

PERSONNEL MANAGEMENT IN THE CAPE PENINSULA

A Survey of the present position of
Personnel Management in the Cape Peninsula
with particular reference to the
opportunities offered to Social Science Graduates

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"Whether we consider Arts, or Sciences, the servant knows but according to the proportion of his Master's knowledge in that Art, and the Scholar knows but according to his Master's knowledge in that Science."

John Donne.

DEFINITIONS OF PERSONNEL MANAGEMENT

PERSONNEL MANAGEMENT

(An extract from the leaflet "Personnel Management" issued by the Institute of Personnel Management, London, 1944).

∅ "There have been numerous attempts to define personnel management, but in 1939 a lead was given by the International Labour Office based on the findings of an Advisory Committee on Management. Personnel management was then defined as:

"that element of management which is responsible for advising generally on all questions affecting industrial relations within an undertaking and in particular performs administrative duties relating to the employment, conditions of work and well-being of the employees of the undertaking."

The Institute's definition of Personnel Management:

"Personnel management is that part of the management function which is primarily concerned with the human relationships within an organisation. Its objective is the maintenance of those relationships on a basis which, by consideration of the well-being of the individual, enables all those engaged in the undertaking to make their maximum personal contribution to the effective working of that undertaking.

In particular, personnel management is concerned with:

Methods of recruitment, selection, training and education and the proper employment of personnel;

Terms of employment, methods and standards of remuneration, working conditions, amenities and employee services;

The maintenance and effective use of the facilities for joint consultation between employers and employees and between their representatives, and of recognised procedures for the settlement of disputes.

Personnel Officers are those persons specially qualified by training and experience to advise on the formation of personnel policy, to secure understanding and application of that policy at all levels of the organisation and to be responsible for the appropriate executive duties arising from their function."

SECTION ONE

I N T R O D U C T I O N

- a) The scope of the thesis.
- b) Sources of information and reference.
- c) Notes on terminology.
- d) The social scientist in industry.

A. The Scope of the Thesis:

Apart from the few trained personnel managers in the Cape Peninsula, there seems to be much difference of opinion among industrialists generally regarding the necessity for personnel management, its status and its functions. The Survey which forms the main part of this thesis was undertaken in an attempt to find out if personnel management was widely accepted in the Peninsula and how the functions undertaken by Personnel Managers here compared to those undertaken by similar officials overseas. Also, it was hoped to find out if industrialists were willing to accept social science graduates as possible employees in this branch of management, and whether or not the theoretical training they received was thought to be adequate or desirable for such work.

There has been no attempt to undertake detailed discussion of the concepts and functions of personnel management as accepted overseas. There are already many excellent texts, both British and American, which do this; many of these are listed in the Bibliography at the end of the thesis.

It was realised that personnel management in the Cape Peninsula should be considered as it is set in the whole field of personnel management in South Africa, but some limitation of the work was necessary. Also, developments here have varied both in extent and in speed

and what is true of the Peninsula is not necessarily true of the Union as a whole. No survey of personnel management in the Union has yet been undertaken, although one Personnel Manager is hoping to publish at a later date a "Manual of Personnel Management for South Africa."

Questions to which it was hoped that the survey would provide an answer included:

1. Was a personnel manager necessary at any stage of development of any industry? Or only at a certain employee figure?
2. Did industrialists regard a social science or other degree as essential or desirable for personnel work, or would they require some other special training - or did they consider any special training unnecessary?
3. What was the general opinion as to the status of personnel management or the Personnel Manager?
4. If a Personnel Manager was employed, did he carry out all those functions generally agreed to belong to him? (See discussion in the section on method in the survey).
5. If no Personnel Manager or Official was employed, who was responsible for those functions generally allocated to such an official?
6. Where a personal interview was possible - what was the opinion of the official interviewed as to the future demand for employees in this type of work? Did he regard a social science degree as particularly good theoretical training in preparation for personnel work?
7. How much general knowledge was there of the requirements of the social science degree - how much knowledge of overseas training programmes for personnel management?

It is hoped that the complete thesis will be of interest to social science students and to industrialists generally, and also that it may have some value to those individuals and organisations undertaking training for personnel management in Cape Town and elsewhere.

B. Sources of information and reference:

The material used in the preparation of the thesis is drawn from the Questionnaires completed in the

Main survey and from the interviews conducted during the Short survey.

References for the thesis were obtained from the library of the National Development Foundation and from the Information Bulletins and Handbooks issued by this organisation; from the Jagger Library and the Hiddingh Hall Library of the University of Cape Town, and from the United States Information Library, also housed at Hiddingh Hall; other references were obtained from the collection of books and pamphlets on personnel management and labour relations made available to me by Dr. Sheila van der Horst. In addition I used many Journals and pamphlets (the majority of which were issued by the British Institute of Personnel Management) and other books on personnel management from my own collection.

C. Notes on Terminology:

Use is made in the thesis of certain terms which may have slightly different meanings for various people. For the sake of clarity the following notes on these terms are given.

1. Personnel management: it is sometimes the practice to divide personnel work into two classes - industrial personnel work, and staff management in retail distribution and commercial undertakings; for the purposes of this thesis personnel management is taken to include both these categories, unless otherwise stated.

Exception is sometimes taken to the term "management", in personnel affairs, but this is generally only the case when the person concerned is thinking more in the old terms of "bossing" labour. Today, the

definition of management in any one of its branches is more likely to be in terms similar to those quoted below:

∅ "(For the purposes of this article) Management is defined as: The art and science of getting people to co-operate willingly in carrying out some joint activity to mutual benefit with the least expenditure of human effort."

