of a second tape of Archbishop Desmond Tutu's contentious sermon at St George's Cathedral in Cape Town on Sunday.

Law and Order spokesman Lt Peet Botha confirmed two senior police officers had visited the Argus newspaper yesterday with a search warrant. A reporter's tape recording was handed over to them. — Sapa.

PRETORIA — The public service manpower shortage is put at about 12%, or 33 500 workers, by the Public Servants' Association.

It adds that in some groups the shortage is serious. The main shortages are in the Registrar of Companies office, magistrates' courts and State prosecutor's office.

The association says in its official organ the first to go were quality

## PSA puts public service staff shortages at 12%

9/9/88  
GERALD REILLY *Reilly*

personnel and it was clear the red light had begun to flicker.

The PSA says a national manpower commission investigation showed that by the year 2000 there would be a shortage of 238 000 workers with tertiary qualifications.

8/88 - 6/10/88 8/9/88

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B/day 22/9/88

# Study plan to train accountants

**CAMILLE KRAEPLIN**  
A NATIONAL campaign to address the shortage of management accountants in SA has been launched by the Chartered Institute of Management Accountants (Cima), an international accountancy body.

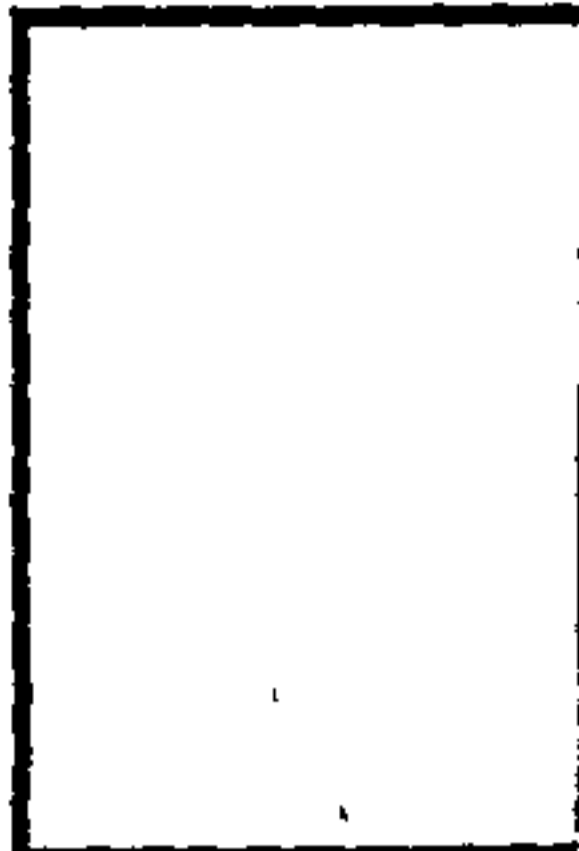
Student sponsorship programmes, geared to train matriculants of all races, will be run in Johannesburg, Durban and Port Elizabeth next year. In addition, a number of universities have implemented or are designing courses in line with the Cima curriculum, said Diane Schneider, administrative officer of Cima in Johannesburg.

The student sponsorship programme will introduce suitable candidates to sponsoring companies. Firms will undertake to finance one year of full-time college study in management accountancy and then employ candidates while they continue their studies on a part-time basis.

The programme was initiated in Johannesburg this year and will be implemented in Durban and Port Elizabeth next year.

Most students study now by means of correspondence courses or home study packs.

price increase. Stellenbosch Farmers Winery (SFW) marketing director but this is





## SKILLS

### A bleak future

In an era of economic isolation and serious skills shortages, the local computer market is neither large enough nor the industry sufficiently developed to entertain local manufacture on a significant scale.

This was the grim message delivered to the SA Institute of Chartered Accountants national action committee for computer au-



**Westcott ... State has limited knowledge of industry training needs**

ditng symposium on management of information into the Nineties by PE Corporate Services MD Martin Westcott.

Economic constraints may be expected to force companies to spend less on IT and computer power, resulting in downsizing large mainframes installations to mid-range, and mid-range installations to more powerful PCs. Both these trends, coupled with an international trend towards "leaner and meaner" organisations, will demand a more flexible and versatile approach.

Greater flexibility will also be needed to handle the tremendous diversity of software, languages, systems, and machines, which make the information technology field inherently inefficient at grassroots level.

However, a major move toward industry standards and integration must be on the cards in future, says Westcott. Once this happens, SA's IT industry will have the opportunity to build some very effective, innovative inter-organisational structures and cross departmental teams.

Among the obstacles facing the industry are the brain drain and high staff turnover. By the turn of the century, he says, SA will have more than half a million unfilled managerial, professional and technical posts — many of them in the data processing (DP) and information technology (IT) industries.

"Companies suffering most are those not training and replenishing specialist staff," he says. "The result is often a vicious circle with inadequate training leading to productivity drops which worsen the shortage situation. Added to this is the fact that advances in technology suggest that staff working in this field will need retraining more frequently (every two years has been suggested just for technology updates) than in other areas.

On the positive side, Westcott points to the high degree of computer literacy being taught at tertiary and even secondary education levels. This provides an excellent background to those now entering the business world, he says.

Nevertheless, the only long-term solution to meeting the need for skilled manpower, he says, is a massive educational initiative mounted by companies and/or industry groups rather than government.

"Government has an obvious role to play, particularly in facilitating the educational process to secondary and even tertiary level. But the State has limited knowledge of industry training needs and its record in this area is, at best, patchy. Industry level solutions to some of these problems are likely to be found in improved, more innovative and sustained training systems, plus more flexible use of existing resources." ■

EM 23/9/88 87

MANY Management Information Systems (MIS) managers have lost focus of their primary role of bringing about meaningful change in the organisations they serve. There is a leadership vacuum in many organisations, and instead of the single-minded pursuit of a clear strategy, much effort is dissipated into activity which does not directly support the needs of the business. This is according to Tony Davies, MIS director of the Premier Group and a guest speaker at the Information Technology Productivity seminar to be held in Johannesburg and Cape Town later this month.

"There is no skills shortage, only skills wastage. Far too much resourcing is

# NO skills shortage, Only skills wastage

applied in the suppliers and services sectors whilst there is a dearth of practitioners who can put information systems to work in improving business," Davies said. He anticipates a "day of reckoning"

when this imbalance will be corrected by a shake-out.

"In spite of this, many MIS divisions are stifled by bureaucracies, many of their own making. Steering committees, overweight staff functions and consultants, to name but a few, are often counter-productive.

"Amongst it all, the MIS manager has abdicated his singular responsibility of providing clear direction or being accountable for the results. Many organisations seem to drift whilst others make inexplicable sharp changes in direction. The productivity cost of changing direction is enormous.

"A prerequisite is for the MIS manager to have strong leadership qualities and his business empathy should rate higher than his technical competence. His strengths should be in management," said Davies.

"Many technical people are in love with technology and will not make good managers. Getting seduced by technology can often cause managers to

lose focus. With this being said, people with good management skills are rare in the industry."

Davies explained his philosophy with regard to project management.

"There are several systems and methodologies available which are aimed at successful project management. They often consume such resourcing in themselves, and probably increase the costs and timescales of projects whilst at the same time providing all sorts of exercises for non-delivery.

"We use some very simple common-sense approaches, where first and foremost the responsibility for delivery rests clearly with one person. We refer to this as the 'no cop-out' philosophy.

"Secondly, we place great emphasis on dates and not accepting excess for delays. Whatever the problem, it is up to our staff to make whatever decisions and take whatever action necessary to keep the project on track. If you control time, costs will look after themselves."

# SA must reverse drain of engineers

Star 28/10/58

175

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By Clare Harper

It was likely that less than 40 percent of present university civil engineering graduates would remain active as civil engineers in South Africa until retirement, the South African Institution of Civil Engineers heard yesterday.

Professor D Sparks of the University of Cape Town said it was recognised that a developing country required a large group of technicians who could work together with engineers to further the technical expertise of the nation.

He was speaking at a workshop on tertiary education in civil engineering attended by about 150 SAICE members yesterday.

Professor Sparks said that prior to the introduction of bursaries, which tied a graduate to return to the profession for about three years, civil engineering lost about 50 percent of its graduates to other business enterprises.

Recent events, he said, had caused a significant proportion of graduates to emigrate and certain students had avoided taking bursaries in order to facilitate emigration prior to possible military service.

The brighter students had also found it easier to enter post-graduate business degrees and to change to other professions, he said.

Professor Sparks said there was an urgent need to address the status of the civil engineering field and to assist the status of the professional engineer to avoid the lure of other important professions.

Participants also recognised the need to:

- Improve the remuneration of lecturers to prevent standards dropping.
- Enforce strict standards for entrance requirements.
- Consider the possibility of a single unified institution or engineering school to rationalise tertiary education.
- Students from disadvantaged education backgrounds should be provided with opportunities to come into contact with professional environments.
- It should be easier for students to change from technikons to universities and vice-versa.

The participants unanimously agreed that institutions should not be racially orientated.

# Skilled labour CRISIS predicted

CPM 10/15  
19/12/88  
175

Own Correspondent

**JOHANNESBURG.** — There will be a shortage of 200 000 skilled workers in South Africa by the year 2000 if the annual average growth rate is 2%, according a recent publication by the SA Institute of Race Relations.

The current recession has led industry as a whole to cut back on skills training, especially for blacks on whom the country will be dependent by 2000, said institute researcher Ms Monica Bot.

A sustained upturn in the economy would uncover shortages in several industries, notably the construction, agriculture and nursing, she said.

Several employers interviewed by Bot expected a shortage of skilled personnel with only a marginal improvement in the economy. Others predicted that the development of large scale projects such as the Lesotho Highlands Water scheme would add to this skilled labour shortage.

A major reason for these expected shortages was the structure of the present educational system, said Ms Bot.

**JOHANNESBURG.** — Regional Services Council (RSC) levies will have to increase five or six times if they are to make any impact on the situation in the black townships, according to a South African Institute of Race Relations report.

In the report researcher Mr Mauritz Moolman said public perceptions of progress being made by RSCs were unfounded. Many RSCs were adding previously allocated funds to funds which have yet to be collected for future projects and so "create the image of massive progress", he said.

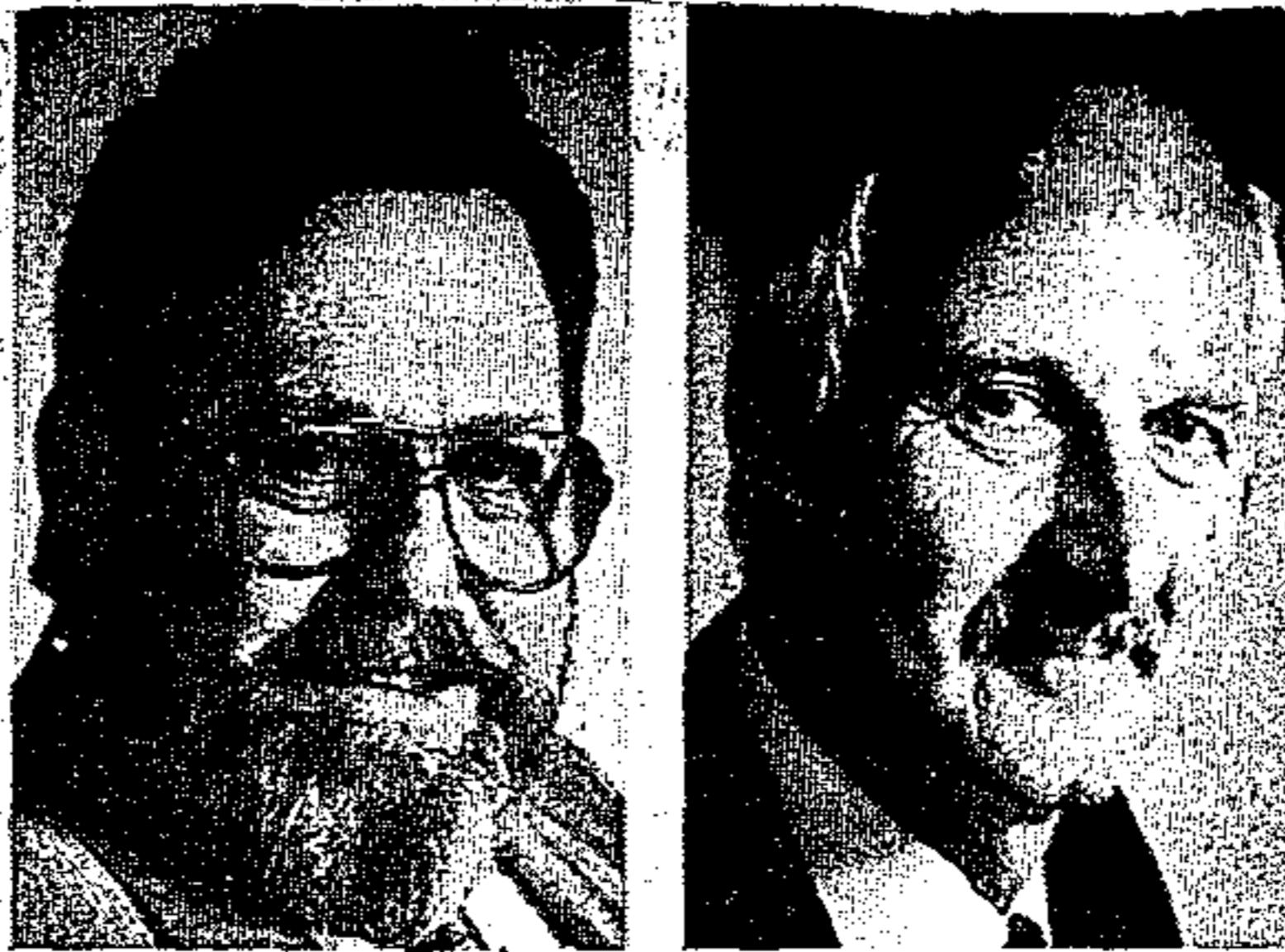
For the increasing demands of black urbanisation to be met, more funds would have to be allocated by RSCs to the upgrading of black areas.

Part of the reason for the lack of RSC involvement in the townships was political, he said. Contractors were afraid of working in the townships which in some cases had led to delays of up to ten months before projects were started.

Waste of funds because of segregated institutions and poor educational standards in the African education system limited the number of students that could enter technical education institutions.

The number of African students at university far exceeds the number in technical institutions, and white education is aimed at a general rather than a technical education, she said. "Only 10% of SA's workforce is being trained in a technical field."

A solution could only be found if "industry substantially increased its emphasis on skills training", she said.



Chris Baltsoúcos (left) and Anthony Rudston have been appointed to the board of The Lion Match Co.

## Motor industry faces labour shortage

By BRUCE WILLAN

THE motor industry is facing a critical shortage of skilled workshop technicians which demands swift corrective action by the major motor manufacturers, according to Nissan's service department GM Marinus Parlee.

Of the 1 115 apprentices entering the industry last year only 120 wanted to train as workshop technicians.

Parlee says this is insufficient to meet the industry's needs and the problem is compounded by the fact that historically, only 46% of the apprentice intake remains within the industry.

This is illustrated by the fact that of the 120 apprentices entering the course for workshop technicians last year, 30 decided to leave the trade believing white-collar jobs offer better opportunities.

In an effort to reverse this critical situation, Nissan is upgrading and introducing incentive schemes for dealer technicians and support for technical schools and colleges.

Parlee adds that Nissan will provide training for apprentices at its Rosslyn factory.

At present Nissan is tapping both black and white technical colleges as well as the pool of national servicemen.

*7/12/88*  
*175*

# Foreign doctors recruited

MARITZBURG. — About 30 foreign doctors are expected to fill posts in Natal and KwaZulu's rural hospitals next year, while South African doctors applying for posts at KwaZulu hospitals may be jobless.

A delegation of Natal and KwaZulu officials returned last week from a trip to Europe to recruit young doctors for under-staffed hospitals.

According to Mr Val Volker, Natal MEC for Hospitals, only 40% of posts at KwaZulu's rural hospitals have been filled, while at Natal's rural hospitals, 20-30% of the posts lie vacant.

At KwaZulu's regional hospitals, seconded doctors financed by the Department of Development Aid, may be refused jobs as government purse strings are tightened. — Sapa

# Years the locust is sowing

S/Times 11/189

THE need for more education and training in the technical field has been highlighted by two experts.

The first is authoress Monica Bot in a publication entitled Training on Separate Tracks. She says there will not be enough skilled workers to underpin economic growth unless there are dramatic improvements in black education, particularly technical.

On present trends, with only a 2% average annual growth rate, by the year 2000 there will be a shortage of 200 000 skilled workers. Her view is similar to predictions

by Manpower Minister Pietie du Plessis.

She says that by 2000, 77% of the economically active population will be African and only 11% white.



Although SA will then depend on skilled black workers and managers who should now be in training, Miss Bot says the recession has led industry as a whole to cut spending on training.

Another problem is the

emphasis on academic schooling and a general lack of interest in vocational education among students of all races.

"While skills training is becoming a growing priority, only 10% of South Africa's manpower is being trained in a technical field while 75% should be trained to meet manpower requirements."

KwaZulu Training Trust managing director Brian Stewart looks at the importance of training artisans in the December issue of the IPM journal.

Describing the artisan as a dying breed, Mr Stewart says that to replace him it is important to assess industry needs in the light of changing technology, the cost of training and the appropriate skills.



He paints a gloomy picture of SA — a decline of 5,5% in the number of people employed in manufacturing industries since 1980, a fall of 5,6% in real output in them,

and an average annual "growth rate" of gross domestic product per capita from 1981 to 1986 of minus 2,1%.

"As the investment in plant, equipment and facilities for apprentice training is high and training is by its very nature a long-term process, employers, industry boards and institutional training bodies will have to re-assess their responsibilities in light of future trends in the provision of skilled workers for the South African economy."

# Natal hospitals face staff shortage

51 Day 9/11/89 (175)  
MARITZBURG — Provincial hospitals in Natal were experiencing a general shortage of staff, Hospital Services chief director Dr Charles Roper said at the weekend.

Own Correspondent

He said it was "extremely difficult" to create additional posts because of the state's decision not to increase the number of public servants.

Pressure was being put on all hospitals and there was a tremendous increase in the work load. With the economic downturn, more people were going to provincial

hospitals.

"The only source of nursing staff (for the new hospitals) will be provincial hospitals," Roper said.

An organisation, Friends of Grey's, is to hold a public meeting here on January 16 to form a group of volunteers to help out in the wards and the out-patient department at Grey's Hospital thus relieving some of the pressure on hospital staff.



# Company is to train airline pilots

175 Own Correspondent 200  
DURBAN — A company has been formed to train commercial pilots in an attempt to avert critical shortages.

It is estimated that at least 35 pilots will have to come into the industry each year over the next two decades.

In recent years the commercial aviation industry has suffered a growing loss of pilots to South African Airways and international airlines. In addition, during the past seven years, many SAA pilots have resigned in dissatisfaction over working conditions and salaries and taken up more lucrative contracts overseas.

In an attempt to avert a crisis, the Airline Pilots' Training Association (Apta) is to establish a training school for airline pilots.

In the past, it was necessary

for pilots to have a commercial licence before they could join SAA. However, the Apta training programme will eventually offer a school leaver full training, which is estimated to cost up to R200 000 for each pilot.

Mr Pieter van Hoven, managing director of a leading commercial airline, Comair, says: "Historically, SAA has not been involved in the training of pilots and has relied on pilots from the private sector and the air force.

"The expansion of the airline industry and the recent increase in the number of local pilots who have left to join overseas airlines have led to airlines' deciding to consider training commercial pilots."

Discussions between SAA and commercial airlines had been under way for 12 months before the formation of Apta last month, he said.

The association's intention is to train pilots to commercial licence standard for entry into the airlines. It hopes this will avert future pilot shortages.

According to World Airnews, official journal of the Commercial Aviation Association of Southern Africa, Apta has already studied overseas pilots' training colleges.

Existing training schools will not be put at a disadvantage because students will be sent to schools selected by Apta.

Mr van Hoven said the cost of training pilots would be borne by the industry.

"Initially, young pilots who have their commercial licence but lack the experience to work for an airline, will be taken on.

"Later, Apta will accept candidates with less experience and will ultimately train pilots from scratch."

# There's a price on training

51 Times 15/1/89  
LOOKING at the training programmes which have emerged recently, it would appear that some people are taking advantage of the skills shortage.

But are standards being maintained? Drake Computer Training Course manager Katrina Berridge believes they are not, saying the competitive market has resulted

in a lowering of training standards, along with a drop in prices charged for courses.  
"Potential students should understand that computer training, if executed correctly, cannot be a cheap exercise. They should investigate low-cost training schemes in an effort to determine the standard and level of training they're being offered.  
"In spite of the mushrooming of computer training establishments

countrywide, reputable institutions, with professional instructors who offer hot-line telephonic support to graduates, are rare.

**REASON** (175)  
"The current trend in the market place — a poor reflection on the computer industry — is to cut the duration of courses and increase the number of students per class."  
The shortage of trained and experienced computer

personnel in South Africa is well known, and is one reason why many companies are jumping on the band-wagon and introducing low-cost, low-standard courses.

The lack of good financial managers is a problem. A university which launches a course to alleviate the shortage should be encouraged.

Pretoria University has launched a programme to educate potential financial managers by way of a

manager of commerce (MComm) programme. The course has been developed in management accounting and financial management to offer participants a structured exposure to a wide variety of topics.

Knowledge of Johannesburg Stock Exchange rules and regulations, capital and money markets, financial policies, information management and corporate reporting are a few of the subjects in the course.

The programme aims to build on the academic and professional accounting backgrounds of participants.

(175)

# Sits vac ~~123~~ — by the 15/11 89 hundreds

ROLL up, roll up, jobs galore.

By Robyn Chalmers

That's the message from today's Business Times and personnel agencies countrywide.

The improved economy, increased confidence, reviving company profits and neglected training have combined to cause an acute shortage of executive, professional and skilled technical people.

Business Times, for years an accurate barometer of the job market, today publishes its record-equalling edition — 52 pages — thanks to a flood of job advertisements.

## Explosion

Renwick Group, the largest management agency in South Africa, reports that demand for personnel this month has been the strongest ever.

Chief executive Charles Rowlinson says there has been an explosion in the number of clients and the number of advertisements they seek to place.

"It would appear that people are more confident and prepared to move out of their jobs and seek employment with other companies.

"The big bonuses paid at the end of 1988 have given them mobility. The skills shortage means there is a huge demand for professional people."

Many companies trimmed staff ruthlessly in the recession. Now that demand has revived they find that skeleton staffs are inadequate. Their profits have grown and they can afford to increase payrolls.

High tax rates and lay-offs in the recession increased the number of self-employed.

The pay increase for public servants set an example for the private sector, increasing competition for skilled people.

Association of Personnel Service Organisation (Apsso) president Roy Silver says his organisation made a telephone survey of about 20 personnel agencies and they reported there were more jobs available this year than before.

"Matriculants with good symbols are in demand, but others need to get qualifications if they wish to find a good job."

Kelly Personnel Group managing director John Dawkins says there has been a huge increase in the number of jobs available.

"In the recession companies were lean. They have started to restock their staff resources. Opportunities for school-leavers have improved.

Mr Silver says salaries for secretaries have increased by 22%, artisans by 18% and bookkeepers and accountants by about 25%.

The downside to a generally happy scenario is that higher personnel costs could lead to higher inflation.

Nedbank chief economist Ted Osborne says an inflation rate of about 16% can be expected for 1989.

"The constant demand for higher wages and salaries is the driving force behind costs and demand and therefore inflation.

"People are seeking compensation for taxation and inflation. There are, however, a million other factors which contribute to our inflation rate."



live

# Black pupils don't get the skills

By ZB MOLEFE

FAR too few blacks will be able to receive the higher education needed to meet South Africa's skills shortage, the Institute of Race Relations said this week.

The Institute said research had found that the low standard of mathematics teaching in black schools resulted in only 0,3 percent passing matric mathematics last year.

These results for matriculation exemption included matriculants in the homelands.

The Institute's quarterly monitor, *Social and Economic Update* found, however, that the recent Natal Education Department recommendation to open the country's teacher training colleges to all races may have a significant impact on the quality of black education.

The committee's report also recommended that teacher trainers should prepare to work in "multi-cultural" schools, and that curricula and teaching materials should be adapted to accommodate "inter-group collaboration".

Says the publication: "Although the report has not been adopted by either the NED or the government, it does indicate influential support in one of the four white provincial education departments for fundamental policy changes away from segregation."

*Update* adds that the establishment of the independent Examination Board might lead to the introduction of a privately-run matriculation examination, which would be an important step towards a school system completely independent of government control.

B/Dy 6/2/89 (175)

If management and accounting staff emerge from financial year-end's peak workload with pique of their own, you know it's time to increase staff resources.

Relieving the load during peak pressure periods is one of the advantages of employing high-level temporary professional assignees.

They can also be used as part of planned staffing — a policy increasingly forced on companies by the shortage of skills, particularly of accounting staff.

Statistics from the Chartered Institute of Management Accountants (CIMA) show that while there are 12 000 CAs, there are only 850 management accountants in SA seen against a need for at least 1 000 a year.

A number of specialist companies cater in tempo-

## TAKING THE PIQUE OUT OF PEAK TIMES

rary accounting and financial assignments.

Accounting assignments director Lynne Frost says administrative and accounting fields are one of the largest areas of demand for temporary assignees.

With 12 years in the assignment industry as well as an accounting background to her credit, she is well qualified to assess professional assignees in the field.

She stresses that fees are not comparable with consultancy fees.

Hourly fees are close to what the employer would pay for a full-time employee, but are in fact often at a lower real cost because of the fact that every cent paid is for productive time.

Manpower Department statistics show that between 1983 and 1985, the shortage of manpower to fill vacancies in managerial, executive and administrative categories rose from 4 113 to 6 186.

Accounting assignments is a division of Stanley Westerman Associates, part of the listed Techni-Hire group which hires out experienced draughtsmen, engineers and tracers to companies in the mining, industrial, and engineering fields.

Stanley Westerman, a CA by training with experience in financial recruitment, says: "Our critical skills shortage has dramatically increased salaries payable to full-time skilled staff. As a result the concept of using contract personnel has become firmly established.

Westerman says reasons for companies choosing to employ on a short-term basis are:

- The need to fill a gap when a permanent staffer is away;
- Expertise to train on new systems; and
- Collection of outstanding debts.

Advantages he believes clients gain from the service are:

- Flexibility for getting staff at short notice;
- Cost-efficiency;
- Realistic rates; and
- Resources that are not a continuing overhead expense to the business.

B/Daw 6/2/87

175

TEMPORARY ASSIGNMENTS

WITH 25% of all vacancies in industry in technical fields, technical staff contracting is booming.

Official Manpower Department figures show there were nearly 41 000 vacancies for artisans and apprentices, professional and semi-professional staff and technical employees reported by companies in 1985 - 25% of all vacancies in industry.

Traditionally, the biggest contract demand is for draughting staff and this is still the case.

Major new projects currently on the go - the Sun Pan soda ash project in Botswana and the Mossel Bay project - are causing demand for draughtsmen to reach new levels. The demand has risen by about 25% over the last six months.

"A number of massive projects are breaking and this is causing intense pressure on the supply of contract draughtsmen," says Bob Walker, GMR of the Draughting division of JSE-Listed Technicare.

The demand for draughtsmen has resulted in average hourly rates growing R10 an hour to R37-50 an hour in the past six months. The average contract draughtsman books about 200 hours a month and it is estimated that there are about 4 000 contract draughtsmen out in the field at any one time.

Experience and reputation are as important as qualifications for contract technical staff. Contract periods also tend to be longer than the average in the temporary assignments industry. Lengths can vary between two weeks and 10 years.

Some contracts appear to be more like permanent arrangements. "One reason is that both parties benefit," says Walker. "A contractor's productivity level is good because his livelihood and reputation depend on producing the goods. The contractor gets a good in-

CONTRACTING OF TECHNICAL STAFF BOOMS

come and the company gets greater output.

Draughting is a career perfectly suited to contract work, says Walker, because the work is project-related. The overall demand for draughtsmen fluctuates with the country's level of capital projects.

The biggest players in the draughting field are Draughting, the undisputed leaders, David Heath, Denver Draft, Contract Drafting Services (CDC) and Technicare subsidiary Drafterral. In total about 20 companies compete in this field.

There is a lesser demand for contracting engineers. "Companies don't need the same numbers of engineers as draughtsmen - typically the relationship is about 1:20," says Walker.

In all fields of technical employment placement companies report that undersupply is increasing pay rates - according to Edicom's Connie Paluzzi, to "unrealistic" levels.

"A man can command a very high rate for a very short contract and this is an unstable environment which will only be rectified through skills training. I would like to see government take affirmative action by creating incentives for young men to take apprenticeships in technical fields," says Paluzzi.

In the meantime, contracting certainly seems to be providing the best immediate answer to the problem.

Counting the cost

WHAT are the comparative costs of permanent and temporary staff?

Companies tend to regard it as an expensive way of staffing, and consultants placing temporary staff will be the first to assure that rates have to be good - but they provide comparisons that indicate just how cost-effective temporary staffing can be.

Accounting Assignments (AA) offers a comparison calculated for a permanently employed, newly qualified chartered accountant employed by a large group. He is married with two children, earns a monthly salary of R5 000. His benefits include a company car - a BMW 320 - pension, group life, medical aid, a 13th cheque and an entertainment allowance of R200 per month.

Annual cost: salary - R5 000; 13th cheque - R5 000; company car - R24 000; pension (12%) -

Average hours worked per year are calculated as follows: 260 working days minus 11 public holidays, 15 days leave, six days sick leave. This leaves 228 working days of 7.5 hours each, totalling 1 710 hours.

The approximate hourly cost of the permanent employee in this example is R59.42. The equivalent accounting assignee would be charged out at R48 an hour - a difference of 19%.

Another comparison is provided by Emmanu-Temp Assignments which is active in the wider office support field up from secretarial and clerical to junior accounts staff. The following comparison is for a situation where two managers working closely each have a permanent full-time secretary. Emmanu-Temp's

The importance of a good image

THE personnel placements industry which spans both the permanent job market and that for temporary assignments, has not been without its image problems.

"We're a middle man between the corporate employer and the assignee, and as such we're just naturally in the line of fire. It is often a subjective business, and any bad experience tends to be used as a generalised commentary on the whole industry," says Association of Personnel Services Organisations (APSO)

PRO Ladrach Cozens. The role personnel consultants play may be underrated because of inadequate appreciation in the job market of the value of time, and the potential waste of time caused by ill-matched employees and staff turnover.

By skilled assessment, thorough referencing and testing, consultants can contribute greatly to productivity. Nevertheless, their commission is often resented, and as Cozens puts it, "We have to correct the image problem of being overly commission-conscious."

APSO chairman John Dawkins says: "Clients must realise that to gain top service and quality they must deal with a reputable consultancy, preferably listed with APISO, which sets high ethical standards. They should beware of consultancies who offer to discount rates. If they're not paying staff enough they won't attract good people."

"The best agencies check all staff references, ensure the suitability of the employee to each client's requirement and guarantee confidentiality. It's not just churning out people like a temp service. "At the same time as expecting quality, clients should count the value of the fact that they are pay-

ing only for the worker's productive time."

APSO was formed in August 1977, taking over the reins of what was formerly APPROSA (Association of Private Registry Offices of SA), which had existed since 1967.

APSO adopted a constitution and formalised Code of Ethics based on those used by similar associations in the USA, UK and Australia. All consultants employed within an APSO member agency must complete the Institute of Personnel Services Consultants (IPSC) examination within six months of taking up the post. This exam covers such skills as assessment, interviewing, knowledge of legal matters concerning employment practices, UJF benefits, sick leave and general ethics of the employment consultancy field.

One regulation set by APSO that is very important in an environment of potential labour disputes is that no member consultancy will send temporary employees in to fill vacancies created by a strike.

Professional consultants' high regard for APSO indicates it is warmly accepted as the industry's representative body. Almost every senior person in the industry interviewed is an office bearer on the APSO executive.

"There are 800 to 1 000 personnel agencies in the country. We represent probably 80% of the total volume of business in the personnel services industry," says APSO president Roy Silver.

"Temporary placements is a fairly young industry in SA. Any industry has to go through a learning curve. It is now that the industry has evolved truly professional ethics and codes of conduct that it is recognised as an important service industry and a sensible way to employ staff."

In its short history, APSO has been effective as the industry's direct representation to government. It has helped to evolve legislation such as the Guidance and Placements Act. It submitted reports to the Wichahn and the Ribbert commissions and is represented on the Employment Services Committee of the National Manpower Commission.

APSO's Code of Ethics has brought order to the industry. It has arbitrated in several disputes and has acted on complaints through its disciplinary committee. Its involvement should give employers the assurance that temporary assignment and contract work is a regulated industry with a line of recourse in the event of problems;

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Written by **SUSAN RAMWELL**

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## SURVEYS SEE SHORTAGES

B/Dam 6/2/89 (175)  
 SA HAS a typical annual shortage of about 3 200 skilled computer personnel — particularly those with between three and 10 years' experience.

This is the finding of regular surveys conducted by computer personnel agency, CPL, says MD Tim Sargeant.

CPL's base of about 200 skilled contracting staff are among those contractors helping to fill this gap by being available to assist with short-term peaks in work load.

The contractor base is growing at 20% to 30% a year, adds CPL's Don Mackenzie.

There are a number of advantages for the professional — the pay is a little higher than permanent rates, there are potential tax advantages and they are exposed to a greater variety of technology.

The client, on the other hand, can maintain his DP department at the right level for the average level of activity, staffing up to full complement with contractors only when he needs to. The cost to the employer should not be higher in real terms than a permanent employee and since he is paying only for productive hours worked, this is an effective way of planning skills needs.

"A typical DP department has different phases of activity. Development phases require more employees than maintenance phases. The use of contractors should be an integral part of a DP manager's planning, giving flexibility.

"Permanent staff, far from being threatened by contractors, actually get more motivated because of the fast, productive pace

"Contractors get a project moving," says Mackenzie.

By dealing with the same professional consultancy, the client can ensure continuity as well.

"Our contracts average three to 11 months and are often repeated annually for as long as seven to eight years using the same contractors."

Some interesting statistics from CPL show to what

extent women are represented in computing: 55% of the contractor base is female.

Mackenzie says the company employs only professionals with a minimum of three years' experience and its skills bank covers 95% of the technology presently used in the country.

# Serious skills shortage in construction industry

*CATF Times 9/2/87 513 175*

## Financial Staff

HIGH overseas wages are tempting skilled people away from the construction industry — causing a serious shortage of qualified and technically competent staff, says Jan Kaminski, joint MD of the Ovcon group.

Describing this shortage as the most serious he could recall, Kaminski said yesterday: "The plain fact of the matter is that too few building graduates are coming through from the universities and technical colleges.

"This has always been the situation but in the past it was alleviated by

recruitment from overseas. Recently, for the first time in 20 years, SA firms have been losing substantial numbers of staff to Britain and other overseas countries.

"This is because salaries there are once again highly attractive, especially to young qualified people. There are interesting job opportunities and a less stressful business environment."

Kaminski said the staff shortage was not always appreciated by professional people who were in consequence committing themselves to unrealistic programmes.

"We have seen professionals, under pressure

from their clients because of high interest rates, commit themselves to programmes 20% faster than they would have accepted a year or 18 months ago.

"Ovcon itself has had more than one contract on which the flow of information has suffered as a result of understaffing by professionals — and it is almost invariably the contractor who ends up carrying the can and not being paid for the extra or remedial work that the situation causes."

Kaminski said another result of the staff shortage was that qualified people moving to new

jobs were able to demand "ridiculously high increases."

## Few blacks

He was concerned that so few black people were sufficiently well educated to be trained for supervisory positions.

"For at least a decade we have been assured that the basic educational skills required will be improved to make blacks capable of post-matric training — but there is little evidence as yet that this is happening. Intensive tuition is almost always required after leaving school if black students are to be capable of taking technical or university courses."

Kaminski said he foresaw an increase in management contracting. This meant that the client liaised first with the contractor who assembled the professional team and ensured the work was done within the prescribed budget. This system reduced the risk of poor information flow to the contractor.

Commodity Index 1967,5  
Platinum ..... \$531,50  
Palladium ..... \$141,00  
Raw Sugar ..... £149,00



# Massive training scheme takes off

b/Day 10/2/89

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A MULTI-million rand training scheme — believed to be the biggest of its kind in the world — is moving into top gear to combat the chronic shortage of skills needed for SA's synfuels programme and other capital projects.

The scheme, run by the SA Fabrication and Construction Training Trust Fund (SAFCTTF), received its initial funding of R37,5m from the Central Energy Fund (CEF) and Mossgas.

SAFCTTF executive director Rene Schmetz said yesterday 1 700 people — of whom 90% were black — had already been trained by the scheme. By the turn of the century the number could reach 30 000.

Executive director of the SA Institution of Welding (SAIW) Chris Smallbone said the fund would require R75m in the next three years and R200m by the year 2 000.

Schmetz said SAFCTTF was funded by a 1,5% levy on the local content of engineering contracts and discussions would be held with government to obtain tax concessions for the fund.

He said it cost R80 000 a year to import a skilled foreigner but only R20 000 to train a local person. To import skilled people for the Mossel Bay project would

ZILLA EFRAT

cost R672m, but only R357m to train and pay local people.

For the completion of the Mossgas project an additional 7 000 jobs in the mechanical, electrical and instrumentation fields would have to be filled over the next few years, Schmetz said.

Such numbers were not available if other projects were to continue without disruption of manpower needs.

He said a decision had been made to move away from traditional training methods which could not produce sufficient artisans fast enough.

Schmetz said 90% of all tasks performed in the fabrication and construction industry could be effectively performed by skilled people other than apprenticed artisans.

The SAFCTTF's programme would bring suitably trained people on stream much faster than the traditional four-year apprenticeship scheme without lowering standards.

Entrants typically received three months' intensive training at technical college and 22 weeks' practical training before graduating.

Sowetan 17/2/89

# Media training

THE shortage of black women journalists in South Africa — source for concern for a number of years — has prompted an Lenasia-based newspaper, *The Indicator*, to start a media training project aimed at prospective women journalists.

Editor of the newspaper, Mr Ameen Akhalwaya, said he was concerned why black women don't join journalism in great numbers, and the project was geared at addressing this problem.

The minimum qualification to enter the course is matric, and trainees will be paid while on training.

Enthusiasts can telephone Mr Akhalwaya at (011) 854-5872 for further details.

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# Remanufacturing hit by personnel shortage

SI Times 26/12/87  
(175)

HOT on the expansion trail, VFP is to plough some R5-million into its business of remanufacturing engines.

According to MD Fred Glaus, the budgeted turnover is R740 000 a month and six engines a day for 1989.

The company was started by Mr Glaus in 1987 after a five-year trade restraint agreement with Mercedes-Benz.

"The main drawback to expanding this type of business in South Africa is finding trained specialists," Mr Glaus said.

"There is a critical shortage and remanufacturers have suffered by employing poorly trained or inexperienced personnel.

"We have an in-house training programme which brings our staff up to the high

standards required for this business.

"But, unfortunately, we can only do so much and, to maintain quality, we are turning away export orders."

In 1972 Mr Glaus launched MEP in his backyard and built it into a big business, which Mercedes-Benz eventually bought from him.

The plant at Alrode, Alberton, remanufactures Mercedes-Benz truck engines and Fiat and ADE tractor engines.

## Saving

It has been designed on an assembly line basis. An engine is rebuilt in 40 hours compared with more traditional methods which take up to 70 hours.

With the engines being sold for R15 345 — compared to a new price of R47 000 — a con-

siderable saving is made. Engines are supplied on exchange from stock, and carry a new engine warranty.

Mr Glaus said there has been a proliferation of engineering shops providing reconditioned engines.

"This is really a route which gives the customer a false sense of economy as reconditioning usually means replacing only those parts showing immediate signs of wear," he said.

"This decision is at the discretion of the reconditioner, who is not compelled to work in strict conformity with factory tolerances.

Mr Glaus said: "Reconditioning shops don't have to machine to factory tolerances — nor are they compelled to fit original parts. These factors are critical in achieving new-unit performance and economy."

# Spark needed to upgrade electronics

TANIA LEVY

SA's ELECTRICAL and electronics industry is deteriorating to Third World status, said incoming president of the SA Institute of Electrical Engineers (SAIEE), Professor Jan Reynders, in his inaugural address at the SAIEE's AGM last week.

Reynders said a serious manpower shortage, a high percentage of imports and a lack of local research and development were contributing to the industry's slide. "Some 45% of SA's requirements are imported, and we have the dubious distinction of being the sixth largest net importer of electronic goods in the Western world," he said.

Reynders added that SA had to develop a strong electronics industry with a view to becoming a net exporter of electronic goods if it wants economic autonomy. Local firms had to be persuaded to invest a greater proportion of their turnover in research and development, and government should devote more expenditure to civil rather than military research.

Reynders added that the supply of university graduates to the electrical and electronics industry had been roughly half of the demand since the early Seventies.

## Not exaggerated

"The roles of technicians and technologists are as important as those of professional engineers, and the output of our technicians needs to be quadrupled if we are to meet the demands of industry.

"Sceptics may argue that the need is exaggerated, but it is the major cause of our dependence on imported expertise and goods."

He warned that rationalisation of university education as a means of restricting State expenditure may lead to the closing of "non-viable" electrical and electronics departments. "But the cost of resurrecting a teaching resource or opening a new one is far greater than that of nursing an existing one back to viability through recruitment drives."

Reynders pointed out that innovative teaching techniques, such as "distance learning" with modern audio and video technology, had proved successful in other developing countries and could provide a powerful and cost-effective means of meeting the backlog in tertiary education.

He called for an urgent and committed effort from both industry and the State to formulate a policy for the future and challenged electrical engineers themselves to put the wheels of change in motion.

WITH AN estimated shortfall of 3 000 staff in the computer industry, an innovative scheme has been set up to promote more interest in jobs in this field.

The SA Computer Faire will launch its Career Centre when it opens its doors on June 7 this year, aiming to attract more staff into the industry. Chairman of the event, Mackie Glasser, believes SA needs a fresh approach to personnel placement and career planning. "The Career Centre is a new concept for SA, but has already become an established part of the staff placement industry overseas," says Glasser.

Indeed, Britain already has a show concentrating only on placement. And one industry source points out that the Computer Faire was traditionally a job-hoppers paradise in SA, so the new Centre will "legitimise" this to some extent.

The Centre will cater for personnel agencies, large companies and government bodies with major data processing departments — as well as training organisations. Glasser says the Centre will allow these organisations to project their corporate image as well as handle enquir-

# Career Centre to promote industry

5/89 9/3/89

175

ies from prospective job seekers. The event is expected to draw at least 20 000 people this year, so the Centre is aimed at allowing more people with an interest in computers to become actively involved in the industry.

And while some sceptics believed that the Centre could impinge on the activities of placement companies and agencies, this doesn't seem to be the case. CPL director Peter Maybury points out that his company has already signed up to join the Centre, and believes it will mean good exposure.

"We expect major interest to come from school or university leavers, an area where we have historically played only a small part be-

cause we generally sell the skills of experienced DP staff," Maybury says.