2. Personnel policies: reference is made in the thesis to personnel policies. It was found during the survey that some industrialists were confused in their use of the term. The following quotation from an article by Paul and Faith Pigors defines the term in the sense in which it is used in the thesis:

X "The term "policy" is often confused with "rule", "established practice", "procedure", "precedent" not only in speech, unfortunately, but in action. But "policy" unlike the common misnomers for it, has certain unique implications. It alone implies scope for discretion, initiative, and the development of judgement in deciding what ought to be done in specific situations When we refer to a policy we mean a guide in making decisions In order to be adequate as such a guide a personnel policy should include the following features;

- 1) It affirms, for the company as a whole, a long-range purpose for personnel relations. At best, such purposes are derived from well thought out principles of psychology, sociology and ethics. Thus they reflect but do not specifically state, mature social principles (or ideals) in human relations.
- 2) It commits management representatives at all levels to reaffirm and re-enforce this purpose in their daily decisions and behaviour.
- 3) It indicates the scope left for discretion when the long-term purpose is interpreted in a variety of specific situations and over a period of time."

3. Personnel management and professional status: there was no complete agreement on the status of personnel management among industrialists in the Cape Peninsula, and in this respect they were similar to many other industrialists overseas - there has been much discussion on the subject and the final word has not yet been said.

∅ England, E.C.G. "How to be a Manager."
The Manager, June, 1953.

X Pigors, Paul and Faith. "Who should make Personnel Policies?" Personnel, November, 1950

4. Human Relations in Industry: reference is made in the thesis to this wider field of personnel relations, and it may be helpful to include the following discussion taken from the review of an article by F.J. Roethlisberger:

"First, what does the term (Human Relations) include? To the growing body of data that is resulting from the study of concrete situations of human beings at work in organised human activity, to the point of view and methods characteristic of such study, and to the results obtained therefrom both in terms of more explicit skills and of better theoretical formulation for adjusting to and administering change, I give the name of human relations. Some of the problems with which it is concerned are: (1) general problems of communication and understanding between individuals and groups, and between groups under different conditions and varying relationships. (2) general problems of securing action and co-operation under different conditions and in varying formal organisations, and (3) general problems of maintaining individual and organisational equilibrium through change. Its methods both from the point of view of research and taking action are clinical and diagnostic. Its methods of instruction are the problem case and clinical experience. It looks at its data from the point of view of growing and evolving social systems.

Second, is it a science? Depending on our understanding of the things to which science refers, our answer can vary. Human relations is certainly not a science as we think of the more exact sciences in the sense of a body of techniques or a body of definitive knowledge about man at work contained in well articulated theories, laws and principles. Certainly it is too young for that. Perhaps it will never attain that stature. However, it is a "science" in the following senses: (1) It has a method and a useful point of reference for looking at a particular class of phenomena in order to seek for useful uniformities among the facts in that class of phenomena. (2) It can ask simple and clear questions in order to direct its observations. (3) It can seek for those clusters of things which recurrently tend to appear together in experience - like a "syndrome" in medicine, a clinical entity (e.g. the measles) which people who have a intuitive familiarity with the facts in a given area learn to recognise. (4) It can develop simple "theories" and "hypotheses" which it has derived from its observations in order to seek for new observations and illuminate practice.

Third, has it principles? Words being what they are, perhaps many will be shocked to learn that human relations has no "principles"; in modern science principles, like all the other hollies - theories, generalisations and so on - are subordinate to facts. Principles are merely useful ways of synthesizing facts, of picturing facts, of summarizing facts and theories.

Roethlisberger, F.J. "Human Relations - Rare, Medium or Well-done?" Harvard Business Review, January, 1948. Reviewed in Psychology at Work, Vol. 1, No.2 - May, 1948.

a particular part to play in the evolution of management - the social scientist saw industry from a different angle to that of the manager, the supervisor or the worker in industry - he saw industry from the outside and saw it "whole".

Later writers emphasised the importance of the contribution of the social scientist in the promotion of better relations between management and workers. Since the latter half of the 1930's a school of Industrial Sociology has grown up in the United States, and much literature is devoted to the social structure of the factory and of industry. Discussion of "the factory as a social system", "symbols of status", "segmentation of the structure", "patterns of interaction", "formal organisations" and similar matters use terms familiar to the social science student - these particular divisions are used by Burleigh Gardner in "Human Relations in Industry" published by Richard Irwin in Chicago, 1945.

Wilbert Moore, writing in his book on "Industrial Relations and the Social Order" (Macmillan, New York, 1951) says in the Preface;

"Since the publication of the first edition of this book in 1946, industrial sociology has gained a secure place in many college curricula and in the company of professional sociologists. The intervening years have been marked not only by a wide acceptance of the speciality but also by the correlative development of research and theory."

Speaking of the development of this branch of sociology, and of the particular task of the sociologist, Moore says;

"In previous thinking about industrial organisation it has been customary to consider the factory, shop or mine as a big machine with human cogs. When something went wrong with these complicated social machines, it was often dismissed as being due to human

Ø see Hunt, E.E. "Scientific Management since Taylor." McGraw-Hill, New York, 1924.

SECTION TWO

H I S T O R I C A L B A C K G R O U N D

- a) Early developments.
- b) Personnel Management in Great Britain.
- c) Personnel Management in America.
- d) Variations in development.
- e) Personnel Management in South Africa.

A. Early Developments:

Whilst the sociologist studies personnel management as a part of the larger picture of industry in society, the industrialist in the Cape Peninsula is generally more concerned with personnel management only as it affects his particular undertaking - if he is interested in the subject at all. The reaction of many industrialists in the Peninsula when it is mentioned is to question its worth, or its position as a separate branch of management - a branch which has developed to the stage where it has received recognition elsewhere as a service or profession for which careful theoretical and practical training is necessary. Part of this reluctance to accept personnel management may be due to the fact that little is known of earlier developments overseas, and of the studies and research behind those concepts and techniques which are accepted in Britain, America and elsewhere.

It may be of interest to both the industrialist and the social science student who has not studied in detail this particular facet of management, if a brief outline of the development of personnel management is included here. The essence of the outline could well be given in a list of names - Taylor, Fayol, Myers, Pigors, Mayo, Roethlisberger, Northcott and others. But, it is probably of greater interest to those who have not made a detailed study of the work of these

investigators into scientific management and its components, to trace the gradual growth of interest in the different aspects of the subject, and to learn of the great progress made in this field of study within the last fifty years.

The social science graduate will not look for the "beginning" or "end" of a movement or of any group situation, for he has been trained to recognise that few, if any, situations "begin" or "end" - they emerge from, or are caused by, other situations, and they may continue and develop along different lines or, in themselves, form the nucleus of another situation. Often personnel management is said to have "begun" with the Industrial Revolution, but this is over-simplification and, whilst convenient to start from this point, it must never be forgotten that the Industrial Revolution itself and the tensions and problems which arose from it, were all affected by human relationships which existed long before. There have always been labour problems of some kind, and the lord of the manor who thought that Joe Smith should bring in more grain this year, while Joe himself was convinced that not another ear could be produced on that ground, is not so very far removed from the personnel manager of today who must deal with the human problems arising out of a need for more output. The social science graduate is trained to see all the factors in any one situation, but the industrialist may forget, or may not realise, that the situations which exist in his particular undertaking are not isolated from other factors outside the factory or office.

If then we consider personnel management as it has developed over the last fifty years, we should not lose sight of the fact that this is no "beginning" of

lecture given at the Jubilee Meeting of the Société de l'Industrie Minérale in 1908. In the preface to his work on "Industrial and General Administration" (translated from the French for the International Management Institute by J.A.Coubrough and published for the Institute by Pitman and Sons, London, 1930) he says;

"I have tried to get a fairly accurate idea of the system of organisation called the Taylor system, about which there has been a good deal of discussion during the last few years . . . it seems to me that its main characteristic is what Taylor himself calls "scientific or functional organisation" which he has described at some length in one of his latest works . . . the system of organisation depends on the following ideas:
 a) the need for a Staff to help shop managers and foremen . . . the foreman has attached to him various specialists who relieve him of the necessity of being thoroughly competent in each special subject, and who release him from constant interruptions, which would take up too much of his time; this is the work of the Staff."

Whilst it might be of interest and help to study fully developments on a world-wide scale, references for Britain and America are the most readily available, and they also reflect the position in other countries at a similar time; developments in the two countries mentioned did not proceed on exactly similar lines or at a similar rate, nor is there yet any comparative history of personnel management in both countries. Conditions and developments in Britain and America are therefore discussed briefly and separately in the following pages.

B. Personnel Management in Great Britain:

The Institute of Labour Management in London published in 1944 a booklet which consisted of two articles by L.Urwick and E.F.L.Brech, both from the series of articles on "Pioneers of Scientific Management" first published in "Industry Illustrated" in the same year. The booklet was called "The Human Factor in Management" and covered developments in Britain during the period 1795 - 1943. In the Foreword the authors

wrote as follows;

"To those who have been engaged in, or closely allied with industry in the course of the present war, one of the most interesting contemporary developments has been the emergence of personnel management as an accepted feature of industrial policy and practice . . . In part this development may be seen as a natural recurrence of the experience of the last war. But it is also something more. Seen in the setting of its social environment, it represents yet another advance in a long story of progress, a further stage in a continuous evolutionary process."

Speaking of the early years of development in industry, and particularly of the period after 1795, the authors say;

"We have as yet comparatively little knowledge of the standards and methods of management during the various phases of the industrial revolution. It has been possible to deal with only a few firms about which specific data have been preserved, and it seems reasonable to regard those cases as instances of exceptionally good management . . . they stand out as unusually enlightened employers, with a strong sense of social responsibility and an awareness of its relation to effective management. What was the more common attitude of their contemporaries is seen only too clearly from the social and economic histories of the times . . . In their approach to personnel management and the general question of the human factor in employment, Boulton and Watt were chiefly concerned with "practical" questions such as selection and training of workers, establishing systematic bases for wages and bonus calculations, specialisation of effort and the like. The principal "welfare" provision was the sickness benefit scheme known as the Insurance Society."

The authors then trace developments in Britain over the following years, one of the first land-marks in the story of personnel management being the passing of the Factories Act of 1833. This was confined primarily to the textile industries and its application restricted to young people. Later, control was expanded to other industries by means of the Factories Act Extension Act of 1867. The "modern" phase of factory legislation is regarded as dating from the Factories Act of 1878.