Many corporate staff-seekers are expected to be selling themselves and the opportunities they have, and most in the placement industry do not see that this will take business away from them.

Glasser points out that the Centre will concentrate primarily on interacting with staff already in the industry or those wishing to enter it. "It is not a headhunting exercise, but will take a soft approach so that people with skills can talk about their careers, evaluate job opportunities and compare their positions," he says.

SHIPPING

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## Seagoing . . . gone

In an era of lengthening jobless queues, there's one area where unemployment is virtually unknown — the maritime profession.

The shortage of SA officers is reaching crisis proportions.

Shipping lines which once used non-South Africans to sail their vessels to sensitive trading areas under the guise of expediency are now left with little alternative but to employ foreign officers.

South Africans are no longer inclined to seagoing careers. The General Botha nautical academy at the Cape has become something of an enigma, and there is growing concern about the qualifications of some Asian officers being recruited. Many SA

FINANCIAL MAIL MARCH 10 1989

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ships are sailing with Sri Lankan officers.

The demand for Far East staff by hard-pressed Western shipowners has led to cramming courses run by so-called sea schools in the Philippines.

The use of foreign staff may offend traditionalists, but as a shipping executive comments: "What's the alternative? Must we quit running ships out of SA?"

Seafarers argue the problem has been exacerbated by shipowners switching to fast-turnaround cargo carriers, known as ro-ros, and cellular box vessels. They may earn more by enabling vessels to spend less time in port — but at a cost.

Seagoing staff no longer have the opportunity for shore visits at ports of call. What used to be a 24-hour stay in dock is now little more than a whistle-stop, and staff complain they never get a break.

Officers assert that while regular leave may be generous, on-the-job pressure encourages seafarers to opt for shore jobs. For engineers, the opportunities are enormous.

SA shipowners offer three months' leave after six months' service. Junior engineer officers earn above R30 000 a year. Some SA vessels have British or German officers, but unless paid in their home currencies, they aren't interested.

It is notable that Hong Kong, which is becoming the fulcrum of world shipping, is absorbing more and more Western officers. A high proportion of SA merchantmen are managed from the colony.

If SA is to overcome its shortage of ship's officers, the nation's youth will have to go down to the sea again. ■

MANAGEMENT

~~FMML~~ FMML

## B(I)ack to school

175

The management school boom continues, but while blacks are crowding into the small and basic business courses, few are being trained as executives.

The only black on the most recent Wits Business School top executive management course was a Zambian national. Only 10% of students enrolled for the school's flagship

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~~FMML~~

FMML 10/3/89

course, the business administration masters degree (MBA), are black.

Even there, the number is declining, says the dean, Professor Andy Andrews. He laments that the black student generations of the past 20 years have been lost to the economy, victims of the conflict in education.

"Even if every skilled person who left the country came back, and there was a negotiated settlement and foreign trade was normalised, we would still have a serious managerial problem."

Len Pink, in charge of executive courses at the school, says SA is making the same mistake as Zimbabwe which, after independence, did not have the expertise to manage an economy.

Andrews says: "Some firms are trying to do something. But even where blacks are promoted, they are not being equipped with the skills for the job. In this sense, they are being set up for failure.

"A major reason for reduced black management performance is that black managers are not yet in the informal management network where power plays and patterns are established."

However, he says a number of firms are starting to respond — the result of pressure from a younger class of white managers in their late 20s and early 30s. Andrews says: "These are the managers who believe they will inherit this problem in the future."

Pink says: "Companies are not looking hard enough. There must be people in their organisation with potential. These are the people companies should be looking to develop."

Nielen Brummer, principal of Damelin Management School, says the number of blacks attending his basic management courses has risen by 47% since 1986.

Even when blacks are promoted to management positions, problems remain, he says. "White managers are often waiting for blacks to reach their standard, while blacks are waiting for whites to learn their culture."



Mr Leslie Boyd . . . proposed establishment of training scheme

## 'Need to train more workers to be skilled'

By Mike Siluma,  
Labour Reporter

There is an urgent need to establish a national training scheme to increase the number of vitally needed skilled personnel in all industries, says the chairman of Highveld Steel, Mr Leslie Boyd, in his annual review for 1988.

Mr Boyd described the shortage of technicians, engineers and artisans as a cause for concern. Every effort was being made to improve the situation through education and training, he said.

Mr Boyd proposed the establishment of a training scheme similar to the one in operation in the metal and engineering industries to increase the incentive to train skilled personnel.

Of the 91 trainees who qualified at Highveld in 1988, 31 were black. A total of 122 black artisans had qualified to date. The group presently employed 111 black artisans, compared to 91 in 1987 and one in 1984.

The removal of job discrimination and the achievement of equal opportunities for all employees remained top priorities on Highveld's manpower programme.

With 78 percent of eligible employees having accepted the group's share ownership offer, more shares were to be made available during the first quarter of 1989 said Mr Boyd.

After a turbulent 1987, the industrial relations climate at Highveld had improved "considerably" in 1988. The closing of the wage gap among employees had continued, following the conclusion of wage negotiations with unions concerned.



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# 'Real need' for black CAs in South Africa

Star 30/3/89

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By Adele Baleta

There was a real need for qualified black chartered accountants in view of the dwindling white minority in an economically active population, Mrs Jane Hofmeyer, of the education department at the University of the Witwatersrand, said recently.

Presenting a paper to the Natal Society of Chartered Accountants, she said the white male-dominated character of the profession was problematic.

Of the 12 000 chartered accountants in South Africa in 1989, about 25 were African and about 400 were women.

## Not enough

Mrs Hofmeyer said another problem was that although the profession could generate enough accountants for its own needs, there were not enough to supply commerce and industry. It was predicted that by the year 2000 there would be a shortage of about 7 000 accountants.

The brain drain of white chartered accountants had to be seen in the context of the predicted expansion of the black labour

force by the year 2000 — 74,1 percent compared with 14,2 percent for whites 2,4 percent for Asians and 9,2 percent for coloureds.

Short-term strategies proposed by Mrs Hofmeyer to overcome the problem were to maximise the existing pool of chartered accountants and to compete more effectively for the best students.

Chartered accountancy should be boosted by members of the profession at black schools where there were no guidance councillors, she said. Financial aid in the form of long-term, low-interest loans should be encouraged so that more blacks could have the chance of furthering their education.

Affirmative action would have to be taken to open the profession's ranks to all candidates, irrespective of race or gender.

Thought needed to be given to how the profession was perceived in the black communities. For chartered accountants to be effective agents for change, they might have to take a stand on political issues that affected their ability to go about their professional business.

# Bid to beat the skills shortage

BECAUSE of the severe shortage of skills in the South African computer industry, several large companies will use the inaugural Career Centre Computer Faire to inform potential employees about career opportunities.

Eben de Klerk, managing director of Bankorp, says: "One of the main reasons we decided to book for the Career Centre was that we are looking for a different approach to recruiting people.

"We work closely with consultants, but we must look wider than that and at new ways of recruitment.

"The Career Centre is a good opportunity for any company that wishes to attract top-quality people.

"We will try to use the exhibition to promote the image of Bankorp and to recruit personnel — not only experienced people, but those who are interested in making a career in high technology."

## Training

Mr De Klerk says that the in-house training carried out by Bankorp is among the best in SA.

"Our training department is important to our company," he says. "Every person in the organisation spends at least 7% on average of working days a year in training — from senior management all the way down.

"Our training programme

By Mark Davison

covers two main areas — managerial development and technical.

"We also hold several additional seminars throughout the year."

Mr De Klerk believes the Career Centre can be of tremendous benefit to organisations such as Bankorp.

"The computer environment is a difficult one to be in, there is a lot of competition. In some ways, I think it is a good thing to get everyone together to see if we are

on the right track in this environment.

"We are really going to use technology on our stand to explain the career opportunities we can offer and to get information across," he says. "We will also have people arranging interviews at our offices for a later date so that prospective employees get to see the company at work."

"The Career Centre is a good idea and it will incorporate training as well as recruitment. We will show both aspects at our stand."

# Agency criticises driver training

Bl Day 19/5/87

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THE transport industry is suffering from "a terrific shortage" of good transport drivers because hardly anybody is putting the required investment into driver training, says driver employment agency Transman MD Graham Dick.

He says the problem starts with an attitude that is widespread: Why should I spend money on training when somebody else is going to poach my drivers?

"The result is that there

are people being put in charge of big, fancy rigs and fancy documentation who don't really have the skills or experience — even though they have the appropriate licences.

"These are very sophisticated, very expensive vehicles and they need well-educated, well-qualified people to drive them."

The problem is partly poor wages, particularly for new drivers.

"The Manpower Depart-

ment's minimum wage levels for the transport industry are an absolute disgrace.

"Wage Determination 400 has not been updated since 1980 — it still sets a minimum of R56/week for drivers of extra heavy vehicles (Code 14, gross vehicle mass of over 25 000kg) in the Cape."

Many operators say they pay better than Industrial Council rates (minimum R173,42, Code 14, for a 46-

hour week).

Dick says this often means they pay a couple of rands above the minimum.

"One company pays 5c/km, which only encourages speeding and long hours behind the wheel.

"Even where more experienced long-haul drivers are getting R2 500 to R3 000 a month, they're sometimes flogged half to death by being put on the road for 26 days on the trot."

*Boycott 1915/89.*  
**Skilled manpower shortage  
rules out fuel plant — CSIR**

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GERALD REILLY

PRETORIA — The shortage of highly trained manpower would rule out the establishment of another synthetic fuel plant in the next five years, CSIR chairman Louw Alberts said here this week.

He doubted that the plant would materialise, even if the oil price increased steeply in the immediate future, the oil boycott became more effective or even if the capital was available.

Alberts said SA was richly endowed with mineral raw material and relatively cheap energy — a powerful background for technological development.

He stressed the greatest single obstacle to this development was the lack of highly skilled manpower.

Demographic factors determined the extent of high-level manpower among whites. Out of every 100 births, 33 attained matric exemptions, 30 degrees and 2,7 degrees in science and engineering.

The number of white births had decreased from nearly 90 000 in 1974 to just 70 000 in 1987. — a decrease of 22%.

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# Foundation to solve serious skills shortage

Blom ADELE BALETA 29/11/59

SANKORP and Sanlam would establish an SA Skills Foundation to find ways to solve the serious shortage of skilled labour in the country, chairman of Sanlam and deputy chairman of Sankorp Tjaart van der Walt said last week.

He was speaking at a two-day national training conference on skills, competencies and economic growth organised by the Institute of Personnel Management in Vanderbijlpark.

Van der Walt said the level of skills had to be improved. The country had a "skills imbalance" which hampered productivity, competitiveness, economic growth and development.

Comparative figures showed that SA had lagged far behind industrialised countries in skills competency.

There was an excess of semi-skilled and unskilled labour and a "serious shortage" of skilled and professional personnel and managers.

## Mobilise

Van der Walt said the foundation's aim was to make a creative contribution which would have the greatest possible impact on SA's skills profile in the shortest possible time.

The intention was to mobilise the private sector and to exchange knowledge and experience in order to identify the "critical skills bottle-necks and eliminate them in a productive way".

The foundation would work in close co-operation with government.

Van der Walt said he had already held discussions with various business leaders, experts and politicians who had reacted positively to the idea.

Talks would take place shortly with a view to formalising the foundation.

## Nick Barnardt misquoted

OWING to a misunderstanding, Trust Bank economist Nick Barnardt was incorrectly reported on Friday as saying anyone who disputed that SA was no worse off now than 20 years ago was unable to make basic economic calculations and interpretations. Barnardt made no such general criticism of other economists. The error is regretted.

SOUTH Africa's inability to supply the economy with scientific and technological manpower is alarming, says a report.

The Hidden Crisis is published by the Scientometric Advisory Centre of the Foundation for Research and Development (FDR).

It says that even though scientific education is the driving force behind technological advance with a multitude of benefits, including social progress and economic prosperity, it remains a non-issue in SA, overshadowed by

# Technology slips

175  
politicised problems

Author Anastassios Pouris says that by world standards, SA has a small number of scientists and engineers for every million people. North America is the highest at 126,2, Israel next with 87,3. Europe, excluding the USSR, has 48,6 and SA only 16,6.

Even more important, the number of scientists and engineers emerging from SA's universities is diminishing. Traditionally drawn mainly

from the white population, demographic factors are shrinking this pool.

Evidence of the downward trend is that in 1987, 20 000 fewer white children were born than in 1970.

Dr Pouris says financial incentives and professional aspirations also limit the share of scientists and engineers in the pool of graduates.

"In 1960 more than 16% of all graduates were awarded

5 Times 4/6/89  
first degrees in natural sciences. By 1985 this had fallen to less than 9%. During the same period the share of engineering degrees decreased from 9% to 5%."

In an era of scientific intensification and technological advance that is fast gaining momentum and transforming social and economic spheres, and in the face of the international competition for qualified manpower, the conse-

quences, if not arrested, will be severe.

"We are making the same mistake that the more developed OECD countries made in the 1960s. They believed that, by satisfying the manifest social demand for education, the manpower needs and goals of equality and opportunity would automatically be met.

"However, subsequent experience has shown that neither egalitarianism nor optimal manpower provision was achieved. More importantly, the policy of satisfying the manifest social demand also failed to attain the economic growth objective."

PEOPLE AT THE TOP  
ARE ON THE MOVE —  
SEE PAGE 13

# APPROPRIATEMENTS

MANPOWER  
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PAGES AND PAGES OF THE BEST JOBS IN SOUTH AFRICA

# Action at last on the skills shortage

HARRY Oppenheimer and acting Manpower Minister Eli Louw agree on at least one thing — the economy's most pressing need is an improvement in skills.

The shortage of work skills is becoming an increasingly serious problem for South Africa because it inhibits economic growth.

Former Manpower Minister Pietie du Plessis estimated last year that SA could face a shortage of 200 000 skilled workers by the year 2000. Everyone from politicians to businessmen appears to place the problem near the top of the agenda.

Sanlam chairman Tjaart van der Walt announced last week at the Institute of Personnel Management (IPM) national conference on training and de-



Tjaart van der Walt... structural change of skills profile needed

velopment that Sankorp and Sanlam would establish the South African Skills Foundation.

The IPM has been advocating the formation of such an organisation for more than a year. Executive director

Wilhelm Crous says he is delighted that the foundation has got off the ground.

The intention of the Skills Foundation is to mobilise the private sector and to exchange knowledge and experience to identify skills bottlenecks and eliminate them.

Dr Van der Walt says it is important to learn from successful private-sector contributions to other societal problems when setting up such a foundation. The Urban Foundation and SA Housing Trust, for example, have done a lot to ease the shortage of housing.

"We canvassed top business leaders and politicians before we proposed this project. We had positive feedback from these people, and will be looking to

them to be represented on our board of trustees.

"Once we have set up this board, our first step will be to get clarity on what to do in the interim stage, and then work on a project basis."

Dr Van der Walt says about 2% of the private sector's salary bill is invested in education and training each year compared with between 6% and 10% in leading industrial nations.

The result is that not only is there a major shortage of skilled people in SA, but a structural change of the skills profile is essential.

"After 60 years of effort, including eight laws and nine commissions, SA has achieved no real improvement in its skills. The production of occupationally educated people is totally inadequate, there has been no increase in

labour productivity and about 6-million people are illiterate.

"Why? Because the past effort has been input and not output oriented, an ideal skills profile has never clearly been formulated and there are no measurable milestones to monitor progress."

There are three broad career entry points in SA — level one which is managerial and professional; level two which is skilled; and the third is made up of the unskilled.

The Skills Foundation will be concentrating on level two to begin with because it is easiest to tackle and change. Level one is generally looked after by universities and technikon-

and level three faces a serious professional ceiling.

Members of level two can greatly advance in a relatively short two or three years. The idea is to identify three or four critical skills shortages at this level, and facilitate doubling or tripling of production to achieve success as early as possible.

Eli Louw said at a recent seminar: "The country needs more highly skilled people in order to meet the demands of technological advance."

"The private sector should become more involved in this quest for highly skilled people. Training should be regarded as an investment in human development from which an employer can reap numerous benefits."

The Skills Foundation is without doubt a positive move on the part of the

private sector. It is also see that the urgency of been picked up. The four to make the greatest impact on SA's skills profile time.

Two points are important. Dr Van der Walt has desire that the foundation of society. This must unions.

Although it is difficult or Nactu to take part in snacks vaguely of marriage they are a vital success of this enterprise. Second, the foundation consider level three as soon the pressure from the employed striving to prove excessive.

SITimes 4/6/89 175

# Skills shortage causes problem

S/Times 11/16/89 .175



ROB HOCKEY

ONE of the biggest problems facing the Unix market both internationally and in South Africa is the lack of skills and expertise in operating the system.

The problem is aggravated in SA by the brain drain.

Rob Hockey, office automation products manager at Uniskills, says: "The Unix market has been in disarray for some time and many companies are running with various products without giving the required support and training.

"They treat Unix software like they do DOS

packages. You cannot do that. Unix is different because it is versatile.

"You can spend a week working on the built-in programming or the communications software when installing a system. There are many examples of various parts of Unix which are sub-systems, but which are still part of the operating system.

## Unaware

"For example, because DOS is a single-user operating system, you do not need a system manager. But with Unix you do need a system manager and many people are unaware of this."

Mr Hockey says more than 4 000 products are available in the Unix Directory, but few of them come from abroad because of the lack of skills and knowledge in the SA market.

"We are trying to change this state of affairs with the concept of open software," he says.

"We have access to more than 700 Unix products. Although we will not distribute all 700 now, we can offer the user a wide choice."

Another problem caused by the lack of skills is that many companies will have to pioneer the Unix environment.

## Myth

"An obvious problem here is that most companies do not want to be pioneers. But when they do take the plunge, people in the company often end up with more product knowledge than those who sold the system."

Mr Hockey says the myth that Unix is an unfriendly operating system has been

perpetuated by the lack of knowledge in the market.

"Unix can be made user-friendly by using the many utilities available on the market.

"It is up to the software houses to make the system as friendly as possible. The user need not know that he is using Unix. Software houses are to blame for this misconception — and we are as guilty as the rest.

"Lack of training is not only a problem faced by the user, but by the dealer.

"In Europe and the US, people are far more aware of the operating system. When a system is installed, the user is at least given some basic training. In this country few users even know the basics."

Mr Hockey says that Uniskills is trying to alleviate this problem and has instituted a Government-approved training school.

"We have presented several courses for approval. Some — more specifically on the product side — have been approved."

## Demand

Siemens' Jochen Raedl believes that the skills shortage is a case of supply and demand and a problem that will be alleviated in the future.

"I do not think it is that much of a problem. To train a technician to the level where he can service a Unix box does not take much time.

"The shortage in skills is mainly due to the phenomenal growth of Unix. Many people are entering the Unix market.

"Although experienced Unix people can demand all kinds of salaries now, I think this will end in about two years when the market is more stable."

## Dealer deal

PRETORIA-based educational software specialist, Mikrolab, has been appointed by Tedalex Electronics a dealer for the new Amiga micro-computer.

## Sanctions the spur for big switch

SANCTIONS have played a major role in the growth of South Africa's Unix market, but they are not the only reason users are switching to the operating system.

Don Smith, Unix marketing manager at Nixdorf, says: "Although sanctions have influenced some users, I do not think they are the major reason for the tremendous growth of Unix. "Users are still buying other systems and the threat of boycotts has not affected sales of original equipment. The decision to take the Unix route because of sanctions is a strategic one for the customer and gives the best possible



DON SMITH

odds on acquiring equipment in the future."

Mr Smith says the main reason for the swing to Unix is that it protects the user's investment in systems and software he has implemented.

"That is the fundamental advantage of Unix. I do not believe there is any technological advantage.

"But if one looks at the performance of the software — from small to large systems, or in specialised environments, such as fault tolerance — these factors can be addressed by using one standard."



# Full speed for training

S1 Times 11/6/89

**A TRAINING** programme to meet the needs of various projects being undertaken in SA is moving ahead at full speed.

The scheme, run by the South African Fabrication and Construction Training Trust Fund (SAFCTF), was initially funded by the Central Energy Fund to provide skilled workers for the Moss-gas project.

It is believed to be the big-

gest training programme in the world.

To date 2 053 workers have been trained in skills such as welding, draughting, boiler-making and mechanical and electrical engineering.

By the end of the century more than 30 000 people will have been taught new skills, says SASCTF executive director Rene Schmetz.

He was reacting to comments made by CSIR chairman Louw Alberts, who said it was unlikely that any new syntfuel projects could be de-

veloped in the next five years because of the shortage of skilled labour.

The training scheme has been adopted by engineering contractors and various associations which pay a levy of 1,5% on the local content of each project.

The authorities have also agreed in principle to pass on some of the cash grants offered to other employee training schemes.

Training involves three months' attendance at a technician and 22 weeks of practi-

cal work. Training schemes are run in Oudtshoorn, George, Mossel Bay, Sal-danha, Pinetown, Benoni and the Vaal Triangle.

It is expected that 8 000 trainees will pass through the various schemes by 1992 to meet the needs of Moss-gas. The fund will also train workers for other projects, such as the Lesotho Highlands water scheme, power station development and syntfuel plants that might be set up by AECI and Gencor.

Trainees are developed to

various levels, but do not qualify as artisans who have served a four-year apprenticeship.

It has been found that about 90% of all tasks performed in the fabrication and construction industry can be carried out by skilled workers instead of artisans who have served an apprenticeship, says Mr Schmetz.

The training will provide a base from which further study can continue.

Two years of haggling with employer organisations achieved acceptance of the trainees. But, says Mr Schmetz, the need for apprentice training to provide middle-management skills will not fall away.

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# Skills shortage causes problem

S/Times 11/16/89 175

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PEOPLE AT THE TOP ARE ON THE MOVE — SEE PAGE 15

# APPPOINTMENTS

PAGES AND PAGES OF THE BEST JOBS IN SOUTH AFRICA

MANPOWER  
MIRROR by  
ROBYN  
CHALMERS



# CSIR arm tackles the skills shortage

THE standard of science and technology today will determine the quality of life in South Africa tomorrow, says Foundation for Research Development group executive Rein Arndt.

FRD is one of the two operational group activities of CSIR. My interview with Dr Arndt and the tour of the new FRD headquarters in Pretoria were both illuminating, and a little disturbing.

Disturbing because I have seldom come across such a convincing argument for the desperate position SA will face if it does not reassess its educational priorities.

I do not wish to undermine the severity of the situation, but the skills shortage is becoming a tired subject. Therefore, Dr Arndt makes great sense when



Rein Arndt selective training the key to short- age

he stresses the importance of appropriate, even selective, training. Author Anastassios Pouris says in his book Hidden Crisis that by world standards, SA has a small number of scientists and engineers for every million people.

STimes 18/6/89

North America is the highest with 126.2, Israel next with 87.3, Europe, excluding the USSR, has 48.6 and SA only 16.6. Although I do not intend making the mistake of comparing a predominantly Third World country with developed nations, the figures are pertinent because they show how far SA has to go if it wishes to compete fully on an international level.

Government figures show that in 1986, 5% of graduates received degrees in engineering, 11% in natural sciences (chemistry, zoology, etc), 2% in mathematics and 82% in other subjects.

The figures also disclose that of the 150 000 blacks who matriculated in 1987, 25 000 gained university entrance standard and 500 had mathematics as a subject.

Dr Arndt says although the shortage

of skills has been identified, nobody can define the existing manpower needs in certain areas.

"FRD is determining those needs. It is obvious that we have a shortage in science and technology because of the mismatch of jobs and skills."

"We realise that to limit the loss of manpower potential in these two areas, promising candidates have to be identified and encouraged at an early age."

"We will grant bursaries from 1990 to undergraduates concentrating on fields of study where we believe SA lacks manpower."

In addition, FRD has launched a Manpower Provision Action programme to investigate problems in sci-

ence-teaching in schools. We will take steps to make pupils more aware of career opportunities in science and technology. The programme will also identify promising candidates for study in these fields.

He says a large percentage of SA's population is becoming involved in the service industry, which has to have a strong manufacturing industry to survive. This in turn relies on a solid technician base, headed by scientific leadership and managed by creative thinkers.

"The economy unites a nation far more than politics. In order to interest our blacks in science and technology, we have to show them a positive alternative — a route out of poverty."

Dr Arndt believes a slightly unconventional method of education could

surpass the physical problems of appropriate education in mathematics and science. The first step is to identify existing teachers of excellence in mathematics and science.

The theory is that good teachers attract the best pupils. The two come into contact by either moving the teachers to the children or vice versa, or by educating children through video programmes. The teachers will monitor their progress.

"To do this we need the involvement of industry at all levels. Industry cannot help only by identifying the teachers. It can make career opportunities clearer, provide financing for these alternative educational methods, and

can monitor the end product. "On an informal level, industry should become more appreciative of outputs than inputs — SA as a whole is too reliant on qualifications and ignores performance."

Productivity is, of course, an issue. Dr Arndt says one of the main reasons for the manpower shortage is the state of SA's economy. This can be resolved only by increasing productivity in manufacturing.

"People in this field are often not effectively trained at a higher level. SA's productivity rate is among the lowest in the developed world."

"If we can eliminate the shortages, which we can, and increase our productivity rate dramatically, I believe SA can become one of the strongest industrial nations in the world."

# DP education <sup>stev</sup> <sup>29/11/84</sup> needs enhancing

A shortage of skills and a lack of formalised education and training to prepare DP professionals for the changing demands in their careers are common factors in South Africa's data processing industry.

"This training gap between initial education and the secondary skills needed to specialise should be urgently addressed by the DP training industry," says Tim Sargeant, recently appointed manager of SPL's training division.

"DP professionals usually enter the field with sufficient technical expertise to handle the initial programming task.

"This expertise is gained from a university, technician, a private training establishment or on the job. But shortcomings appear some three to four years later.

"That is when more training is required in order for programmers to position themselves for the second phase of the DP career."

There are three areas which must be addressed

by the DP training industry to prepare people at this critical stage of their careers, he says.

They are technical specialisation; systems analysis and design; and management or supervision.

The technical specialist may choose to become a super-proficient applications programmer or specialise in database operating systems software or data communications.

## MAINTENANCE

But where, Mr Sargeant asks, do they go for a proper systems programming education, or even training in database administration and advanced programming techniques?

And what about people who want to specialise in systems enhancement or maintenance?

He says SPL is now gearing itself to provide the necessary training skills for the individual to become an information technology professional, rather than a skilled technician only.

SAW 22/6/89



There has been a steady decline in the number of student nurses

# SA still short of nurses

Staff Reporters

South Africa was still short of nursing sisters, particularly student nurses, despite having nearly 50 percent more nurses now than in 1980, said Dr Coen Slabber, the director-general of the Department of National Health and Population Development.

Speaking in Johannesburg at the launch of a nurses' upgrading programme, known officially as a bridging course, Dr Slabber said there were at present 140 719 nurses as against 109 195 in 1980. "But we do not have enough and we do not have them in the right categories," he said.

He said there had been a steady decline in the number of student nurses over the past five years — from 13 360 in January 1984 to 9 955 in January 1989.

He blamed the shortage on this country's lack of a manpower policy and plans for the production and employment of health personnel as part of a National Health Plan.

"The situation is complicated by advances in technology that demand intensive care which rapidly drains nurses from community health care," he said.

## Trucks & transport

B | Day 5/7/89

### Standards slip as skills shortage starts to bite

STANDARDS are beginning to slip in the engine rebuilding industry, because of a shortage of skilled artisans, says Rolf Schudel, MD of heavy-duty engine rebuilders Schudel Swiss Engineering.

The problem is that bright young artisans do not regard the reconditioning business as glamorous, so they are no longer attracted to it.

They would far rather, says Schudel, join an original equipment manufacturer where, if they do well on the shop floor, they can be promoted to sales or administration, "and are lost to the trade".

The answer, he believes, is a mixture of training, creating attractive career paths and making the workshop as attractive and as interesting as possible.

He has been following his own advice for some years now and claims it has paid dividends. "My youngsters can see the opportunities for themselves. Some that left returned, even after I encouraged them to work elsewhere for a year," he says.

He advises his competitors to do the same to enable the industry to return to the high standards it should and once did enjoy.

Judging by the work brought to him to sort out — after it has been signed off in other shops — there is, says Schudel, more than adequate evidence that standards are slipping in certain rebuilding workshops.

He regards the present situation as "something of a paradox". In the last few years the industry in SA has grown to one worth R120m a year and one of the most advanced reconditioning industries in the world.

The reason why the local industry grew at the rate it did was it paid operators to rebuild, recondition and remanufacture their existing vehicles, because of the high price of new trucks and buses.

# Action, or face a crisis

Bloom 7/7/89

SOUTH Africa needs an urgent, co-ordinated effort at national level to overcome a critical shortage of skilled people in the electronics field, says SA Institute of Electrical Engineers president Prof Jan Reynders.

Universities are producing only half the electrical engineering graduates the country needs — and technical institutions are turning out only a quarter of the required technicians and technologists, he warns.

In view of curtailed state financing of higher education, Reynders sees a greater degree of private-enterprise funding of universities as inevitable and crucial if the needs of the economy are to be met.

Siemens joint MD Geoff Hainebach adds that skills shortages in the electro-technical arena are hampering efforts to earn extra foreign exchange SA needs for economic expansion.

## Warning

Reynders describes present school and tertiary education as woefully incapable of providing the skilled engineers and technicians needed to satisfy the demands of a high-technology future.

A similar warning comes from Daan van Wyk, executive director of the CSIR's Foundation for Research Development (FRD): "The ominous cracks in science and engineering education in the US are being

perceived by many as the real reason for losing out to Japan."

In the UK, the Finniston Report concluded that no country could produce too many engineers. Yet, says Van Wyk, only 5% of degrees awarded in SA in 1986 were in engineering and 11% in science.

A Mintek spokesman cites figures showing Taiwan to be turning out 30 000 graduate engineers annually, compared with about 1 000 in SA — even though Taiwan has 12-million fewer people.

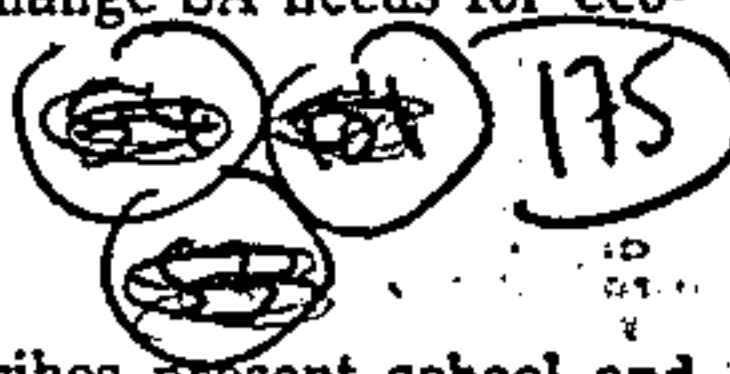
## Blacks

Reynders adds that the basics of science and maths are even more important at school level. Yet the school system is not producing nearly enough young people with the required skills in these disciplines, particularly in black education.

Yet it is largely in the black community that the country needs to develop scientific and engineering expertise. Some universities and technikons have introduced bridging schemes for black students.

There is evidence, says human resources consultant Debra Stevens of Vertex Management Services, that more blacks would enter electrical engineering if they could be assured of equal opportunities.

Also, in Japan, young women are learning computer science and a variety of technological skills at technical high schools for girls as long ago as 1972.





Mikhail's Navy

# Black engineers crucial component of our future

Star 20/7/89

175



The most disastrous long-term legacy of apartheid will be the human resources and skills shortage it created via separate education.

Many would describe our dilemma primarily in political or economic terms.

Serious as these are, history has examples of successful and fairly rapid political settlements and economic transformations.

The human resources crisis, by contrast, will take decades to resolve, even under optimal political and economic conditions and an enlightened education policy.

With our shaky economy, high population growth and half the population at schoolgoing age or younger, we simply don't have the resources for conventional formal education solutions to succeed.

Long-term solutions, such as a non-racial education system, are important, but in the interim it is imperative to develop and expand intermediate solutions rapidly.

## No prospect

Despite the quantitative increases in black education this decade, a growing number of black matriculants have no prospect of any useful employment.

At the same time we face a desperate shortage in managerial, engineering and technological skills.

Between 1960 and 1984 the number of pupils in primary and secondary schools increased by 5 million, while enrolment in technical education increased by only 110 000, of whom 80 percent were white.

Of the tens of thousands of students who sat the DET examinations in 1987, only 464 gained university entrance to study engineering.

Statistics abound demonstrating the shortage of technological skills and our disastrous position compared with competitor nations.

We need greater commitment, especially to a technological culture in society and particularly in our

CLIFF McMILLAN, a leading civil engineer and the man who has done most to encourage blacks to take up engineering, sees signs of hope in a formerly disastrous situation. A director of Ove Arup, he is the founder of Protec, a past president of the SA Institution of Civil Engineers and current chairman of its education committee.

education system, and this should be reflected in resources allocation.

It is vitally important to recognise and support the initiatives which are being taken to overcome these problems.

Behind the scenes a quiet revolution has been taking place in recent years. From almost a zero base in the early 80s, nearly 25 percent of first year intake into engineering faculties at Wits, Cape Town and Natal is from disadvantaged backgrounds.

Academic support programmes are playing an important role at these universities.

Failure rates are still alarmingly high, but significant numbers of these candidates are graduating at our technikons and universities.

The problem is to increase the supply of matriculants with the necessary qualifications and aptitude.

The anatomy of disadvantage inherent in the black education system particularly is characterised by such things as rote learning, poor teaching (particularly in maths and science), poor language ability, disadvantages in cultural and home environment, and breakdown of communication with parents and teachers.

Part of the solution is private schools. Various private school initiatives have grown up with the specific objective of addressing these problems.

It is a costly option available to select candidates only and cannot be reproduced on a mass scale.

An important contribution is Protec (Programme for Technological Careers). Protec is a non-formal enrichment programme to develop the

potential of students hampered by disadvantaged conditions.

It identifies high school candidates with maths and science ability and who have an interest in careers in technology.

The programme focuses on a holistic approach to providing non-formal input across a broad spectrum of needs, and covers maths, science and English, career guidance and life skills. It involves about 70 contact days per year outside formal school hours.

Protec has demonstrated in seven years that it is a cost effective and reproducible model which can make a major impact on the present crisis without having to wait for fundamental change to take place.

## High pass rate

Protec now has more than 2700 students in Std 8, 9 and 10 actively involved in 11 branches.

Last year, 513 Protec students wrote Std 10 examinations with an 87 percent pass rate.

Almost half obtained matric exemption with maths and science, an outstanding success compared with DET pass rates.

Compared with DET results for the whole country, the Protec results represent a significant contribution to the numbers of matriculants with maths and science.

Qualitatively, the contribution is even more significant. The holistic approach prepares students to participate in the world of work and take responsibility and initiative.

For employers offering bursaries and in-service training, risk is minimised by choosing these students.



Mr McMILLAN ... history has shown us examples.

Protec has also succeeded in maintaining credibility across a broad spectrum, including among donors and employers as well as the student communities.

Yet despite all these initiatives, employer commitment has probably declined recently, mainly because of disinvestment.

The last recession seriously undermined the investment in bursaries and training.

The extent to which progress will be made is directly dependent on the commitment of employers in providing bursaries, in-service training and a work environment which will contribute to overcoming the background disadvantage.

Models are in place. Some are very effective. None is perfect.

Concerted support from employers is needed to make them so.



81 Dec 21 7 18 9

# Survey call to rationalise engineering education

NEIL YORKE SMITH

RATIONALISATION of engineering education is vital if the supply of new engineers is to grow in line with demand.

A survey of the supply and demand for engineers by Phillip Lloyd of the Federation of Societies of Professional Engineers (SACPE) notes SA has eight universities offering engineering degree courses, of which three together produce fewer graduates than any one of the five major universities.

The survey says rationalisation based on cost-effectiveness should take place in SA universities. Minor engineering campuses are not economically viable, they carry the full cost of resources and staff without producing sufficient graduates.

The survey puts the cost of training an engineering graduate at R70 000. However, a Wits University lecturer says universities are not the only option. He notes the growing importance of technical schools, both in the quality and number of engineering students.

Demand for engineers continues to outstrip supply. The survey estimates there are two posts open to every engineering graduate. The problem is compounded by minor universities growing too slowly and by the lack of skilled immigrants.

The survey notes the declining number of young SA engineers. In 1983 nearly 15% of registered engineers were under 30. By 1988 the figure had fallen to around 10%.

# Black engineers crucial component of our future

Star 20/7/89 (175)

**CLIFF McMILLAN**, a leading civil engineer and the man who has done most to encourage blacks to take up engineering, sees signs of hope in a formerly disastrous situation. A director of Ove Arup, he is the founder of Protec, a past president of the SA Institution of Civil Engineers and current chairman of its education committee.

The most disastrous long-term legacy of apartheid will be the human resources and skills shortage it created via separate education.

Many would describe our dilemma primarily in political or economic terms.

Serious as these are, history has examples of successful and fairly rapid political settlements and economic transformations.

The human resources crisis, by contrast, will take decades to resolve, even under optimal political and economic conditions and an enlightened education policy.

With our shaky economy, high population growth and half the population at schoolgoing age or younger, we simply don't have the resources for conventional formal education solutions to succeed.

Long-term solutions, such as a non-racial education system, are important, but in the interim it is imperative to develop and expand intermediate solutions rapidly.

## No prospect

Despite the quantitative increases in black education this decade, a growing number of black matriculants have no prospect of any useful employment.

At the same time we face a desperate shortage in managerial, engineering and technological skills.

Between 1960 and 1984 the number of pupils in primary and secondary schools increased by 5 million, while enrolment in technical education increased by only 110 000, of whom 80 percent were white.

Of the tens of thousands of students who sat the DET examinations in 1987, only 464 gained university entrance to study engineering.

Statistics abound demonstrating the shortage of technological skills and our disastrous position compared with competitor nations.

We need greater commitment, especially to a technological culture in society and particularly in our

education system, and this should be reflected in resources allocation.

It is vitally important to recognise and support the initiatives which are being taken to overcome these problems.

Behind the scenes a quiet revolution has been taking place in recent years. From almost a zero base in the early 80s, nearly 25 percent of first year intake into engineering faculties at Wits, Cape Town and Natal is from disadvantaged backgrounds.

Academic support programmes are playing an important role at these universities.

Failure rates are still alarmingly high, but significant numbers of these candidates are graduating at our technikons and universities.

The problem is to increase the supply of matriculants with the necessary qualifications and aptitude.

The anatomy of disadvantage inherent in the black education system particularly is characterised by such things as rote learning, poor teaching (particularly in maths and science), poor language ability, disadvantages in cultural and home environment, and breakdown of communication with parents and teachers.

Part of the solution is private schools. Various private school initiatives have grown up with the specific objective of addressing these problems.

It is a costly option available to select candidates only and cannot be reproduced on a mass scale.

An important contribution is Protec (Programme for Technological Careers). Protec is a non-formal enrichment programme to develop the

potential of students hampered by disadvantaged conditions.

It identifies high school candidates with maths and science ability and who have an interest in careers in technology.

The programme focuses on a holistic approach to providing non-formal input across a broad spectrum of needs, and covers maths, science and English, career guidance and life skills. It involves about 70 contact days per year outside formal school hours.

Protec has demonstrated in seven years that it is a cost effective and reproducible model which can make a major impact on the present crisis without having to wait for fundamental change to take place.

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# Civil contracts on the decline

Star 21/7/89

By Sven Lünsche

Civil contracts awarded to South African companies are showing a significant decline in the wake of the significant slowdown in economic growth.

Only 70 new civil engineering contracts, valued at R160 million, were awarded during June, bringing the total for the second quarter of the year to a modest R510 million.

The SA Federation of Civil Engineering Contractors (Safcec) in its monthly release points out that this was the lowest quarterly figure since the beginning of last year.

Safcec says that the less buoyant outlook has already resulted in increased competition for available work with longer lists of tenderers and keener prices.

Companies are, however, still reaping the benefits of last year's boom period and for 1989 some real annual growth in the volume of civil engineering construction is expected.

Commenting on the growth prospects, Safcec says that the order book position at present is reasonably satisfactory although contractors expect the tempo of construction to slow down, later this year or early 1990.

"Because of the state's tight capital expenditure budgets and also, for instance, the impact of the higher interest rates on private township development, which is already being felt, tender activity is expected to be lower in the second half," Safcec writes.

On the other hand the outlook for next year may improve

should the construction of major works for the Lesotho Highlands Water Project commence; the development of townships for lower income groups be stepped up or mines embark on programmes of expansion.

Projects in Lesotho are already coming in by dribs and drabs — in June a R13 million contract was awarded for the construction of the engineering services at Katse Village, near the site of the future Katse dam.

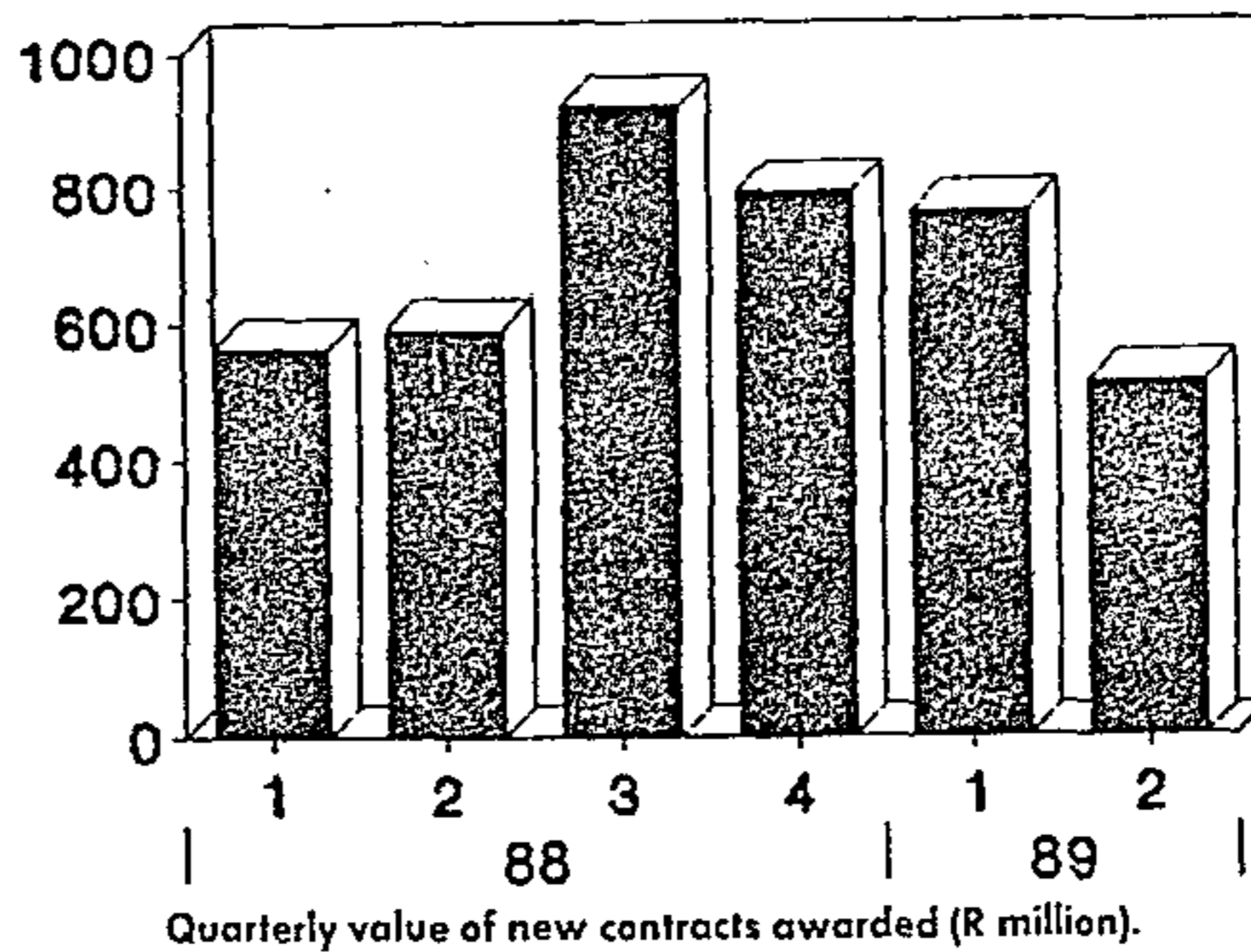
In the meantime civil engineering contracts at Southern Africa's second major project, the Mossel Bay gas venture, are in full swing — some R140 million of contracts at the Mossel Bay refinery were awarded in the first half this year, following last year's R40 million earthworks contract.

However, South African companies lost out on a major R120 million contract in Botswana, when the construction of the railway line from Francistown to AECI's Sua Pan ash deposits was handed to Italian contractors CMC.

Despite the slowdown in the June quarter, the industry certainly had a buoyant 12 months.

According to Safcec, contracts worth R2,96 billion were awarded from July 1988 to June this year, compared with R2,08 billion during the previous 12 months, an improvement of some 42 percent in nominal terms and 25 percent in real terms.

Total employment in the industry has recovered from about 85 000 at the beginning of 1988 to some 95 000 at present.



Quarterly value of new contracts awarded (R million).

# CSIR warns of looming manpower crisis

PRETORIA — SA was running headlong into a shortage of high-level manpower which could amount to hundreds of thousands, CSIR Chief Executive Chris Garbers warned here last night.

Speaking at the opening of the Foundation for Research and Development's (FRD) new building, Garbers said this was in spite of the flood of black matriculants.

The black secondary school population would grow with close to a

6/15/514981  
GERALD REILLY 175

million pupils in the next 10 years, he said.

This was a massive resource and the FRD would have to assist in unlocking latent scientific and engineering talent.

It would also have to ensure meaningful research and development at SA universities and technikons.

However, statistics were discouraging, particularly in maths and sci-

ence. A further complication was that doors were opening for SA in Africa and the Republic would have to help with its African expertise.

Stressing the crucial role of the FRD in manpower development, Garbers said about 10 times as much progress in science and technology was predicted for the next 12 years as in the past 12. He said remarkable progress had been made in the funding of research in science and engineering at universities.

# Training alleviates skills shortages

B/day 23/1/89

175

WHILE major efforts must obviously be made to raise the general skills level of the SA work force, even more attention must be paid to the training, education and development of managers.

That is the view of management consultant, author and MD Tony Manning, who has just attended the Best of America human resources and training conference in New York.

"We have a serious shortage of basic skills," he says. "But we have an even more serious shortage of competent managers and leaders. The result is we just cannot make the most of our scarce resources."

Giving his reasons why companies face an uphill battle and need to buy lots of training now, Manning — whose company organises strategy workshops, leadership development, corporate communications and motivation programmes — says productivity in SA lags far behind that of most of its key trading partners.

"Neither capital nor labour is used effectively. In addition, the brain drain has cost this country dearly."

Disinvestment has forced many foreign companies out of SA, so the influx of international managers has been sharply reduced.

Manning says that, in spite of loud calls from many quarters for black advancement in business, recent black matric results indicate there will be serious gaps for years to come.

Add all these factors to the increasing competitiveness of the world market and it is clear SA faces an uphill battle.

"Throughout the seventies, Western nations watched with horror the relentless advance of Japan. But not every company was paralysed. Many put huge amounts of time, money and effort into transforming themselves.

"Now, there's an army of tough new competitors in Europe and America, poised to become winners in the global market."

Manning says the development of human capital is central to any long-term growth strategy. Companies can no longer afford to pay mere lip-service to the idea that "people are our most precious asset". Now they must show they mean it.

Because of the accelerating rate of change, the shelf life of success gets shorter every year. Knowledge is a perishable commodity.

"Constant innovation and improvement must be the watchwords in any organisation. Continuous learning is the key to success."

Manning says to make it happen, managers must rethink all they know about managing. They must review their assumptions, revise their ideas and reinvent their companies from top to bottom.

"A priority for every

tween training, education and development."

Training gives managers skills and knowledge to use today. Education equips them for tomorrow. Development helps them become well-rounded human beings who will be able to cope with the future.

Each of these issues demands attention. Success begins with a long-term strategy and a commitment to supporting managers over many years.

Manning says sending someone away on a short course often has limited value. There are few quick-fixes in business. Long-term success demands long-term investment.

"It's virtually impossible to over-train people, so everyone should be trained and re-trained."

A factor that should be

carefully considered is the individual manager's commitment to learning. Experts in adult education say the best results come when a manager chooses to learn, when he or she takes part in creating the learning experience.

"This suggests it's a waste of money to tell managers to attend a course. If they don't really want to be there, if they don't really want to grow, then don't send them. Try to motivate them first, or save the money."

Tomorrow's top executives will need a far more eclectic education than their predecessors. They'll have to be at ease with technology and skilled in the arts of human relations.

In addition, they'll have to be visionaries, entrepreneurs and innovators.



TONY MANNING . . . more emphasis on training

South African business leader must be to create a learning environment. The most successful companies today are the ones that know how to learn from their mistakes — and they make lots of mistakes."

As the economy cools, training education and development budgets are likely to be cut. This could be commercial suicide. Now, more than ever, companies should invest in their senior people.

Manning says: "In assessing where to spend the money, they need to understand the difference be-

# Industry facing an acute shortage of artisans

By Roy Cokayne  
Specialist  
11/1/81

The number of apprentices in training in South Africa has dropped from 37 130 since 1984 to 23 416 at the end of 1988 — a distressing decline of 37 percent, says Director-General of Manpower Mr. Jool Fourie.

"No country can afford such a drop in the ranks of its artisans," Mr Fourie told Iscor Limited's annual engineer-in-training symposium in Pretoria Tuesday.

"In the next 10 years in South Africa at least 10 000 apprentices must be enrolled annually to provide for the needs of existing production processes. Currently only about 8 000 apprentices a year are

enrolled."

However, Mr Fourie said provided certain changes were made in time, there was no reason why South Africa, with its huge manpower potential, could not develop into one of the phenomenal growth points of the world.

"We have the necessary raw materials and worker potential but have not yet succeeded in acquiring the required know-how and technological skills," he said.

Mr Fourie said South Africa's first priority was probably to update the present education and training system and, secondly, to encourage studies in physical

rather than social sciences.

He said the present ratio between the number of students receiving academic education and those receiving vocational education was about five to one.

Mr Fourie said this ratio was almost reversed in most industrialised countries. A much higher premium must be placed on vocational training, which was a prerequisite for technological advancement.

Mr Fourie advocated the use of subsidies to enable the engineering profession to take its "rightful place" in the education system.

He said the sixth survey carried out by the Federation of Societies of Profession-

al Engineers (FSPE) into the supply and demand for professional engineers in 1988 indicated the situation was better than in previous years.

However, two jobs were still on offer for every engineering graduate.

The FSPE also noted that for every two professional-level engineers, there was on average a need for a technologist, a draughtsman and three technicians.

Mr Fourie said this indicated an annual demand for at least 1 200 technologists, 1 200 engineering draughtsmen and 2 500 technicians.

# Marlin to polish own

By Julie Walker

LEADING granite producer Marlin has taken a step towards benefiting some of its production with the purchase of Marble Pentelic.

Pentelic is one of South Africa's foremost contractors in processing and application of dimension stone for use in construction.

S/Times 10/9/89.  
granite

The announcement that 95% of Pentelic had been bought came with Marlin's results for the year to June 1989 during which earnings a share grew by 50% to 84c. The dividend was raised by the same margin to 30c.

Marlin chairman Peter Gain says that buying Pente-

lic is a natural extension to Marlin's operations. Marlin is the world's largest producer of Belfast black granite, and a leading supplier of Rustenburg grey as well as various coloured material.

Almost all production is exported as raw blocks to the world's cutting and polishing

centres where it is processed into cladding for buildings and as monumental stones, among other applications.

## Booked

Situated in Germiston, Pentelic has been built up by the Kyriakos family, who will stay on to manage the operations. The sum paid for Pentelic has not been disclosed, and its acquisition is not expected to make an immediate effect on Marlin's earnings.

"We aim to expand Pentelic, and it puts us in a position where we are able for the first time to export benefited material from our own quarries," says Mr Gain.

The world's dimension-stone sawing capacity is booked for many months in advance, and saw-makers have orders for a year ahead.

Pentelic prepares SA and imported stone to customer requirements. Blocks are delivered and sawn into thin slabs by a machine which resembles a giant breadslicer.

## Smartest

They are then either flame-polished to a rough finish or polished to a shiny one, then sawn into size for use in cladding buildings or for vanity tops and furniture.

Pentelic has clad some of SA's smartest buildings, including JCI House in Johannesburg and Mobil House in Cape Town. It hopes to be involved in First National Bank's Bank City project currently out to tender.

There has been a large swing worldwide by architects to the use of granite, especially since new techniques have made the hard stone more workable.

Pentelic and Marlin have done business for several years.

Mr Gain says Marlin expects higher profits in the current year. The shares are 770c, 9,2 times earnings and on a dividend yield of 3,9%.

## THE WEEK IN BRIEF

A summary of this week's corporate announcements.

Monday — Fintech sells Office Automation to Punch Line for R46-million cash. Fintech to get R2-million a year in fees. It owns 81% of Punch Line, which is to buy Technologies Acceptances for R800 000. NCR to be 51% owned by Fintech. Name of Punch Line might change.

Ellerine to take over the furniture interests of Barnetts.

Tuesday — Furntech sells Mr Cupboard to Young World Modulus for R7-million cash. Vadek issues a warning — change of control possible.

Last day to register for Funa shareholders for 57c stand-by offer from Rand Merchant Bank 15 September.

Lefkochrysos to be renamed Barplats Mines. The Brits mine itself to be known as Crocodile River, and the Steelpoort site as Kennedy's Vale. Expansion at Crocodile River to be accelerated to 250 000 tons a month by the end of 1992, and at Kennedy's Vale to 180 000 tpm by 1996.

Barplats Mines to raise R300-million, Barplats Investments to follow. Vansa — which owns 18% of Barplats Investments — to renounce its rights to shareholders. Rand Mines will follow its rights and will have its own rights offer.

Minorities holding 3,2% of Multisource accept offer of 75,2c a share.

Wednesday — Rale to raise R8,27-million at 30c a share, 40 for 100. Last day to regis-

ter September 8.

Thursday — Standard Engineering buys 67,6% of Astas from Malbak for R20-million cash plus 4,2-million ordinary shares.

Spareco — last day to register for 40c dividend 29/9/89. Gough Cooper issues a warning.

Rusplats workforce on illegal strike following a shooting incident. Production not affected.

Sinclair buys Industrial & Commercial Holdings motor division. ICH to make offer to Sinclair shareholders at 180c. Caution in share dealing urged.

Friday — Noristan issues a warning. Punch Line's rights offer 82% subscribed, balance underwritten. Sunvest's rights offer 99,8% subscribed and Sunpak's 98%.

Sure Group to issue A variable rate convertible debentures at 60c, 35 for 100 or debentures already held.

Further to Tuesday's announcement, Funa's last day to register now September 22.

Incorporated General Insurance to be known as IGI Insurance Co from Monday. Delswa shares to be split 10 for 1, Jade's 2 for 1 from October 30.

Cortech issues 7 199 760 shares for 8 999 700 CRB.

Primrose declares 4c dividend, or one bonus share for 25. LDR 22/9.

Premier Group's rights offer 99,6% subscribed. LDR for capitalisation issue of Bevecon shares to Premier shareholders 1 for 1 is September 29.

Drivetech — LDR for Tollgate's offer of 75c a share is September 22.

S/Times  
R1m for  
the bright

THE Foundation for Research Development (FRD) will award R1-million next year as support grants for outstanding science and engineering students.

FRD group executive Rein Arndt says that although the FRD funds the work of many experienced scientists and engineers at universities, technikons and museums, the importance of supporting up-and-coming scientists has become increasingly evident.

The worldwide shortage of high-level manpower and the ageing of the scientific community are causes for concern, he says.

ARE YOU A

## Aircraft maintenance hit by manpower shortage

15/04/89  
THE Aviation Maintenance Association of Southern Africa (Amosa) has expressed concern over deteriorating standards in the industry.

CH "Obie" Oberholzer, speaking at the association's AGM in Germiston yesterday on his re-election as Amosa president, said aircraft maintenance standards were threatened by manpower shortages.

"We should take our manpower shortage far more seriously than is now the case," he warned. "We are still losing experienced personnel to other industries, and the inevitable age gap also has to be bridged."

Delivering his annual report, Amosa's CEO Cor Beek attacked government's handling of the

import surcharge in the case of aviation. (175) (del)

He said the SA Air Force's ability to keep its aircraft operational had been badly affected by the surcharge. So had SA Airways' and the private sector's cost of operation. The amendments to the surcharge regulations came into effect on August 10. — Sapa.



# Engineering bursaries

175

IN an effort to alleviate the shortage of engineers, the SA Association of Consulting Engineers is to award bursaries to deserving students.

They will go to students wishing to study any branch of engineering at a South African university and who are citizens of SA or neighbouring countries.

# TWO JOBS FOR EVERY ENGINEER

1-19-87

**PRELIMINARY** education statistics for 1989 show that of all students enrolling at universities, a mere 0.8% intend to make a career in engineering.

Of the 286 347 students at universities, about 2 270 are enrolled for a degree in engineering.

The sixth survey by the Federation of Societies of Professional Engineers

(FSPÉ) looks at supply and demand. It shows that in 1988, two jobs were offered for every engineering graduate.

## LOAD

For every two professional-level engineers, there is on average a need for a technologist, a draughtsman and three technicians. This indicates an annual demand for at least 1 200 engineering draughtsmen and 2 500 technicians. An overall projection by the

FSPÉ of the engineering profession for 1991 reflects an estimated demand of 2 220 engineers against a supply of 1 260. Manpower Director-General Joel Fourie believes that to alleviate the lack of engineers, cognizance should be taken of the contribution that other technical trained staff could make to lighten their workload. To do this, however, priority should be placed on vocational training.

"At present, the ratio be-

tween university students and those enrolled at technical and technical colleges is about five to one. This ratio is reversed in most industrialised countries.

## IMBALANCE

"It is also evident when one looks at the number of graduates from local universities that the majority of degrees are obtained in socio-sciences while only a limited number graduate in physical sci-

ences."

Mr Fourie believes this imbalance could be rectified to some extent by the use of subsidiary schemes "whereby the engineering profession could take its rightful place in the education system".

He says the new apprenticeship system embodied in the Manpower Training Amendment Bill should be an important factor in this regard. It is expected to be passed by Parliament next year.

## ACCEPTED

Mr Fourie says the new set-up has been well accepted by the industries concerned. "Established training boards for the metal, mining, motor and building industries have already, in anticipation of the Bill, or application of the Bill, granted exemption to implement the new dispensation."

Mr Fourie will bring about a new order for training boards. Training boards will be set up and will take over administration of the apprenticeship system without the intervention of the Department of Manpower.

BRENT MELVILLE

CRASH-TRAINED South Africans are replacing their more expensive foreign counterparts on the R7,8bn Moss gas project. Project engineers say Moss gas has exposed the country's acute shortage of skilled engineers and semi-skilled assistants and has prompted a remedial training programme.

The principal training body is the Moss gas civil engineering training scheme, which was launched late last year under the auspices of the SA Federation of Civil Engineers (Safcec) — representing 236 engineering and construction companies — which identified the need for a massive injection of local labour.

Void

Run by Safcec's Industry Training Scheme (Ceits) in conjunction with the Central Energy Fund, Bateman Davy Engineering and Moss gas, the training scheme has already trained a cross-section of more than 2 100 South Africans.

One of the aims of the scheme was to fill the void left by the swiftly deteriorating numbers of civil engineering students in SA. "And Mossref has placed about 60% of its trainees on site at Moss gas," says Ceits chairman Tony Smith.

"Although at the point of initial appoint-

## Trained SA personnel for Moss gas

ment they may appear as rough and ready workers, with greater contracting experience the scheme should be regarded as a success," says Smith.

The trainees, men and women and made up of all race groups, are drawn from within the area extending from Knysna to Albertinia and Oudtshoorn.

The scheme is financed by a levy imposed on contractors working within what is called the "fenced area", and deducted from all payment certificates submitted by the contractors for the duration of the project, says Smith.

Training is carried out in the South Cape Training Centre for four categories including: labourers (basic hand construction), lower semi-skilled, higher semi-skilled and skilled. The total number of persons to be trained for Moss gas through the scheme is 4 000.

# Hong Kong settlers could benefit SA

The Government's willingness to consider allowing skilled workers from Hong Kong to settle in South Africa has been welcomed in political and business quarters.

Although the Government has dismissed reports that it is considering accommodating 40 000 refugees from Hong Kong over a period of 10 years as "unfounded speculation," it has said it will "welcome all applications for permanent residence from prospective immigrants, including residents of Hong Kong".

These applications would be considered by the Immigrants Selection Board on merit, the aim being to supplement the shortage of skilled manpower and introduce entrepreneurs able to create job opportunities and training.

The National Manpower Commission has determined that there is an undersupply of engineers, technicians, computer personnel, artisans and skilled mining personnel among others.

Said Mr Sidney Matus, president of the Associated Chambers of Commerce (Assocom): "The introduction of skilled immigrants from Hong Kong will boost South Africa tremendously. The shortage in management and entrepreneurial skills is serious here. These skills are currently being drawn from a 5 million strong white community serving a population of 30 million".

Dr Denis Worrall, co-leader of the Democratic Party, said his party would "welcome" this development. "Clearly, the immigrants would be people with considerable skills. In addition, the Chinese are known to be diligent, conscientious and hard working."

The drive was not an attempt to get cheap labour, Dr Worrall said. The sort of people leaving Hong Kong were afraid of a "strait-jacket" regime after 1997, and would be "committed to individualism and the principle of democracy. They would have the education and financial means to bring job creating skills into South African society," he added.

He said he believed there would be no objection by the black community to Chinese immigrants. "It would not take the form of competition, rather a situation of productive interdependence," he said.

Conservative Party spokesman Mr Frank le

The National Manpower Commission has determined there is a shortage of skilled manpower in South Africa. Although the Government has dismissed reports that it is considering allowing skilled workers from Hong Kong to settle here, observers believe such immigrants could boost the economy. **HELEN GRANGE** reports.

Roux said his party could not comment on "speculative reports that had not been confirmed". However, the CP's immigration policy was that "selective immigration of whites should be encouraged" (Chinese are considered honorary whites) and that they should be able to fulfill the needs of the labour force.

The 1820 Settlers' Association is planning a seminar in Hong Kong to attract people with expertise to settle in South Africa.

Mr Warren Smith, the association's general manager, said the idea resulted from the shortage of skilled manpower and a desire to help Hong Kong Chinese find a new home before the colony is handed to China.

"We have been approached by many companies asking us to find them skilled people. We have decided to take a group of businessmen and introduce them to the people of Hong Kong at the seminar before the end of the year," he said.

The South African Government is also advertising in British newspapers for workers and professional people in more than 30 categories, seeing the chance to obtain sorely needed resources — technology, entrepreneurs, foreign exchange and the Far Eastern work ethic, as well as the capital immigrants could bring from Hong Kong.

Observers believe South Africa could also learn from these immigrants how to handle the country's major socio-economic crisis. Much could be learnt in the fields of rapid urbanisation, mass housing and the development of small business.

At the same time, General Magnus Malan recently instructed the SADF to "initiate a process of registration of Chinese with SA citizenship in consultation with other departments."

## Manpower shortage 'critical'

By HELEN GRANGE

The number of graduates in the fields of science and engineering in South Africa is expected to drop by 20 percent by the end of the century — a disastrous scenario for the country's economy.

This is the prediction of Professor Louw Alberts, chairman of the Council for Scientific and Industrial Research (CSIR). Addressing members of the Executives Association of South Africa, Professor Alberts said if the country's economy were to survive, it was essential for industrialists to incorporate improved technology and the skilled manpower able to use it.

However, one of the biggest problems South Africa was facing was the critical shortage of skilled manpower able to interpret, understand and adopt new technology available here and from overseas.

"Of every 100 people born, only 33 get univer-

sity exemptions. Sixty-one percent of these get degrees and only 2,7 percent of these get degrees in science or engineering. This number will decrease by 20 percent in the year 2 000," he said.

South Africa had the option of "importing" skilled people from technologically advanced countries (including Taiwan and Hong Kong), although this could not be done fast enough.

The other option was to divert more students, both black and white, into the technological field. The CSIR was playing a major role in this respect having recently changed its philosophy from being research oriented to providing technological training and skills.

Professor Alberts said South Africa's move to introduce skilled refugees from Hong Kong was a "wise decision". Against the salary structures of the Far East, even the weak rand was favourable. There was also a copious supply of trained people in Hong Kong, he said.

# Fewer jobs open to specialists

175

By Norman Chandler,  
Pretoria Bureau



star 27/9/87

It is difficult trying to be an astronomer, a radio or television announcer, a sculptor or a cartoonist — there aren't any jobs for you in South Africa.

It means that chaps like Andy, The Star's cartoonist, or John Bishop, a well-known face on Network, will not be able to find another job if they suddenly decided to look for pastures new.

Stargazers who look at the heavens through giant mirrors at Sutherland, in the Cape, may also find it difficult to look into the future (or the past) if they walk the streets as well.

That's the sad news from the Central Statistical Service, which revealed yes-

terday that the job vacancy rate had dropped to 2,2 percent.

The good news is the total number of jobs vacant fell from 2,7 percent in 1987 to 2,2 percent last year.

According to the CSS the country needs doctors, computer programmers, nurses, security officers, motor mechanics and many unskilled workers.

The people who work in various industries are: professional and technical 678 821; managerial and administrative 200 268; clerical and sales 1 208 518.

Transportation, delivery and communication 282 719; service 760 310; production, miners and operators 1 416 545; artisans and apprentices 357 976; and labourers 1 182 854.

# Headhunter ~~sees~~ sees major SA execs shortage

DANIEL SIMON

175

ONE of SA's top headhunters says the country will need an additional 120 000 middle to senior management personnel by the year 2000 to maintain the present economic growth rate. *B (Day) 28/9/89*

Woodburn Mann MD Trevor Woodburn warned yesterday SA could be caught off guard and suffer the consequences of an executive shortage if it did not address the problem now.

His warning follows the release of a Central Statistical Service statement this week indicating the number of employed managerial, executive and administrative workers had fallen sharply by more than 17 000 to 200 268 in 1988 as compared to 1987. He said at present, SA's educational facilities were not capable of generating so many executives in such a short space of time.

"By the year 2000, SA whites will only be able to account for 45 000 of this much-needed executive skill."

He said the lack of educational facilities for the training and grooming of other race groups in fields of management was of major concern and needed urgent attention.

Woodburn said a temporary solution to SA's problem would be to start importing European executives. This would alleviate SA's problem till the start of the next century.

"An alternative to the shortage, but one which is an interim solution, is to attract European executives to SA when Europe starts deregulating in 1992. These people could fill SA's management skills gap for the next 10 years while other race groups are trained to take their rightful place in management positions."

He said European companies were already conducting mergers and takeovers in anticipation of 1992.

**Times Survey October 15, 1989**

THE ratio of managers to workers in South Africa is dropping all the time as the skills shortage worsens.

In 1987, estimates suggested there was one manager for every 44 workers and experts were warning of dire consequences. Now the ratio is estimated at 1:50 — compared to about 1:15 in the USA — and the situation is unlikely to improve without a sustained, innovative effort.

Equal employment opportunity (EEO) is no longer seen as purely a social responsibility issue but rather one of economic survival. Nor is EEO concerned only with black advancement but is multiracial and addresses women and the handicapped.

IPM training manager Dani Mitchell says: "We will not be able to meet our manpower requirements, particularly those of professional people, from the existing company employce pool."

S/Times 15/10/89



## Institute of Personnel Management

# Using all the resources

"The traditional slow career path is not going to work either. We need to accelerate advancement. There is a great need for more black managerial staff right up to board level."

However, there are serious problems with accelerating black advancement as sub-standard education and stay-aways, which often result in the pupil's education being incomplete, leave them poorly prepared to face the challenge.

Says Ms Mitchell: "There is a shortage of good black matric students and everyone wants them."

"Traditionally, we have taken black matrics and placed them on a variety of bridging

programmes. They are then pushed up through accelerated on-job-training.

"There would also be a range of quasi-educational programmes covering areas such as communication skills, business and assertiveness."

"But while they would perform well on the programme, results when back in the workplace were disappointing."

"This led to the development of the 'mentor' system."

The mentor is a person who acts as a combination of coach and support in the work environment. The idea being that the mentor would show the black staff member "the way we do things here".

But though the idea has produced some

positive results, it does not address the lack of success due to the negative reactions often experienced in the work environment.

Ms Mitchell says: "White employees often feel threatened by rising black stars. There is a need for input to reduce resistance and racial tension. You can't just have black advancement, it must be multiracial and designed to develop all the rising stars, regardless of race."

She notes that due to the lower ratio of managers, skilled staff are subjected to enormous amounts of stress. This lowers their performance and often leads to ill-health.

She says companies are beginning to realise the need to become more "Africanised" and adopt the best of both worlds. She points out that SA cannot afford to neglect any of its resources and this means advancing women into positions of greater responsibility and employing handicapped people.

Sunday Times

BUSINESS  
TIMES

A Business 1

Real need for SA to upgrade attitudes to training



BARRY VENTER ... training to blame

SOUTH AFRICA'S skills shortage is not simply a question of lacking skilled people, but of resources being wasted training the wrong skills.

Former chairman of the IPM training and Development Division and executive partner in Management Audit Partners, Barry Venter, points out there is an imbalance between the four skills categories; namely professional managers and the highly skilled, skilled, semi-skilled and the unskilled or unemployed.

He says the reason for the imbalance is the type of skills which are coming into the economically active portion of the economy.

"People are coming out of occupational training programmes in the wrong proportions to the country's needs.

"In SA less than 10% of the people are being trained on the same basis," says Mr Venter.

In West Germany less than 10% of school-leavers are training at university.

Meanwhile, in SA, 70% of those who pass matric go to university and a large percentage of these people are training in social sciences.

"It is time to change the approach and train for skills which the country needs.

Reasons

"One of the main reasons for West Germany's competitive advantage in the world market and its high growth rate is its practical approach to training," says Mr Venter.

He points out that, in SA, each time the economy grows beyond a certain point, the country lacks the skills to sustain the growth. He says this is one of the major reasons for SA's lacklustre performance in the past.

The private sector has a major contribution to make towards upgrading the level of useful skills. Some companies are doing so now, but others are not.

Benefits

Literacy is an area which can produce major benefits for the companies which adopt effective schemes. The modern factory cannot be run by illiterates and those who have increased their staff literacy level have experienced important production gains. The effort is thus well rewarded.

Says Mr Venter: "If the skills problem is not addressed effectively there is no future. Without skilled people this country cannot make full use of its natural resources and will become increasingly uncompetitive."

175  
S/Times 15/10/89



**NEWS FOCUS**

**Business Day Reporter**

SA WILL need a substantial pool of technical and managerial skills in the 1990s to drive not only the developed parts of the economy, but to encourage the informal sector to grow and develop into the formal sector.

This was said yesterday by Eskom CE Ian McRae when he addressed an engineering and management conven-

**Eskom chief urges need to develop black technical skills**

tion in Johannesburg.  
McRae said the traditional belief that skills shortages could be met by white males only, and that the rest could be imported, no longer held good.

"Blacks will increasingly fill managerial and technical positions. Indeed the lack of skills in SA is not as formi-

table as it may appear — if we develop the right mindset. We already have the people — more than 34-million of them — who can meet most of the skills requirement if they are given the chance and opportunity to do so."

He said countries like Japan, South Korea and Taiwan were all faced with

similar challenges — and they had succeeded in meeting them by utilising their national resources.

McRae proposed a five-point strategy which included the commitment to mobilise SA's resources; an education system that should match the skills requirement of the market place; a

more prominent role by business in education; motivation for the workforce to acquire and apply skills; and the improvement of productivity and product quality.

He warned, however, that the process was slow and that companies should create a working environment which was more user-friendly to people of different cultural groups.

B/Pay 24/11/89

## Some labour brokers operate as modern day 'slave traders'

EDWARD WEST *EW*

SOME labour brokers in the SA construction industry were "modern day slave traders" and were inflating wage costs by about 70%, industry sources said yesterday.

Constructional Engineering Association executive director Rene Schmetz said some labour brokers were conducting unscrupulous and unethical labour practices, costing the taxpayer millions every year.

Schmetz said there were about 700 labour brokers in SA, some of whom promoted corruption, bribery and kick-backs.

These brokers exploited the skilled manpower shortage. The brokers lured staff from permanent employment by offering substantially higher rates of pay, usually for short periods of employment.

They recruited staff from site to site on a merry-go-round system and encouraged tax evasion by telling employees to register as close corporations, sub-contracting labour to clients with brokers acting as agents only. Registration of employees with bodies such as the industrial council was required by law, but many brokers only registered a few of their employees. *EW*

### 175 Dark side

This meant people employed by brokers had no social security, medical cover or workmen's compensation insurance.

Schmetz said the use of fictitious addresses, avoidance of levy payments and the importation of employees from overseas on tourist visas were all part of the dark side of the labour broking industry. Between 16 000 and 20 000 people were working for brokers.

A Manpower Department spokesman said the department was aware that some brokering practices were causing problems in the industry, but there was little it could do about it. *B/Pay 24/11/89*

The Labour Relations Act said disputes arising out of labour brokering practices could be referred to the industrial court.

Group Five CE Peter Clogg said brokers were necessary in peak periods of construction activity because of the cyclical nature of the industry, but he realised the potential of brokering rackets.

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# Seeking solutions to skills shortage

STimes 3/12/89

SOUTH AFRICA's shortage of skills has existed for some time now, but as each year passes it becomes more desperate.

Businessmen, Government spokesmen and politicians across the board have identified it as one of the most pressing problems facing South Africa at this time.

Such a statement may appear a little excessive in times when sanctions are looming larger than ever and inflation is eating into the pockets of millions of South Africans.

However, a lack of high level skills will dramatically impact on the economy in the long term, stunting growth and making it necessary to import skills at a huge cost to the country.

Strangely enough, the skills shortage is sharply contrasted to the burgeoning unemployment figures. The most popular statistics to be quoted of late are those published by the SA Institute of Race Relations (SAIRR).

The Institute estimated towards the end of last year that SA would be saddled with a shortage of 200 000 skilled workers by the year 2000.

By way of contrast, the Institute for Futures Research at the University of Stellenbosch reported that the labour pool was likely to grow from 12-million in 1985 to 17.9-million by the turn of the century.

## Solutions

But if past trends continued, it reckoned the modern economy was likely to be able to employ only 8.1-million people by then. Other estimates are that economic sanctions could cause unemployment to reach well over 10-million by the end of the century.

The obvious solutions are increased training, job creation and active promotion of a high economic growth rate. Political and economic stability are vital to attract the dwindling number of skilled immigrants, and stem the tide of skittish emigrants who have caused a brain drain.

The solution, unfortunately, is not quite so simple. Sanlam chairman Tjaart van der Walt believes that a structural change of the skills profile is essential while Foundation for Research Development (FDR) group executive Rein Arndt says SA needs to reassess its educational priorities.

At the moment, SA invests about 2% of the private sector's salary bill on education and training each year, compared with between 6% and 10% in leading industrial nations.

## Competitor

Japan, for example, spends 50% more of its Gross National Product on education than SA, and has almost four times as many men over the age of 25 with tertiary education.

The argument that one cannot compare a First World country with a predominantly Third World one is, of course, relevant, but it is important to establish what SA needs to achieve if it is to move into the realm of a major competitor on the world market.

At present, 45% of the population is illiterate, 60% of the total labour force is unskilled, and while 80% of the economically active population is black, whites occupy about 95% of managerial jobs.

By Robyn Chalmers

## But it's not all bleak

The imbalance is enormous, especially when one considers that 77% of the economically active population will be black by the year 2000. Whites will comprise 11%.

It is not all bleak, however. There is extensive activity in the field of training and education on the part of both Government and the private sector.

In addition, Central Statistical Services' figures indicate that the exodus of South Africa's professionals has all but stopped, and political unrest in the country has diminished, paving the way for renewed efforts in recruiting overseas skills.

CSS figures show that SA gained 265 people through immigration in April this year, compared with a net loss of 206 in April 1988. The net gain of people in upper occupational categories was 46 from January to April compared with a loss of 62 in the same time last year.

This year could see a net gain of professional people, which will be a great turn up for the books. Consider, for example, 1988, when a total of 13 711 South Africans fled the country. Of these, 2 164 were highly skilled, and offset against an immigration figure of 1 026, the net loss was 1 135.

## Positive

The formation of the SA Fabrication and Construction Training Trust Fund 18 months ago to co-ordinate a R300-million training programme for various synthetic fuel projects was but one of the schemes initiated jointly by the Government and the private sector.

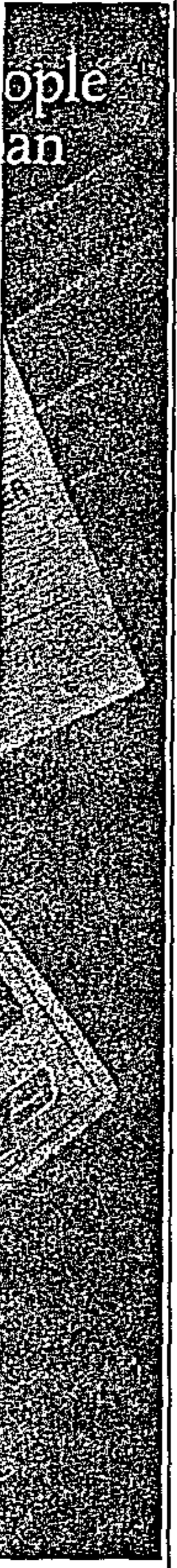
The programme aims to supply more than 30 000 artisans for a wide range of industries in the next decade. An estimated 2 000 welders and other technicians have been fed into the workforce since the programme began.

At the end of May, Sankorp and Sanlam announced the establishment of the SA Skills Foundation. Its intention is to mobilise the private sector and to promote discussion within the sector on the problems facing industry with skills shortages.

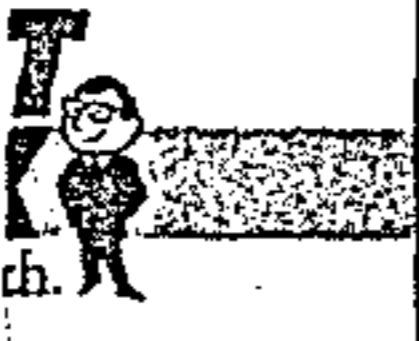
Unfortunately, during recessionary times, training tends to be the first item companies cut back on. A recent SAIRR publication stated that many companies train for their immediate needs only, rather than for long-term as they did in the past.

The positive development of all the debate is that both the Government and the private sector have been forced to consider the issues deeply.

One cannot expect a solution overnight. This problem has taken decades to develop and will take even longer to eradicate, if ever.



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## Industry grapples with shortage of skilled labour

One of the operating constraints with which industrial groups appear to be having increasing difficulty is the shortage of skilled labour.

The primary methods used to cope with the situation include in-house training, improved pay packages and better industrial relations. Star 7/12/89

In his annual report, Nampak chairman Dave Brown refers to the greater emphasis that was placed on the recruitment and training of apprentices and technicians "in order to overcome the growing skills shortages which affected a number of divisions.

### Major effort 175

"In addition, a major effort was put into the development of a production management training scheme to provide for the development of existing production management staff and newly recruited staff to fill positions of competence in this vital function."

In his MD's review, D&H's Richard Bruyns says: "As with all businesses in SA, the shortage of skilled labour remains a problem. During the year, the group encouraged further studies through its bursary scheme, which is focused towards the achievement of technical skills requirements."

# Multiple shifts the right multi

(175)

A CONCERTED effort to increase exports by manufacturers working multiple shifts is necessary if SA's economic ills are to be cured.

By Don Robertson

A capacity utilisation survey by the Federated Chamber of Industries (FCI) and the Steel Engineering Industries Federation of SA (Seifsa) shows that about 70% of manufacturers work less than two shifts. Less than 10% work three shifts.

The survey found that the main problems facing SA are a shortage of capital, the failure to create sufficient jobs, high inflation and balance of payment constraints.

By extending the number of shifts

worked, most of these problems could be resolved.

Equipment would be used more productively, job opportunities would increase, the need to import expensive machinery to expand production would be reduced and manufacturers could dedicate more of their output for export.

Inflation would also fall because capital equipment would be more effectively used. SA would become more competitive in world markets.

However, several factors prevent more shifts being worked, the main one being the lack of skilled workers and supervisory staff.

To overcome this, education and training must be improved. It is suggested that as much as 5% of company profits be spent on training.

FCI executive director Ron Haywood says: "If by the year 2000 we have hordes of hungry people, there could be unrest and businessmen would be to blame."

In tough times, spending on advertising and training is the first to be trimmed. It would be better for companies to forfeit profits, but maintain training programmes, says Mr Haywood.

Education also has to be improved. But it is not necessary for everyone to have a matriculation certificate. People should be trained to do a particular job.

The second major problem preventing multiple shift work is current and future demand for products.

A solution, says the survey, is import replacement and export development. Exports would increase demand and help to cushion cyclical movements in SA's economy.

Apart from this, a common market is needed in Southern Africa, although political problems have prevented it. Trading houses should be established to help the small producer and barter trade should be considered.

The survey says it is vital that the importance and size of the manufacturing sector be increased, exports expanded and training improved.

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MANPOWER — LABOUR SHORTAGE

1991

**The basic** (175)  
 01/04/13/2/91  
**accounting**  
**controls are**  
**essential** (scribble)

SKILLS shortages and false expectations are creating problems in the computerised accounting field.

Price Waterhouse partner Andrew Spalding says these two factors are having an adverse effect on the way many SA businesses are handling their day-to-day accounting functions.

"There aren't enough people who know how to implement computerised accounting systems," he says.

"This is compounded by some companies believing computers obviate the need for basic accounting controls and principles."

Of particular concern is the number of companies that expect a computerised package to provide a panacea for unsound accounting methods.

01/04/13/2/91

**Procedures**

He says there is a need for proper accounting procedures to be in place before a computerised system can be installed.

"No matter how good a package is, it can only be properly implemented by people with a knowledge of the package and the business requirements," Spalding says.

A common problem is the trend for small businesses to buy hardware and off-the-shelf software from suppliers who aren't aware of their accounting needs.

This leads to operational setbacks for companies that have invested money in systems they can't use.

Companies are finding it pays to spend a little extra on quality software that is well supported, together with reliable equipment that can be expanded to keep pace with growth.

# SOWETAN-BUSINESS

## Shortage of 420 000

STATISTICS reveal that South Africa faces a shortage of more than 420 000 managers in the next decade, according to a leading Johannesburg consultant Johan van Werkmeskerken.

Also disclosed was that blacks hold only four percent of managerial positions in this country and only one percent of the formal business sector.

The call for affirmative action in business to educate not only black businessmen, but also women in management skills has been made by many prominent groups.

Van Werkmeskerken says the time is ripe to ask whether "we can wait for business to take so-called affirmative action or to use our own initiative.

"The African National Congress official

## managers in 10 years

175

By JOSHUA RABOROKO

24/1/84  
Sowetan  
"There is a real need to create the opportunity for people who have been part of a disastrous education system and who believe that they have the potential to be top managers," Van Werkmeskerken says.

However, some believe that affirmative action is a contentious issue in South Africa. They believe that it is an expedient forced on business for political rather than sound business reasons.

To many, it is paternalistic and results in tokenism, with blacks trained as managers with no real consequence.

through a two-day programme aptly called - The Challenge of Managing for the Future.

He says there is often only a small difference between the top leaders in every field and those who merely do well. The consulting offers a simple, yet profound principles shared by great achievers of the present time ... principles that give you the winning edge in every situation ... principles which are essential for

survival in the new South Africa.

The Challenge of Managing for the Future offer an opportunity to discover how to develop a truly effective system of managing - a system for planning for survival - for harmonising with and leading others - for moving your business life forward to greater expectations and, perhaps, most important for all the feeling the personal satisfaction which comes with setting new goals and achieving them on schedule.

Steps set up by the

Challenge for one to be adequately trained:

- \* Identify the challenge of managing and what you can contribute.

- \* Plan through objective setting and targeting.

- \* Manage through organising, staffing, team building, time management and control.

- \* Communicating effectively and delegate and building and motivating a team of professionals.

For more information about the courses contact Dolly at 783-4218.





## Engineers in short supply

8-10 am  
28/11/91 MARIETTE DU PLESSIS 175

THE number of civil engineers graduating annually in SA needed to be raised by at least 50% if the country was to become internationally competitive, says SA Institute of Civil Engineers president Louis de Waal.

In a Regional Development magazine article De Waal said that during the past 15 years the number of first-year university students registering for civil engineering had dropped by a third.

Although relatively better than university figures, the number of students studying engineering-related courses at technikons was also too low, he said.

In Japan the annual number of graduating engineers was 500 per one-million of the population, against 370 per million in America.

But SA lagged way behind at 35 graduating engineers per million, he said.

# South Africa's lack of scientific skills disastrous

SOUTH Africa's future welfare may rest heavily on its ability to resolve a crisis in black education.

"I think it is no exaggeration to say that our future constitutes a race between education and disaster," says Kennedy Maxwell, former president of the Chamber of Mines mineowners' association.

Maxwell is one of many prominent businessmen to voice concern over the critical lack of skills needed to support a prosperous post-apartheid society.

## Education

"To say that there is an education crisis is a gross understatement," declared John Kilroe, chairman of Shell South Africa.

Brian Clark, president of the state-funded Council for Scientific and Industrial Research, describes the country's technological backlog as frightening.

"Today anyone worth his salt in the developed world knows that science and technology are the major levers generating economic growth," he says.

Yet in South Africa, scientists and engineers make up only 1,7 percent

of the population, well below the world average of 2,3 percent and nowhere near the 8,5 percent of Israel and 12,6 percent of North America.

Maxwell says vocationally-oriented studies which have produced economic revolutions in Pacific countries such as Taiwan and South Korea are virtually unknown in South Africa.