Tracing the emergence of the Trades Unions the authors say;

"The middle decades of the nineteenth century were the epoch of rugged individualism. In economics, the ascendant doctrine was the hard unmitigated laissez-

faire of Adam Smith, Malthus and Ricardo - "labour" was just a factor in production, . . . That it was housed in a human body and impelled by a human soul was no more than an accidental factor which had no bearing on its utilization. To men imbued with this outlook, Factory Acts and Regulations were an obnoxious restriction . . . and any suggestions of improving welfare or working conditions could only be met by refusal because they "did not pay" . . . In the textile trades, and increasingly in the other trades after 1860, minimum standards in certain directions were imposed by law, and it was only natural that employees should seek their own methods both of securing the establishment of minima in matters not subject to legislation, and of pressing for advances where the legal minimum appeared to be susceptible to improvement. This made inevitable the development of Trade Unions, and in turn of Employers' organisations. They, in their turn, equally inevitably, developed the "bargaining" procedure and the atmosphere of collective negotiation between organised antagonists, the "old diplomacy", which has come down to the 1940's as the traditional framework of British industry. Trade Unions were in existence as early as 1824, but these earlier unions were of a type approximating to a social reform league. . . . About the middle of the century the type began to change and there arose the craft union of a limited scope . . . By the end of the period (1833 - 1878) the Trade Unions had become powerful bodies in the structure of the country's industry. Supported by the special legislation of 1871 - 75, they could claim to be - with the Employers' organisations which almost everywhere sprang up as a corollary - an essential part of the mechanism for the development and maintenance of the conditions of employment in the trades they covered. . . . In this situation, personnel management could be nothing more than a bone between two dogs . . . Through the dust of conflict, it was impossible to see personnel management clearly as an essential function inherent in the very nature of effective management, a 'sine qua non'."

Development in industry in the period 1876 - 1921 is reviewed, and mention is made of the emergence of the "welfare worker" concept, where the evils of industry were regarded as inevitable, but could be offset by public-minded citizens who might "do good" to their less fortunate brethren. However, there were also the few individuals who regarded the well-being of their employees as an important part of their policy. Progress by such firms was steady, and the "germ" of personnel administration was growing. Text books written in the period around 1900 were beginning to stress the importance of proper selection and training of employees, and the necessity for good relations between employer and employee. Edward Cadbury (of

Cadbury Brothers, Ltd., Bournville) wrote a study of the firm's methods at this time, pointing out that the ideals expressed therein had been conceived by his predecessors more than fifty years ago. He included in his book discussion of the selection of employees, education and health and safety, and recreative and social institutions.

It is generally stated in both British and American texts, that the two World Wars were responsible for great advances in management techniques. The authors of the booklet now under discussion consider that the Great War (1914 - 1918) really "put personnel management on the map" of British industry; they distinguish three phases in the process. The first was the establishment in 1915 of a committee to enquire into the health of munition workers; the second was the establishment in 1916 of the Industrial Welfare Department of the Ministry of Munitions, under the direction of Mr. B.S. Rowntree. This department had the task of "infusing into war production factories of some understanding of the personnel and welfare aspects of management." The third major phase was the Report of the Whitley Committee in 1917, concerned with the special problems entailed in relationships between employers and employees, and an effort to attack these in a way less antagonistic than was the case before.

Although the period of the Great War and the industrial crisis of 1921 might have been expected to improve industrial relationships in Britain, this was not the case and, in spite of the work of such bodies as the National Institute of Industrial Psychology (founded in 1921), the Industrial Welfare Society (founded in 1918), the Institute of Labour Management (founded in 1913) and the Institute of Personnel Management (also founded in 1913), industry generally did not learn from

these lessons. The interest in personnel management certainly continued and increased, particularly in the period up to 1940, but this was not in itself any indication of similar progress in the practice of personnel management in industry. The Second World War, however, again focussed attention on just those matters which had been so important in the Great War, and rapid developments took place. The Factory Inspectorate was taken over by the Ministry of Labour and National Service, and its functions were widened. Orders were issued providing for the compulsory appointment of personnel or welfare officers where necessary, for medical supervision and for canteens. In mid-1941 the Ministry, with the advice and co-operation of the Institute of Labour Management and other bodies, set up a training programme for "personnel managers and welfare supervisors" consisting of a special three-month course of study and practical training.

In addition to the developments brought about by the exigencies of the Second World War, personnel management in Britain owes much to the work of individuals, and to certain professional bodies established to promote the cause of good management in its many phases, including all those listed on page 16. In addition, there was established in 1947 the British Institute of Management, which is concerned with collecting information about management practices and procedure, and making this generally available, promoting schemes of training for management, and establishing the professional status of management. Several of the Institutes already mentioned now co-operate with the Institute of Management in its work, whilst retaining their independent status and continuing work in their own particular branch of management studies.

into association with the British Institute of Management, in order to ensure unity of action in the management field and avoid any overlapping of activities; at the same time the Institute retained its independent status.

To the work of the Institute must be attributed much of the growth of personnel management functions which has taken place in the last 10 years. Discussing the changes in the status of the personnel officer in Britain since 1939, Anne Crichton writes;

"Before the last war there was no outside pressure to enforce any uniformity of approach to personnel problems, and variations in practice were wide, developing in individual undertakings according to their traditions. Then, between 1943 and 1945, the Institute published its definition of personnel management and a series of broadsheets on various aspects of the personnel function which have been described as the creed and gospels of personnel managers.

These ideas, familiar perhaps to the majority of established personnel officers and to some of their employers, had not previously been expressed in a form which could be the foundation of a campaign of preaching to the unconverted, and a basis for uniting the separate developments. Since 1943 they have become widely accepted, and the occupational group of personnel officers has grown from 1,800 in 1939 to over 5,000 in 1950. (This figure is based on a very approximate estimate made in 1950 by the Personnel Management Branch of the Ministry of Labour and National Service. There is reason to believe that the quoted figure is, if anything, an underestimate)."