It has 23 000 artisans in training when it should have 100 000. Compared with Australia's 800 000 students in technical education, South Africa, with double the population, has 60 000, he says.

The crisis has its roots in an education policy instituted by Hendrik Verwoerd.

As Minister of Native Affairs in 1953, he introduced Bantu Education, portraying blacks as fit only for menial work.

"What is the use of teaching a Bantu maths?" Verwoerd once asked. "There is no place for him in the European community above the level of certain forms of labour."

The Government spends nearly five times more on a white child's education than it does on a black child. The result, by some estimates, is that up to a half of the country's adults are illiterate,

while half of school-age youngsters do not attend classes.

Those that do are crammed into dilapidated, overcrowded schools where textbooks are shared by up to three pupils.

Malnutrition stunts potential. Black teachers are underpaid, many of them are underqualified, and there are far too few to cope.

Of every 10 000 black school entrants only 130 achieved school-leaving certificates last year. Only one of those passed with mathematics and one with science. A mere two percent of black adults continue formal studies beyond school.

## Uprisings

Black uprisings in the 1970s and the 1980s, which spawned the slogan "Liberation before education", contributed to school boycotts and what commentators call a lost generation.

"A situation in which a school certificate is a far less effective weapon in the battle for jobs than is a driver's licence, provides a strong disincentive to learning," the Standard Bank Investment Corporation remarked in a recent review. - Sapa-Reuter.

# Engineers in demand

AT LEAST two posts are available for every engineering graduate and this state of affairs is likely to continue for the foreseeable future, says Philip Lloyd, head of Industrial & Petrochemical Consultants.

In particular, the demands in civil engineering and heavy-current electrical engineering are such that every young engineer has at least three jobs awaiting him when he graduates.

Although the universities have increased the number of

graduates by more than 25% in the past 10 years, many more are needed if SA is to avoid demand-driven cycles of boom and bust.

There is a direct relationship between the demand for engineers and that for goods, says Dr Lloyd. Between 1987 and 1989 the index of physical volume of manufacturing increased by more than 6% and the demand for engineers rose by 20%.

"We do not have enough engineers to deliver more goods on demand, so when demand increases we merely import more — then the Government has to cool the economy to keep our balance of payments positive."

# Plastics STW 11.11.90 training

THE plastics industry has set up a national training board to investigate its skills needs and co-ordinate training. (15)

Plastics Federation chief executive Bill Naude says the board is seeking accreditation from the Department of Manpower. It hopes to develop vocational qualifications which will be recognised abroad.

Board chairman Ralph Oxenham says the plastics industry is one of the fastest-growing sectors of the economy. "The major constraint on the maintenance of this high growth rate is a shortage of skills at all levels of a highly technical business." (15)

The training board initially aims to give tuition to 240 trainees each year along guidelines which will form the basis of a long-term national strategy. (15)

## SOWETIAN BUSINESS

ONLY 29 of 13 000 chartered accountants in South Africa are black. In the next 10 years the country will need an additional 20 000 professional people and 425 000 business managers.

The paucity of blacks entering professional jobs comes at a time when white chartered accountants are leaving the country in increasing numbers.

Estimates put the shortage of accountants at more than 7 000 by the turn of the century.

Traditionally the demand for professionals has been met by recruiting abroad. However, the unstable political situation and a weak rand has reduced the flow of foreign accountants into South Africa to a drop.

Faced with the need to remedy the severe shortage, it is necessary to ask why so few blacks are entering the profession.

The Southern African Institute of Chartered

# There's plenty of room in pro ranks

*Sowetan 19/11/90*

By JOSHUA RABOROKO

Secretaries and Administrators - a worldwide body of professional business administrators in both private and government sectors - has tried to address the issue.

## Promoting

The institute is actively promoting courses in business related education among those who did not complete Matric.

The students are encouraged to learn Business Calculations, Business English or Sake Afrikaans, Basic Accounting, Commercial Law, and to obtain an introduction to other key

business subjects.

Ten years ago, recognising that many promising students were leaving school unprepared for business, CIS founded the Institute of Business Studies (IBS), which is a practical business course that leads to a professional qualification.

The institute's chief executive, Mr Alan Barrable, says the CIS believes that just as a hospital requires more nurses than surgeons, so the field of business administration needs more competent practitioners at middle and senior levels to support the "specialists."

He says the urgent necessity is for a large number of competent

middle level staff to handle the growing administrative burden.

In this way, a broader cross-section of society will be drawn into participation in business, making a significant impact on productivity. It will also give highly qualified management breathing space to concentrate on the problems they alone can solve.

## Stages

Careful attention has been paid to awarding recognition of achievement at various stages of a student's progress up the business administration ladder of success.

"Those who succeed with their studies are

given access to CIS - which is normally reserved for matriculation," Barrable adds. "They also become equipped to turn a job into a career."

The strong belief that students should be given an opportunity at grass roots level was a major motive behind the formation of Mentor - the Business Administrators Educational Foundation.

"We are receiving generous donations from major corporations which will enable the institute to offer bursaries to people with potential," Barrable says.

They can be reached at: (011) 403-2900 or Box 331, Wits, 2050.

# Technicians to ease accounting shortages

blow 20/11/90  
GILLIAN HAYNE

175

ACCOUNTING firms have begun training accounting technicians to help maintain standards and cope with skills shortages.

While SA was starved of highly skilled accountants, many countries had introduced accounting technicians to undertake routine work and free those with expertise to concentrate on complex issues, Price Waterhouse partner Chris Frame said last week.

"Educating those from disadvantaged educational backgrounds to join the profession will take time, and the short-term solution is to simplify the job," he said.

KPMG Aiken & Peat CE Guy Smith said the rise of informal sector entrepreneurs to the formal sector would intensify the need for accounting services.

"Due to the high barriers to entry — the chartered accountancy (CA) examination is extremely difficult — there is a danger of splinter groups forming, such as blacks creating their own bodies. This could lead to a lowering of standards.

"Having a tier system, like the one used in Lesotho, would ensure that those who could not achieve the CA qualification could stay in the profession while being given encouragement to study and climb to the next tier," Smith said.

SA's accountants had been "cocooned" in a First World commercial and industrial environment.

With the rapid political and socio-economic evolution taking place in SA, it was "not difficult to anticipate a situation in which the accountancy profession will have to straddle First and Third World business conditions".

Frame said that since only education would provide a long-term solution, it was hoped that SA would become an attractive destination for skilled professionals.

"There is already a shortage of highly skilled accountants and our aim should be to ensure they are not burdened with routine work," he added.

## BUSINESS

**'Workers must learn skills, not Latin'**

*W/Mail 23/11-29/11/90*  
The South African economy is faced with an absurd anomaly: rocketing unemployment and a shortage of skilled labour.

**SAMANTHA WEINBERG** looks at moves to ease the situation

**T**HERE will be close to three million unemployed, unskilled workers in South Africa by the year 2000. Add to a projection of a shortage of over 500 000 skilled workers and you get a pretty ridiculous situation.

Factor in the negative spin-offs of a large pool of unemployed labour, and it leads to an overwhelming justification for training — to turn some of the unwanted and unskilled people into desperately needed skilled workers.

Papie Moloto, of the newly convened Centre for the Development of Human Resources (CDHR), says human resources were treated as a third-rate priority in the "old" South Africa. Traditionally, whites filled the jobs which required more skills — and pulled in larger wage packets. To this day, there are only 20 black accountants out of a countrywide total of 12 000.

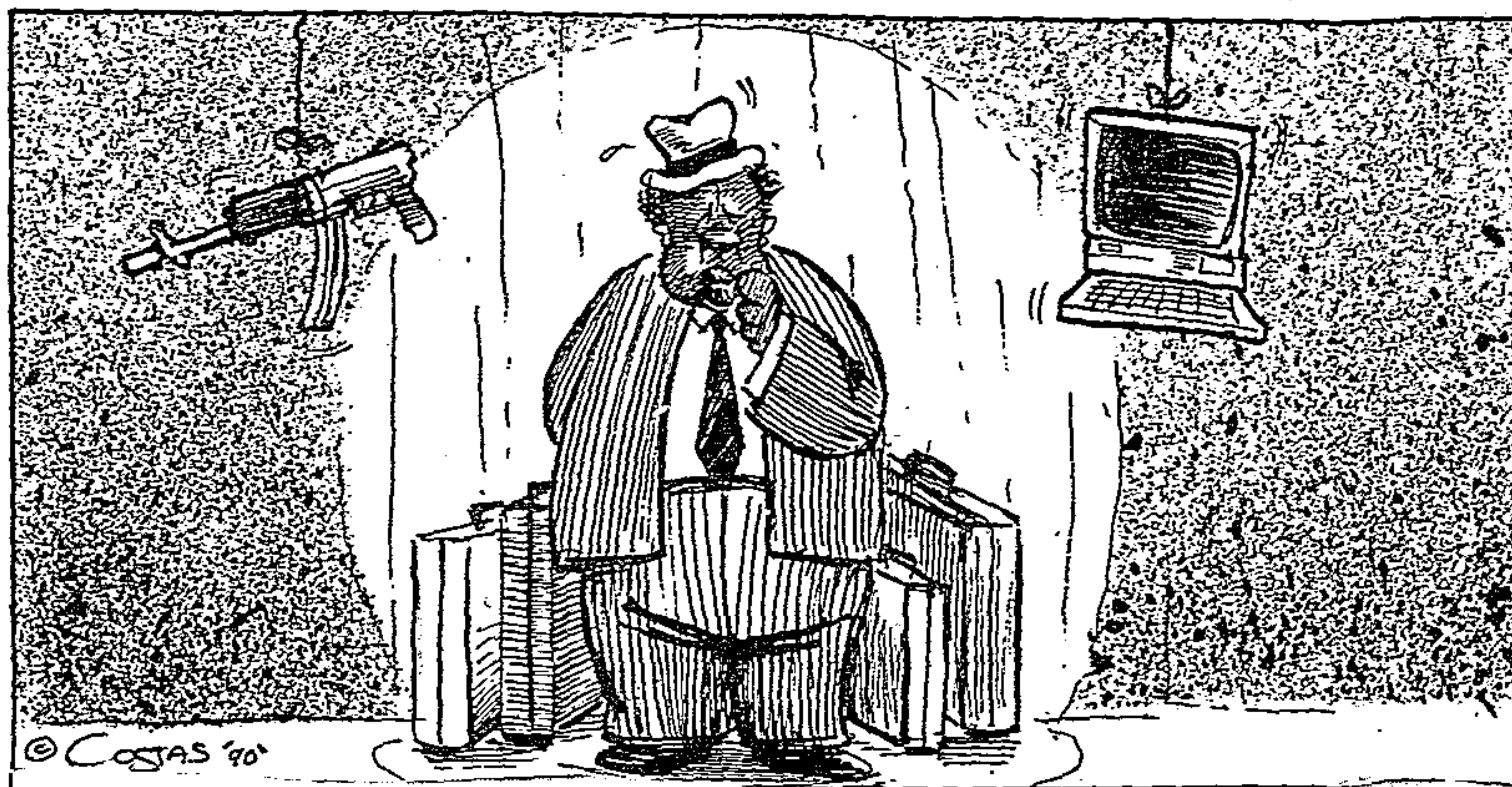
The economy, driven by the mining sector (with its great reliance on cheap, unskilled or semi-skilled labour) flourished — until the 1960s, when growth started to exceed the country's ability to meet it. The bottlenecks were quickly identified as skills shortages.

So what was to be done? Instead of training South Africans to take the vacant jobs, immigration was encouraged — which wasn't too successful as many of the people the country desired were repulsed by its politics — and labour-saving technology introduced.

As South Africa slides into another recession, it has become clear that something must be done to develop local human resources — and done quickly.

Two years ago a group of people from a myriad of different organisations — many of them at the time banned — met in Harare to discuss employment promotion in a future South Africa.

Last year, after researching the prob-



© Cosmas '90

lem, they met again and convened the CDHR. The aim of the organisation is to promote the need for skills training and facilitate its implementation. *(175)*

Maloto, former administrator of the African National Congress' manpower in Lusaka, now sits in the centre's Braamfontein headquarters. *(175)*

*W/Mail 23/11-29/11/90*  
He says the centre is not specifically affiliated to any political organisation, but backed by those interested in developing skills for "victims of apartheid".

"Our cause is too big to be party-political. Everybody needs to eat and the food must be provided — that is the end we are working towards."

Moloto admits the work of the centre is still in its embryonic stages but priorities have already been identified.

Administrative skills will be at a premium under a new dispensation. People filling administrative posts, especially in government, should be hired on merit not loyalty, he says.

*W/Mail 23/11-29/11/90*  
Skills in key areas in industry, agriculture and communications should be developed as well as the maintenance and management skills needed to keep the present operations going. Career guidance should be given to ensure people are trained for the correct jobs.

A certain quality of life in terms of social, recreational and cultural facilities must be ensured, he says.

The most rapid and effective way to promote skills is through practical training — preferably through some sorts of internship programmes — and more technikons should also be set up.

As Moloto says: "A knowledge of anthropology and Latin won't give anybody food — only a headache."

Since the centre started operating at full speed in May it has achieved a certain measure of success in its objectives, says Moloto. A training programme to upgrade secretaries at the Alpha Training Centre in Broederstroom has produced nearly 100 graduates and there have been several management development courses.

Rome wasn't built in a day, and the next step is to bring in the private sector. "The private sector is the second-biggest employer after government. They have to see human resource development is in their best interests and play a role in this, it's either that or they will have no economy to participate in.

"We aim to dovetail all efforts to present a strong lobby to government, to create an environment within which our group can better develop," he says.

Another major step the CDHR has taken is to forge strong links with the Commonwealth. A Commonwealth expert group on skills development has been put together, its local representative: Papie Moloto.

The group intends to look at ways to forge better links between South Africa and the Commonwealth. Hopefully these will include the use of facilities and training institutions within Commonwealth countries.

The group will come up with its final proposals by the middle of next year.

F1M 30/11/90 (175)

are expected to drop out before they earn a certificate of competency.

A shortage of trained staff can often result in costly mistakes and accidents at sea. For example, in September government's R25m fish research ship *Africana* was disabled after water short circuited its electrical propulsion off Port Elizabeth.

The cause was human error. The second engineer was fired and then, when it was established that the British chief engineer's certificate of competency was false, he was also sacked. The episode cost SA taxpayers more than R300 000.

It has long been argued that to cope with the scarcity of crews, the two government research ships — the *Africana* and the Antarctica relief ship *Agulhas* — should be managed by Safmarine or Unicorn. They could more easily provide relief crews and offer officers a variety of ships on which to serve. Government opposes this, though Safmarine crews a Post Office cable repair ship.

For more than a decade young South Africans have not been drawn to careers as marine officers. This is partly because the increasingly quick turnarounds — hours instead of days — ships now make at each stop leave little time for exploring exotic ports. The requirement that applicants must also have matric with science and mathematics makes it difficult for shipping companies to compete with better paying jobs in other

SHIPPING

F1M 30/11/90

(175)

## LOOKING FOR SAILORS

The chronic shortage of qualified officers to crew SA ships continues to worsen.

This year the country's two commercial lines, Safmarine and Unicorn, enrolled fewer than half the 20 navigation cadets they need for their training programmes, which have been nonracial for 10 years. They did, however, receive their quota of 20 engineering cadets but, as in past years, more than half

F1M 30/11/90

sectors.


So, as jobs on SA ships go begging, ship-owners are employing more Poles, Yugoslavs, Sri Lankans and other foreigners.

One locally owned oil tanker has a Polish captain and Filipino deck and engineering crew supplemented by South Africans. Two of the largest coastal trawlers have had sharply reduced machinery maintenance costs since they switched to Polish engineers. Another oil tanker has an almost entirely Polish crew.

The problem is not limited to SA. A study released this month by the London-based International Shipping Federation and the Baltic and International Marine Councils finds that there is a shortage of 50 000 deck and engineering officers worldwide. The study, which compiled information from 80 countries, estimates that the shortage will soar to 400 000 by 2000. ■



# Shortage of accountants could impede economy

By MONDLI MAKHANYA (175)   
UNLESS there is an intensive campaign to train accountants, the eagerly awaited "New South Africa" faces a severe economic crisis, says former president of the Association of Black Accountants of Southern Africa, Jeffrey van Rooyen.

Van Rooyen, who recently won an award from the American National Association of Black Accountants for his contribution to increasing the number of black accountants in South Africa, believes the shortage has far-reaching implications.

"The development of businesses will be stunted and they will not have access to the technical expertise accountants offer. This in turn will lead to increased unemployment and slower economic growth."

Most accountants are employed in the corporate sector, leaving the rapidly expanding small business sector unattended. This is detrimental to the campaign for black economic empowerment, he says.

"It is important to create opportunities for black businesses and make them more meaningful in generating wealth. We can't achieve this success unless there are accountants who can identify needs and weaknesses of the business."

Van Rooyen was recently appointed managing partner of Deloitte Pim Goldby. He will soon merge his accounting practice, Van Rooyen and Associates, which is one of the biggest black practices in the country, with Deloitte. He is also to head the firm's New South Africa Group, which is involved in stimulating black business.

Van Rooyen earned his degree through Unisa while working as an articled clerk and in 1985 he became a founder member and first president of Abasa. He is still a patron of the organisation.

The chartered accountant, who is to co-lead a delegation of 80 black South African businessmen and economists on an educational tour of the United States, said the future "does not look too bright".

At present there is a dearth of black accountants. Of the country's 13 000 chartered accountants, only about 200 are black and of these 29 are African.

The number of black students taking accounting at universities is negligible and of these a small percentage graduates, says Van Rooyen.

"Not enough blacks are going through to universities and the major challenge facing us now is to address these imbalances. Unless we address these problems now the effects will be to the detriment of the economy in a future South Africa."

Most of the blame for the crisis in accounting can be laid at the door of the country's



Jeffrey van Rooyen ...outlook is not bright

education system. The education system will need to be overhauled, he said.

Until recently the University of the Western Cape was the only black university accredited by the Public Accountants and Auditors Board to train chartered accountants.

In March the University of Transkei was given accreditation. Cape Town and Wits universities have also undertaken to increase their intake of black students.

While steps are being taken by the universities, little can be done about the situation in secondary schools. "That can only be addressed by a future government. While private initiatives are welcome, at the end of the day they can only achieve a certain amount of success," he says.

Affordability was also a major problem. Van Rooyen says Abasa has adopted programmes aimed at alleviating the crisis. After its formation Abasa began contributing to the Chartered Accountants Eden Trust, which grants bursaries to black accountancy students. So far 160 bursaries have been granted.

In addition to an academic support programme, which provides accountancy tuition for part-time university students at a training centre, Abasa also runs a school for accounting technicians.

He criticised many accounting firms for not doing enough to train black accountants and for stifling the upward mobility of black employees.

The New South Africa Group will help business gain access to capital as well as managerial and technical skills. It will also assist Deloitte Pim Goldby's corporate clients to become proactive in black empowerment.

2/10/11-10/5 K/M/M

# SA will face shortage of skilled manpower

Sowetan 22/10/90

175

SOUTH Africa will have a deficit of more than 500 000 skilled workers by the year 2000, according to the executive director of the Education Foundation (TEF), Dr Johan van Zijl.

Addressing 1990 Bifsa Congress in Durban, he said the skilled category included professional,

technical, highly skilled, executive and managerial groups.

By contrast, the country would have an unemployed surplus of 2,7 million unskilled workers.

"These figures confirm an alarming shortage of skilled manpower, which will seriously inhibit the economy's

growth performance unless appropriate policies are developed and implemented," Van Zijl said.

Identifying the school dropout rate as a major factor in the over-provision of unskilled labour, he said a quarter of black pupils did not progress beyond Grade I.

"These people go into the world without even the most elementary literacy levels, and are relegated to peripheral and powerless positions in society."

## Serious

Van Zijl said only three percent of the country's total workforce of 11 million had post-matriculation qualifications with a further 31 percent having completed secondary schooling.

"This means that 66 percent of our total workforce, the equivalent of 7,3 million, have only primary schooling or less. If we are serious about turning the economy around, we have to take urgent

remedial action both within the school system and beyond it in literacy, numeracy, bridging and vocational programmes."

He put forward several recommendations:

- \* Focus investment on pre-primary centres as incubators for social coordination and creative spirit, and on primary education itself.

- \* Remove negative connotations associated with "vocational education" by introducing the concept of "career education", an idea recommended 10 years ago by the de Lange Commission but never acted upon.

- \* Develop "Magnet Schools" which would teach a specialised curriculum to provide in-depth study of interest.

- \* Through an incremental approach, children should be taught through the medium of their home language to start with before gradually introducing a single medium of instruction: English.

# Job market 'still needs skilled people'

8/29/90 175  
MARIETTE DU PLESSIS

THE job market in SA was not flooded with skilled people, despite the economic downturn, Colin Katz Associates MD Colin Katz said in a recent interview.

Companies in general falsely believed a tight economy would necessarily imply the industry was inundated with highly qualified people available at "bargain basement" prices.

However, Katz said the law of supply and demand did not apply in times of recession and the existing skills shortage in all sectors made it more difficult for personnel consultancies to recruit people with the

relevant qualifications and experience.

The economy was growing despite recession, leading to a demand for graduates which exceeded the turnout.

He said an estimated 50% of graduates were leaving the country.

Katz said people were "job-hunting out of necessity and not out of choice" and attributed this trend to the changing political and economic situation in SA in terms of job insecurity.

An age restriction contained in many adverts

made it almost impossible for men over 45 and women over 35 to find employment.

Katz felt women's role in middle management was almost non-existent with a negligible percentage of the Top 100 companies having female directors in management.

But, he said, many companies were rapidly changing their perceptions about employing people of all races.



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## Finding the right person is hard work

THE yuppie status symbol of the moment is an approach by a headhunter — or, as the recruitment profession prefers to put it, an “executive search consultant”.

In a business environment characterised by a shortage of skills on the one hand and an economic downturn on the other, employers are finding it increasingly difficult to find quality staff.

### Dissatisfied

Search Solutions recruitment executive specialising in technical, management and upper management personnel Anneke Dunlop says: “All advertising will bring you is the dissatisfied and the unemployed.”

“The best person for the job has already been recognised as such — by someone else.

“Our job is to locate and woo him.”

Long established as the most effective way to obtain top management staff, executive search has found its way into the lower echelons as well — right down to secretarial level.

A leading player is the Emmanuels Personnel group.

MD Litsa Roussos says: “Clients are demanding that consultants identify the right person for the job.

“Usually, executive search is the best way to do this — but unless the client has requested we approach a specific person it involves a lot of research.”

## No room for 'crooks' in public service — Henn

GERALD REILLY

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PRETORIA — The shortage of managerial skills was not so great in SA that public offices had to be filled by crooks, Federation of Sats Trade Unions' president Dudley Henn said in Johannesburg last night. 8/26/90

Referring to the "ever increasing" corruption in SA society at the federation's AGM, Henn said when people in high places were found guilty of fraud or corruption at the expense of taxpayers, they should not be allowed to retain their "richly feathered nests".

Henn also said if the ANC wanted redistribution of wealth, they should construct and make known a credible economic policy to achieve this end. Indiscriminate nationalisation could never benefit workers.

# Engineering crisis threatens progress

U/E Mail 28/9 - 4/10/90

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ENGINEERS are an endangered species. A worldwide shortfall is predicted, with major industrial economies engaging in a fierce commercial tussle to secure the services of trained engineers.

South Africa is already feeling the effects — the supply of immigrant engineers dried up in 1984 and the country has had a net loss of engineers since.

Wits University engineering dean Alan Kemp says: "It's a crisis which no political party is addressing and the public is largely unaware of."

"A shortage of qualified engineers could undermine the future of technology and lead to economic stagnation."

The Australian government, reacting to the fact that engineers make up only one percent of its workforce compared to two percent in competing Pacific-rim countries and the United States, has initiated a strategy to encourage more people to join the profession.

According to a study by the Engineering Education Committee, South Africa has a quarter as many engineers as Australia and double the workforce.

Both countries, with economies founded on mining rather than manufacturing, face a tough task in persuad-

The shortage of qualified engineers, and the low numbers of students taking engineering courses at universities and technikons, threatens South Africa's development programme. As the country attempts to move from mining and agriculture-based primary industry to manufacturing industries the lack of skilled engineers could put the brakes on progress, reports **ROBERT LAING**

ing young people of the relevance of engineering. While the countries survive simply on the export of raw materials there is no need for a large bank of engineers to devise competitive processing and manufacturing systems.

But as they try to establish an industry that can add value to the goods for export and reduce the demand for imports, the lack of qualified engineers becomes critical.

The profession is trying to improve its image by addressing problems caused by mismanaged education, lack of career structure, low salaries and poor status.

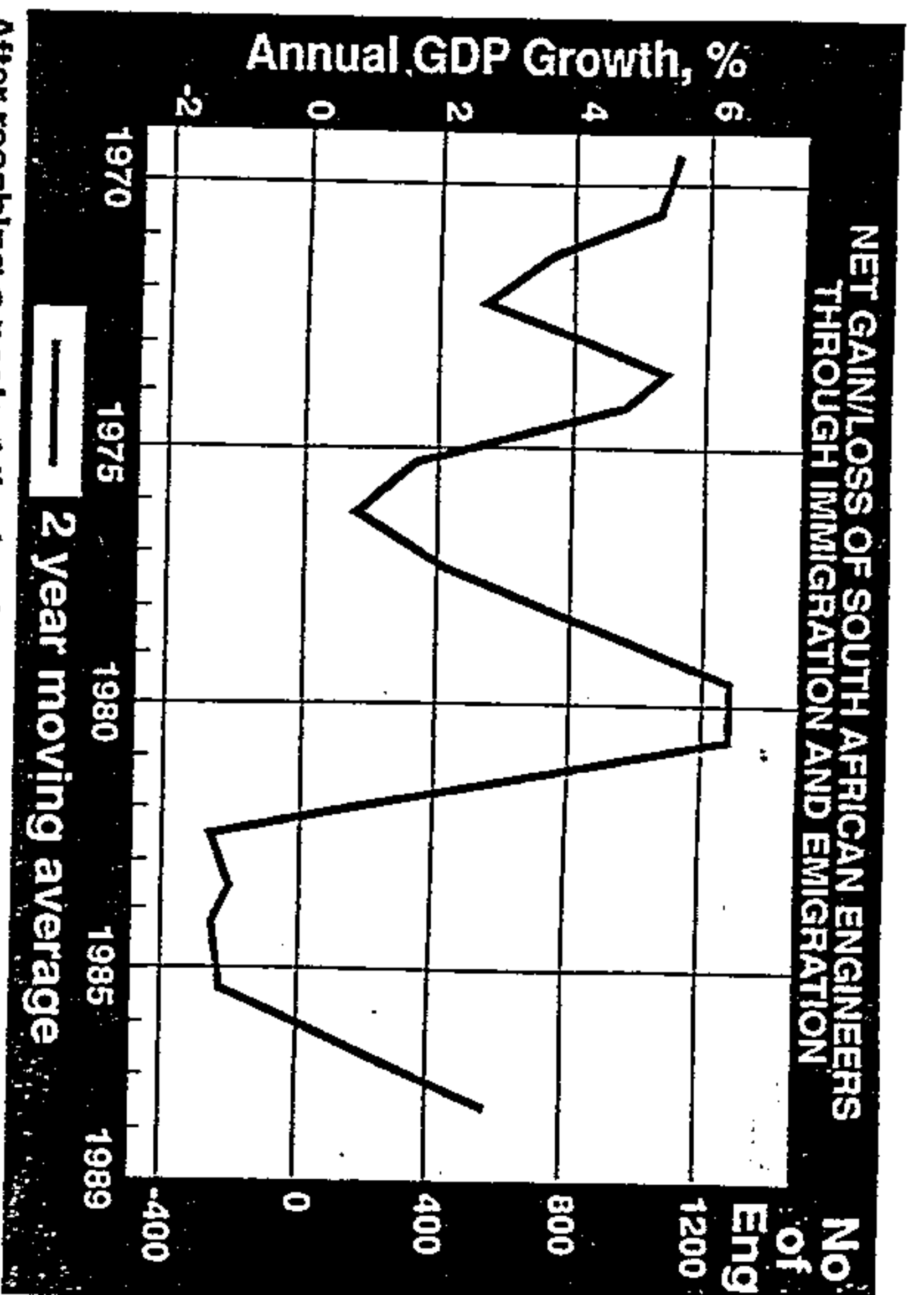
Kemp advocates closer ties between universities and technikons to reduce the number of duplicate engineering

departments in any geographic area. Rationalisation of institutions and attracting quality staff and students are priorities, he says.

The ratio of technicians to engineers in South Africa is strange; 0,8:1 compared to 20:1 in Hong Kong.

Industry leaders like Altron chairman Bill Venter have called for increasing recognition of technicians to upgrade skills and productivity.

Engineering schools generally have a wide gate in and a narrow gate out. The Engineering Education Committee outlines its method of ensuring its candidates have the right stuff. "In many instances it was found that natural selection takes place by virtue of the large number of applicants."



After reaching a peak at the beginning of the decade the number of engineers in South Africa dropped sharply. This "brain drain" could impede the country's efforts to increase secondary industries

However, in South Africa less than one percent of pupils have matric maths and science, so the number of potential applicants is limited.

*New Scientist* recently reported the findings of an investigation into the high dropout rate of engineering students done by Noel Entwistle, professor of education at the University of Edinburgh.

Entwistle records that engineering courses have double the dropout rate of other departments. He blames both the students and the course.

"Students had no idea what engineering was about or what the courses en-

tailed. There was more physics and maths than they expected. They expected to hear more about professional problems of relevance than they did."

Students complained that they were given far too much factual information, much of which would be out of date before they started work. They said their timetables were completely filled with lectures, laboratory work and tutorials; there was no time for background reading.

Entwistle says his lasting impression is: "The experience of being an engineering student is not an enjoyable one."

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# APPROPRIATEMENTS

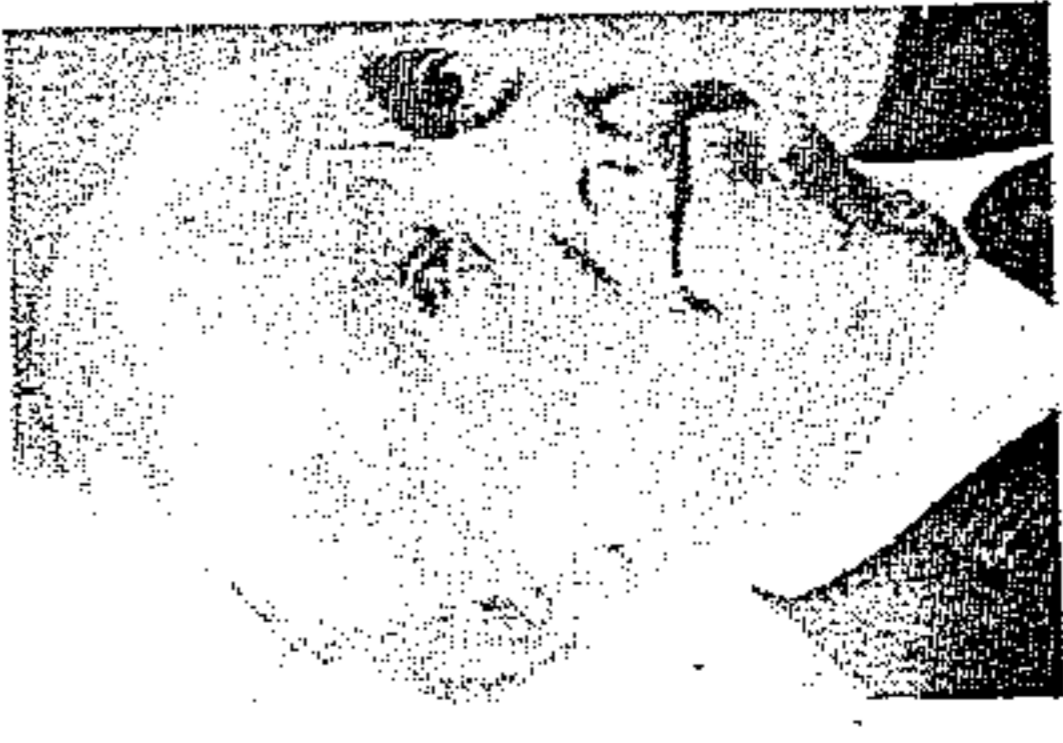
**MANPOWER  
MIRROR by  
ROBYN  
CHALMERS**



PAGES AND PAGES OF THE BEST JOBS IN SOUTH AFRICA

# Think for education as crisis worsens

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Mike Rosholt  
... plea for  
... complete re-  
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Boycotts, classroom shortages and poor teacher qualifications have all added to the low standard of black

education. The appalling 1989 matriculation results show the effect these factors have had on pupils.

Of the 196 000 black pupils who sat for the examinations last year, only about 91 000 passed and a mere 17 000 did well enough to gain university entrance.

In Soweto — SA's largest black settlement — nine out of 10 pupils failed the matriculation examination.

The Department of Education and Training (DET) has decided to apply stricter criteria for readmission, so not many of the 105 000 students who failed have a prospect of attaining matriculation.

The sad fact is that even those who

do manage to pass matric — often at the age of 23 or 24 — are unlikely to get a good job.

Not only are businessmen predicting poor employment prospects this year because of an economic downturn, the strongly academic slant of SA's education system has meant that many have emerged from school qualified to do little.

Barlow Rand chairman Mike Rosholt says the basic flaws in education are having serious consequences for industry because the system results in far too many unskilled and semi-skilled workers.

"A complete restructuring of the traditional system of education and training with clearly defined short-

long-term goals is needed.  
"As general educational policy falls squarely within its province, the initiative for basic change can come only from the Government."

To be fair, the Government has recognised the need for such change. Reacting to the call of Soweto parents, Education and Development Aid Minister Stoffel van der Merwe acknowledged that ways had to be found to provide education for black people that would meet the needs of pupils, the community and the Government.

But the real need now, says Mr Rosholt, is for education to stress the technical side, not merely the academic.

Only 50% of Standard 9 and 10 pupils of all races are taking mathematics and 30% physical science. The figures for blacks alone are worse at 42% and 20% respectively.

Mr Rosholt says the basic problem is that SA's educational system, assisted by teachers and parents, directs young people to obtain qualifications which the employment market does not require.

"An essential component for the necessary change will be the initiation of a process whereby children are given active encouragement from the age of about 14 to stream themselves into technically oriented courses.

"The encouragement of many more children to pursue careers in technology and science will put pressure on

technical colleges and technikons. It will call for improved standards in technical colleges, the traditional stepping stone to technikons."

Business has a role to play as well, he says. The first essential will be for it to identify and quantify its needs in all disciplines for the next 10 to 20 years.

In collaboration with educationists, business must work out the changes necessary to satisfy those needs.

Mr Rosholt says: "Ultimately, those who emerge from the educational system must find employment in an integrated economy which is at present starved of skills and which certainly cannot realise its full potential if racial barriers are retained."

B/Day 26/11/90

# 300 000 more teachers needed



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**ITED**

Year to  
30.06.89  
R'000

22 493

12 397

12 040  
357

10 096

672

MORE than 300 000 teachers needed to be trained to bring present teacher-pupil ratios in black schools to an acceptable level, a National Education Co-ordinating Committee (NECC) spokesman said yesterday.

Johannesburg-based NECC secretary-general Ihron Rensburg said the NECC would open schools in churches around the country if empty white classrooms were not opened to blacks soon, or other steps taken to accomodate the thousands of young people for whom there were no places at schools.

Rensburg said the present crisis was "disastrous" in its proportions. "At the moment we have eight-million black children in school and only 150 000 teachers. I was in a classroom in Motherwell in Port Elizabeth this week where there were 90 pupils per teacher. The teacher could hardly get in the door.

"It is not enough to encourage children to return to school if there are not enough facilities or teachers for them. How much learning will take place? For a teacher

**CHARLENE SMITH**

pupil ratio of 1:20, 400 000 teachers are needed."

The ratio in white schools at present was 1:16. The average ratio in black schools was 1:50.

Rensburg said there were 4 910 empty places in white teacher training colleges at present, and four colleges had been closed down.

## Illiteracy

If black teachers were allowed to fill those 4 910 empty places, it would be at no extra cost to the state and would be an important step in redressing educational imbalances.

"In building a true democracy, we can't have a 60% illiteracy rate as we have at present. If the state does not address the crisis, we will activate schools in churches in February — and we do not expect the state to intervene in community attempts to solve the educational crisis."



Star 3/7/90

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The Star

Finance

# SA faces crisis in training of engineers

South Africa needs a Ministry of Technology, says Robbie Parker, president of the South African Association of Consulting Engineers.

He told a group of engineers and clients recently: "The crisis in engineering education in South Africa should be addressed urgently at Cabinet level.

"We should follow the footsteps of those countries which have become model nations — Taiwan, Korea and Singapore — with booming economies, work opportunities and sufficient accommodation.

"Japan produces 500 engineers per one million head of population annually, the US 370 engineers, Germany 340 and Britain 250.

"South Africa's engineering graduates number only 28 per one million head of population.

"We therefore face a crisis at the turn of the century when today's older engineers will no longer be economically active."

"The crisis cannot be prevented as it is not possible to import sufficient engineers, especially with the present economic circumstances and political uncertainty."

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STimes 6/5/90

# Protec drive for black technical skill pays off

By Dirk Tiemann

OF every 10 000 black children who start school, only 1 300 reach matriculation, 27 achieve a university entrance pass and only one gets an exemption in mathematics and science.

By the year 2000, 90% of SA pupils will be black, but statistics indicate a low pass rate and unmarketable qualifications among school leavers.

A total of 78% of pupils fall under the Department of Education and Training (DET).

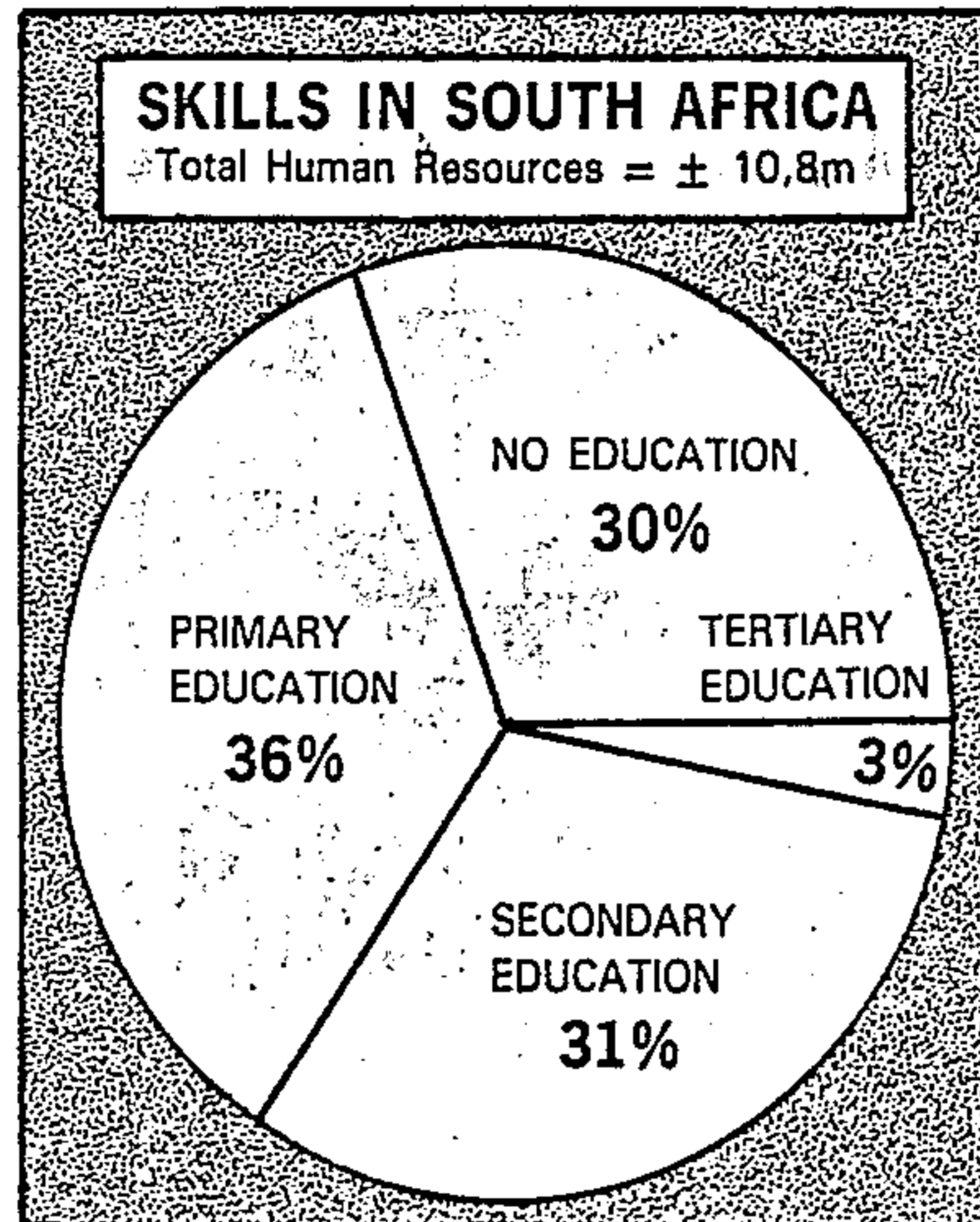
## Morale

Protec national director David Kramer says overcrowding in schools and a teacher-pupil ratio of 1:40 make the task of qualified tutors difficult.

Protec promotes training in technical skills. Its objective is to help pupils studying mathematics and science to take up technological careers.

Mr Kramer says more than 16% of teachers employed by the DET do not have appropriate qualifications and 90% are underqualified.

"Morale among the teachers and pupils is low and in Soweto 10% of teachers regularly miss classes. The immediate future looks bleak as



politically motivated disruptions increase.

"Last year's results were worse than in the past, but should be seen as the harvest of black education in the Eighties."

Technical education declined in 1989, 18 000 (9%) in a total of 196 000 DET matriculation pupils choosing mathematics and 24 000 (12%) science. The respective percentages for 1988 were 32% and 17%.

Of those taking both mathematics and science, it is unlikely that more than 4 500

passed. This means that 2,3% of black matriculants qualify for tertiary technological education.

## Concern

James Mulder, of the University of Natal, says: "The technikon-university enrolment ratio is further cause for concern because 267 000 students are enrolled at SA's 21 universities, while only 60 000 are at the 13 technikons. This ratio should be the inverse of what it is now."

The crisis has far-reaching

effects on the economy, 30% of the workforce having no education, 36% only primary schooling, while 3% have tertiary education.

Former Manpower Minister Pietie du Plessis estimates the shortage of technical skills by the year 2000 at 200 000. The Institute of Race Relations foresees an overall skills shortage of 500 000.

Mr Kramer says: "New apprenticeships declined by 45% between 1982 and 1988. The supply of engineers will be half that demanded by 1991 and CSIR's Professor Louw Alberts forecasts a further 20% decline in science and engineering students by the end of the century."

## Regional

The Protec programme is run on regional lines, being introduced to children in Standard 8. It lasts from three to seven years and requires the involvement of employers, educational institutes, parents and pupils.

Protec has 15 branches, most of them on the Witwatersrand. Of the 625 matriculation pupils involved in Protec, 476 have passed. That is a pass rate of 96%. A 47% exemption rate was achieved compared with a national average of 10%.

The mathematics and science exemption rate achieved by Protec pupils was 32% compared with a national average of 0,4%.

Protec started with 67 students under its wing in 1982 and expanded to 5 019 in 1990.

IT is tragic that despite all the talk of black advancement we have made so little progress in breaking down the racial division of labour that we have to reproduce apartheid by importing skilled East Europeans.

Why has so little progress been made?

Some of the most common problems identified by management to account for the slow rate of black advancement within companies include: the education backlog, school boycotts, lack of experience, cultural upbringing that leads to a low need for achievement, racial discriminatory laws and, above all, the unequal Bantu Education system.

Most of these external factors are genuine obstacles. We are well aware of the criminal damage done by Bantu Education to generations of students. But a neglected aspect of the problem is the employment process itself.

As University of Natal industrial psychologist Blade Nzimande has argued, a cursory examination of black advancement programmes reveals that is predominantly white managers who plan and implement these. Many of these programmes suffer credibility problems because of the way they reproduce paternalistic attitudes and practices.

## Recruitment

Furthermore subtle and informal barriers remain even after formal apartheid has been removed. Research in the United States shows how recruitment and promotion remain racially restricted even after formal racial barriers have been removed.

Companies recruit, for example, from certain schools and universities only. Each firm, it is argued, has an inner core, defined by the organisational culture, from which recruitment is drawn. As a result a process of informal networking takes place where, for example, senior management meet at certain exclusive clubs.

A third, often unexplored, reason for the exclusion of blacks from promotion is the genuine fear among white managers that blacks with the same skills will eventually take over their jobs. White resistance, psychologist Peter Franks argues, is one of the major obstacles to black advancement.

Thus we need to examine the practices of the corporations themselves to find some of the ob-

# The skills shortage should be solved at home

175

Sowetan 30/1/90

Today **EDDIE WEBSTER**, Professor of Sociology at the University of the Witwatersrand, looks at the slow process of removing racial discrimination in the workplace. He argues that affirmative action is needed within corporations themselves to promote black advancement.

stacles to black advancement. As a form of positive action I would like to suggest the following:

### Black press

- \* Involve blacks in the design and implementation of any programmes to remove discrimination.

- \* Develop alternative social networks and labour markets by, for example, advertising in the black press and establishing links with black universities.

- \* Management needs to set specific targets to achieve a

certain percentage of blacks in certain jobs by a set time.

- \* Management needs to seek out representative black leaders and work actively with them as equal partners to monitor the extent to which they are achieving their publicly declared goals.

### State resources

- \* Finally, but crucially, we need to recognise the structural insecurity of whites who fear the future. A precondition for serious black advancement is a massive re-education of whites away from racism. A first step would be the integration of 'white' schools, a

process that must lead to a single non-racial education system.

Clearly any attempt to resolve the skills shortage will require a massive redirection of state resources to the majority of the population. It has been estimated that the DET needs to build about 100 large schools and train 3 500 teachers each year at the country's 39 training colleges to adequately accommodate the annual growth of 250 000 in the black pupil population.

But in the meantime, there is much that management can do to promote black advancement in the workplace. Besides, it may prove a better long-term investment than importing East Europeans.

TANIA LEVY

ONLY one in every 10 000 black children who starts grade one achieves university exemption in maths and science.

Yet 14 000 skilled blacks need to enter the economy every year if a further skills shortage is to be prevented, according to Protec national director David Kramer.

Protec is a technological career development programme whose 16 branches around SA promote maths and science study at high school and tertiary levels. Kramer said dimensions of the skills

# 14 000 skilled workers needed

shortage varied. At present about 30% of the workforce had no education, 36% had only primary school education and only 3% had a tertiary qualification.

He said the SA Institute of Race Relations' John Kane-Berman saw an overall shortage of skilled people and managers of about 500 000 by 2000.

At the same time SA had about nine million unskilled or semi-skilled people more than it needed.

New apprenticeships declined by 45%

between 1982 and 1988, and the CSIR's Professor Louw Alberts predicted a 20% decrease in science and engineering graduates by the end of the 1990s.

Kramer said a major problem was that very few black matric students chose to study maths or science. Out of 196 000 DET matric candidates last year, 700 registered for higher grade maths. Only 0.4% of them take technical subjects.

In addition, pass rates remained critically low with no more than about 4 500

black matric candidates having passed both maths and science last year. Kramer said this meant only 0.02% of matrics qualified to enter tertiary technological institutions.

To compound the problem 95% of black first degree graduates obtained non-science based degrees, Kramer said.

Educational problems — especially in the technological field — could not be solved without the involvement of commerce and industry. Any solution would have to include a single compulsory education department.

PEOPLE AT THE TOP  
ARE ON THE MOVE  
SEE PAGE 11

# APPROPRIATEMENTS

PAGES AND PAGES OF THE BEST JOBS IN SOUTH AFRICA

MANPOWER  
MIRROR by  
ROBYN  
CHALMERS



# Only 25 black CAs in the pool

STimes 4/3/90

SOUTH Africa, which is estimated to require 20 000 chartered accountants by the year 2000, has only 25 practising black CAs.

There is one black woman CA Association of Black Accountants of SA (Absas) executive director Mashudu Ramamo believes certain aspects of the accounting profession will have to be changed if SA is to meet the 20 000 goal.

Mr Ramamo says: "We will never achieve this with the present system. For example, if we fund 200 CA bursaries a year over 10 years, only 120 students will graduate out of the entire 2 000 sponsored because the attrition rate is so high." One reason for the high failure rate

is the strict standard set by the accounting profession both at university level and when the graduate sits for his board examination.

As the graph shows, the national pass rate of the 1 399 who sat the Public Accountants & Auditors Board (PAAAB) examination in 1989 was 55%, marginally down from the previous year's 55.1%.

These figures are the highest in several years. But the fact that only 1 399 candidates sat for the examination shows that not nearly enough are entering the profession.

Mr Ramamo says one of the most important matters is the system of accreditation. He believes the entire system should be reviewed and a more appropriate method implemented. "At present, the structure of the ac-

counting profession is irrelevant in a changing SA. It is vital that we look at professional deregulation and other matters to adapt it."

Mr Ramamo met Harriett Business Practices Committee chairman Louise Tager to discuss these issues and to seek ways of deregulating the profession.

Mr Ramamo says poor education is the root cause of the lack of black CAs. Development of career awareness at schools has been undertaken by Absas through a series of workshops, but there is still a long way to go.

Absas developed a community organisation support programme to introduce accounting and other skills to local communities. Mr Ramamo says

the programme is designed to give a balanced idea of what a CA does. "Several misconceptions circulate in the black community. Many believe that the development of black skills is inimical to the strength of labour, which is incorrect. It is essential that there be black managers in a changing SA."

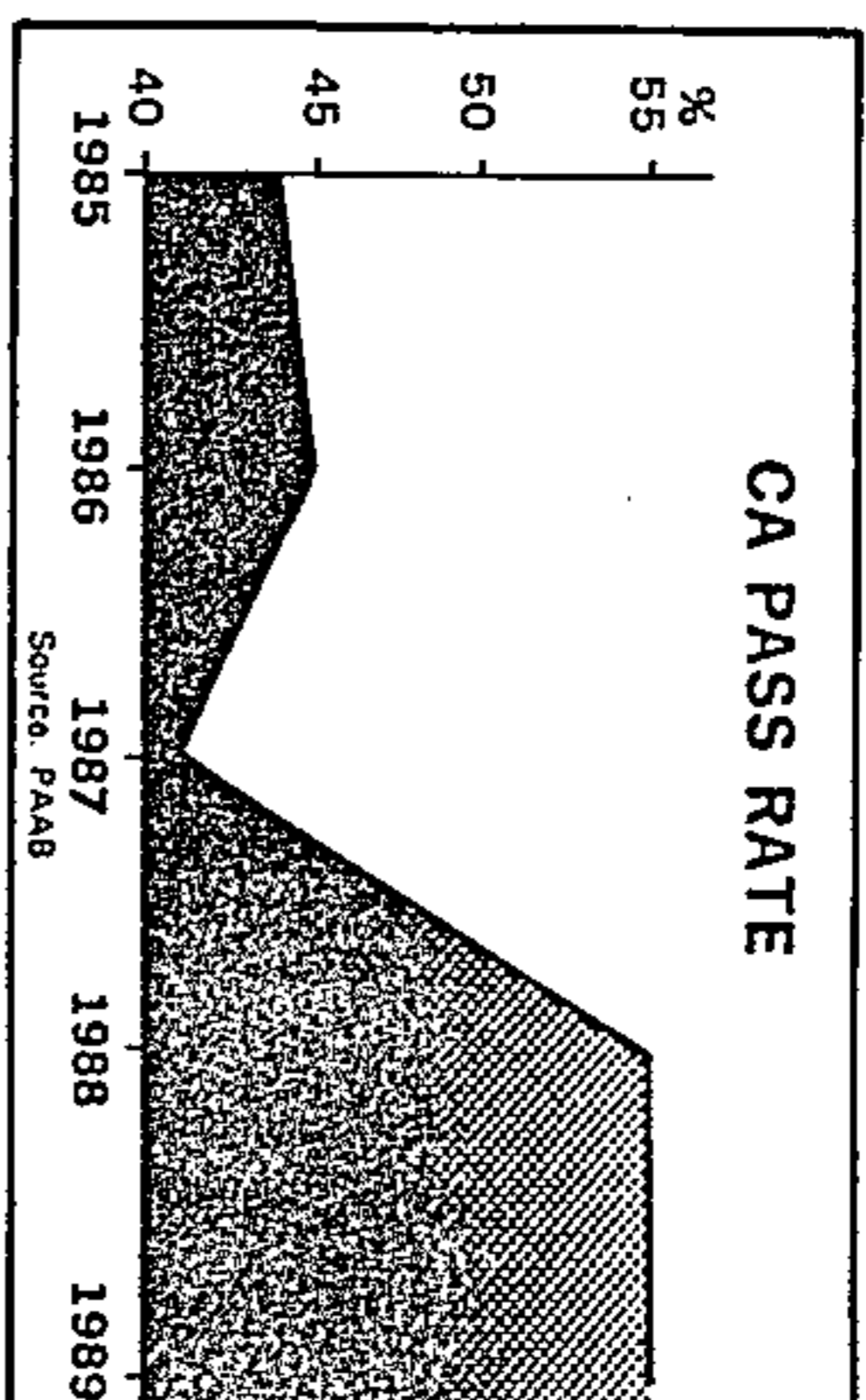
"There is also a mistaken belief in the business community that Absas is trying to set up a trade union for black CAs. But we say that the SA Institute of CAs has existed for 75 years and there are only 25 black CAs, so obviously there is a need for us."

Natal University department of management and economic sciences head Peter Senque agrees with Mr Ramamo on the question of education, focusing particularly on university studies. "Based on the premise that SA is

evolving at an unknown pace towards a new socio-political-economic environment, he says the role of professional accountants, their training and education, will have to be transformed. "SA accountants have been educated and trained in the political context of neo-colonialism and within the philosophies of neo-classical economics."

"The professional groups and academics who serve them, by virtue of their role as the promoters of the interests of the monopoly capitalists, have entrenched inequalities."

"The education and training of accountants is primarily aimed at meeting the needs and interests of the dominant business interest groups." Professor Senque says accounting



and finance curriculums should include courses on small business, the operations of small and medium co-operatives, not-for-profit organisations and the agricultural and public sectors.

"It cannot be neutral. Accountants must redefine their function in terms of the country's total needs and redress themselves to the basic principles and concepts of their discipline to ensure their survival as a respected set of professional bodies in a new SA."

# School figures bode ill for skills supply

5 Times

175

no 7 201

THE annual report on education of the Research Institute for Education Planning (Riep) highlights the skills shortage facing SA.

The graph shows that in 1988 slightly more than 9-million pupils were enrolled in SA schools — including the homelands. About 7-million were black, 935 000 white, 832 000 coloured and 233 000 Asian.

Three disturbing statistics concerning black educa-

tion emerge from the report.

First, of the total number of pupils, only 2,7% of blacks were in matric compared with 7,7% in white, 2,7% in coloured and 5,8% in Asian schools.

A total of 16,2% black pupils left after Grade 1 and did not return to school, 8,2% after Std 3, 10,3% after Std 6, 10,4% after Std 8 and 12,4% after Std 9.

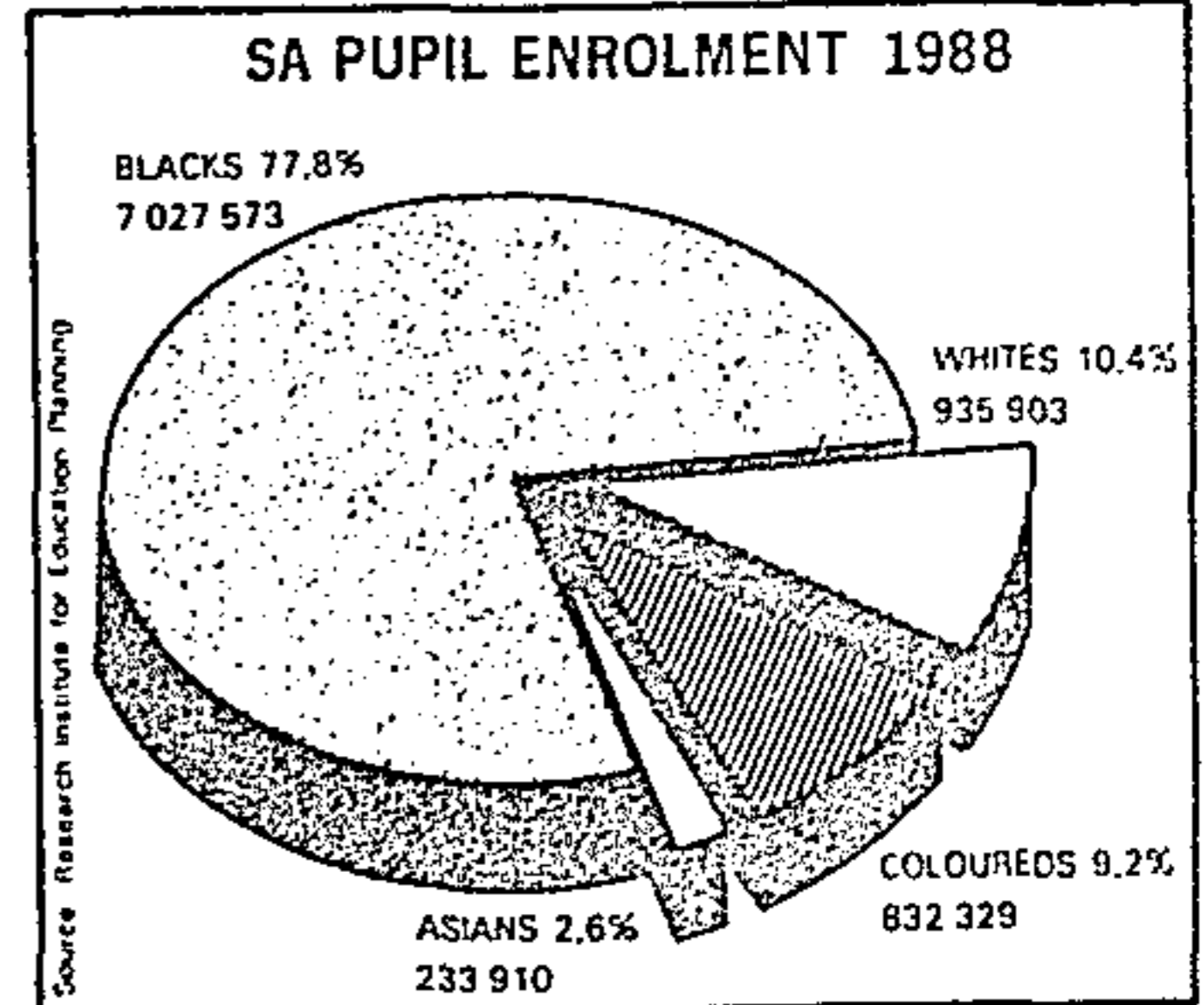
Second is the pupil-teacher ratio. For blacks, the number of pupils per teacher was almost 40, for coloureds 23,3 and for Asians 20,7. No figure is

given for whites.

Almost 100% of teachers at white schools were professionally qualified in 1988 — they had at least Std 10 and higher qualifications.

At black schools, more than 20% of teachers at primary level and almost 15% at secondary level were professionally unqualified. In coloured schools, the figures were about 6% and 20% respectively.

The third cause for concern was the percentage of black Std 10 pupils enrolled in various subjects in 1988. A total of 88,1% took biology, 35,1% geog-



raphy and 41,3% history. In comparison, a mere 0,4% enrolled in technical subjects, 30,2% in mathematics, 17,1% in physical science, 8,6% in accountancy, 15,4% in business economics and 8,9% in economics.

In light of the fact that numerous experts have stressed the need for more emphasis to be given to technical and scientific subjects, these statistics are disturbing. There is also a huge shortage of skills in business.

West Driefontein, a large n  
km south west

# AIDS will lead to labour shortages

LABOUR and skills shortages flowing from the AIDS epidemic will begin to have great visible economic consequences in SA at the turn of the century, Nedcor economist Edward Osborn warns in the group's latest monthly economic guide.

There will also be radical changes to cost structures, mechanisation trends, consumer demand patterns and markets, Osborn says. *8/10/90*

The estimated 350 000 new jobs needed annually to cope with a growing population may still be required during the 1990s, with the number of people infected with AIDS-related diseases beginning to have a tangible impact only towards the end of the decade, Osborn says.

Unskilled *175*

"But thereafter, as the numbers of sick and dying soar, the entire nature of the labour market will change drastically."

Skilled and semi-skilled workers will be increasingly in relative short supply.

Pressures on wages will inevitably rise, and there will be an even wider dispersion

SYLVIA DU PLESSIS

of wages to reflect the relative skills shortage. This will make it imperative to devote resources to raising SA's skill levels.

"It also means training the indigenous people of SA in that it will be difficult, if not impossible, to attract skilled immigrants from abroad."

The skills shortages and steeper wages will have a marked effect on the cost structure of industries. Ex-factory prices are likely to rise, and there could be added incentive towards mechanisation and automation, Osborn says.

Rapid changes to the domestic market's composition are also possible.

There could be a shift from a volume market to a quality market with renewed emphasis on consumer durables and semi-durables, he says.

Osborn says a point of concern regarding exports will be markets to the north, because those countries are about five years ahead of SA in terms of the spread.

There could be a relative collapse of those domestic markets and an inability to meet export payments, he says.

541

# Business confidence of manufacturers turns negative

**CAPE TOWN** — For the first time since 1987, the business confidence of South African manufacturers has turned negative, according to the Bureau for Economic Research at Stellenbosch University.

The Bureau's latest survey on the manufacturing industry released yesterday disclosed that constraints hampering business activities — with dire results on the business confidence as well as longer term expectations in the manufacturing sector — were not expected to disappear in the immediate future.

According to survey results the constraint with the highest intensity index, has been the current level of short term interest rates, which was not expected to decrease dramatically in the near future.

Next on the list concerned insufficient demand which reflected a lack of vigour in the market economy.

The survey said that with official

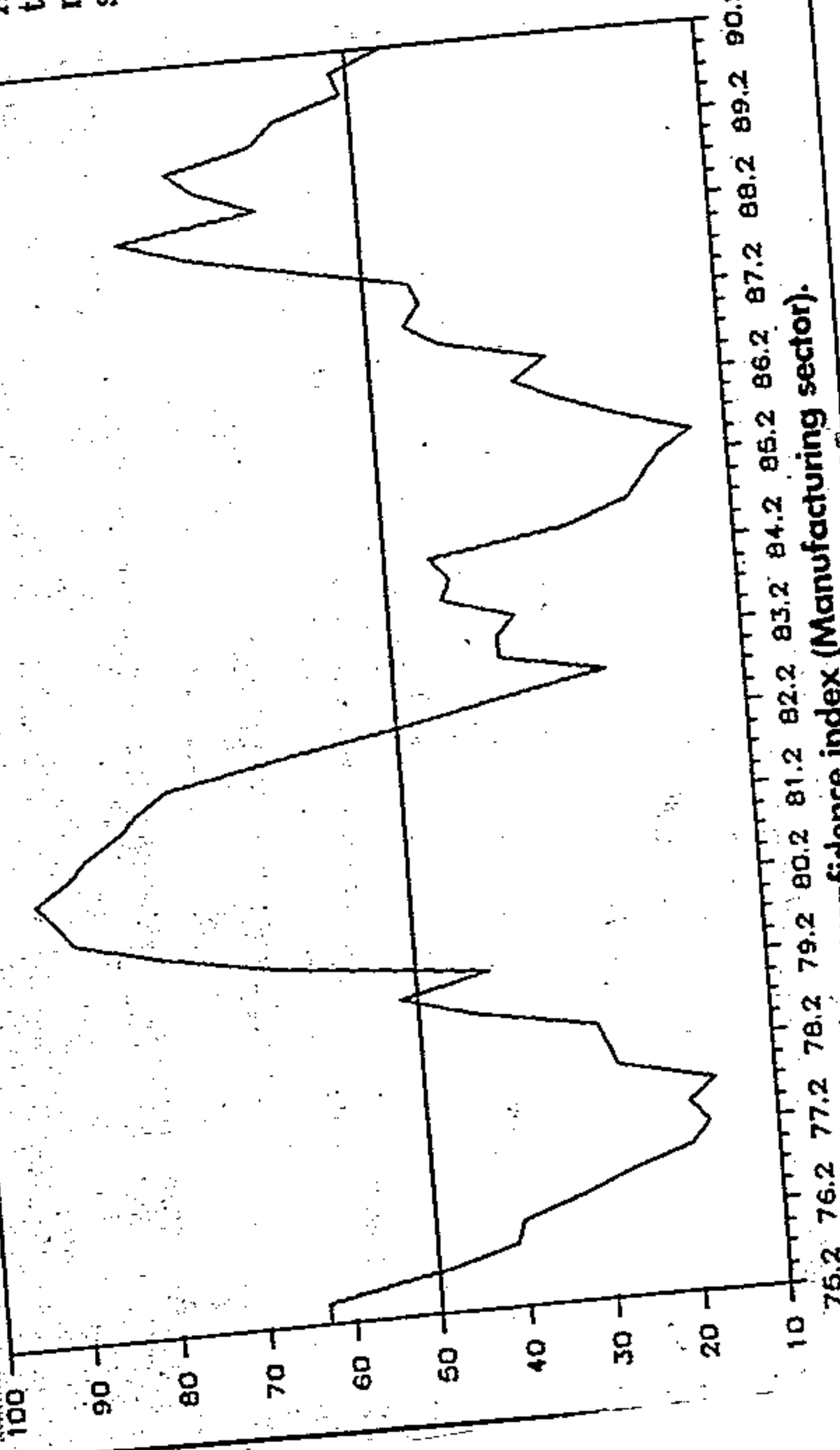
dampening of growth in the South African economy, manufacturers had opted for exports to supplement the sales volume in the local market.

The third most important constraint hampering business activities was that of a shortage of skilled labour.

The current general political policy — the fourth highest on the list of constraints — increased marginally during the survey quarter and would remain a negative and uncertain factor until some kind of political settlement has been reached.

"Sanctions as a constraint eased somewhat during the survey quarter, but to what extent this can be ascribed to talks about the easing of sanctions is uncertain," the Bureau said.

However all was not gloom and sales, production and new orders received were on higher levels than the same period a year ago and would be maintained during the third quarter. — Sapa



Business confidence index (Manufacturing sector).



# Airways deregulation report nearly complete

6/26/90



**FINDINGS** on several recommendations by the steering committee which investigated the deregulation of the domestic air travel market will be completed within the next few months.

The Domestic Air Transport Policy document, published two weeks ago, said detailed recommendations on how to implement the steering committee's recommendations should be completed by December "with a view to implementing these on July 1, 1991".

Guidelines for a study of the future of SAA in a deregulated market would be completed by the end of this month with the contract being awarded about mid-September, a Privatisation Unit spokesman said yesterday.

And the investigation into the possible privatisation of the state's nine airports would be completed within the next two months, a Directorate of Civil Aviation (DCA) spokesman said.

The steering committee's report

## MANDY JEAN WOODS

said the Department of Transport should preferably not be involved in offering services such as the provision and operation of airports, and airport and air traffic services.

The department's role should be to set, monitor and enforce safety standards in this regard.

### Functions

DCA director Japie Smit said the department was "very, very keen on getting an independent airport authority which could decide on matters concerning airports, like capital expenditure".

The report also recommended that:

- The National Transportation Committee's aviation functions should be abolished from July 1991;
- The Air Services Act 1949 should be renamed the International Air Services Act 1949 and be retained for international air services to and from SA;

□ A new licensing system, based on safety-related criteria, should be introduced and make provision for the licensing and control of operators;

□ A new statutory body, the Air Service Licensing Council, should be established to judge prospective entrants against the entry criteria to ensure they rendered a safe and reliable service;

□ Auxillary services such as the provision and operation of airports, airport services and air traffic services should be rendered on a commercial basis and the principle of user-charging should be applied to ensure users paid for these benefits.

Government accepted all the recommendations but reserved judgment on those affecting the position of SAA in a deregulated domestic market, according to the report.

It would only make its position on these recommendations known once consultants have put forward proposals on how SAA should operate in a deregulated market.

## Hotel industry 'has management skills shortage'

THE SA hotel industry suffered from a lack of management skills, National Productivity Institute (NPI) executive director Jan Visser said yesterday.

In his address to the annual Fedhasa congress, Visser said there was a need for solid management development in the industry.

An NPI productivity study of the hotel industry showed that there was an annual labour turnover of about 67% among middle management, 27% of whom left the industry completely.

## ACHMED KARIEM

The study showed many managers were not aware of the extent to which staff were leaving the industry.

Further, management was not focused on industrial relations. "A lack of trust existed between management and unions," he said.

Managers needed to build relationships of trust and to train people properly.

More than 50% of the hotels in the

sample had an occupancy rate of less than 50% and barely 23% had an average room occupancy rate higher than 70%, showing a major marketing problem, he said.

Another criticism was that some hotels had no idea where they made their money.

In the decade to 1988 the industry's salaries and wages index had increased from the 1978 base of 100 to 479,7, while the Consumer Price Index had risen from 100 in 1985 to 383,7. Visser said the real standard of living went up.

06/26/90



135



# Blacks need to be encouraged

175

25/6/90 B 10am 25/6/90  
THE shortage of black accountants has arisen because of lack of encouragement, the absence of role models and the unglamorous image accountants have, says Eden Trust executive director Chris Aitken.

"But what has helped is that accounting at matric level has been taught at DET schools for several years and this has made students aware of the field."

Eden Trust was started in 1987 as a result of the growing awareness in the accountancy profession of the need to bring more blacks in as chartered accountants. The trust is a partnership between the profession and commerce and industry.

## Rivalry

"That is a departure from previous projects," Aitken says. "There had always been a certain amount of rivalry, with the practitioners training the accountants and then losing them to commerce and industry."

"There was no mechanism for commerce and industry to participate in the training."

Accountancy training is now more often taught at universities than in practice, and the concept of granting bursaries — with

the accompanying tax benefits — has developed.

The major accountancy firms set the ball rolling by committing themselves to putting money into the trust, and Aitken says more big firms are coming aboard.

"In 1988, we supported 20 students. In 1989, 94, and this year, 155. We have reached our 1992 goal in 1990."

## Multiracial

Eden Trust is not aimed entirely at black students. The trustees select students on a multiracial basis, but the majority are blacks, Indians and coloureds.

Aitken says the trust awards bursaries on merit, both economic and educational.

The maximum bursary is about R10 800, but the amount is determined by economic merit.

"We obviously like to see the A-grade students, but we recognise the average student also has a good chance of succeeding and is worth supporting."

There is a particular shortage of black matriculants with mathematics, he says.

"Students apply from everywhere. We already have around 1 000 inquiries for next year and it will increase considerably in the second half of the year."

## Historic meeting to tackle LRA

# Bosses, unions to work out new deal

By Drew Forrest

In what could herald a new era of tripartite co-operation in labour matters, employers are to join black unions at a historic meeting with Manpower Minister Mr Eli Louw this week.

The meeting, over the Labour Relations Act (LRA), will be the first between an organised formation of the left and a Minister. It will also be the first joint forum of the state, employers and black worker delegates.

### Legislative force

It follows a breakthrough in two-year-long negotiations on the LRA between the employer body Saccola and Cosatu/Nactu last week.

Describing the developments as "an enormous step forward", Saccola chairman Mr Bobby Godsell confirmed Saccola would join Nactu and Cosatu at the meeting with Mr Louw in Pretoria on Thursday.

Nactu's Mr Cunningham Ngcukana said the unions would urge Mr Louw to give legislative force to their agreement

with employers.

They would also ask him to ensure the National Manpower Commission inquiry into labour law was co-ordinated with the Saccola process, and that the public sector employer, the Commission for Administration, attended future Saccola talks.

The Government has already announced that LRA changes planned for this session of parliament have been put on hold in anticipation of the meeting with Mr Louw.

Unions and employers were tight-lipped about their interim deal, but it is understood that the drafting committee sat all Saturday and that an agreement may be finalised within days.

Sources said it would address the seven unions' demands listed in a recent Cosatu pamphlet.

These included the scrapping of a section broadening union exposure to lawsuits, the relaxation of time limits in dispute procedures, the automatic publication of Industrial Court judgments, the right to solidarity strikes and one labour statute for all workers.

## HOUSE OF REPRESENTATIVES

## QUESTIONS

†Indicates translated version.

For written reply:

General Affairs:

Taxi concern: permits issued

2. Mr W J DIETRICH asked the Minister of Transport:

- (1) How many permits were issued to a certain taxi concern, particulars of which have been furnished to the Minister's Department for the purpose of his reply, over the latest specified period of five years for which information is available;
- (2) whether he will furnish particulars of the vehicles in respect of which these permits were issued; if not, why not; if so, (a) what is the registration number of each such vehicle, (b)(i) on what date and (ii) from whom was each purchased and (c) on what date was the licence for each vehicle issued;
- (3) whether his Department has information on whether the taxi concern in question has at any time leased out any of its permits; if not, why not; if so, what are the relevant details;
- (4) whether it is the intention to phase out the permit system; if not, why not; if so, (a) what steps have been and/or will be taken

in this regard and (b) what alternative system will be introduced?

CAE

The MINISTER OF TRANSPORT:

- (1) Two permits were issued on 18 November 1987.
- (2) Yes.
- (a), (b) and (c) CB 291768 registered in the name of G Abdullah on 2 December 1987 and CB 276565 registered in the name of I Abdullah on 5 January 1987. The rest of the information is not readily available to the Department of Transport.
- (3) Yes. There have been several allegations over the past 18 months from persons alleging they have been hiring permits from the taxi concern in question.
- (4) Yes.
- (a) The Transport Deregulation Act, 1988 (Act, No 80 of 1988) and the Road Traffic Act, 1989 (Act, No 20 of 1989) which have been passed by Parliament make provision for the deregulation of transport.
- (b) A system of control aimed at maintaining an acceptable standard of quality and safety, the Road Transport Quality System. A Passenger Transport Bill, which makes provision for the regulation of passenger transport, is also expected to be piloted through Parliament next year.

## HOUSE OF DELEGATES

The MINISTER OF MANPOWER:

## QUESTIONS

†Indicates translated version.

For written reply:

General Affairs:

Shortage of professional persons

1. Mr M MOHANLALL asked the Minister of Manpower:

- (1) Whether there is a shortage of (a) civil engineers, (b) mechanical engineers, (c) chemical engineers, (d) land surveyors, (e) airline pilots, (f) aircraft maintenance personnel, (g) flight controllers, (h) doctors and (i) dentists in South Africa; if so, what is the extent of the shortage in each case;
- (2) whether his Department has taken and/or intends taking any steps to recruit persons from overseas countries to meet these shortages; if not, why not; if so, from which overseas countries;
- (3) whether his Department has taken and/or intends taking any other steps to alleviate the present position; if not, why not; if so, (a) what steps and (b) when?

D22E

(1)

|     | Yes | Shortages according to the most recent Manpower Survey of the Central Statistical Service as at 25 March 1988* |
|-----|-----|--|
| (a) | Yes | 440  |
| (b) | Yes | 154  |
| (c) | Yes | 133  |
| (d) | Yes | 150  |
| (e) | Yes | 129  |
| (f) | Yes | 262  |
| (g) | Yes | 26   |
| (h) | Yes | 1 507  |
| (i) | Yes | 212  |

\* Due to market tendencies these figures may fluctuate substantially from time to time.

- (2) No. The recruiting of employees is the responsibility of employers. The Department of Home Affairs assists employers in this regard. The Department of Manpower thus does not necessarily have any knowledge from which countries immigrants are recruited by employers.
- (3) See reply under (2) above.
- (a) Applications of prospective immigrants are received and referred to suitable employers via the South African missions and the Department of Home Affairs.
- (b) Continuously.

## Labour brokers in spotlight over 'poaching'

GRAHAME RUSH

IN A bid to impose tighter control over labour brokers in the construction industry, a monitoring body has been formed under the auspices of the Constructional Engineering Association (CEA).

It will be known as the SA Labour Services Association (Salsa).

CEA executive director Rene Schmetz said several labour brokers have been abusing the shortage of skilled labour in the construction industry.

"They lure staff from permanent and secure employment by offering substantially higher rates of pay. They re-recruit staff from site to site on a merry-go-round system," he said.

Schmetz hopes to combat these inflationary practices by urging brokers to join Salsa and by encouraging companies to deal only with Salsa brokers.

"One immediate result of the establishment of Salsa has taken place at the Mossgas onshore project where labour broker practices were brought into line with both ours and the CEA'S guidelines," Industrial Manpower Recruitment's Manuel Marques said.

Schmetz stressed Salsa had no intention of forcing brokers out of the market.

## NDS loaded with more companies

MELANIE SERGEANT

## UNION MAN TIPPED FOR AGRICULTURE MINISTER

WINDHOEK — National Agricultural Union of Namibia president Andreas Mouton is a possible candidate for the post of Minister of Agriculture, Fisheries, Water and Rural Development.

Up to now there has been speculation that Jammie de Wet, chairman of the white right-wing action Christian National party and a member of the 72-member Constituent Assembly, is in line for the post.

Mouton, 43, who farms north of Otjiwarongo, has not played any active role in politics.

The National Agricultural Union of Namibia is an apolitical body.

Mouton contributed greatly to the formulation of the union's proposed agricultural policy which was presented to all the political parties represented in the November elections.

Fifteen shadow ministers have been appointed to various posts by Swapo president Sam Nujoma in a shadow Cabinet which has been working on reviewing job descriptions and drafting budget requirements in administrative departments.

No Minister of Agriculture has yet been appointed to the shadow Cabinet.

Windhoek's pro-Swapo daily newspaper, The Namibian, has said that the portfolio of agriculture is believed to be earmarked for a "white" Afrikaans-speaking Namibian.

Mouton said he knew nothing of his possible appointment and did not wish to comment. — ISNS.

## Pilot 'provoked race incident'

MICHAEL HARTNACK

HARARE — A "white racist pilot" working for Air Zimbabwe was alleged to have provoked an incident at London's Gatwick airport last week when police and civil aviation authorities demanded to see an all-black air crew's flying licences.

Capt Alex Makanda and co-pilot Eric Matava were preparing for homeward takeoff in the airline's new R160m Boeing 767-200 flagship when it was boarded by two policemen and an official. It was the first check Makanda had been subjected to in 12 years of flying.

The Herald reported an exchange of notes between UK and Zimbabwean civil aviation authorities about the incident, which was regarded here as a racial insult sparked by an "unhappy white pilot".

NATAL

# Labour brokers polish image

A FLEDGLING organisation intended to eradicate malpractices among labour brokers has received widespread support from industry.

SA Labour Services Association (Salsa), which is being registered, hopes to recruit all of the estimated 700 brokers in SA.

Constructional Engineering Association (CEA) executive director Rene Schmetz accused labour brokers last year of behaving like slave traders. He alleged they cost taxpayers tens of millions of rands every year

through unscrupulous and unethical practices.

Mr Schmetz said some labour brokers were operating on the fringe of the law. Their activities promoted a network of bribery and corruption.

Mr Schmetz welcomes the formation of the association and says CEA will be delighted to endorse Salsa.

"It would appear that some people think we are the warpath to annihilate brokers. Nothing is further from the truth. We need the services offered by good brokers.

"Salsa needs all the support it can get from contractors and

clients alike, and I urge organisations to deal only with Salsa members."

Manuel Marques of the Industrial Manpower Recruitment has been appointed provisional chairman of Salsa. He says Salsa hopes to foster an improved image for labour broking.

"One immediate result of the establishment of Salsa has taken place at the Mossgas onshore project where labour broker practices have been brought in line with both our and CEA guidelines."

This should be good news to Mr Schmetz, who says most mal-

practices affect artisans. He claims that brokers are inflating wage cost by about 70% by exploiting the chronic shortage of skilled manpower.

Mr Marques says that when Salsa is registered, it will have a voice and be in a position to negotiate with industry, the Government and other authorities.

"Salsa will be able to explain that traditional methods of paying tax, medical aid and pensions are not necessarily suitable where the workforce is highly mobile and varies in number from week to week."

# Receiver hit by staff crisis

S/Times 11/3/90

By Dirk Tiemann

THE Receiver of Revenue is desperately short of skilled staff ahead of the expected introduction of VAT next year.

National servicemen drafted into the Receiver's office on four-year contracts are expecting cuts in their commitments because of the reduction of national service from two years to one.

Permanent staff members are being lost to the private sector because of poor pay, perks and prospects.

Sources say VAT will be unmanageable unless Revenue is bolstered by staff with CA and BComm degrees.

Commissioner for Inland Revenue Hannes Hattingh says his 250 CA and 200 BComm servicemen garnered R260-million of tax that would have been avoided last year.

Many heads of divisions

are national servicemen and most are expected to leave. One GST inspectorate division has lost 75% of its staff.

Auditors estimate the number of assessors in Johannesburg at 100, of whom 93 are army personnel.

Chief director, operations, Schalk Albertyn believes his department has had enough time to prepare for VAT and has recruited staff.

Chief director Trevor van Heerden confirms VAT will increase administrative work.

Mr Albertyn disputes allegations that permanent staff members were lost because national servicemen with university degrees earned more and took senior positions.

He says the department is better prepared to implement VAT than it was when GST was introduced.

## Call for drastic measures to solve skills shortage

(175)

LINDA ENSOR

(23)

SA's future economic development depended on the development of technology, but the country faced a manpower crisis, CSIR chairman Louw Alberts said yesterday. *6/10ay 25/4/90*

Alberts was speaking at the Strategic Management Society of Southern Africa conference.

Due to the declining birth rate in the white population — which has historically provided the economy with technical people — the number of matriculants is expected to drop by 20% by the end of the century.

Only 33% of white children obtain a matriculation exemption and only 2,7% of this number study science and engineering at university. (22) (20)

Whatever improvements were made in black education, Alberts said, these would not be sufficient to generate the level of skills required in one decade but would take two or three decades to take effect.

Drastic measures were required, he said. More people would have to be encouraged to study science and engineering, all available talent from the black population would have to be captured and — with reservation — skilled people from abroad must be brought to SA. (23) (23)

A demotivating factor was that science graduates were finding it difficult to find jobs as the political uncertainty had led businessmen to consolidate and refrain from taking on people with new ideas.

In addition, Alberts said, SA suffered from a lack of skilled middle management who had the expertise to manage technology. This was possibly even more important than the development of technology itself.



# Daunting challenges for managers

THE critical skills shortage being experienced in SA extends to all corners of commerce and industry, including warehousing and distribution.

The lack of qualified people in the industry has caused SA to lag behind its counterparts in the US, Japan and Europe.

The problem is compounded by the fact that sanctions have prevented personnel from keeping abreast of technological advances in other parts of the world.

In addition, major changes are occurring in every aspect of the warehousing and transport industry, on the social, political, technological, physical and economic fronts.

These changes have meant that managers have had to adapt their thinking and methods of operation. But many have either not recognised the new environment,

or have refused to change their ways.

SA Transport Services (Sats) managing director Anton Moolman says it is of utmost importance that a manager understands the forces that can be unleashed in a process of change. If he does not, the firm or organisation concerned could be harmed.

Dr Moolman says: "The challenge to the manager, therefore, is to find in a mass of theories an approach that might be applicable to his organisation and then to act accordingly.

"Ultimately, what is needed is a leader possessing a combination of vision, an ability to communicate and self-confidence."

Dr Moolman says if managers are too short-sighted and fight only for their own interests in the shorter term, the industry will bear the detrimental effects in the longer term.

The skills shortage has been partially alleviated by the development of various courses and degrees which deal specifically with materials handling.

One such innovation was the introduction of materials handling degrees up to master's level by the University of Pretoria two years ago. Prospective students with a BSc can expect to complete the degree within two years, and the maximum period of study is set at four years.

A lecturer says the rationale behind the introduction

of the degree was the rapidly increasing need for top-notch specialists in the field, especially because the materials handling industry accounts for upwards of 40% of SA's gross national product.

Subjects studied in the honours course include warehousing and distribution, road-transport operations, long-distance transport options, factory automation and personnel management.

Another organisation helping to fill the personnel gap is the Materials Handling Institute (MHI).

The MHI runs correspondence courses which students of all ages can under-

take without possessing a matriculation certificate.

Courses offered by MHI include a certificate in store-manship which takes a year to complete, a three-year study of materials handling and a one-year diploma in warehousing for managers.

Companies in the industry have begun to deal with the problem of severe management shortages by introducing training programmes. Rentreight, for example, has a comprehensive training and culture programme, staff relations being a top priority.

Rentreight Forwarding SA divisional general manager Eddie Stead says staff members are a company's most important asset and are developed as much as possible. The organisation imple-

mented a three-year "culture programme" 10 months ago, and Mr Stead says the results are already evident.

"We have a decentralised management structure, which means each manager looks after his own divisional unit. Rentreight is made up of many small business units and each manager knows his particular area inside out.

"Managers can respond quickly to a changing envi-

ronment because there is no overriding dictatorial policy. The line of communication between top, middle and lower management is short and decisions are made quickly.

One of the results of the mergers that have taken place in the material handling industry has been in-

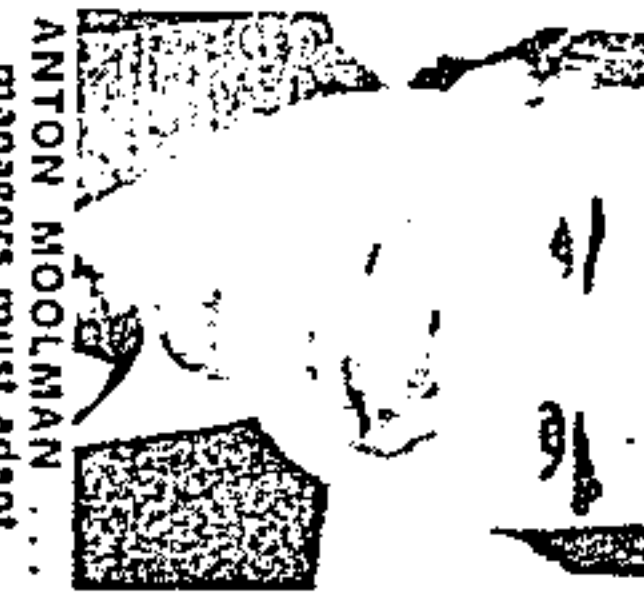
creased volumes. This has worsened the manpower shortage.