The Institute's definition of personnel management, mentioned above, is to be found at the beginning of the thesis; training for personnel management offered by the Institute is discussed in detail in the section on the social science graduate.

Brief as it is, it is hoped that this review of progress in Britain shows how personnel management has emerged over the years as a separate branch of management,

Ø Crichton, Anne. "Changes in the status of the Personnel Officer since 1939." Journal of the Institute of Personnel Management, XXXIV, 322. December, 1952.

and how those individuals and organisations interested in the development of this field of management are both continuing the work in Britain and maintaining contacts overseas.

C. Personnel Management in America:

In America the emphasis has been rather differently placed, and developments there have moved in other directions and emphasised varying techniques. It is difficult to trace a historical picture of the evolution of the personnel phase of management from the welter of material available. It seems that the whole field of human relations in industry has assumed more importance today than that particular section of management responsibilities usually considered under the heading of personnel management.

Early studies in scientific management are regarded as beginning with Taylor, (see page 12). Prior to the Great War many firms had a Personnel Manager, but few had developed a personnel policy, or an employee relations policy as it was sometimes called. The labour troubles of the Great War were largely responsible for crystallising personnel policies and advancing the development of personnel management generally. In this development, the personnel manager emerged from his position as a "buffer" between labour and management to undertake wider duties. These included training supervisors to handle grievances "on the floor." Often, instead of a Personnel Director or Manager sitting in an office detached from the production area, personnel men dispensed with regular offices and spent the whole day in the production departments, making their "office" wherever there was need for consultation or advice.

The central personnel office became merely a records office. In one firm it was found that Union and allied matters took up so much of the Personnel Manager's time that he had insufficient time to give to employees' queries and grievances. Hence, a number of "Personnel Advisors" were appointed and "scattered" through the plant - each department (employing about 750 men) then had an advisor on the spot who could settle, with supervisors or employees, any difficulty immediately it arose. This "open" personnel work is often found in many of the industrial organisations in America, and has developed from earlier studies and experiments in the field.

Early texts available on personnel management cover much the same field as that set out in Britain; Tead and Metcalf writing on "Personnel Administration" in 1920 (published by McGraw Hill, New York) discuss the field of personnel administration as covering the Department itself, Employment Methods, Health and Safety, Education and Training, Research, Rewards, Co-ordination and Joint Relations.

∅ Writing in 1923, F.E. Weakley considers the necessity of a personnel department and the duties of Employee Supervision, Instruction Supervision, Health Supervision, Personal Service Supervision and the Supervision of Allied Activities (mutual benefit societies, savings, loans and other similar matters).

X Perhaps the following extract from Urwick and Brech best sums up the position in America at this time, (1920 - 1940):

"In the meantime parallel developments were

∅ Weakley, F.E. "Applied Personnel Procedure."
McGraw Hill, New York, 1923.

X Urwick and Brech. "The Human Factor in Management."
Institute of Labour Management, London,
1914.

taking place in America. On the research side the progress made was more rapid and the front of advancement wider. Much the same was also true of application, in so far as much larger numbers of firms took up personnel management actively and did so on a more intensive scale than many of the English concerns. Although a good deal of the American thought and practice became available in published form, it did not influence the British outlook on the human factor in management to any marked degree, or modify in any way the specifically British character of the movement on this side of the Atlantic . . . In one direction, however, currents were being generated in the United States which are likely to have a profound influence on industrial organization throughout the world . . . They are not so much specific contributions to the function of personnel management as now conceived as an indication of a new attitude to all management. They present a vision of the executive process as including a personnel factor that is its vital force."

These developments include the work of Mary Follett, who emphasised in her work that the human factors must be recognised by management, and integrated with production methods and management into a functional whole.

At about the same time (1924) the Western Electric Company began the now famous series of studies at their Hawthorne plant. These studies were undertaken in collaboration with the Harvard School of Business Administration, and were the direct cause of much later research into the human factor in production. The experiments have been discussed at length in the works of Elton Mayo, whose emphasis on the human relations side of management has had such a profound effect on personnel work and practices in America. The actual experiments made at the Hawthorne plant are also discussed in detail, and in their implications for management, by F.J. Roethlisberger (see his "Management and Morale" - Harvard University Press, 1943; and "Management and the Worker" by Roethlisberger and Dickson, Harvard University Press, 1943).

Much of the research and writings on personnel administration in America has concentrated in the various problems connected with Trades Unions and labour disputes.

Agreements in America are often signed covering not a whole industry but only relations between a Trade Union and one particular company. Legislation is complicated and lengthy and of particular interest only in America. But much has been written of general interest to Personnel Managers in Britain and South Africa, including work by such familiar names as Gilbreth(who was particularly concerned with Time and Motion Study), Hathaway, Thompson, Myers, Pigors and many others.

Regarding Institutes or similar bodies devoted to the study and encouragement of personnel management in America, there are many. Possibly one of the best known is the American Management Association, generally known as A.M.A.; this Association is composed of members from almost every type of industry in America and it is especially concerned with making available the interchange of management information and experience. Its services include conferences, information and research departments and a large library. There are seven divisions of the Association, each covering a particular part of the Management field - Personnel, Office Management, Production, Marketing, Packaging, Finance and Insurance. Each of these divisions is headed by a vice-president of the Association, who is an expert in his own particular field. Each division holds its own meetings and conducts its activities as an autonomous unit. Three publications are issued - "The Management Review" (monthly), "Personnel" (bi-monthly), and "Business Conditions and Forecasts" (monthly). (This information is taken from a review of the work of the Association contained in the book "Personnel Relations - their application in a democracy" by J.E.Walters, and published by the Ronald Press Company of New York, 1945).

Another well-known organisation is the Society

for Personnel Administration, Washington. This Society was formed in 1937 by personnel administrators and personnel technicians from the public services and from private industry. The following details of the aims and work of the Society are taken from the pamphlet "The Human Element in Personnel Management" by Lawrence Appley, issued by the Society in 1941.

"The objectives of the Society are:
 To promote and encourage the study, development and use of improved methods and higher standards in personnel research and administration.
 To encourage fundamental and systematic training for personnel research and administration.
 To foster and develop interest in establishing and maintaining comprehensive programs of personnel administration for the purpose of bettering the conditions and relations of employees in their occupations, and increasing the effectiveness of administration.
 To provide a forum for the exchange of thought and a medium for the collection, publication, and distribution of information relating to personnel research and administration.

In working towards its objectives, the Society conducts conferences and meetings and sponsors study and discussion groups in the fields of training, selection and placement, position classification, employee relations and other phases of personnel activity.

The Society publishes "Personnel Administration" a monthly journal, and a series of pamphlets."

In addition to the A.M.A. and the Society for Personnel Administration, there are many other Institutions and Societies devoted to studies and research both in general management and personnel relations - they include such bodies as the Society for the Advancement of Management, Personnel Psychology Incorporated, and many special departments in the various Universities.

Speaking of education for business administration in America, F.J. Tickner says:

"In the United States where the educational system is different from ours, the relation between the Universities and industry is different, and we find, by way of contrast, that post-graduate courses in business administration have, for some years, been a feature of

Ø Tickner, F.J. "Modern Staff Training."
 University of London Press, London, 1952

the activities of several of the Universities. The Institution which is best known in this country, offering this kind of education, is the Harvard University Graduate School of Business Administration, more generally spoken of as the Harvard Business School . . . There are post-graduate schools of business administration associated with the Wharton School of Finance and Commerce of the University of Pennsylvania, at Michigan University and at Stanford University . . . The Harvard School was founded in 1908, and for admission . . . a student must have at least a bachelors degree or its equivalent from a recognised collegiate institution in the United States or abroad. What is known as the case study method of instruction is followed."

In Britain there is no similar training system available, although the Institute of Personnel Management in collaboration with the London School of Economics, the Manchester College of Technology, the Royal Technical College, and the West of Scotland Commercial College in Glasgow, offers a course of training in personnel management in two parts - the first is theoretical (see details in the section on the social science graduate), and the second part consists of two months practical training in a personnel department. In addition, various government departments have arranged short training or refresher courses for personnel officers, being a direct outcome of the urgent war-time need for trained supervisors and personnel officers.

D. Variations in Development in Britain and America:

In addition to the differences in education for personnel administration mentioned above, other variations of interest have taken place. Perhaps one of the most widely divergent has been the building up of joint consultation methods in Britain as contrasted to the collective bargaining methods developed in America. One interesting comment on these different techniques is to be found in an article by the American expert Helen Baker, writing in the Journal of the Institute.

of Personnel Management (London) after spending several months in Britain making a special study of joint consultation; she says:

"In discussing communications in industry with an Englishwoman visiting the United States before I went to England, I was a bit startled to hear her say that most company information programmes in America were "sheer propaganda." At the end of my first week of visiting plants in England, my feelings about joint consultation was that it was a new form of paternalism with many of the characteristics of the employee representation plans now outlawed in the United States.

There are elements of truth in both these cursory appraisals. The weakness of such hasty judgements is, however, the failure to recognise the value of different methods seeking the same ends, and a failure to understand the factors in the different national situations which encourage emphasis on one method in one country and another in the other. Four month's observations of joint committees in England did not make me an enthusiastic advocate of such plans. It did, however, give me a fuller appreciation of the conditions in Great Britain which created the need for and gave greater emphasis to joint consultation in the post-war years, and influenced its particular form. . . . What British industry is attempting to accomplish through joint committees, American industry is seeking through printed and oral messages from management to worker, clear transmission of orders and information through line channels, with special emphasis on foreman-worker understanding, and frequent informal discussion with union representatives at various levels with emphasis on foreman-shop steward-worker relationships. British industry is, of course, carrying on some of these activities but does not often consider them as important as joint committees in striving for greater worker-management understanding and increased interest in the common enterprise . . .

Joint committees for management-worker discussion were first widely adopted during World War I. in the form of employee representation plans in the United States and of Whitley Councils in Britain. During World War II both governments again gave official encouragement to labour-management co-operation. Since the war developments have been in opposite directions in the two countries. Joint Committees have had government, management and union support in Britain. . . . In the United States (they) have almost vanished. . . . Some of the conditions accounting for these diverse trends are historical, others are of more recent origin."

Discussing factors which have had a negative influence on the further development of joint consultation in the United States, Helen Baker considers that one of the strongest was the provision in the National Labour

Ø Baker, Helen. "Joint Consultation in England - an American's Comments." Journal of the Institute of Personnel Management, XXXIII, 314, March-April, 1951.