One of the solutions has been increased automation, but it has often caused staff resistance to change and a fear that jobs will be lost.

Mr Stead says computerisation has helped his company considerably, but that there was some resistance to it in the beginning.

ing of suppliers has been a paper shuffling business. It was all done manually, wasting a lot of time and causing lower productivity.

When we introduced computers into this department, the clerks were nervous that they would lose their jobs. However, when they realised that the computer would make their job easier and that their expertise was still vital, it went down well."



ANTON MOOLMAN, SA Transport Services managing director

OML Times 11/4/90

# Critical shortage of engineers in SA

AUDREY D'ANGELO  
Financial Editor

SA is facing a critical shortage of engineering and technological skills that will hinder the raising of living standards and the creation of wealth, delegates to the annual congress of the SA Institution of Civil Engineers heard yesterday.

The congress, at the Cape Sun, voted unanimously for a long-term national strategy to attract more engineering students and improve the quality of their education.

It also called for the restoration of a government department and minister of technology.

Stressing the need for this, Cliff McMillan, chairman of the Engineering Education and Training Committee, said: "SA is pitifully short of qualified engineers and managers.

"Compared even with Australia, we have about a quarter of the number of qualified engineers for a total population which is nearly double Australia's.

"Meanwhile Australia is taking steps to rectify what it perceives to be a shortage of qualified engineers compared with its major competitors such as Japan and Pacific rim countries, and plans to produce 40 000 graduate engineers over the next decade.

"SA is likely to produce little more than a quarter of that."

Afterwards McMillan explained: "Many governments are giving priority to engineering education because it is the clearest creator of wealth in any country."

SA, on the contrary, had taken a step backwards because there was no longer a minister of technology — a portfolio held by Danie Steyn in the last government.

This, said McMillan, was "really serious because of the implication that since something had to give, technology was not really important.

"The nations that are prosperous are making a

serious commitment to technology and developing themselves.

"This country has the potential to become quite forgettable in investment terms.

Alan Kemp, dean of the Faculty of Engineering at Wits University, agreed: "It is a fallacy to believe that all we have to do is put our political house in order and investment will come."

Fred Hugo, a professor of civil engineering at the University of Stellenbosch, said: "The creation of wealth — rather than just the sharing of existing wealth — should be top of the list.

"Technology will create more wealth to be shared. It will create more jobs, with a multiplier effect."

In his speech to the congress, McMillan said: "The parlous state of academic research in engineering at SA universities should again be drawn to the attention of the government and the Council for Scientific and Industrial Research (CSIR) by the Engineering Council.

"The need for pro-active support for engineering needs to be emphasised to avoid a continuing deterioration of the academic base relative to overseas countries.

"SA's isolation is having a negative influence but our weak position is made worse relatively by the innovative and positive approach to university research in engineering being adopted overseas.

"A desperate need exists for the introduction of some of these approaches, such as a five-year fellowship scheme paid by the government in Canada to attract academically-minded engineers back to university to undertake doctorates and establish research bases while fulfilling relatively light teaching loads.

"Or (there could be) link schemes between the CSIR, industry and the universities to provide generous support for research by teams of existing academics in broad fields relative to industry.

"Engineering does not need to be the poor relation in research at universities and a long-term strategy is required to reverse the situation for the benefit of the profession, industry and the country."

# Business Day

## SURVEY

*It is projected that by the year 2000, SA will be short of about 500 000 highly skilled people, from CAs to secretaries to CEs. One way the skills shortage can be overcome is through using contract staff, or temps as they are more popularly known. ZILLA EFRAT examines this R300m industry and some of the people in it.*

## Receiver's clamp-down

A MAJOR concern to the temping industry is the Receiver of Revenue's recent clamp-down on the use of Close Corporations (CCs).

Association of Personnel Service Organisations (Apso) vice-president John Dawkins says negotiations have been taking place between Apso and the Commissioner of Revenue regarding the taxation of CCs.

In September last year, the Receiver issued a Press release indicating that CCs could not contract their services through a temporary staff contractor without being liable for PAYE tax.

Dawkins says this is of great concern as it is be-

lieved that it will drive many CCs underground and away from the legitimate temporary staff contractors.

He says it is also apparent there is no current legislation to empower temporary staff contractors to deduct tax from CCs, the majority of whom are legitimate enterprises consisting of one or more people contracting their services out to many different companies and temporary staff contractors.

### Complexity

Although no directive has yet been received from the Receiver, there is no doubt that he is now more aware of the com-

## Filling the gaps in the computer field

SA COMPANIES, like their international counterparts, are increasingly using contractors to overcome the skills shortage in the computer industry.

Don Gray Contracting Partners MD Izabella Little says about five years ago, between 10% to 15% of an Information Systems (IS) department in the US and UK was made up of contract staff. Today this is as high as 40%.

In SA, this figure is between 12% to 15%, but it is growing.

Various factors have led to the growth in the use of contract computer staff and the realisation that they are an effective way of filling a company's human resource needs.

Little says the local shortage of skilled staff in the computer industry is running at 35%, measured on how many positions are open.

This has forced the IS manager to be more creative in resourcing a project.

By using contract staff when they are needed, he eliminates the employment of excess permanent staff who sit around when there is no work to do.

In addition, SA labour law is being increasingly applied and becoming a greater issue with companies. It has become more risky for companies to employ permanent staff because they cannot get rid of them, says Little.

By using contractors, employers eliminate some of the risks.

### Productive

She says contractors often tend to be more productive because they are paid by the hour and feel guilty about charging for time they have not worked.

CPL Contract Services MD Tony McKenzie says companies are broadening their use of contractors and using their skills more effectively.

During the past year, de-

mand for contractors on his books grew by 30%, slightly higher than the annual growth recorded over the last five years.

So great is the competition for the services of contractors that McKenzie counsels would-be employers to "sell" the advantages of their companies to contractors.

Local data processing staff, including contractors, have become aware their skills are highly negotiable in the international market, exacerbating the skills shortage - to which McKenzie sees no end.

Both Little and McKenzie believe the demand for computer contractors will grow in the '90s.

McKenzie says management's increasingly strenuous efforts to improve productivity will continue to expand demand for the special skills and dedicated attitudes that contractors bring to the workplace.

Little says contracting has become more popular



IZABELLA LITTLE

with skilled computer people as it offers many benefits.

It can be a step towards owning their own businesses, offering them variety in work sites and types, as well as a way to stay out of company politics.

Many experienced people prefer not to move into senior management and to remain on the technical side. Contracting allows them to do this.

On the money side, good people who work well will find their earnings higher than in permanent positions, says Little.

# The

# Financial

with particular reference to the interests of the state and the protection of the public against exploitation by a private monopoly.

The Bill stipulates that the companies be forbidden to sell off more than 10% of their assets or entering into partnerships without the approval of the Minister.

## Bank fills gap

B10 LESLEY LAMBERT 18/57/90

CAPE TOWN — Draft legislation providing for the temporary extension of the SA Reserve Bank's powers in Namibia was tabled by the Finance Department in Parliament yesterday.

This would enable the bank to continue performing the functions of a central bank in Namibia — including the supervision of local banks — until the country establishes its own central bank. (20/11)

## Warning on artisans

LINDEN BIRNS (175)

A SHORTAGE of skilled artisans could lead to unnecessary expenditure on foreign trained labour, Manpower Minister Eli Louw warned yesterday.

Speaking at the Trade Test annual function, Louw called for greater emphasis to be placed on theoretical training of artisans. This was imperative if SA was to take its rightful place in the modern technological world.

He said 70% of high school pupils followed career-oriented courses in West Germany. In SA this figure was 20% for whites and 5% for blacks.

He praised employers and industry for their "intensified involvement in training", but there needed to be closer co-operation with industry training boards in drawing up practical training schedules.

There had been an almost 50% decrease in the number of indentured apprentices from 14 500 in 1982 to 7 900 in 1988. B 12/4 18/57/90

"The good news is that the downswing in the indenturing of apprentices has stopped. During 1989 the intake of apprentices increased by some 2 000 to reach a figure of almost 9 900 at the end of the year," he added.

reas) Limited

175



SAB MD Meyer Kahn listens to Trade and Industry and Tourism Minister Kent Durr at Pretoria University yesterday. Pictures: ROBERT GOYHA

# Serious shortage of good managers

GERALD REILLY

PRETORIA — Shortage of trained personnel in the hotel and tourism industry had reached crisis proportions, Trade and Industry and Tourism Minister Kent Durr said yesterday.

Speaking at the inauguration of a chair in hotel and tourism management at Pretoria University, Durr said SA lacked good management.

Traditionally SA relied on skilled workers from abroad but this source had exhausted itself. In the hotel industry this year alone there was a shortage of 1 000 junior managers.

Half the number of reception workers and almost the same number of cooks left the industry every year.

The ratio between a manager and those responsible to him was 1:42 in SA, as against 1:16 in the US.

This was why the establishment of a chair in hotel and tourism management at Pretoria University was so vital, he said.

Durr said this year foreign tourists could exceed a million for the first time and this could double by the turn of the century.

Last year's total of 850 393 was up by 15,8% on the previous year. Most visitors came from Europe, with a steady recovery in US visitors and a record number from Taiwan.

However, the SA tourism boom remained modest compared with some countries.

Tourism abroad was recognised as one of the top three industries and in some countries it was at the top

175

Blom 31/1/90

# They're all there, from the old folk to young executives

CAs do it for the experience, secretaries do it for the money, CEs do it while waiting, housewives do it for the confidence, older people do it to keep busy.

In fact, the temping industry is showing phenomenal growth, using people in just about every possible job to meet the local skills industry and use available manpower efficiently.

And SA is following international trends.

Quest Personnel executive chairman Roy Silver says an estimated \$60bn was spent on temporary employment worldwide in 1988.

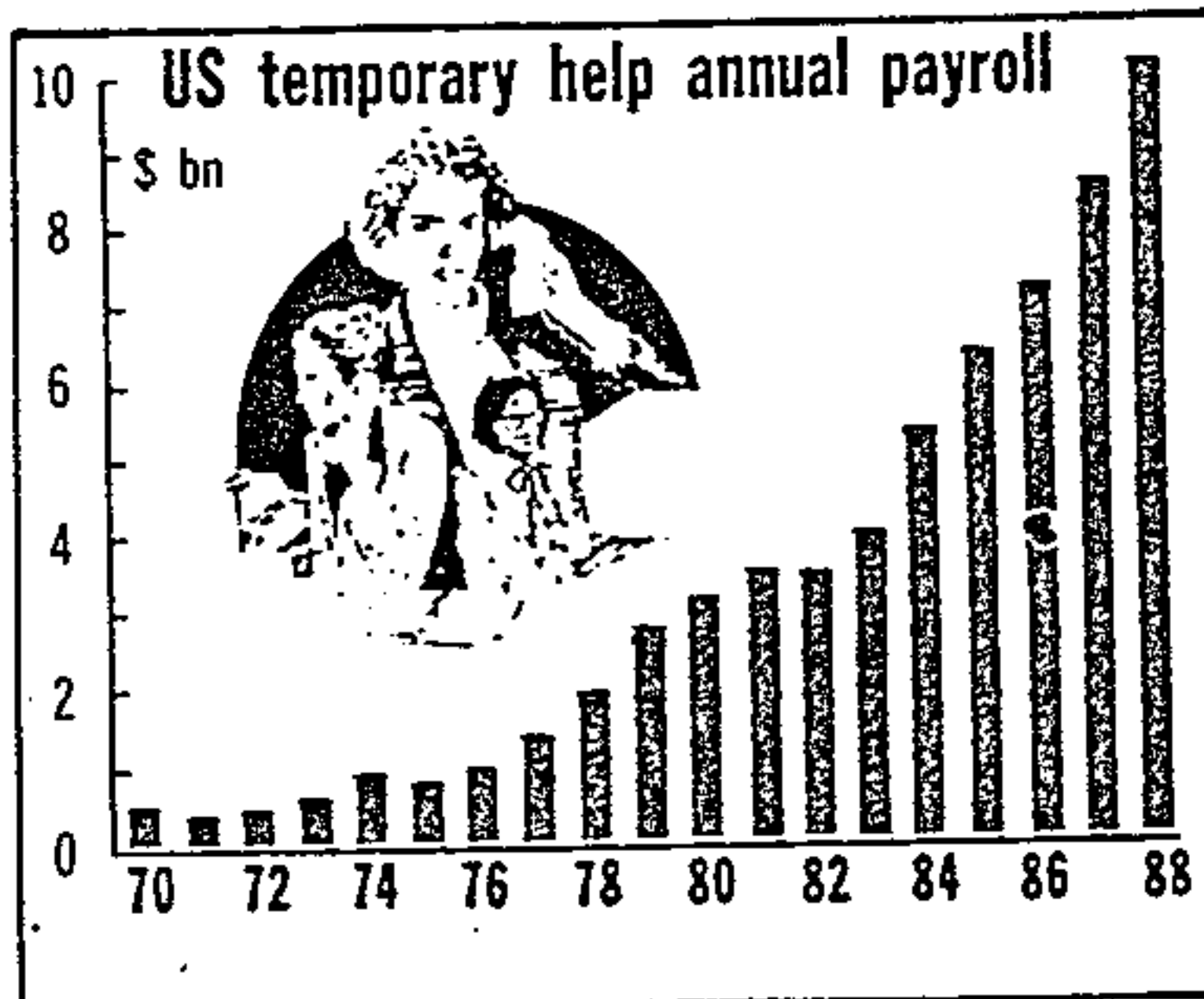
## Optimise

Because of the skills shortages that exist the world over, management is being increasingly forced to optimise human resources when planning budgets.

According to the British Sunday Times, during 1990 75% of the workforce will be permanent employees, 15% temp and 10% part-time.

Projections indicate that in five years, 60% will be permanent, 25% temporary and 15% part-time — a significant shift towards temporary labour.

EmmanuTemp Assignments marketing manager Melanie Pavkovich says the US temping industry



has an annual turnover of \$10bn and is showing growth of 30% a year.

By the year 2000, one out of every eight jobs available in the US will be a temporary assignment.

Last year, the US Chamber of Commerce reported temping jobs were growing seven times as fast as ordinary jobs, says Kelly Girl operations director Lorraine Bell.

Professional Assignments Group MD Sid Catton says world-wide trends indicate that the temping staff industry is the fastest growing service industry and one of the biggest growth areas in employment in the world.

While figures for the SA industry are not available, Catton estimates the temp industry in SA had a turnover of about R300m in 1989.

Bell says that as an esti-

mated 0.3% of SA's workforce are temps, SA has a long way to go. However, about 90% of local companies are using temps.

By the year 2000, SA will need an additional 120 000 executives and have a shortfall of more than 500 000 highly skilled people — and use of temps can go a long way to meet the gap.

Pavkovich says SA's temping market has shown strong growth in SA over the last two years and she expects it to boom in the '90s.

More and more people are seeing temping as a viable way to earn a living and the number of permanent temps is consistently growing.

With temps available to do just about every kind of work from riding motor cycles to running companies, efficient human resource

planning with companies budgeting to use temps during overload periods can ensure the cost-effective use of their own permanent staff.

While this type of budgeting is widely used in the US, it is only starting to take off in SA, says Pavkovich.

In addition, the image of the temping industry and temps has also changed.

Silver says 10 years ago, people tended to temp because they had nothing better to do or could not hold down jobs.

However, today temping is regarded as a career and the new breed of "permanent temp" is highly skilled and professional.

They not only do the work and get paid by the hour, but they bring along a wide range of experience gained from the market place.

## Vetted

Bell says temps are vetted as strictly as permanent candidates and are assessed at the end of each assignment. A person who does not perform will not get another temping job.

Temping is a competitive industry. If the contractor does not perform the client will take his business elsewhere. There are no second chances.

This has made the industry highly professional and efficient.

# Public service warns of need for pay hike

GERALD REILLY

PRETORIA — The current 9% staff shortage in the public service could rise above 10% this year unless government agrees to adequate pay increases from April.

This was emphasised here yesterday by Public Servants' Association GM Hans Olivier, who said the drain of professional and skilled personnel would continue without a pay hike.

The closest the PSA had got to an assurance of pay adjustments from Finance Minister Barend du

Plessis was last December when Du Plessis said the PSA's 20% pay demand would be considered against a background of available funds in the new financial year.

He undertook to deal with the pay issue in his Budget speech on March 14.

Olivier said by the end of March it would be 15 months since government workers had had their last pay rise and many had had to adjust living standards drastical-

ly. Olivier said aside from an acceptable general pay hike in the service, the need for a realistic allocation of funds for career differentiation was urgent.

There were key areas in the service where pay levels had fallen far behind the private sector and where big increases were urgently needed to lessen resignations.

And, in an editorial in the PSA's The Public Servant, it is claimed

the public service has not kept pace with rapid developments in labour legislation.

Because of this personnel were dismissed without a fair hearing and some were victimised when they insisted on their rights.

Grievance procedures were ineffective and incomplete.

However acceptance by the service of higher authority was giving way to resistance, the editorial warned.

# IPM calls for faster training

5/10/90 23 11/90  
COMPANIES in SA needed to increase the number and step up the pace of advancement programmes for workers, Institute of Personnel Management president Theo Pegel said in a statement yesterday.

The private sector and particularly human resources managers could play a major role in combating the severe skills shortage in SA.

Pegel outlined a policy for such a programme, reminding IPM members that even if the present education system was reconstructed tomorrow, it would take 10 to 15 years before the results of such a restructuring would be realised.

"In the meantime, the private sector must make do with the present pool of people in the country," he said.

"It is up to each and every one of us as human resources managers to create a culture of education and training in our own organisations," he said.

"This attitude will ensure education and training is stressed at all times on all levels within our organisations," he added.

More black personnel needed to be brought into supervisory levels and into technical positions to assist in the implementation of these programmes.

Training strategies should concentrate on responsibility for self-development by managerial and executive staff, with more direct training being aimed at the lower levels.

EDWARD WEST

Companies should become involved with the education of their future employees in the geographical areas in which they are located.

Pegel stressed that support to schools in the neighbourhood could have a major positive implication.

"Don't try to do it on your own. Form an alliance with similar minded businesses in your locality. As a group you can achieve so much more than trying to do everything alone," he said.

Pegel emphasised the need to focus on vocational training. SA should take a good look at introducing a system similar to the Vocational Education Training system which is used in West Germany.

In Germany, everyone who left school to enter the job market needed to undergo an apprenticeship which applied to more than 400 different trades.

By adopting a similar system, SA could ensure its workforce was far better equipped vocationally.

The IPM has taken the issue of the skills shortage and education system in SA as part of its theme for the 1990's and intended bringing practical ways and means of handling the problem to its 8 000 members during the coming months, said Pegel.

175 Workforce



## SA will enter 2000 seriously unskilled

TANIA LEVY

(12) SA WILL be short of 200 000 skilled workers but have a surplus of 9-million semi- and unskilled people by the year 2000, according to the Stellenbosch University's Institute of Futures Research. (175)

Quoting these figures, the SA Institute for Race Relations (SAIRR) says in its newsletter that apartheid ensures white men remain SA's single largest source of high-level manpower. BDC 5/1190

While blacks made up more than 86% of the population, they contributed only 2,9% of SA's accountants, 6% of lawyers, 5,5% of scientists and 0,1% of engineers.

But 496 000 managers, the majority black, will be needed by the year 2000, the institute says.

The National Manpower Commission says the shortage of workers with university degrees will increase to 228 000 in the next decade.

However, an SAIRR survey shows only 65 748 black students enrolled at SA universities in 1987, compared with 150 890 whites.

# SA slipping behind in technological field

By Derek Tommey

Unless steps are taken to make better use of the country's mineral resources, the mineral boom may start to peter out — condemning the country to continued low economic growth, warns Dr AM Edwards, one of the country's top scientists.

Dr Edwards is president of Mintek, which is not only the country's major minerals research organisation but is also regarded as one of the best in the world in its field.

He warns also that to ensure the necessary research is carried out, South Africa will need thousands more engineers and scientists than it possesses.

Dr Edwards says in Mintek's annual report that technological progress these days accounts for up to 55 percent of a country's economic growth.

## Low growth star 26/1/90

South Africa's low growth in recent years could be ascribed partly to not increasing the value of its minerals.

In the past 15 years Australia and Canada, two other mineral-rich countries, increased their gross domestic product a head by 26 percent and 46 percent respectively. South Africa's GDP a head had increased by two percent in this period.

This difference, at least in part, is the result of more added value operations in these two countries.

"Unless South Africa is able

to exploit its mineral resources to maximum advantage, its market share will steadily decrease and it may find it increasingly difficult to exploit its resources in the future."

He says South Africa must concentrate its research on its minerals as this is an area where it possesses researchers of the highest calibre.

## Shortages (175)

Research in other fields is probably ruled out owing to the sparse number of people with the necessary skills. However, South Africa would still need many more researchers than it has.

It employs roughly 200 researchers for every million of the population. This is less than Peru and Argentina and compares with 4 000 per million people in Japan.

South Africa requires every year about 1000 people with chemical and metallurgical degrees. So far the record number produced by South African universities was 200 in 1986. This year only about half this number is expected to graduate.

Dr Edwards says it is vital that black students are made more aware of the importance of technology.

While a large pool of better educated blacks is being created, relatively few go on to study at universities or technicons. By 1984 only 1580 black students had gained diplomas, compared with 42 749 whites.

Howard

HOUSE OF REPRESENTATIVES

QUESTIONS

Indicates translated version.

For written reply:

General Affairs:

Taxi concern: permits issued

2. Mr W J DIETRICH asked the Minister of Transport:

- (1) How many permits were issued to a certain taxi concern, particulars of which have been furnished to the Minister's Department for the purpose of his reply, over the latest specified period of five years for which information is available;
- (2) whether he will furnish particulars of the vehicles in respect of which these permits were issued; if not, why not; if so, (a) what is the registration number of each such vehicle, (b)(i) on what date and (ii) from whom was each purchased and (c) on what date was the licence for each vehicle issued;
- (3) whether his Department has information on whether the taxi concern in question has at any time leased out any of its permits; if not, why not; if so, what are the relevant details;
- (4) whether it is the intention to phase out the permit system; if not, why not; if so, (a) what steps have been and/or will be taken

in this regard and (b) what alternative system will be introduced?

C4E

The MINISTER OF TRANSPORT:

- (1) Two permits were issued on 18 November 1987.
- (2) Yes.
- (a), (b) and (c) CB 291768 registered in the name of G Abdullah on 2 December 1987 and CB 276565 registered in the name of I Abdullah on 5 January 1987. The rest of the information is not readily available to the Department of Transport.
- (3) Yes. There have been several allegations over the past 18 months from persons alleging they have been hiring permits from the taxi concern in question.
- (4) Yes.
  - (a) The Transport Deregulation Act, 1988 (Act, No 80 of 1988) and the Road Traffic Act, 1989 (Act, No 20 of 1989) which have been passed by Parliament make provision for the deregulation of transport.
  - (b) A system of control aimed at maintaining an acceptable standard of quality and safety, the Road Transport Quality System. A Passenger Transport Bill, which makes provision for the regulation of passenger transport, is also expected to be piloted through Parliament next year.

Howard

HOUSE OF DELEGATES

QUESTIONS

Indicates translated version.

For written reply:

General Affairs:

Shortage of professional persons

1. Mr M MOHANLALL asked the Minister of Manpower:

- (1) Whether there is a shortage of (a) civil engineers, (b) mechanical engineers, (c) chemical engineers, (d) land surveyors, (e) airline pilots, (f) aircraft maintenance personnel, (g) flight controllers, (h) doctors and (i) dentists in South Africa; if so, what is the extent of the shortage in each case;
- (2) whether his Department has taken and/or intends taking any steps to recruit persons from overseas countries to meet these shortages; if not, why not; if so, from which overseas countries;
- (3) whether his Department has taken and/or intends taking any other steps to alleviate the present position; if not, why not; if so, (a) what steps and (b) when?

D22E

The MINISTER OF MANPOWER:

(1)

|         |  |
|---------|--|
|         | Shortages according to the most recent Manpower Survey of the Central Statistical Service as at 25 March 1988* |
| (a) Yes | 440  |
| (b) Yes | 154  |
| (c) Yes | 133  |
| (d) Yes | 150  |
| (e) Yes | 129  |
| (f) Yes | 262  |
| (g) Yes | 26   |
| (h) Yes | 1 507  |
| (i) Yes | 212  |

- (2) No. The recruiting of employees is the responsibility of employers. The Department of Home Affairs assists employers in this regard. The Department of Manpower thus does not necessarily have any knowledge from which countries immigrants are recruited by employers.
- (3) See reply under (2) above.
  - (a) Applications of prospective immigrants are received and referred to suitable employers via the South African missions and the Department of Home Affairs.
  - (b) Continuously.

## Sowetan Business

# Create more skilled blacks

Sowetan

11/1/90

175

While the Government does have a strong case in turning to the east for skilled manpower, but looking at its track record in the use and abuse of the country's human resources in the past one wonders ...

According to the National Manpower Commission 40500 people in the technical, professional and management disciplines were needed in 1988.

By the year 2000 there would be a shortage of 228000 workers with university degrees and diplomas.

In the next 11 years the shortage of entrepreneurs and managers would be increased to 10300, while 442000 professional and technical posts would be empty.

Management consultant Perfect Malimela has said 496000 managers, the bulk of them black, were needed by the year 2000.

Stellenbosch University's Institute of Futures Research has estimated that in the year 2000 South Africa would be short of 200000 skilled workers but have a surplus of 9 million semi-skilled and unskilled workers!

## Study

According to this study high- and middle-level manpower in the "coloureds, Indians and Africans" population groups increased from 25 percent to 32 percent and 20 to 40 percent between 1965 and 1985. The TBVC countries are excluded.

In 1987 the brain drain saw more than 1900 professionals, semi-professionals and skilled technicians leave the country compared to 1071 that came in (South African Institute of Race Relations figures). The historic shortage of skills, forget the causes for the time being, means that the country is in dire need of skilled manpower. This is a strong case for recruiting skilled labour.

Add to this the multiplier effect this would have on the economy, particularly in creating jobs, even for unskilled workers, the case for recruiting those East Germans, Hungarians and whatnot is all but sealed.

But then this is the economic argument. Is the political case just as strong? Some of the major causes for the shortage in skilled labour were Bantu Education, the Group Areas Act, influx control and Job Reservation. Thankfully the last two are now scrapped, with job reservation no longer in operation for over eight years.

But what happened after the scrapping of job reservation? Between 1980 and 1986, the last

five years being the post-Job reservation period about 3800 black apprentices were registered compared to 65471 white apprentices! Without job reservation the system was now reproducing itself! Nobody expected a deluge in blacks getting into the trades, but 3800 over seven years tells some story.

When the Government scrapped job reservation it did not initiate a drive, or do enough, to get blacks get into the skills sector. Instead, as far as I am concerned, the Government indirectly encouraged technical education for whites. How does one explain the Government spending R207435000 on white technikon education and

R16023000 for blacks as recently as in 1988? In addition the Government has said skills training is not its responsibility. In that case whose is it?

As far as I am aware the private sector trains

artisans according to their needs and budgets, that is at the micro level, and the macro problem remains that of the Public Sector.

With this background recruiting labour from East Europe becomes morally unjustifiable though necessary for economic development.

In addition, the Government's has in the past recruited white labour from Europe for political reasons - it wanted to increase the white popula-

tion. As nothing has been said about recruiting Chinese artisans opposed to the incorporation of Hong Kong into China I suspect that the programme to get Europeans as immigrants is being resurrected, or continues.

If there is to be any credibility in recruiting East Europeans shouldn't there be a massive skills training drive in the black community, as Eskom is now at last doing?

It's  
my  
business



THAMI MAZWAI

# Black accountants lobby govt

THEO RAWANA

AN EIGHT-man delegation from the Association of Black Accountants of SA (Abasa) has discussed with Finance Minister Bar-end du Plessis ways of getting blacks more involved in SA's financial and commercial life. *News 4/3/91*

Abasa executive director Mashudu Ramano said the talks, which were held in Cape Town on Thursday, were the first in a series of meetings with Du Plessis.

Ramano refused to divulge Du Plessis' response to the delegation's proposals, saying only that the talks were "fruitful".

Regarding the proposals, Ramano said: "It is our belief that government must increase the number of blacks in all areas of the public sector — the Treasury and the Inland Revenue departments, the municipalities and the parastatals.

"We need black tax assessors and inspectors and they should be exposed to the Budget area as well."

Ramano said another major issue raised with Du Plessis was the evaluation of non-SA accountancy qualifications in view of the expected influx of exiles who qualified as accountants overseas.

He said the present system did not give due recognition to non-SA accountancy qualifications.

Pointing out that the number of black accountants in SA had risen from seven in 1985 to 29 last year, Ramano said South African universities produced one black CA for every 1-million people, while among whites the ratio was one for every 370 people. *(175)*

He said South African universities needed to do more than blame Bantu Education for their failure to produce black commercial graduates.

"All of SA's universities combined produced 17% of black B Com graduates with majors in accountancy in the last five years, while Unisa produced the other 83%.

"These universities should follow Natal University's example by coming up with programmes that will enable them to handle the open university concept.

"Natal University has a programme to have the student body 75% black by the year 2020," he added.

# Polite pointer to the errors of bantu education

Star 12/3/91

175

**Q**UIETLY germinating on the other side of the Limpopo is an idea that, if it ever sprouts, could have an important impact on the social fabric of South Africa.

It is not likely to get much attention at present because it implies that South Africa would be receiving economic aid from Zimbabwe.

Most South Africans would be amused at the idea of their country, the economic giant of the sub-continent, receiving or even needing assistance from those people across the river. After all, is it not *we* who are in a position to give aid to *them* and not the other way round?

Well, yes, in most respects. But not in all. Not if you agree with Eddie Cross.

Mr Cross is a white Zimbabwean who has been prominent in business circles in his country, notably in the Beira Corridor operation.

He thinks South Africa will soon find itself so short of both skilled workers and executives that it will have to recruit them from among black Zimbabweans.

"Zimbabwe's great strength as it enters the Nineties and the new southern African environment is that it has not made the mistake of neglecting investment in human resources," he writes in a recent issue of the South Africa Foundation Review.

"As a result, it has probably the best labour resources of any country within the region. Indeed, South Africa with its comparatively ill-managed black education system will probably have to draw on Zimbabwean skills for many years to come in order to meet the burgeoning demand for skilled black workers and executives."

It was nice of Mr Cross to put it so politely. Others might have said bluntly that while the commissars of apartheid were creating the monstrosity of bantu education in South Africa, black children in Zimbabwe, and even before that in Rhodesia, were getting an education much more likely to equip them for the modern world.

It is certainly true that South Africa is seriously short of skilled workers and managers because there are not enough whites and because the system has not equipped blacks to meet these needs.

Since independence 11 years

Out of Africa

GERALD L'ANGE



ago, Zimbabwe has poured money into building up an education system with high standards.

At the same time it applied socialist policies that failed to develop the economy at a matching rate.

The result is a growing body of well-educated young people with little chance of finding employment.

Whether they will be suitable for South Africa's needs is not clear. Perhaps it will not be long before employer organisations in the Republic begin trying to firti out.

And if Zimbabwean skills are then imported, how will the authorities handle the protests of job-hungry South Africans? Who will deal with this particular chicken of apartheid as it comes home to roost in the new South Africa?

# CAs in search of Eden

175  
1991

THE SHORTAGE of non-white chartered accountants is being tackled by the profession's Eden Trust.

There are fewer than 500 non-white and only 29 black qualified CAs among the profession's 13 000 members. Many people believe 20 000 CAs will be needed by the year 2 000. *S Times 14/4/91 (supp 17)*

Eden Trust executive director Chris Aitken says: "The political situation dic-

tates that more non-white accountants need to be trained."

The trust provides accounting students with bursaries and establishes mentorship links between them and sponsoring firms.

In 1988, 20 bursaries were awarded — this year 134 are on offer. The target for next year is 200.

# Train for scarce skills

175

IF you want to be sure of a job given the sea of unemployment that has engulfed southern Africa during the past few years, then reading the annual report of the National Manpower Commission is a must.

It details job categories in which there are worker shortages.

The report points out that the demand for certain categories of skilled workers has shown a sharp increase during the past decade, despite our low average economic growth rate.

Experts who compiled the document calculate that at a projected real economic growth rate in the next decade of 2,7 percent a year, the demand for what it calls high-level manpower will increase by three to four percent annually, or by a cumulative total of up to 600 000.

High-level manpower means those workers who have had at least two years of education or training after matric. Middle-level workers are those with at least Std 7, plus at least a number of weeks

## MONEY TALK

or months of training in and/or outside the work environment.

If there is an economic upswing in South Africa, companies will be needing highly-trained workers in a hurry and will be forced to shop on the international market for skills. This will cost enormous sums of money as the rand is weak and highly-skilled, well-paid workers are normally reluctant to uproot themselves in Europe, or elsewhere, to come to South Africa unless the pay is exceptional.

Apart from the fact that it will be inflationary, it can cause unrest among South African workers as the wage gap between their pay packets and those of the overseas workers is bound to be substantial.

Workers from overseas have to be paid in American dollars or the currency of their country of origin.

The solution is, of course, for more local workers to acquire those scarce skills. In fact, train-

ing is fairly widely available to anyone prepared to apply himself.

The categories specifically mentioned by the commission in which critical shortages exist, include:

■ Apprentice: Metal and engineering, electrical and electronics, building, motor, printer and furniture trades;

■ Technician: Engineering and draughtsman;

■ Engineer: Technologist (unregistered);

■ Clerical: Bookkeeper and related financial clerk;

■ Computer-related: Office machine and computer operator, computer systems occupations, including programmers.

Apart from these there is a shortage of production foremen and production supervisors in many areas, such as chemicals, coal, rubber, plastics, paper and wood manufacturing and food, drink and tobacco preparation.



# Proactive stance is needed to ride the wave of change

A PROACTIVE approach to the needs of its clients, a commitment to education and a sense of professional identity will be needed to keep the civil engineering profession on the crest of the wave of change in SA.

De Leuw Cather MD Rodney Burrell says the biggest problem facing SA — a shortage of skills at both professional and technical level — is echoed in the civil engineering profession.

"We offer bursaries to students to assure a steady supply of good staff, but this option is affordable only to larger firms.

"When the inflow of professionals from overseas dried up, SA's resources were put under tremendous pressure.

"Once the local political and economic climate normalises and economic development builds up steam the problem is going to become tougher," he says.



RODNEY BURRELL

Despite the difficulties ahead, Burrell says he is optimistic about the future of SA in general and civil

engineering in particular.

"Because of the shortage of engineers, those who are available tend to get experience in responsible positions at an early age."

The expertise of DLC's staff has been confirmed by its former Canadian parent company, which "has told us our engineers will be welcome any time".

"SA has specific challenges to meet — especially the provision of housing.

"But at the same time, we plan to follow the lead set by international trends," says Burrell.

Prime among these is the tendency to develop computerised systems for marketing in an effort to anticipate clients' needs rather than responding to requests.

In addition, the firm has poised itself to move into a variety of specialised fields as opportunities become available.

"The next decade or two will see development across the board in SA — and our spread of expertise will enable us to take on whatever is going and run with it," he says.

# Insurance bursary launched

CP Reporter

**CONCERNED** individuals have initiated the Insurance Scholarship Fund, a bursary scheme which aims to address the shortage of black insurance professionals.

The scheme — the brainchild of local black professionals — was launched at a fund-raising dinner in Johannesburg recently.

Under the chairmanship of Khehla Mthembu, the bursary will sponsor black students to study towards a degree in insurance at the University of the Witwatersrand.

Guest speaker, *City Press* editor Khulu Sibiyi, said South Africans should not only expect politicians

to solve problems in society, but "we, all of us, must start now to play a meaningful role in our various ways and should set good examples to others".

Sibiyi said some people in the insurance industry might fail to see the significance of the bursary scheme, but it was an incorrect perception.

"This should have happened a long time ago to demonstrate to our people that, though numerous obstacles have been placed in our way, we are now able to advance as one nation.

"The fund we are launching is a milestone toward black empowerment by black people."

Sibiyi said illiteracy caused by apartheid had to be combated — a

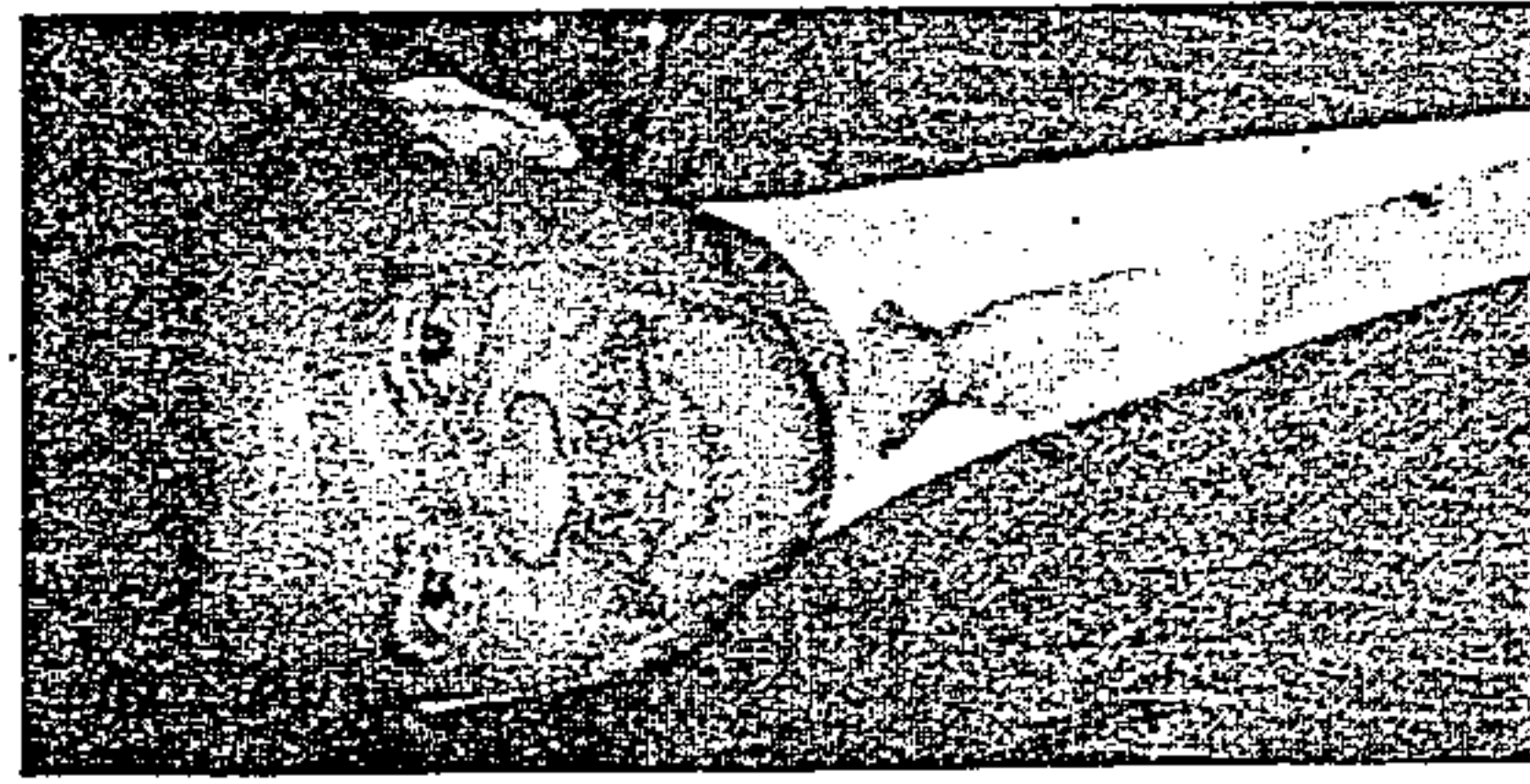
responsibility the corporate business world could not shirk.

Also at the launch was Roger Atkin, a director of Lloyds Broking House's Edgar Hamilton Group. He is also chairman of Atkinsure PLC, a London-based financial investment company which is an underwriting member of Lloyds.

Atkin was a special guest of Jan Erasmus, founder of the largest independent short-term insurance brokerage in South Africa.

Erasmus was instrumental in founding XB Brokers — one of the few viable black insurance brokerages in the country.

Nearly R50 000 was raised at the function and more has been pledged.



Speaker... *City Press* editor Khulu Sibiyi.



Bursary chairman... Khehla Mthembu.

## Skills vital for growth

**SP** SOUTH Africa's challenge is not only to bring literacy and numeracy to the population, but also to supply people with the relevant skills, knowledge and understanding necessary to maintain economic stability and growth, said National Pers managing director Ton Vosloo.

Speaking at the Sebokeng Teacher Training College's Diploma Day yesterday, Vosloo said the stability of any future government would depend on sound economic growth — despite what occurs in terms of social and political reform.

In future, he said, increasing numbers of students would apply to study at

## growth MD

**175** tertiary institutions. But South Africa had a "skewed skills relationship" at this education level, with an average of three people studying at university for every one studying at a technician.

Overloading universities will not result in the acquisition of skills that our country needs, Vosloo said.

He added there were shortages of medical personnel, accountants, computer technicians, engineers, teachers and health workers.

The education system would have to be structured to deliver personnel that match up to technical, economic, social and educational demands.



**Ton Vosloo . . . "skewed skills relationship".**

(175)  
**Insuring their  
tomorrows**

Star 6/5/91  
A new educational opportunity for black South Africans wanting a career in insurance has received strong support from the London insurance market.

There is a critical shortage of qualified black insurance staff throughout South Africa, but the initiative, conceived entirely by black entrepreneurs in the industry, is intended to provide candidates able to cope with middle and top management jobs.

Roger Atkin, a director of Edgar Hamilton (Marine) Ltd, has pledged full support for the scheme.

A bursary fund was set up and students qualifying will do a BA in insurance at the University of the Witwatersrand.

Mr Atkins has promised financial assistance for the new fund from the Edgar Hamilton Group and from Atkinsure PLC, and will try to encourage enthusiasm for the venture in London.

THE STAR BUREAU

## CAREER

# Helping people to keep track of their money

*Star 17/5/71. (175) (175)*

In South Africa there is a shortage of chartered accountants.

A chartered accountant (also referred to as an auditor) carries out audits which involves putting the financial statements of an organisation in order.

This includes looking at the vouchers of transactions and ensuring that all the income and expenditure has been correctly ordered and recorded.

A chartered accountant's qualification is the highest in accountancy.

Chartered accountants review the financial records and details of an organisation's past financial year, and put together a set of accounts. Their task is to reflect the financial status of organisations.