Relations Act making it unfair practice for any employer "to dominate or interfere with the formation or administration of any labour organisation or contribute financial or other support to it." This legislation set the pattern for future negotiation on a union-management basis. In Britain, however, the Ministry of Labour actively encouraged joint committees and joint consultation is legally provided for in nationalised industries. The need for increased productivity and the growing concern of management and government for improved management-worker understanding have been the additional factors influencing progress in joint consultation in Britain. Continuing her discussion of the different developments, Helen Baker says:

"In addition to these conditions of the national economy and collective bargaining, the political and social atmosphere of Britain favours joint committees rather than the more forthright management or more informal union-management approach used in the United States to gain employee interest and co-operation. . . For the American company considering the need for greater emphasis on matters of common interest to managers and workers, the question is whether to try joint committees or first to strengthen management-employee relations through perfecting methods now in use. My feeling is that American industry is not likely to adopt a system of joint committees to any greater extent in the future than it has in the past. . . Finally in America, both because of money-mindedness and because we can still afford it, more emphasis is put on financial than on non-financial incentives."

Briefly, the main differences in development in Britain and America may be summed up as follows:

1. Although initial interest in personnel and management studies arose at about the same time, America has done more in a shorter time to develop concepts and techniques, and industry there has been more ready to try these new methods, and to help in the evolution of further studies.

Ø For a consideration of the effects of the National Labour Relations Act and the Wagner Act on labour relations in one particular industry, see the booklet "A Generation of Industrial Peace" by Stuart Chase, issued by the Standard Oil Company of New Jersey; being an account of 30 years of management-worker relations.

2. Whereas in Britain there is still emphasis on Personnel Management and the Personnel Officer, with certain duties in a limited field, in America the work has widened and today studies in personnel affairs are a part of the study of human relations in industry. There may be a Personnel Director or an Employee Relations Officer with a central office, but he will move freely within the production area, or will have members of his staff who spend their time "on the floor", dealing with problems as they arise. In addition, there may be a special personnel records office. Personnel Relations are seen in America as including everyone in industry from the Directors to the humblest employee. In Britain the Personnel Manager is often the "buffer" between labour and management, or he may undertake merely those clerical duties entailed in keeping adequate personnel records.

3. British literature in the management field is not so great in quantity or so widely circulated as American publications in the same field. There are one or two standard works on personnel management in Britain, but not so much on particular aspects or problems in any one industry. In America there are many general texts and much has been published in addition, both in book form and in the many scientific and industrial publications, on particular aspects of personnel administration, or on a topic of particular interest to one industry.

4. Due to differences in industrial development in America, there is great emphasis on the particular problems involved in labour negotiations and relations between labour and management, and much time and paper has been devoted to discussions of this particular aspect of personnel administration.

5. Training available for personnel officers in Britain is limited in availability and extent, the Institute of Personnel Management offering one of the most comprehensive courses. In America, training in personnel administration is widely available, particularly at post-graduate level. There is more use of the case study method, where students or trainees are given actual work situations to study or "act out", as opposed to the more general lectures and discussions.

Ø

Commenting on the differences in personnel management concepts and practices in Britain and the rest of the world, and discussing her world tour of personnel organisations completed in 1952, Miss E.B. Sharp (Deputy Director of the Institute of Personnel Management) says:

"I found it impossible to explain why there were differences in personnel management concept and

Ø Sharp, E.B. "The returned traveller looks at the Institute." Journal of the Institute of Personnel Management, XXXIV, 320, September, 1952.

practice as between other countries and ourselves without underlining the contrasts in our respective social and industrial backgrounds, and I feel that we should keep this fact in mind when receiving overseas visitors as so many members do today. We must show them how our ideas are based upon, for example, a system of collective bargaining which still emphasises the voluntary method; upon an educated and responsible people with a long history of democratic government and upon the welfare state."

E. Personnel Management in the Union of South Africa:

The main development of personnel management concepts and techniques has taken place within the last twenty years in South Africa, and the comment was made often during the short survey that progress in areas such as the Transvaal and the Eastern Cape Province had been more rapid than in the Cape Peninsula. (The South African Institute of Personnel Management was founded at a meeting of personnel and welfare officers in Port Elizabeth - see the account of this organisation in the section on Study, Investigation and Research in South Africa). So far there has been no general history or review of personnel management in the Union written, although several Personnel Managers have mentioned the need for such a publication and expressed the hope that some review of developments may be written in the future.

It will be noted from the details given in the short survey that, whilst one or two firms have had personnel departments or officials from their inception, some as early as 1930, the majority of the firms visited had established special personnel offices or engaged special officials only within the last five or ten years. The South African Institute of Personnel Management was founded in 1945, and the National Development Foundation of South Africa, which has been responsible for much of the increased interest in personnel administration, began operations only in 1948.

Hence any history of personnel management in South Africa would be relatively brief. The activities of those organisations concerned with the study and investigation of and research into personnel techniques and methods are discussed in section 5.

The personnel manager in South Africa is fortunate in one respect - that he can learn from other countries who have been studying the subject for a lengthier period - but the warning given by Miss Sharp about the differences in social and economic background and development applies here, not only by comparison with other countries but also within the one country. The further development of personnel management, or the wider field of human relations in industry, will depend largely on the amount of investigation and study of the particular and peculiar problems of South African personnel in industry.