They also set up computer programmes, which will cover the accounts, membership records and tax details of an organisation.

They assist employees with tax queries and help employers set up tax structures.

A chartered accountant can be considered as an objective third party who can be trusted to give an accurate financial statement to members and to outsiders dealing with an organisation.

Chartered account-

The economy cannot afford to have businesses going bankrupt. Chartered accountants are vital to any economy as they help to ensure the efficient running of businesses and organisations.



ants offer financial advice. For example, they help plan the amount of money that an organisation will spend in the future and how much income will be needed.

Chartered accountants check whether the financial statements are in accordance with the organisation's constitution.

This measure ensures that there are no dishonest practices within the organisation.

### Qualifications and Training

Prospective applicants should have a keen interest in accountancy. It is helpful if you have studied accountancy at school.

You need a matric exemption with mathematics (higher grade.)

To qualify it takes

four or five years of university study. At some universities there is a four-year full-time course.

It is also possible to study part-time. After you have done your theoretical study, you have to do a period of articles (between three to five years, depending on the degrees you have completed).

During this time, you work for a public accountant and auditor.

Articled accountants are seen as trainee accountants.

Accountants must be computer-literate.

There is a great demand for chartered accountants.

It is a well-paid profession.

The role of a chartered accountant in a post-apartheid society  
A lot of people working for change dismiss ac-

countancy because they see it only as a way of making money. However, it is vital for organisations and trade unions to have a very good understanding of accountancy and the requirements of auditing.

Currently a lot of work is required to assist trade unions to understand the financial affairs of companies. The accountant can empower workers and ordinary people to understand accounts, and to realise that accounts are things over which they can have control.

It is also important that organisations and structures are accountable to their members.

For further information contact:

● The SA Institute of Chartered Accountants, Box 964, Johannesburg 2000. Telephone: (011) 834-1351.

● Transvaal Society of Chartered Accountants, Box 2995, Johannesburg 2000. Tel: (011) 836-0124.

● Natal Society of Chartered Accountants, Box 487, Durban, 4000. Tel: (031) 304-5475.

● Cape Society of Chartered Accountants, Box 4484, Cape Town, 8000. Tel: (021) 21-1458.

● OFS Society of Chartered Accountants, Box 408, Bloemfontein, 9300. Tel: (051) 30-4240.

Adapted from: "The Future is Yours"

Double trouble: Too many unskilled workers, too few skilled

172 1199 (175) Star 27/8/91

# SA must check economic imbalances

South Africa is suffering under the weight of a double economic imbalance.

While only one in 10 people entering the job market today will find employment in the formal sector (according to Sanlam's Economic survey for May) SA has an undersupply of skilled workers.

According to the National Manpower Commission (NMC) there are at least four million people in SA without formal employment.

Consultant for the SA Chamber of Business (Sacob), Dr Gad Arlovich, says: "Apart from the thousands that have already been retrenched this year, the picture will look even bleaker by year end as many big firms are planning real capital expenditure on new plants and less on jobs."

He attributes this to the world trend to replace unskilled people with machines.

"During Sacob's survey of confidence levels in the manufacturing sector, many big industrialists expressed the view that people are being replaced by machines — not only be-

cause of the unreliability of the worker but also because of a world technology trend."

So on the one hand, the country has a huge oversupply of unskilled workers; and on the other hand (according to the NMC) the demand for skilled manpower during the last decade has shown a huge increase despite a low economic growth rate — approximately two percent during the period 1980-89.

The NMC calculates that at a projected real economic growth rate of 2,7 percent a year the demand for high-level manpower will increase in the following decade by three to four percent annually or by a cumulative total of between 500 000 and 600 000.

It is for this reason that education and training must play a vital role.

Among the economic proposals put forward by Sanlam are the promotion of higher exports and the small business sector, Government-sponsored labour-intensive development projects and greater emphasis on vocational and training.



Alexandra . . . A city with about 280 000 people — more than half of whom live in shacks with a single outside tap — 47 percent of the employable adult population is without work, among the youth the figure is far higher

# Engineering a richer future

175

Star 9/17/91.

**WHEN THE focus turns** to the economic scenario as South Africa pushes towards a new post-apartheid era, Dr Roy Marcus, president of the South African Engineering Association, jabs an index finger at a set of facts and figures always at hand.

At the top of the list are estimates that no fewer than 17,5 million South Africans — 47 percent of the population — live in households that struggle to survive on as little as R695 a month.

The cost of rescue packages, to lift them no higher than the line drawn to mark what is considered a minimum living level by normal standards, would run to a staggering R15 000 million.

A dilemma beyond solution? It begins to look that way as the finger next follows the dismal record of economic performance in recent years: too feeble even to keep pace with the growth in population.

Dr Marcus, former dean of the faculty of engineering at the University of the Witwatersrand and now managing direc-

Engineering bottins believe South Africa faces the crossroads of its economic future: sliding in status to yet another African country in economic shambles, or turning to technology. **MICHAEL CHESTER reports.**

for of the Synergy Business Consultancy, also underlines the chronic shortage of skilled engineers needed to retune the economic motors and give them more power.

Frustration mixes with anger when a new batch of statistics highlights the scarcity of engineering and science students among the 267 000 undergraduates flowing through a national network of 21 universities, compared with the hordes in pursuit of BA degrees with little direct relevance to manpower needs.

The frustration deepens when he points out that the number of technicians trails far behind at only 13, with a combined enrol-

ment of only 60 000 students.

"That's where South Africa's economic problems come to roost," argues Dr Marcus. "We need a radical rethink about our education and manpower priorities, and learn that much more emphasis must be devoted to technology."

"We'll never find the economic thrust to tackle the future with any confidence until there has been a dramatic increase in the supply and status of skilled engineers."

"If there are any lingering doubts, all South Africa needs to do is examine the formula that created the economic miracles achieved by the new tigers in the Far East: Japan, Taiwan, Singapore, Hong Kong and South Korea."

"All of them owe their success to the high priorities devoted to technology in their education systems."

"South Africa, now at new crossroads, has an ideal chance to chart a course to follow their example in the search for new economic strategies. It could mean virtual economic suicide if we ignore the opportunity. "We can cut out the nonsense



Radically rethink priorities . . . urges Dr Roy Marcus.

about South Africa not having the resources or the manpower to flex the sort of economic muscles that have been developed by countries in and around the Pacific Basin. Of course we do, if we apply our minds to it.

"With few natural resources of their own, most of them had little more than sheer determination to make full use of the tools of modern technology when they made an enigmatic debut on the stage of world

trade and rattled the complacency of global rivals on international markets.

"Each of them . . . pledged to deliver the goods at the right price, right quality and right time."

"Their industrial strategies are based on three elements: production, more production and still more production. And that means more skilled engineers and better technology. "South Africa needs to study the simple lessons well.

"And we can do without hang-ups about whether we have the potential talent to handle the exercise. Of course we do. That has been proved by the high technology developed at Sasol, Eskom, Armscor, in uranium enrichment and in the whole mining industry, where we lead the world."

Dr Marcus believes South Africa faces the blunt alternative of slipping into the status of yet another African country in an economic shambles — or pulling all the levers of technology to achieve the status of a winning nation.

The SA Engineering Association has pulled the first lever with the launch of what it calls TAP (Technology Awareness Programme). Its main objectives are:

- Creation of a national technological culture.
- Promotion of technology as the platform for economic growth and national survival.
- Increasing Government awareness of the key role of technology.
- Gaining wider industrial support and recognition of the leverage effect of technology.

- Action to avert a crisis in engineering education at tertiary institutions.
- Uplifting the perception of technology as a career opportunity.
- Development of a strong professional status for engineers and scientists.
- Establishment of a national technology think-tank.

The programme has been reinforced by a special contest to find the Technology Top 100 firms showing flair in the business sector.

The winners will be announced at the opening of the Trade and Industries Fair in Johannesburg next March.

With luck, the association will also persuade the State President to name March 9 as Technology Day — and make it an annual event on the South African business calendar.

"Back to our first concern about the number of South Africans living in absolute poverty: Do we really want that problem to stay unresolved? Or shall we all take the high road and generate a new confidence in society at all levels about the economic future?" □

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# Developing accounting skills among black South Africans

New Nation (Learning Nation)

12/7-18/7/91



Bantu education has deprived many people of the skills needed to build democratic organisation. This is a demonstration against Bantu Education which took place in 1955. Pic: Bailey's African Photo Archives

South Africa is currently in short supply of professional, technical and skilled people. The shortage of these skills is greatest amongst the black population. However, as South Africa moves towards a new political dispensation there will be pressure on all structures, academic institutions and professional bodies to be representative of all ranks. We need skilled people to help build our organisations on the ground.

Many people believe that South Africa has a major role in the development of the rest of Africa. This will also place more demands on the limited skilled people, creating yet further shortages.

### An accountancy initiative in South Africa

One of the major skill shortages is among accountants. There are only 42 black accountants in South Africa. During October 1990 representatives of Acca, The Chartered Association of Certified Accounts, came to South Africa to look into possibilities of getting Acca established in South Africa. Acca has worked with the Open University in Britain in developing a comprehensive set of materials for distance learners wanting to study accountancy. The course is divided into modules which can be used for a number of accounting qualifications leading up to full certification.

This programme has been tested in a number of countries in Africa and Asia. The Acca open learning programme will promote the development of basic accounting skills and will also extend access to these skills in community organisations. A number of organisations were invited to an explanatory meeting which was hosted by The Association of Black Accountants of Southern Africa (Abasa). The participating organisations which serve as a working committee are:

- Abasa
- SACHED (DUSSPRO & LACOM)

- BMF (Black Management Forum)
- CDHR (Centre for Development of Human Resources: ANC)
- Acca

Other organisations have been invited to participate. These are: Kagiso Trust, UNISA, I E B, NAFCCO, FABCOS, COSATU, Dave Douglas and Associates, etc.

### Recognition of Accasa

\* Abasa has held initial discussions with the Minister of Finance, the Financial Services Board and Public Accountants and Auditors' Board. The latter institution showed openness to the idea and requested that a detailed proposal for recognition be forwarded.

\* It has also met the Head of the Department of Education Services at the HSRC and an evaluation of the Acca qualification is being considered.

\* The Working Committee has also asked Abasa to compare the Acca with all other relevant accounting qualifications such as CIS, IAT, et cetera.

### Preparing for Accasa

The working committee will organise a training programme for facilitators of the seminars. These facilitators will be recruited from different areas. Acca has agreed to assist the committee in conducting the programme for about 25 facilitators some time in August 1991. The purpose of the training will be to:

- \* help facilitators gain a better understanding of the project;
- \* initiate the facilitators into the open learning material; and

- \* to establish a nucleus of people who will ensure the sustainability of the project into the future.

After training, the facilitator will organise regional seminars in major centres around the country. The purpose of the seminars will be to involve organisations in the identification of suitable content, testing of the methodology and the promotion of the programme.

The Working Committee is planning to launch the new programme at the beginning of 1992.

The Working Committee has decided to call this initiative: "Project Accasa" - Acca and South Africa.

Are you interested in finding out more about Accasa or would you like to join the programme? If you are interested write to:

|                  |    |               |
|------------------|----|---------------|
| Mashudu Romano   | or | Abasa         |
| c/o SACHED TRUST |    | c/o Imogen    |
| 6th floor        |    | P.O. Box 5282 |
| Allied Building  |    | Johannesburg  |
| 236 Bree Street  |    | 2000          |
| P.O. Box 11350   |    |               |
| Johannesburg     |    |               |
| 2000             |    |               |

or

The Centre for the Development of Human Resources  
 60 De Korte Street  
 Braamfontein  
 P.O. Box 32280  
 Braamfontein.



# Child spared as ANC man's family killed

(175)  
CT 16/8/91

By DANIEL SIMON

THE life of an ANC community leader's daughter was spared yesterday when two armed men, who attacked his home and shot his family, decided she was "too young to die".

Nondumiso Tshuku, 7, of 1185 B, Site C, Khayelitsha, survived the 1.30am attack by two gunmen, who fired on the family with "long guns" before torching their home.

Nondumiso is the daughter of 73-year-old Mr Solomon Tshuku, chairperson of the ANC's Mxolisi Petane branch in Site C.

At the time of the attack Mr Tshuku was on nightwatch duty at a mental hospital in the township.

A distraught Mr Tshuku said he had "no idea" who was behind the attack.

He said that although there had been some problems with the Western Cape United Squatters' Association, no threats had ever been made against him or his family.

Police said yesterday that those killed were Mr Tshuku's 50-year-old wife Florence, his two daughters Nomanqulo, 3, and Abigail, 16, and two sons Lundi, 19, and Mncedisi, 20.

It was also learnt that Mr Eddy Gebe, 27, died during a separate attack about the same time in D-Block of Site C, when a shack he was sleeping in was set alight by unknown men.

Nondumiso said the attackers, who both wore blue uniforms and balaclavas, were in the house when they opened fire on her family with "long guns".

She said one man looked at her and said in Xhosa: "She is too young to die." Both men then set her family's home on fire and fled.

Neighbour Mr Vumile Gwani, 27, said he heard gunfire and a child crying.

"The little girl who was crying was Nondumiso. She was saying 'Help my mother'. Many of us helped to put out the fire, and when we did, we found four bodies inside a room."

Mr Gwani said Mr Tshuku's son Mncedisi was found lying outside the shack with serious burns. An ambulance arrived four hours later, and Mncedisi later died at Groote Schuur Hospital.

Residents said the ambulance was stoned en route to the scene.

A spokesman said police were investigating murder charges.



**GUTTED ...**  
A Khayelitsha resident inspects the remains of the Tshuku home destroyed by fire early yesterday.

# Too few black accountants

By LULAMA LUTI

CIP/MS 25/8/91

FEW black students take accountancy and mathematics at school and this has led to a shortage of blacks in the management accountant profession in South Africa, says a leading accountants' organisation.

Of the more than 25 000 members of the seven various Accounting Institutes in the country, less than 200 are blacks.

And although the local branch of the internationally-based Chartered Institute of Management Accountants (Cima) has over 800 members and 2 000 students, only a few are blacks.

In a bid to even things out, a R1-million project has been established to serve students from the disadvantaged communities.

Known as the Denise Jenkins Education Trust, it will initially cater for 44 students each year and depending on the availability of funds, the number could increase.

The trust is named after the late Cima president Denise Jenkins.

According to Cima's Peter Wicht the project will help develop the potential among blacks which has been lying dormant because of lack of educational skills and commercial know-how.

"This was necessary because the accounting profession in the country has very few members from the disadvantaged communities.

"As South Africa moves to a non-racial democracy, most of the professional managers and accountants will of necessity have to come from the majority of the population," said Wicht.

## Review/Tertiary Education

# Reaping the poor yield of Verwoerdian policy

**T**HE South African economy will have to invest huge amounts in skills training if it is to cope with sustained growth and be able to compete in international markets.

Part of the reason for the lack of skills is the "brain drain". An unknown number of professionals left the country during the past three decades. But the greatest cause of the skills shortage is the shortsighted education and training policies of the apartheid era.

Barlow Rand economist Pieter Haasbroek says the best possible means of approximating our skills need is by drawing comparisons between ourselves and the OECD countries — with whom we may want to compete

in certain industries. And when this is done the picture looks bleak.

For instance, whereas in the OECD countries managers comprise seven percent of the workforce, this figure is only two percent in South Africa. The OECD figure for highly skilled workers is 33 percent compared with South Africa's nine percent. The number of semi-skilled employees is more comparable — 40 percent in the OECD countries and 35 percent in South Africa. And 53 percent of our workforce is without skills!

The shortage of skills in such areas as management and engineering is marked. It has been estimated that there are on average two jobs for every engineer who graduates — and in the civil and electrical engineering

fields there are four jobs for every graduate. This is made gloomier by the fact that civil engineers are likely to be in high demand if a new government undertakes huge housing and urban upgrading projects.

Haasbroek estimates that were the economy to achieve a sustained growth rate of four percent over the next decade, 100 000 more entrepreneurs and managers and 450 000 professionals and technicians will have to

Does South Africa have the time and money to train skilled workers or will professionals have to be imported?

By **MONDLI MAKHANYA**

be added to the present pool.

Wis University economics lecturer Mariam Altaman, who is researching the textile industry, notes that in this industry and others there is a dearth of industrial engineers.

"Companies are now having to fill in with people who are not qualified in industrial engineering. Obviously this has implications for product quality and competitiveness."

This lack of industrial engineers will have implications for South Africa at a time when local firms are edging their way into international markets.

Nevertheless, the government, the private sector and the unions have recognised the urgency of promoting skills which are the key to economic growth. Business is pouring millions

of rand into education — especially maths and science at high schools and the sciences at tertiary level.

Apartheid education, the constraints which sanctions and disinvestment have placed on resources available for training and a lack of career direction among students are some of the reasons responsible for the shortages.

But Altaman lays most of the blame at the government's door: "The government has no manpower policy."

She castigated the state for not allocating enough money for technical and skills training in its education budget.

If the worst comes to the worst we can fall back on imported skills. East Bloc countries are likely to be our main source of this — particularly in the engineering sphere.

ble, tyre and engineering sectors.

The parties agreed to set up an Industry and Education Training Board consisting of equal numbers of employer and union representatives. The board will "direct education training to shortages and future industry needs". It will also develop industry training standards and co-ordinate the implementation of adult basic education

d us for assistance — the missing link is total contribution in creating a new dynamic

t, on (031) 7031155 or (0323) 31129

# Recession masks the crisis in skills

MANY retrenchments are unnecessary.

Innovative human resource practices, such as work sharing, may be far more preferable to both employer and employee.

They include multi-skilling, shorter working hours, fewer working days, revolving lay-offs, more flexible working patterns and retraining of employees.

In the 1990s, such issues along with skills training and career development, are certain to be the focal areas of human resource activity.

Dani Mitchell, executive director of the Institute of Personnel Management, says the recession has masked the skills crisis.

"The expected shortage has not materialised to as great an extent as it would have in buoyant times. But once we have turned the corner, the skills crisis will be a critical impediment to economic growth.

"The time has never been better for companies to focus on technical skills training, management development and affirmative action."

## Resort

Underscoring the timing factor and role to be played by corporate SA, Miss Mitchell says even if the education system is redesigned, it will be 20 to 30 years before SA sees the fruits.

"Private- and public-sector employers will have to become the educators of last resort."

Miss Mitchell became IPM's first woman executive director in February 1991. She succeeded Wilhelm Crous. She had three years' experience as IPM training manager and another six as training head of Standard Bank's black advancement and career development programme.

At IPM's central office in Parktown, Johannesburg, she heads a staff of 35, charged with serving of IPM's 8 500 members. The members include human resource practitioners, 7 000 in all, 500 companies, and 1 000 subscribers to the IPM Journal.

Miss Mitchell estimates that 50% to 60% of the human resources management belongs to the IPM.

Helping her are various committees appointed by the IPM's 40-member council. They are elected for three years and cover three core

EVERY year the Institute of Personnel Management hosts a convention at Sun City to highlight issues vital to the profession of managing people in the workplace.

This year's convention, at which 1 100 delegates are expected and which begins on September 23, is no exception. But how does the IPM see itself positioned in this changing South Africa? How is the organisation gearing its structure and programmes to meet the challenges of the future?

ALISON GOLDBERG reports.

areas: industrial relations, human resource development and personnel services.

Three other committees have risen to prominence in these areas: equal employment opportunity, employee assistance programmes and assessment centres.

In addition, the institute has 22 branches, comprising members in the same geographical area who meet regularly to look at issues such as training and who arrange events.

Miss Mitchell handles the question of what the IPM is doing for blacks with confidence. She says: "More than 50% of IPM diploma students are black. We also have a major project to ensure a significant increase in the number of black human resource managers in the working environment as well as in positions of leadership in the institute."

The IPM has two black executive committee members — JB Magwaza, human resources director for Hulett Refineries in Durban and Martin Sebesho, managing director of Controlled Management Dynamics.

"We are developing a

national human resources strategy in association with the ANC's Centre for Human Resource Development. Wilhelm Crous is co-ordinating the project."

Among her priorities in the next five years is an increasingly active role in lobbying the Government and other organisations involved in manpower issues.

Miss Mitchell says: "We are particularly keen to see more vocational and technical training at secondary school level and the establishment of a single education authority and system.

"By virtue of our role in organisations and our knowledge of human resource needs, we are able to assist research into macro-manpower issues.

## Poised

"Two cases in point are the Commonwealth Group on Skills for Post-apartheid SA and the British Polytechnics' initiative for collaboration with SA to deal with education and training problems."

Miss Mitchell believes IPM's efficacy will continue to lie in its provision of



DANI MITCHELL: Preparing for the new South Africa

networking opportunities for members of the profession, its training and development of human resource professionals and its information service.

Miss Mitchell says of the new SA: "Human resource practitioners are poised to play a leading role in this era of consultative and participatory management. These new values are bound to affect all levels of human resource management."

## Shortage of expertise has become chronic

<sup>5/17/91</sup> MANPOWER resources in the arena of science and technology are in a state of flux.

Large-scale rationalisation in statutory and private sector institutions has left many experts jobless.

But SA suffers a chronic shortage of scientific and technological skills.

Unless it succeeds in restructuring its scientific and technological community in the near future, it could see an outflow of crucial personnel to greener pastures overseas — and the long-term effects would be crippling.

Foundation for Research Development (FRD) president Dr Reinhard Arndt says manpower analysts tend to spend too much time counting the number of science and engineering students and pay too little attention to the factors

<sup>13/9/91</sup> that contribute to economic growth.

"The SA economy must be strengthened by applying innovative, creative high technology to develop and manufacture marketable products for the world market.

"The people who transform novel technology into successful products are entrepreneurs trained in science, engineering and technology.

### Challenge

"Innovative scientists, engineers, technologists and technicians are worth their weight in gold," he says.

The challenge is for SA to establish a high technology network of small operations to create new employment potential for these people.

Historically, massive organisations employed the majority of scientists

and technologists. <sup>175</sup>

Until recently, government was the major employer of these skills, particularly in so-called "strategic industries" and the provision of services.

In a healthy economy, however, the emphasis needs to be on wealth creation — and following this trend, most First World countries have seen a shift in the structure of the high-technology community.

"The trend is away from big corporations taking the lead in new hi-tech ventures towards the proliferation of innovative small businesses built up by teams of young entrepreneurs.

"These entrepreneurs are experts in specific fields, including technology, financing and marketing.

"The biggest obstacle to SA going this route, how-

ever, is the lack of availability of venture capital for entrepreneurs in the hi-tech field."

Arndt says the provision of venture capital in these cases is government's responsibility.

### Families

The combined efforts of the Industrial Development Corporation and the Small Business Development Corporation — backed by advice from local and international evaluation networks — could help establish families of hi-tech, innovative manufacturing businesses capable of holding their own in the international arena.

"SA can learn from the Far East, where proposals for establishing small industries based on high technology are evaluated by international leaders in specific fields," he says.

SHIPPING

DAY, Monday, September 30 1991

# Huge jobs shortage predicted

GERALD REILLY

PRETORIA — A Unisa report released at the weekend has highlighted the dramatic expected increase in the number of black workers between now and 2005 and the inability of the formal sector to get anywhere close to providing enough jobs.

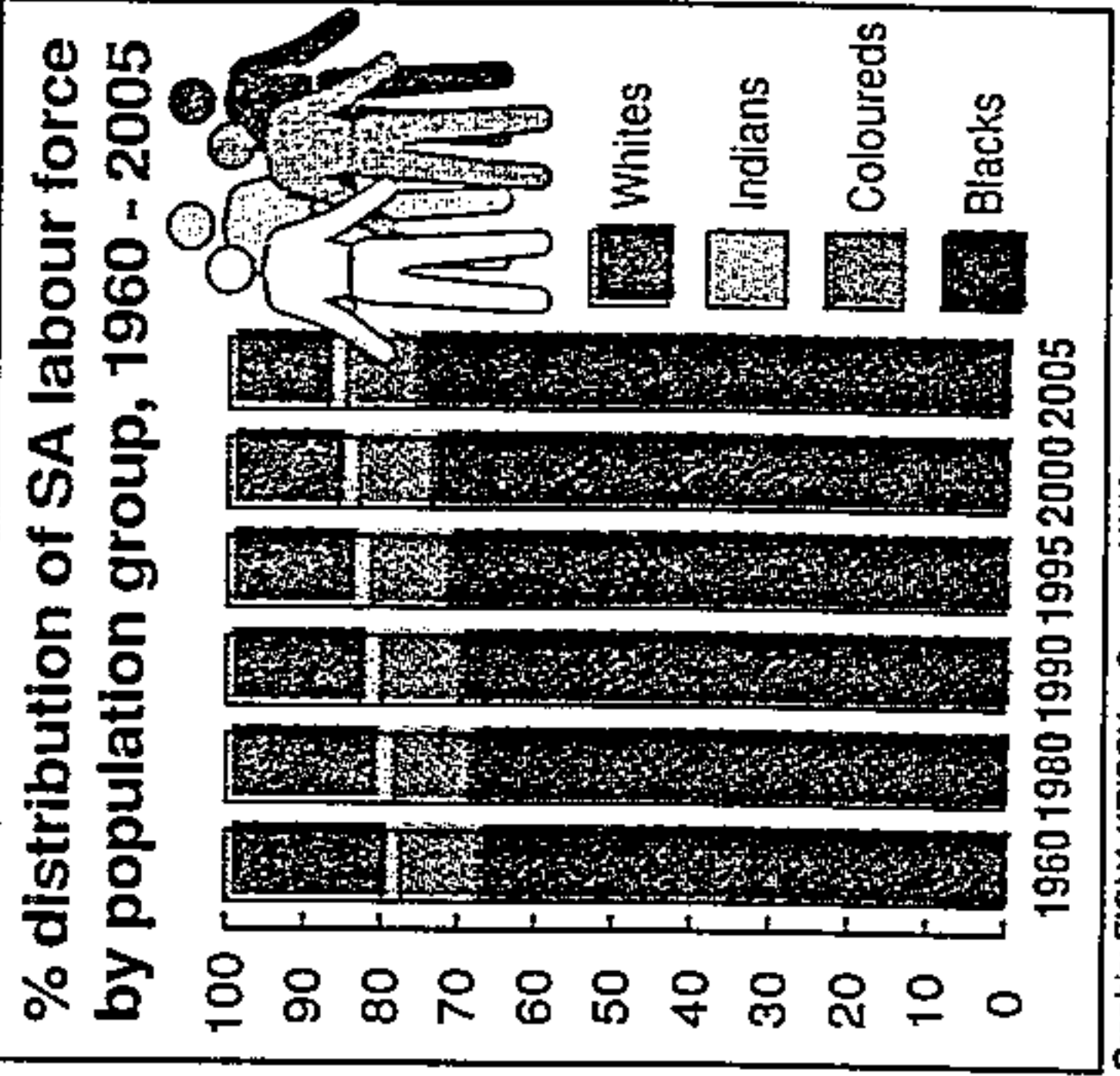
Compiled by demographer Prof J L Sadie, the market research report claims the surplus of semi-skilled and unskilled workers will rise to a huge 11,5-million by 2005.

It says that between 1990 and 2005 an average of 450 000 new workers will enter the labour market every year.

This will rise to 510 000 a year in the five years to 2005 and contrasts with an average annual increase of 31 000 jobs in the formal sector during the last five years of the '80s, when the public sector provided 95% of the new jobs.

The SA labour force rose by an average of 2,8% a year from 1960 and this tempo is likely to be maintained until 2005.

Between 1960 and 1970 the labour corps increased by three blacks to one white, but from 1985 to 1990 this ratio rose sharply to 9,8:1 and by 2000 to 2005 it is expected to show a dramatic



Graphic: FIONA KRISCH Source: UNISA

ic escalation to 53,5:1. "As whites and Asians are responsible for 97% of job creation in the formal sector this sharp drop in the ratio of black-to-white workers will make it increasingly difficult to provide work for new entrants to the formal sec-

tor," says the report. "And, excluding migration, the shortage of executive and skilled workers is expected to reach 921 000 by 2005."

"Assuming the employment of executive and skilled workers is a prerequisite for the creation of jobs for workers in other categories and that it will not be possible to fill the 921 000 vacancies, the surplus of semi-skilled and unskilled workers will rise to 11,576-million by 2005."

By implication, about 57% of the labour force will have to earn a living in the informal sector or be unemployed.

Between 2000 and 2005, 91% of the net addition to the labour force will be black, with whites representing only 1,7% compared with 21,8% between 1960 and 1970.

Sadie found this would have a dramatic impact on the composition of the labour market.

The share of whites will plummet to 12,7% in 2005 from 20,3% in 1960. The black share will rise from 67,4% to 75,9%.

The report stresses the sharp decline expected in the growth of the white male labour force.

Between 1960 and 1990 its annual growth rate stood at 1,7% compared with 2,3% for blacks.

## Jo'burg

# Skilled worker crisis forecast

Star 2/10/91 175 1022 208

By Helen Grange  
Pretoria Bureau

The shortage of executive and skilled workers in South Africa was expected to reach 921 000 by the year 2005, a report by the Bureau of Market Research at the University of South Africa has predicted.

By contrast, there would be no jobs in the formal sector for between 7 325 million and 11 576 million semi and unskilled workers by 2005, the report states.

By implication, about 57 percent, or just more than half, of the labour force would have to earn a living in the informal sector or be unemployed.

The report says the labour market will be expanded largely by blacks between the years 2000 and 2005.

This would decrease the white share of the market to 12 percent while blacks would have 75 percent of the market share.

This change would be the result of a sharp decline in the growth rate of the white male labour force as opposed to a steep increase in the black male labour force.

## Job creation

"These growth rate differences in the elements of the labour force have major implications in the spheres of job creation and unemployment...

"As whites and Asians are responsible for 97 percent of job creation in the formal sector, this sharp drop in the ratio of black to white workers will make it increasingly difficult to provide work for new entrants in the formal sec-

tor," the report says.

Another prediction made is that the years spent in retirement by both black and white workers will lengthen because of extended average life expectancy rates.

This meant that in 2005, an average white male would have to earn enough during his average 38 years in the labour force to make provision for the 16 years he would not be earning an income.

The report further states that the South African labour force is expected to total 20,2 million in 2005, with between 450 000 and 510 000 people entering the market annually.

Women's share of the labour market is expected to rise from 23 percent in 1960 to 39 percent in 2005.

## Gloomy glimpse of your job in 14 years

The Argus Correspondent

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175 ARG 3/10/91



# Unskilled returnees seen as source of instability

Star 3/10/91

By Helen Grange  
Pretoria Bureau

Unskilled returning exiles could become a major destabilising factor in South African society without proper education and training, Dr Frans Barker, acting chairman of the National Manpower Commission, warned yesterday.

Dr Barker was addressing a national symposium titled "Manpower development in the new South Africa" held in Pretoria.

The majority of exiles currently returning had very high expectations but very low skills levels, said Dr Barker.

Skills shortages and a predicted massive oversupply of semi and unskilled labour became the focus of the symposium — and delegates have called on the Government to plough more funds into skills training.

Dr Barker said the shortage of skilled labour would become

the greatest limiting factor in higher economic growth in the new South Africa.

Companies wishing to invest in a post-apartheid future should give the highest attention to teaching management skills and providing hands-on experience, he said.

In the public sector the majority of positions, especially senior positions, were in white male hands.

"This cannot continue, but if proper training and education is not provided, standards will drop — an outcome which nobody wants," he said.

It was also well-known that SA's ratio of university to technician students was completely the wrong way round.

However, despite the skilled labour shortages, employers using skilled migrants and not training local workers were doing a disservice to necessary economic empowerment, Dr Barker added.

Department of Manpower director-general Joel Fourie told delegates that the perception that certain jobs should be regarded as inferior must be

removed, as there was already an oversupply of academically trained people in the labour market.

He said State tax concessions could possibly be made on condition, for instance, that training courses concerned were in the directions in which critical skills shortages existed.

Cosatu's Human Resources Committee co-ordinator Adrienne Bird told delegates that the State and employers would have to "relinquish unilateralism" in training and all other labour-related issues if they were genuinely committed to change.

"It appears to Cosatu that while (the State and employers) are talking about the 'new South Africa', they are still holding on to key elements of the status quo," she said.

● Cosatu withdrew from the National Manpower Commission on Tuesday, calling instead for the creation of a national forum of employers, Government and trade unions to negotiate all macro-economic issues during the transitional period.

pointed to patrol the Cape Peninsula nature area on a regular basis. This

negotiated.  
Law enforcement on the collection

# Manpower shortages hit land conservation efforts

B/pan 23/10/91.  
CAPE TOWN — The effectiveness of legislation on the conservation of land was seriously undermined by the lack of staff to enforce it, evidence before the President's Council committees for the investigation into a National Environmental Management System showed.

The report appealed for market-related salaries for these posts to attract and retain extension officers and resource conservation inspectors in particular.

The Department of Agriculture's Resource Conservation Directorate employed resource conservation officers who supplied information to farmers but, as a result of "a critical shortage of staff", the 14 officers available countrywide could only reach about 1% of farmers a year.

The report said it was evident that there was a chronic shortage of skilled staff in the Department of Water Affairs and a serious shortage of scientists.

Personnel shortages also impeded

the effective application of air quality standards, it said.

"It is disturbing that there is not a single air pollution official for the entire Free State, and only eight for the entire country," it said.

The report said there was also a serious lack of field staff.

It recommended that each region of the Department of Environment Affairs should establish an integrated inspectorate in which the resources of all inspectors and peace officers concerned with the policing of environmental legislation would be pooled.

With suitable in-service training, individual inspectors would be able to perform a variety of different inspectorial duties.

The recommendation includes the suggestion that the system of honorary nature conservation officers should be extended and those interested should be encouraged to attend training sessions and then be sworn in as peace officers with limited powers. — Sapa.

Handwritten: 175

# Mining industry heads for a critical gap in expertise

*By Daw 17/10/91. (175)*

MATTHEW CURTIN

THE growing shortfall of qualified and trained manpower together with the poor image of the mining industry is jeopardising the future of SA's mining industry, says SA Institute of Mining and Metallurgy (SAIMM) president Richard Beck.

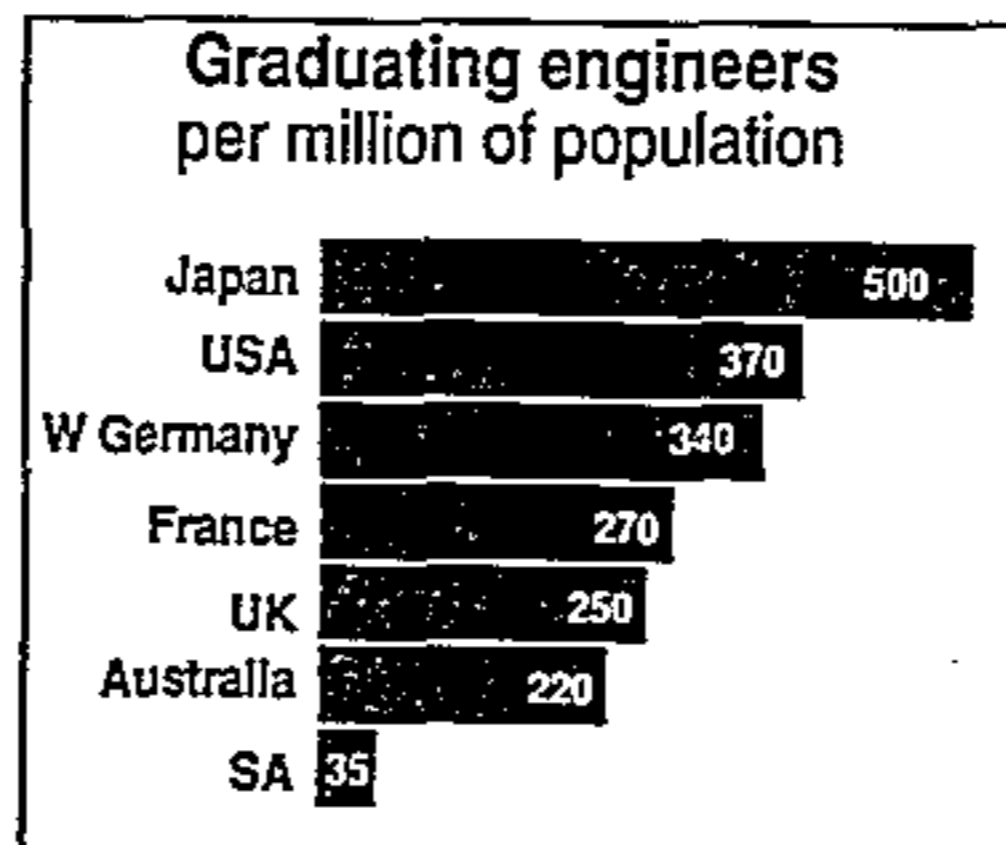
Writing in the September edition of the SAIMM Journal, Beck says that the mining engineer may become an endangered species; a development with grave implications for the health of the mining industry.

The industry contributed 12,5% of SA's GDP, against 7% in the US and less than 5% in Canada, Britain, former West Germany and France. In contrast, in 1990 SA produced 25 graduate engineers for every million people, while Japan produced 500, the US 370, West Germany 240, France 270 and Britain 250 (see graph).

Beck said the decline in the number of university courses for mining-related subjects in SA and overseas was alarming.

The fall has been attributed to the dwindling numbers of high school students taking maths and science in SA and overseas, the indifferent quality of most science teaching at high schools, and the image of mining companies as fairweather employers who sack employees during times of low metal prices.

In the US, low enrolments has caused seven out of 26 undergraduate programmes to be closed or curtailed. In England, three universities



have closed all their mining-related departments, with two more to follow. Beck says SA has always drawn engineers from overseas to supplement the number of SA graduates.

In SA the lack of students taking science and engineering has reached crisis proportions, "largely due to the failure and inability of the country's divided education system to provide sufficient school-leavers with the necessary academic background and work skills to meet SA's man-power requirements".

Beck says that only 500 out of the 25 000 black students who gained university exemption in 1989 had taken maths as a subject.

He says SA produces only between 20% and 50% of the number of graduate engineers produced in countries like Japan, France, the US and Australia.

The number of mining and metallurgical engineering graduates from Wits and Pretoria universities has dropped by about 40% since an encouraging increase in the early '80s. "Education is a pipeline process,"

writes Beck.

"If people do not take up mineral-related disciplines now, there will be a shortage in four year's time when, it is hoped, a boom will occur again."

He says the Chamber of Mines and the SAIMM are trying to address the problem through their Phoenix programme, which aims to improve schools' science curricula as well as science teaching at school and university science teaching.

However, developing new mining technology requires more engineers, and "the mining industry is not well known for its support of university research".

Beck says parallel with concern at the fall in mining students is the perception that the industry has a "low-technology image".

He says advances elsewhere in engineering have outpaced those in mining technology, which, with the exceptions of long-wall and mechanised mining, are essentially the same as they have been for centuries.

The adoption of new methods like backfilling and hydropower is slow and hampered by research cutbacks because of the worsening financial state of the mines.

He says the popular image of mining as a despoiler of the environment with a poor safety record has persisted worldwide for hundreds of years.

Encouragingly, a recent chamber survey found such a view was not entrenched, with a growing proportion of mineworkers and black, though not white, students rating mining as rewarding career.

15 Day 1911 1919 200  
**Shortage of accountants**

175 ROBERT GENTLE

A SENIOR partner with a leading accountancy firm yesterday called for a "change of approach" to bring more blacks into the profession without debasing the qualification.

Managing partner of accountancy firm Arthur Andersen Sam Abrahams said: "Blacks with degrees are failing examinations on a regular basis. We cannot continue in the way we have for the past 20 years."

Abrahams said there were about 45 black accountants in the country out of a total accountant population of just over 13 000. SA needed about 200 to 300 new black accountants a year. 19/11/91

# Strong ties with Africa urged

Sowetan 21/11/91

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By JOSHUA RABOROKO

IT is of the utmost importance that South Africa strengthens its ties with the market research industry in Africa as soon as possible after sanctions have been lifted.

Local contact with this market has been limited because of political isolation, said Mr Deon Herbst, chairman of the Marketing Research Standard Authority.

Herbst, who was recently appointed as the new chairman of MRSA, is also the director of Markdata, a division of the Human Sciences Research

Council.

He said: "The opening up of international ties after a period of political isolation gives MRSA the opportunity to strengthen relations with similar associations in other countries.

"Over the years MRSA members had close liaison with sister organisations abroad on individual and company levels. As a result of this, the general standard of research in South Africa is on a par

with the standards accepted internationally.

"Contact with the market research industry in Africa has been limited and permanent relations will have to be established next year."

## Bond

Herbst said MRSA's other main objective for next year was to improve the image of the industry with users in market research and the general public.

"South Africa is undergoing a definite period of change. Market research and surveys will become prominent and relevant either for business, government, communities and decision

makers in general.

"MRSA will have to play an important role to promote the significance of quality information for effective decision making.

"The generation of information in the market research industry is largely dependent on the goodwill of the general public. MRSA will address the issue of professional standards during this interviewing process."

He said MRSA would also address black advancement within the industry.

"During last year MRSA voiced its concern about the shortage of qualified and experienced black people within the marketing industry.

"It identified the vital importance of adequate resources of trained black market researchers for the future. A project has been started to identify ways and means of bringing and attracting more people to this industry by providing suitable employment opportunities and setting up appropriate training for such people. Marketing of the industry at training institutions will have to receive the necessary attention.

"The industry can only position itself in the future with the basic statistics at hand. Managers within the market research industry should have statistics at hand about the environment in which to operate.

"Statistics and information, for example, on total turnover of the industry, number of operating companies, salaries of researcher/interviewers, usage of different data collection methods and the conditions of employment of permanent/contract personnel is of the utmost importance," he said.

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New Nation  
(Learning Nation)  
29/11 - 5/12/91.

Last week we spoke about the biggest problem facing workers and school leavers - the problem of unemployment. One of the ways people are therefore forced to make a living is through selling goods in the informal sector. This week we will look at careers in the formal sector, ie jobs that we normally associate with receiving wages or salaries.

**Aspirations and Reality**

South Africa has a serious shortage in key skilled jobs such as information technology (computers), engineering, management and accountancy. What is noticeable in these areas is the imbalance between whites and blacks. For example there were only 6 African professional engineers in 1985, only 20 African chartered accountants in 1989 (out of 12 000) and only 5% of all professionals were Black. In contrast, it has been estimated that South African training institutions can at present satisfy no more than half to three quarters of the normal annual demand for 2 000 - 3 000 new engineers, and that the shortage of qualified accountants by the turn of the century will be 7 000.

From the side of the future needs of our country it is right that students and workers want to obtain the skills and qualifications to fill these jobs. It is also important that school-leavers know how to get these skills through going to educational institutions and getting bursaries.

A strong view amongst the black working class about careers is the idea that education is the key to escaping the misery of poverty. This motivates parents to make tremendous sacrifices to ensure that their children can get a good education. Education can be an important advantage in obtaining a job in the future, but it is important to remember that education is no guarantee of a job. We should thus approach the whole question of careers for school leavers with a knowledge of how the economy is actually performing at the moment and ask ourselves: what approach is needed to have at least some chance of getting any job, let alone an exciting career.

**Employment Opportunities and the Economy**

The general trend in employment at the moment is a contradictory one. The fact of the matter is that the South African economy is in a crisis and is not growing fast enough to accommodate the amount of workseekers. At the same time the state and the bosses are in a stage of political reform and negotiations. These two features have the opposite impact on conditions of employment and the possibility of gaining jobs. If an economy is in crisis, most of its sectors are affected. This leads to an increase in unemployment and re-



Nurse with a blind patient

trenchments. At the same time the fact that the state is trying to move away from old-style Apartheid means that many laws against Blacks getting certain jobs is being done away with. The result of this contradiction is that, while the number of jobs are not increasing in most sectors, there are new opportunities for Blacks in jobs that were formerly reserved for whites.

Let us look at this trend in relation to the state and the private capitalist sector.

**The State as Employer (The Public Sector)**

Many South African people are employed by the state, either in some state department or in those industry's which are state owned. Of particular note is the fact that the number of workers in the private sector is currently almost the same as in 1980. This implies that the increase in employment from 1980 until now took place almost exclusively in the public sector. This picture is just more alarming if we consider this meagre rise in the number of jobs against an annual growth rate of more than 2.5% of the economically active population.

For Black people the area of greatest job growth has been in the area of local and provincial government. This is a result of the decision by the state to do away with job reservation in the civil service. The result is that the number of Blacks employed as clerical workers and administration staff has increased significantly. Coupled with this trend has been the growth of the civil services in the Homelands.

Two of the most important and skilled jobs in the state sector which have long been popular amongst African people are teaching and nursing. Given the fact that more and more skilled white nursing staff

are abandoning nursing, or going into the private hospitals, there are opportunities for Black people to take the load of nursing in the state health services. Similarly since 1976, when the state began to build more schools for Africans and improve the qualifications for African teachers, there have been job opportunities in the education sector.

There is a contradiction here though at present. While the estimated teacher shortage will be 350 000 by the turn of the century, current state policy is to freeze the number of teaching posts. And while health conditions continue to deteriorate, state policy is to cut the health budget. Both of these trends is likely to limit opportunities of these traditionally sought-after jobs in the near future.

Other state sector jobs which offer job opportunities show the same contradictions. The postal and telecommunications services and the transport services are two sectors which now officially take an equal opportunity stance on employment. As a result more Black people are being employed in a range of jobs from postmen, to telephone technicians, to clerical workers. But both the postal services and the transport services are on the road to privatisation through what is called commercialisation. This means that they are operating strictly on business principles of making a profit. The result is that, whereas formerly these sectors served as the means of promoting white working class employment in the 1940's - 1960's, the current trend is to cut down on staff.

**The Private Sector**

Throughout the 1980's the bosses have been cutting back on investment in new

industries and replacing workers with machines. The result is that most sectors in private industry are cutting back on employment.

Again here we have a contradiction between the fact that the bosses are employing more Black labour and yet the total number of jobs is not increasing. The proportion of African workers employed in semi-skilled operative positions nearly doubled between 1965 and 1985 (from 40% to 73%) and also expanded in middle level categories such as clerical and sales workers. There has also been increased employment of African women at lower levels of the economy.

On the other hand the number of apprentices in South Africa dropped by 36% from 1983 to 1987. Since the Wiehahn Commission published its report and opportunities were opened up for African apprentices to enter the lucrative artisan labour market some economists envisaged that the number of African would increase dramatically. Yet, the number of African apprentices dropped by 57% from almost 12 000 in 1983 to just more than 5 000 in 1987. Whites continue to dominate in every occupation except machine operators and African people are a small minority of those who receive training. The decrease in the number of apprentices is probably due to the fact that firms are employing Africans in positions for which they have the skills but are not registering them as apprentices. And many jobs are being de-skilled due to changes in the production process, with the result that bosses do not send their workers for training and apprenticeship.

**What kind of skills will help us get a job ?**

With the increases in unemployment and retrenchment, school-leavers and workers should be asking themselves: what kind of skills will increase our chances of getting a job? Clearly the skills needed will depend on the kinds of jobs available and the use of technology in that particular sector. In general however, at times of increasing unemployment, it is better to have a range of skills rather than be limited to only one specialist skill. For instance it would be better at present to learn say bricklaying and carpentry rather than just bricklaying. It may not always be possible to get a formal certificate in each of these skills but an ability to have a range of skills can improve job prospects.

At the moment there is also an international trend to get workers to work in workteams. This trend is being copied in certain industries like the electronics industry in South Africa. In these workteams workers have to be multi-skilled - they have to have the skills to produce the whole product. Again this shows the need to have many skills rather than one.

# Business Day SURVEY

Ten years ago the SBDC was registered as a public company, absorbing the assets and staff of the Development and Finance Corporation and those of the Indian Industrial Development Corporation. Since then, with capital employed amounting to R800m, loans worth over R1bn have been granted to over 31 000 entrepreneurs. GILLIAN HAYNE reports.

## Shortage of basic skills is a problem

ENTREPRENEURS are renowned for their innovations and specialised expertise, but not for basic business skills, and this is the weakness that usually leads to their downfall, says SBDC central region contracting unit head Ebrahim Asmal. (175)

"Basic skills such as marketing, costing, selling and funding jobs are major problems for infant businesses," he says.

In 1987, the SBDC undertook to help its tenants win contracts by tendering on their behalf, helping with bridging finance and sharing business skills — thus introducing the sub-contracting principle to South Africa.

From 1987, over R53m worth of contracts were negotiated countrywide between big corporations and small and medium sized industrialists with the help of the SBDC.

Asmal negotiated R43m in the PWV area alone.

Big companies such as Anglo American, JCI, Barlow Rand, Anglo Vaal and Rand Mines are but a few of the corporations awarding jobs to the SBDC's



Burglar guard manufacturing is a highly successful sub-contracting enterprise.

small and medium-sized enterprises.

Jobs ranging from making uniforms or cleaning hostels to manufacturing weighing scales for the mines are on offer at Penryville.

Linked to sub-contracting is the mentor system.

No longer is it sufficient for companies to provide finance for projects or award contracts — business expertise is also needed.

One of the leaders in this field is Anglo American, with its Small Business Ini-

tiative which works closely with the SBDC.

Discussions are underway for the SA Bureau of Standards (SABS) to give its approval to items produced by the SME industrialists.

A hardship faced by many is the problem of agents.

Although these middle men are important go-betweens during the early stages of breaking down barriers between large companies and SMEs, many are unscrupulous and unethical, says Asmal.

As the sub-contracting idea gains momentum,

however, Asmal hopes the need for agents will diminish.

Natal has tried a new initiative in match-making by displaying products required by the large corporations to the SME clients.

SBDC Natal region head Adhir Singh says: "Until now we have tried to promote sub-contracting by providing big business with a list of our SME clients."

"Informing our clients about opportunities to do business with the corporate sector makes more sense, however, as it encourages them to take the initiative."

This left 2,3-million unconnected houses which fall under other supply authorities such as homelands and municipalities.

An Eskom spokesman said the estimated R6bn cost of the Electricity for All programme was calculated by using an average connecting cost of R2 000 per household and a figure of 3-million unconnected homes within reach of its grid.

## Clean-up begins in Phola Park

TIM COHEN

IN THE first step towards becoming a proper town, Phola Park squatter camp is being given a Christmas present — the immediate removal of huge piles of refuse. **Transvaal MEC for Physical Planning and Development John Mavuso** said in a statement yesterday that the refuse removal had begun and would be followed by the provision of running water and toilet facilities.

Early in 1992, Phola Park would become a proper town, following the allocation of R15m by the IDT for the development of 2 000 service sites.

Phola Park has been the scene of numerous bloody clashes between residents and nearby Thokoza hostel dwellers.

Mavuso said the hostels in Thokoza would be upgraded. Plans for this were still being prepared.

The construction of the town would be primarily in the hands of the community, which has planned the layout of the town and the design of the houses.

Contractors were invited to introduce themselves to their nearest Eskom district to keep informed about opportunities and bid for projects.

According to a study by Prof Geert de Wet of Pretoria University, the electrification of 1-million households over five years could create 270 000 jobs and add 5% to SA's GDP.

## SA is 'still producing too many academics, too few technicians'

THOUGH there is a distinct move towards technical and vocational study, most degrees awarded at SA universities continue to be in the arts, social science and education fields.

The SA Institute of Race Relations' latest Social and Economic Update, released yesterday, said enrolments at technicians increased 258,2% between 1986 and 1990, while university enrolments rose 54,5%.

Between 1975 and 1979 student enrolments at technicians grew 14,5% and university enrolments 54%.

Of the university degrees awarded in 1989, 60% were in arts, social science and education, 13% in science and engineering and 9% in medicine.

Update said the country was still producing too few technicians and more academically oriented graduates than it could absorb.

The percentage of pupils remaining at school until matriculation had improved from 6,3% in 1980 to 13,6% in 1985 and 33,5% in 1990.

The DET had committed itself to overcoming backlogs in provision of textbooks, allocating R61,1m for books this year, and another R69,7m for books next year.

In its health and welfare section, Update reported a growing incidence of tuberculosis. The Department of National Health and Population Development said that in 1988 there were 57 704 cases; in 1989, 68 075; and in 1990, a provisional figure of 65 435 was given. Reports for that year were not yet complete.

Formal housing remained unaffordable for most blacks.

Between 60% and 80% of the urban black population earned between R400 and R800 a month.

Of this, about 37% (R148-R296) would be spent on food and 13% (R53-R104) on transport. — Sapa.

that Welgemoed had invited a delegation to meet him in Cape Town on Friday to discuss the issue.

"The restructuring of the transport policy should go along with the overall economic policy — this has not been followed," he said.

# Stokvels at Bank workshop

WILSON ZWANE

Lukhele said the Reserve Bank indicated last year it was committed "to stabilising and promoting" stokvels.

Van Greuning said the informal savings clubs had a large potential to provide efficient financial services if they were to function within "a proper statutory framework conducive to their particular environment and development".

"Such a framework should take cognisance of the risks involved in these financial arrangements," he said.

Lukhele said the stokvel sector relied on prudential regulation in the form of market discipline to protect the interests of their members.

"In place of formal mechanisms, informal agents rely on their knowledge of one another to reduce the risk of lending."

If this form of regulation were to be replaced by more advanced levels of prudential regulation, consisting of extensive rules and regulations, the flexibility and low cost of a stokvel operation would be diminished, Lukhele said.

## Road deaths drop, but still costly to economy

WILSON ZWANE

It has been estimated that road deaths cost SA about R6bn annually.

However, this year's road fatalities were lower than the 800 deaths during the same period last year.

Road deaths this year included 75 occupants of minibus taxis. A Sabta spokesman said the decrease in collisions involving minibus taxis (99 people died in such collisions last December) was partly due to his organisation's safety campaign.

THE SA Reserve Bank will convene a workshop on the regulation of informal savings institutions next month to which all interested parties, including the National Stokvels Association of SA (Nasasa), have been invited.

Nasasa president Andrew Lukhele confirmed his organisation had been invited to the workshop. **24/12/91**

"The convening of such a workshop is in keeping with government's undertaking that input will be required from the stokvels before the new Deposit-Taking Institutions Act is finalised," Lukhele said.

The Act will be amended to find a new approach to the regulation of informal financial institutions.

The office of the Registrar of Deposit-Taking Institutions said details of the workshop had still to be finalised.

But Reserve Bank Registrar of Banks and Building Societies Hennie van Greuning has said his office had been assigned the task of rewriting the Mutual Building Societies Act "in consultation with the market to address the financial needs of the broader community".



MANPOWER — LABOUR Shortage

1992 — 1994

**FOCUS ON THE PUBLIC SERVICE**

By BARBARA LUDMAN

AMONG cabinet ministers talking about level playing fields is administration and tourism minister Dr Org Marais, who said last month his department was introducing a special bursary scheme "to assist the needy student of colour to attain qualifications".

A new scheme would appear to be needed. According to the results of a study done by the head of the School of Public Management at Stellenbosch University, Professor Erwin Schwella, blacks are getting very little out of the current one.

Every year, the Public Service

**Subsidies solve skills shortage**

Bursary Scheme advertises bursaries for medical, engineering and economics students and other aspirant professionals willing to join the civil service.

In 1988, the scheme received 957 applications from blacks qualified according to the scheme's criteria: the code word was "acceptable"; 2 585 from whites; 427 from coloured applicants; and 304 from Asians.

Guess who got the bursaries? Only 101 blacks — or 10,5 percent of those

whose applications were accepted — but 705 whites, or 27,3 percent; 82 coloured applicants (19,2 percent); and 86 Asians (28,3 percent).

The following year there was much less money, so fewer bursaries were offered — a pity, as many more applications were found acceptable. Only 24 of the 1 504 applications from blacks were successful — a rate of 1,6 percent. Whites didn't do much better, with a 1,9 percent success rate.

Those statistics aren't easy to get

anymore, because the Commission for Administration, which runs the central government civil service, no longer keeps racial breakdowns.

But there's another batch of numbers Schwella finds significant: the number of blacks receiving commerce and administration degrees has soared from 43 in 1975 to 173 in 1986, and is still rising. Clearly the interest is there.

He calls for an affirmative action approach to training "which is completely justified, given the discrimina-

tory past as well as the relative affluence of whites and their capacity to finance their own way".

"Affirmative action training is not merely a slogan or a piece of ideological rhetoric," he says. "Given the relative shortages of highly qualified human resources in South Africa — which will be exacerbated by any pattern of growth in our economy — we will have a tremendous shortage of managerial personnel coming from the traditional sources, mainly white."

"Affirmative action is not only a necessity for moral reasons but also for utilitarian reasons."

# Affirmative action to produce black scientists

THE critical shortage of science and technology skills in SA is hampering efforts to produce technological solutions, but the CSIR has several schemes underway to help improve the situation.

CSIR president Brian Clark, says the racially skewed composition of SA's scientific work force is another indication of the country's inability to create an adequate pool of high level manpower.

## Creating

"We are fully committed to rapidly creating many more opportunities for all people in the exciting world of science and technology.

"We are developing a dynamic equal opportunity programme based on sound

principles of affirmative action, particularly with regard to support for students in tertiary education programmes," says Clark.

He says the blend of the CSIR's Africa expertise and the financial and technological capability of the First World constitutes a valuable mechanism for sustained black economic empowerment and development in collaboration with African countries.

This empowerment relates to five areas:

- Eliminating racial discrimination in the workplace;
- Promoting black advancement through affirmative action;
- Promoting democratisation at different levels within the organisation;

- 81 Day 9/6/92
- Improved education and training; and
  - Changes in corporate social responsibility programmes.

He says the CSIR is an equal opportunity employer, and at the beginning of 1991, it set in motion a concerted affirmative action programme.

**Spearhead**

The CSIR is making a determined effort to bring more black scientists into its laboratories, and has appointed former Unisa business school lecturer Silas Thlophane to spearhead this effort.

At this stage, there are 350 black people in scientific posts at the CSIR, out of a scientific staff complement of 2 109.

"The rate of employing black people will be determined by our manpower needs. Right now, we are focusing on employing technicians, technologists, scientists and engineers.

"A big obstacle in this drive is that black scientists are very rare in SA. There are simply not many blacks studying for science degrees at universities."

To change the situation, the CSIR is sponsoring pupils studying maths and science at high schools, to ensure a reasonable increase in entries to technicals and universities. It also offers bursaries to blacks studying for science degrees or diplomas.

When employment opportunities arise, it also recruits science-qualified returning exiles.

# Industry has had to adapt to radical technology change

By Day 10/6/92

**BUILDING** Industry changes during the past 57 years have been revolutionary.

A gentleman's agreement is now defunct terminology and restrictive clauses are the order of the day, says one of Durban's most senior quantity surveyors, Nathan Abrahams, who celebrates his 75th birthday this month.

"A minefield of contractual legalities has come into being because of the massive escalations in the building price index - a R20 000 project in 1935 would cost about R1,8m by today's standards," he says.

A full-time consultant for Natal's largest firm of quantity surveyors, Walters & Simpson, Abrahams says compiling tender documentation was a laborious process. Procedure had to be followed to the letter.

Today the profession is far more open to lateral thinking, and computers have oiled the wheels of progress.

By the early 1950s, modernisation of building technology came into its own, and Durban's first highrise buildings began to mushroom on the city's skyline.

"The accent in the construction industry was towards labour-saving procedures.

## Affected

"This affected the number of skilled artisans," Abrahams says.

"Apprenticeships shortened and the ranks of highly skilled workmen thinned out alarmingly."

Spiralling costs within the building industry and the lack of skilled workmen led to more simply styled buildings.

In recent years the industry has been forced to adapt to many changes, including conversion to metric measurements and the introduction of VAT.

"The modern era has given rise to a host of specialists within the building industry, with airconditioning, lift technology, electrical systems, safety features and alarm systems standard features in highrise buildings," Abra-

hams says.

More university graduates have moved across to work with building firms in project management, and there is generally a higher level of professionalism in the industry.

## Graduates

Two out of every 10 university graduates join the profession.

The balance join building firms and property development companies.

"The good fellowship that exists within the profession has been an important constant to me in my 57 years with Walters & Simpson.

"The dog-eat-dog syndrome, so rampant in today's business world, has not become a trait of our profession."

*Sam Goldberg*  
Amax

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It is widely accepted that SA has a skills shortage which can be overcome only by a massive programme of skills training. But what is often taken for granted is the definition of skill and how skills are formed.

Conventional definitions of skill generally see it as comprising two components — manual skill, or dexterity, combined with knowledge. If we define skill in these terms, and do not define skill in terms of a quantity, then all workers possess skill.

However, when we talk about a skilled worker, we clearly are not talking about a worker who simply has skill. The term "skilled" generally implies that a worker has passed through some barrier to entry into an occupation, whether it be an apprenticeship, an examination, or a formal training course.

Barriers to entry reflect not only the degree of knowledge required in a particular occupation but also the organisational power of the occupational group. These barriers — in SA the closed shop and apprenticeship systems — are clearly artificial constructs that may, or may not, relate to the skills actually practised by workers. Our research conducted at SA gold mines illustrates a different concept of skill — tacit skill.

We have learnt through our research into the skills miners use to prevent injuries due to rockfalls underground, that these involve a knowledge of a range of precursors to rockfalls and an ability to recognise conditions which are potentially hazardous. The research involved in-depth interviews with a sample of 147 miners at a large gold mine.

These skills are an example of tacit skills, the tricks of the trade that workers use in carrying out production. These skills are generally not mentioned in the technical literature, yet without them production could not be accomplished. Following the terminology of British colliers, we use the term "pit sense" to describe the tacit skills miners have about rockfall accidents.

Not even a quarter of any of the occupational groups interviewed cited the mine's formal training as

# Training must aim to tap workers' hidden skills

BIDC 19/6/92

EDDIE WEBSTER and JEAN LEGER

the most important manner in which they had learnt their pit sense.

No team member, driller or team leader said that the most important source of his pit sense had been stoppers or officials. While some black miners mentioned the role of individuals in their training — for example, a team member who recalled "there was an old man who taught me very well at the training centre" — none of the persons mentioned by black miners was white.

This result was unexpected since the much greater formal training of stoppers and officials means they should be the people in the workplace with the greatest knowledge. Black miners clearly provided the most important training in pit sense. The overwhelming majority of team members (76%), drillers (77%) and team leaders (93%) said they had learnt their pit sense from black colliers, either their team leaders or the "mining team members with whom I have always worked".

An overseer provided some insight into how the learning process occurred: "I think it is mostly the team leaders and the black people who constantly work underground. You see, they usually give you a warning if you are still inexperienced and you go into a place where they might expect a rockfall could take place. Then they will say to you 'Watch out!'

because the hanging is doing this, shifting or something of that nature, then they will give you a warning. It comes with time. When something happens and you are in those circumstances then you learn that trick."

A stopper referred to the importance of knowledge from black miners complementing what had been learned during formal training: "Actually, the black people teach you an enormous amount, because they have the experience of many years. You, yourself also develop a lot of experience over the years. The black workers have also spent many years underground, they know what they are doing. As they say, when you pass through the training centre they just lay a foundation. You build upon what they laid down for you."

These results pose some important questions. Firstly, there is a need to recognise the existence of tacit skills and endeavours should be made to enhance them.

Secondly, conventional ideas about formal training mechanisms need to be reconsidered. Only a small proportion of workers mentioned the mine's training centre as their most important source of

knowledge. Although black workers did not have the formal training or status of being skilled, the crucial point that was frequently mentioned by white interviewees was how black workers had valuable in-depth experience. There is a need to re-examine how skills are actually acquired in the workplace, and how best the actual trainers should be trained.

Thirdly, the artificial categorisation of workers into unskilled, semi-skilled and skilled is an obstacle to the development of skill. In our research, the persons who were regarded as having the best tacit skills — team leaders — were not recognised as having these skills. Instead they were categorised as semi-skilled.

Fourthly, the black to white one-way learning path that this example illustrates has to be confronted. Racism in the mine workplace is an obstacle to skill development. Clearly white miners, who generally have a far better formal and theoretical background, have a great deal of knowledge to offer. But in practice it seems that little of this knowledge is being transferred. Ways in which informal training by stoppers and officials may be encouraged should be investigated.

Fifthly, racial discrimination has led to the ideology that only white workers are skilled.

In drawing on these new ideas on skill formation, it is important to recognise that knowledge is also acquired informally. Although tacit skills have been identified in other countries, the racial nature of the division of labour has given tacit skills greater significance in SA. Trade unions and employers have a mutual interest in ensuring that workers' skills are enhanced throughout their lifetimes through training and career development. As part of these initiatives, there is a need to develop new occupational categories which encourage workers to acquire skills. To provide specific examples, job titles such as "drill operator" could be replaced by "rockface worker", while "press operator" could be replaced by "metal parts fabricator". Rather than envying the worker as an "appendage" to a machine, they pave the way for a broader scope of activities for the workers concerned, thus facilitating a concern to gain further skills.

Finally, skills training needs to recognise the existence of tacit skills and to build upon them through greater worker participation in enterprises. Those countries which today dominate world production, in particular Japan, have successfully drawn upon the creativity and innovation of their workers through effectively harnessing their tacit skills. As Robert Thomas found in a comparative study of the US and Japanese motor vehicle industries part of the competitive advantage of the Japanese has been their ability to draw upon workers' informal knowledge of the production process.

If workers' hidden knowledge is to be effectively pooled, then new forms of work organisation will be required which increase worker participation and encourage production upon the basis of teamwork. What is needed is a new workplace culture of participation.

Webster is sociology professor at Wits University and Leger is director of the department's Sociology of Work Programme. This is an edited version of an article to appear in the journal *Perspectives on Education*.



CORINNA BASMADJIAN

## Finding staff with experience gives headaches

TRAVEL is about people, and finding experienced people in this field has become a real headache over recent years. Fortunately, Euro Express has kept many of its core staff for many years.

The agency employs 20, with many years of combined travel experience, and is holding onto its staff for all it is worth.

Chief accountant and personnel manager Corinna Basmadjian, says staff turnover at the agency is low, but existing personnel are under increasing pressure as the agency grows.

"We simply cannot find enough experienced staff to take some of the load off our existing people, so life is not easy — and this is exacerbated by the fact that clients are demanding greater efficiency and service."

### Agencies

To find staff over the years, Basmadjian has relied on word of mouth, but lately she has been using personnel agencies.

"We've also tried advertising, but a recent advert didn't draw a single response," she says.

Indeed, the job is not the glamour career that many believe. It is highly pressured, with a major requisite being patience.

Compared to other fields, salaries are not great, but there are some significant perks for staff.

Also on the upside, she says that deregulation of airlines, and the rapidly increasing rate of tourism to SA, is attracting a new wave of people to the industry.

Most are school leavers, however, and an agency like Euro Express, which deals mainly with corporate clients, simply cannot provide the on-the-job training which is required for these newcomers.

"Unlike many careers, a job in this industry requires several years of experience for full qualification. This is largely because the travel market is constantly changing," she says.

# CFA training helps alleviate the shortage of professionals

QUALIFIED CFA members represent a vital tier in the accounting profession, providing greater expertise than unqualified bookkeepers, but not requiring the specialised background of more highly qualified accountants.

CFA executive director Bill Shellard says, small businesses, as envisaged in the close corporations legislation, do not necessarily require complex and involved accounting systems to operate efficiently.

What they need is a person who is professionally qualified to provide for their accounting needs — a person who is able to consult and advise on a regular and continuing basis.

"There is an increasing demand in all business sec-

tors of southern Africa for sound, professionally qualified and technically competent accountants to alleviate the severe shortage of more highly qualified accountants."

Qualified CFAs represent a vital tier in the profession. The CFA trains staff from all sectors of the community.

"Through our diploma course, we produce professional staff who are aware of their obligations to clients and to the community, providing accounting for the future," says Shellard.

He says the emergence of the CFA as the second largest accounting institute in SA during 1991 brought with it many increased responsibilities, but the insti-

tute welcomes the opportunities.

"Political changes in SA demonstrate the necessity for the CFA to meet many new challenges — not only in the social environment, but also in the business sector.

The CFA is also involved with the Future of Accounting Education in SA (Faesa) project commissioned by the Public Accountants and Auditors Board, and continues to work closely with ABASA and the CA's Eden Trust.

"Further afield, we've also renewed contact with the UK's AAT and will be presenting a paper at the inaugural conference of technician accountants in Washington in the US in October.

# Development funds slashed

**DEVELOPMENT** Bank loans to support social and economic upliftment were reduced by nearly 25% last year because underdeveloped communities did not have the skills and structures to handle the funds allocated.

The lower level of funding comes at a time of increased pressure on the bank to provide funds for projects throughout the country.

In its 1991/92 annual report, the bank said loan disbursements fell to R760m (R988m), but interest income on development loans increased by 50% to nearly R200m.

The bank said the underdeveloped communities did not have the capacity, in terms of institutions and skills, to handle the funds. Project work had also been affected by "changes and constraints in the socio-political environment".

## DUMA GAUBULE

But ANC development official Shaheed Raji said the bank's problem was that it was continuing to support illegitimate homeland governments and local authorities, while many communities in the rest of the country were crying out for funds.

Bank vice-chairman Prof Wiseman Nkulu said the capacity constraints had been caused by the fact that the bank was bound by its articles to provide funds only through homelands and local governments.

The situation had worsened over the past two years as the legitimacy of the homeland governments had come under even more stress.

Nkulu said it was only this year that the bank had realised the need to change its focus and steps had been taken to include non-governmental and other community organisations in the provision of funds.

# Staff shortage blamed for customs fraud

**CAPE TOWN** — Low salaries offered by the Customs and Excise Department resulted in a shortage of skilled staff and were a contributing factor in the spate of import/export-related frauds currently under investigation.

This was claimed on Monday by Customs and Excise Commissioner Daan Colesky, who said his department did not have the human resources necessary to properly monitor all import and export dealings. "We have no problem recruiting, but we have a problem retaining staff once

## they have been trained."

At least 13 cases involving millions of rands and relating to the falsification of customs declarations are under investigation. Sixteen customs officials have been prosecuted for complicity.

The biggest export scam detected to date involved the dumping of containers full of scrap metal into the sea. The "goods" had been billed as motor spare parts and an amount of R600m was milked from the government by way of a 50% export incentive subsidy. — Sapa.

# Tax conscience money

## STEPHANE BOTHA

**CONSCIENCE**-stricken tax dodgers have anonymously sent the Receiver of Revenue a total of R16 115,18, a spokesman for his office said yesterday.

During the past three years alone, amounts ranging from as high as R3 000 to as little as R5,07, have been paid. Some of the payments were accompanied by notes stating the purpose, such as "underpayment of income tax years ago", "sales tax on vehicle", "unpaid tax — will send installments", or "repayment for petrol stolen from a government vehicle", but often no explanation accompanied the money, he said.

In March this year, three payments of R1 000 each were received. In April, two payments of R1 000 each and a third payment of R3 000 were received, followed in May by R2 500. All are believed to be from the same anonymous person.

Payments often included carefully calculated interest, he said. "We believe most of the payments are for taxes outstanding for several years and paid to ease the citizens' conscience." To date, nobody caught for tax evasion had used such an anonymous payment as a defence.

**PHILIPS**  
**PARBX**



# Skills shortage best overcome by improving Black training

By Stephen Cranston

Severe skills shortages at senior and middle management level will be the most important challenge facing the insurance broking industry in the next 25 years, says Mike Hofmeyr, managing director of PFV Insurance Brokers.

"Our industry will be competing with insurers and reinsurers in a shrinking labour pool for the people with the best skills," he says.

In the top seven life companies, black managers represent 2,7 percent of black staff, while white managers represent 28,1 percent of white staff.

"In South Africa unequal and inadequate education, the brain drain of the '80s which dealt the insurance industry a severe blow, and very low immigration figures have combined to create these skills shortages, as well as an education shortage at entry level.

"We face a desperate shortage of managerial,



Mike Hofmeyr ... "tokenism is out."

engineering and technological skills," he says.

Technology in the insurance industry represents an ideal opportunity to cut down on unnecessary duplication of activity between insurers and intermediaries.

With greater trust and goodwill between the two parties this shortage will not exist 20 years from now. Electronic Data Interchange will

easily facilitate this.

While technological innovation in manufacturing most often emanates from materials and methods, in service industries the primary wellspring is information.

"Data is the most valuable raw material which service firms possess even though it never appears on the balance sheet. We are going to need people with the skills to process this data into a format upon which management decisions can be based."

The ANC has already outlined its future stand on business with calls for affirmative action and economic empowerment of blacks, including the acquisition of knowledge, skills and expertise.

"Proactive support and encouragement on joint ventures and partnerships with black enterprises and black people in general are also sought."

Hofmeyr argues that, in the light of this, "tokenism is out of the question."

Cosmetic situations, such as firms owned by whites but fronted by blacks, will be exposed for what they are, and lose credibility with the public.

"There are predictions that more than 20 percent of the clerical labour force will be black by 1995 and at senior level, predictions are that companies in the insurance industry will have in the region of 10 percent black executives by then.

"Insurance companies are spending between two and three percent of their income on training — and this figure will have to double within the next four years.

"We may see organisational structures change quite dramatically as the skills shortage deepens, since most organisations which follow popular management wisdom based on divisionalised structures and decentralised authority, will have to move to functional structures with more centralised control and better use of skills over a wider front."

# Tackling manager shortage

80wefen 11/10/92  
By Joshua Raberoko

## ■ 500 000 may be needed within next eight years:

AN initiative to tackle South Africa's critical shortage of business managers at middle and senior level has been announced in Johannesburg.

The South African Institute of Chartered Secretaries and Administrators has established the Chartered Institute of Business Management (CIBM).

CIBM will educate students in the four pillars of business management: Legal, Accounting, Interpretive and Management, based on the Chartered Institute of Secretaries (CIS).

Reliable estimates suggest that if South Africa meets its economic targets, almost 500 000 additional business managers will be required in all spheres of enterprise in the next next eight years.

CIS and CIBM chief executive Mr Alan Barrable said: "By making studies and qualifications more accessible, we hope to stimulate greater popularity for business education."

The major advantage of CIBM was that students would be entitled to register for membership at various levels after passing modules of four subjects, without having to wait years to complete the entire course.

# Shortage of engineers forecast

8/10/97 20/10/97  
SA WOULD be woefully short of engineers if the economy improved, SA Association for Consulting Engineers president Peter Thomson said yesterday.

He said the approximately 1 350 consulting engineers in SA would simply not have enough skills if SA's economy grew by between 3% and 6% a year as was being predicted for the medium term.

SA would have to revert back to the situation of eight to 10 years ago where foreign engineers had to be imported.

He said that in SA there were only 35 engineering students per 1-million people compared with the likes of Japan, for instance, where there were 460 engineering students to every million people.

(175) 1295  
EDWARD WEST

International Association of Consulting Engineers president Geoffrey Coates said there was a worldwide shortage of engineers. It was forecast that in the US there would be a shortage of about 700 000 engineers by the year 2000.

Engineers would have to be recalled from retirement, he said.

The US and western Europe were expected to emerge from recession with renewed vigour, he said.

Major development growth areas were expected to be China, eastern Europe and the Commonwealth of Independent States, SA, South America, southeast Asia and developing countries in Africa.

**BUSINESS** The man who steadily climbed the ladder c

# For Mike, the sky is the limit

*Sowetan*

By Joshua Raboroko

22/10/92  
■ Mthombeni calls for aggressive affirmative action:

THE manager of the Soweto branch of Metropolitan Life, Mr Mike Mthombeni, says the corporate world must commit itself to an aggressive affirmative action programme.

Mthombeni, who holds a Bachelor of Commerce degree from the University of South Africa, joins hundreds of prominent South Africans who have been calling for change in the workplace.

"The corporate world will have to change its structures to suit the peoples

of this country," he said.

Born in Nqutu, Natal, he joined Metropolitan in 1971 as a policy salesman.

Through hard work he steadily climbed the ladder of success.

His hard work was rewarded in 1981 when he was promoted to branch manager.

He heads a staff of 32, a job he dearly loves and works hard at.

Perseverance, enthusiasm and the search for greater knowledge has always been his motto.

He says South Africa has a big shortage of black managers.

He says the country would need more than 100 000 new managers before the end of the century.

"I refuse to accept the myth that black managers are not available. Companies should seriously look at the issue of increasing the number of their black managers by training existing staff.

"Education and training are also vital for the development of our country," he said.

*(P22) (175)*

## Guide shortage is stifling tourism, says Minister

*B/DAY 19/1/93*  
 PRETORIA — SA's tourism industry was suffering from a lack of skilled tour guides, Tourism Minister Org Marais said yesterday.

An investigation into the training of tour guides would be undertaken by Sa-tour in the near future, Marais told the fifth international convention of the Tourist Guide Lecturers' Association. *(175)*

Marais said consultants would be asked to tender for the training initiative which would include an effort to attract more university language graduates into the industry.

"Guiding plays an important role in the whole tourism industry, as a guide represents his country and, in many cases, is the only contact between the foreign visitor and the host country," he said.

SA was slowly establishing itself as one of the

*ADRIAN HADLAND*  
 ADRIAN HADLAND

world's most attractive tourist destinations, and for this reason it is important that the services rendered by our guides are of the highest quality."

Government was willing to fund guide training, Marais said, but he called on business, the IDC and the Development Bank of Southern Africa to help upgrade the industry's infrastructure.

He also said a Bill would be introduced in Parliament this session concerning a new grading scheme for tourist accommodation establishments.

The National Grading and Classification Scheme would embrace the entire tourist accommodation sector including serviced and self-catering facilities as well as caravan parks and possibly restaurants.

# Skills Star 18/6/93 shortage looming

By Derek Tommey

175

After five years of recession every South African must be hoping for a speedy upturn in the economy.

But signs are emerging that any major improvement could be quickly halted by a serious shortage of skilled workers.

David Jacobson, executive director of technology at Altron, recently estimated that SA was short of 250 000 skilled people.

But this has not been particularly evident until now.

The fact that industry is already experiencing some skills shortages, despite the recession, emerges in the latest survey of the manufacturing sector by the Bureau for Economic Research (BER) at the University of Stellenbosch.

## Constraining

Four percent of those surveyed said a shortage of skilled labour was seriously constraining their activities.

Another 35 percent were feeling a slight constraint, says Pieter Laubscher, a BER economist.

But only 19 percent were experiencing a shortage of semi-skilled workers.

That there should be a skilled labour shortage is quite astonishing, says Laubscher.

"The implication is that as soon as the economy improves, labour bottlenecks will develop. This will have serious consequences for wages and inflation."

Michael McDonald, head of Seifsa's economics department, says he is not aware of any shortage of skills. But he says he can see one developing when mega-projects such as Columbus and Alusaf get off the ground.

The intake of apprentices into the iron and steel industry has been very low, especially in the past year.

Moreover, firms have done little training in recent times. The need to cut costs in order to survive in the current hostile environment has come first.

Some of the need for semi-skilled and skilled workers will be filled by blacks. But a problem is that few did maths and science at school and are not able to undertake technical training, he says.

## Recruiting

Heather Gordon of Engineering Management Services, which is responsible for the Alusaf project, says the company has taken on about 150 skilled people and is fully staffed.

There had been no problem in recruiting most of them, but there is a shortage of draughtsmen experienced in computer-assisted-design techniques.

Dave Bunn, personal director with M&R Engineering Services, which is involved in both the Columbus and Alusaf projects, says the construction industry is notoriously poor in its forward planning for mega-projects, but that the semi-skilled labour situation at the moment is not too bad.

He says the huge demand for labour for the Moss gas project had affected wage rates outside the industry.

ing himself independent

# Black CA pass disappointing (173)

*Sowetan 24/6/93*

ONLY eight of the 43 blacks who wrote this year's chartered accountants exams passed. (8)

This brings the total of black accountants in South Africa to 62. Though the South African Institute of Chartered Accountants says the overall pass rate is better than last year, blacks are finding it difficult to pass the qualifying exams. (243) (176)

The practical proves to be the most difficult. The SAICA attributes this to the fact that most candidates are still fresh from university with limited field experience.

Last year fifteen out of 50 blacks who sat for the auditors exam passed. The Association of Black Accountants of Southern Africa is disappointed with the pass rate.

Abasa's president, Juneas Lekgetha, says the high failure rate could be attributed to the standard of learning at institutions from which most black accountants qualify.

## Shortage of engineers

By Day 12/11/93

EDWARD WEST

SA could face a shortage of civil engineers when funds allocated for social upliftment programmes translated into physical construction activity, said SA Institute of Civil Engineers director David Botha.

SA had to import engineers during periods of economic growth, but the recession-related decline in construction activity had resulted in the retrenchment of engineers and many opting for other careers, Botha said. (218)

The number of students aiming to become civil engineers had declined markedly, he said. (175)

A further factor that could lead to a drain of civil engineers was the signing of an agreement between the institute and similar European and US-based organisations in the next year.

This would make it easier for engineers to work overseas with local qualifications.

The changed circumstances in which civil engineers worked — like community consultation before finalising project plans — resulted in higher costs and the use of more time.

SA Association of Consulting Engineers' members, who comprised 17% of the total registered engineers in SA, employed 2 426 professional engineers in 1992, 8% down from the 2 643 employed in 1990.

Central Statistical Service figures showed that of 5 240 civil engineers registered in 1991, only 21 were black.



# Less work for fewer architects

S Times (Russ) 18/7/93

THE number of registered architects in SA — which usually increases every year — has fallen in the past three years.

ADRIAN HERSCH

André van Graan, of the Institute of SA Architects, says most are being lost to emigration. Some are moving into other fields.

R1,122-billion and for flats and townhouses by 20,9% to R404,4-million.

Graduates entering the field battle to find jobs, but there may be a shortage of architects in a few years.

The value of plans for non-residential buildings fell by 25% to R626,7-million. Addition and alteration plan values increased by 2% to R1,119-billion.

The Central Statistical Service (CSS) says that in the first four months of this year, the value of plans passed fell when compared with the same time in 1992.

Mr van Graan says graduates have had to accept low pay in order to find employment.

The value of plans for houses fell by 4,5% to

“There are even instances where graduates took jobs for next to nothing in order to get experience.”

(175)

# Shortages acute in civil engineering

GERALD REILLY

PRETORIA — An acute shortage of civil engineers would cause severe infrastructural development problems once the economy had turned round, SA Institute of Civil Engineers director David Botha warned yesterday.

Aside from the loss through emigration, only one in 10 students graduating from SA universities came from engineering faculties, Botha said. 2117193

In western countries the ratio of engineering students to others was between five and seven of every 10 graduates.

Urbanisation had created an enormous and growing backlog in the provision of basic services in squatter areas, Botha said. If funds were available for infrastructural development in a reactivated economy, engineers would have to be imported in the short- and medium-term.

Botha said the academic qualifications of SA graduates would soon be recognised by a six-nation accord whose signatories were Canada, the US, Australia, Britain, New Zealand and Ireland. (175)

The accord had admitted SA as a seventh signatory and the engineering councils of the six were expected to ratify SA's admission within weeks. (2117193)

This meant SA engineers would now have more opportunities for emigration, but a bigger inflow of immigrant engineers into SA was more likely.

Botha stressed it was vital that standards of training at SA universities were maintained in line with the levels in the six accord countries.

# Recognition is very close

Sowetan 5/8/93

■ **GREAT SKILL** A qualification that will open many doors for young people:

**T**he recognition of the Association of Certified Chartered Accountants by the South African accountancy profession seems to be close.

While talks and negotiations are taking place to make recognition official, individual acceptance is widespread.

Lynne Frost, MD of the Tower Group, says: "Because of the critical shortage of qualified management in South Africa today, it has become imperative to find innovative ways of encouraging people to obtain practical skills along with their recognised qualifications."

"Experience, especially in the area of affirmative action, has been that there is a dearth of skilled and qualified black financial management in the current market.

Tower holds open orders for qualified black management from most of its larger clients who are struggling to fill quotas."

Telgie Philip of Philip Personnel in Pretoria says there is growing demand for black financial personnel throughout commerce and industry. (175)

According to Shawn Jacobs, managing partner of Execusearch International, based in Rivonia, "The ACCA is a significant qualification which will open many doors. We are particularly enthusiastic about the career opportunities it will provide, not only locally but throughout Africa and internationally. The structured open learning approach will be of huge benefit not only to students but employers as well." (248)

# Labour market 'faces skills shortage'

5 Times (News)

EMPLOYERS have been caught out by a sudden skills shortage caused a surge in economic growth, according to the Tower Group recruitment agency.

Demand for skilled employees has burgeoned in the past few weeks and companies and businesses in all sectors of the economy should immediately start planning their personnel needs for the first and second quarters of next year if they are to fill vacancies, says Lynne Frost, managing director of the Tower Group.

The labour market, in terms of remuneration, is in favour of em-

black managers can expect to earn double the salaries of their white counterparts, says Mrs Frost.

Tower is part of the JSE-listed Technihire group, which is owned by the Ecco personnel group of France, the world's second largest employment organisation.

The shortages have reached serious proportions in some sectors, says Mrs Frost, and it might be necessary to seek personnel overseas, though this could be problematic and costly.

"There is still a lingering uncertainty about security in the new

## By DON ROBERTSON

ployees and salaries are bound to harden, she says.

The salary package for a newly qualified accountant, for instance, has risen from around R90 000 a year plus car to about R120 000 plus car while salaries for technical people in the construction and engineering professions have increased by about 25%.

Salaries for black secretaries have risen by between 20% and 100% since last year, while senior

point people beyond their competency levels, but rather to make appointments at lower grades and to train and develop the individuals.

Employing temporary workers does offer a solution, she says, but such employees have sensed the change in the market and are tending to play "hard to get" in terms of rates.

"Today's temps are generally excellent, experienced individuals and the industry itself is now one of the biggest single employers, turning over R5- to R8-billion a year in salaries," says Mrs Frost.

South Africa and there is tacit government opposition to importing skills which, theoretically, should be available locally but seldom are.

"Even where there has been an adequate influx of overseas skills, these people take time to become established. Many have to learn a new language and others have to requalify under SA professional society rules before they can begin to practice," she says.

There is also pressure on employers to comply with affirmative action guidelines, although it is likely that there will be no plans to ap-

20/11/94