This brief summary does not pretend to be an adequate survey of personnel management developments on a world-wide scale. It only outlines progress in two countries and does not mention similar work in Europe, Canada, Australia, New Zealand or India. Through the publications of such bodies as the National Development Foundation, the personnel manager in South Africa may study developments in all these countries and add their experience to his own. It will be some time yet before industrialists in this country generally recognise the progress made in personnel administration overseas, and a lengthier period must elapse before many recognise the similarity of labour problems the world over, and learn from the experience of other countries.

SECTION THREE

THE SURVEYS

- a) The main survey.
- b) The results.
- c) Summary of the main survey.
- d) Comments from the firms.
- e) The short survey.
- f) Interview procedure.
- g) The interviews.
- h) Summary of the short survey.

A. The Main Survey:

With the initial plan of the thesis I had drawn up a list of some 16 firms, known to me through my contacts with the Cape Town branch of the South African Institute of Personnel Management, as having a Personnel or Staff Manager. This list was augmented after discussion with the Regional Manager of the National Development Foundation, Mr. W. Taylor, and finally showed 34 firms known to have, or reputed to have, some form of personnel organisation. This list, together with the outline of the whole thesis, was submitted to Professor Batson. After discussion it was agreed that the list of 34 firms was inadequate if a representative picture of personnel management in the Cape Peninsula was to be obtained - a number of 100 firms being suggested as a more desirable figure. The Cape Chamber of Industries and the Cape Chamber of Commerce were mentioned as the most suitable source of further names for investigation, and it was arranged that these bodies should be approached and asked to co-operate in the work. The short list of 34 firms was to be retained, but treated separately - personal contact with the officials concerned being easy.

The Chamber of Industries and the Chamber of Commerce willingly supplied copies of their Membership Lists. These were examined and certain firms deleted immediately - those outside the Cape Peninsula area, and those already included on the short list. In addition,

this work. As part of the aim of this present survey was to find out how far overseas standards were recognised or accepted, a much lower figure was taken, and an approach considered to firms employing far less than 250).

With both Membership Lists tabulated (as shown on the previous page), the next step was to draft the proposed questionnaire. Obviously, the best way of obtaining the information required would have been to make personal visits to all the firms concerned, but, in an initial survey of this type, it was thought sufficient to obtain the replies by means of a carefully planned questionnaire. Should further work be possible at a later date, then visits might be made to all those firms who replied to the questionnaire; in the meantime it was hoped that all the information required could be gathered from the completed forms received.

The questionnaire, then, must cover discussion of the functions of personnel management, information as to the status of the firm (branch or head office), and details of any special personnel or staff organisation in existence. Where such a special department did not exist, it was hoped to obtain details of responsibility for the various functions and, possibly, an opinion as to the status of personnel management, the training deemed necessary for any personnel official and/or his staff, and possibilities for future development in this field of employment.

In discussing the functions of personnel management, it was desirable to have some fairly simple division. There have been many books on personnel management - a number are listed in the bibliography at the end of the thesis - and as many differing lists of functions. However, all these references contain the same broad general grouping, although they may differ

American references generally give similar divisions, sometimes employing slightly different terminology.

The final list of functions used in the questionnaire was drawn up from a combination of the various authorities. (The same order is kept throughout the discussion of the returns later in this section, but the sub-divisions are abbreviated when used in the tabulations). Six main divisions were used, with a number of sub-divisions as follows:

1. Employment Procedure:

Decide labour requirements.
 Interview applicants - engage, transfer, dismiss, etc.
 Introduce new labour to firm.
 Follow-up new labour.
 Maintain employee records.
 Absenteeism - investigate and report.
 Labour turnover records.
 Job Rating and analysis.
 Legislation re. employment.
 Employment of apprentices.
 Hours of work and overtime.
 Grading of employees.
 Progress reports for promotion.
 Employee interviews and consultations
 Liaison with government officials.

2. Wage Procedure:

Salary and wage procedure.
 Increases.
 Authorised deductions.
 Queries and deductions.
 Changes in individual rates.
 Sick pay.
 Bonus schemes.
 Maintaining records.
 Wage agreements (under Acts).

3. Joint Consultation:

Liaison and consultation with unions.
 Industrial agreements.
 Works councils.
 Staff councils or committees.
 Interpretation of personnel policy to employees.
 Workroom grievances.
 Represent firm on outside committees etc.,
 Liaison between all employees and Top Management.

4. Welfare, Health and Safety:

Provisions of Factories Act.
 Liaison with factory inspectors.
 Accident prevention measures.
 Safety committee.
 Reporting safety hazards.
 Hours of work, rest and meal breaks.
 Health records.
 Mass X-Ray.

4. Welfare, Health and Safety: (continued).

Clinic.
 First Aid training for employees.
 Red Cross films and training.
 Medical examination of all employees:
 Initial examination,
 Further regular examinations.
 Eyesight tests:
 Initial test,
 Further regular tests.
 Home visiting.
 Special provisions for convalescent workers.
 Workmens' Compensation.
 Medical Aid schemes - European,
 Coloured,
 Native.

5. Education and Training:

Training for new labour.
 Training for promotion.
 Training for supervisors and foremen.
 Training for apprentices.
 Training under TWI scheme.
 General lectures (on firm's policies,
 production, etc.).
 Notice boards.
 Book of regulations for new labour.
 Works magazine.
 Suggestion schemes.
 Works broadcasts.
 Library (for all employees?).

6. Employee Services:

Administration of canteen.
 Administration of sports and social clubs.
 Benevolent funds.
 Sick funds.
 Pensions schemes.
 Loans to employees.
 Savings schemes.
 Long service grants and presentations.
 Outings.
 Transport.

The questionnaire itself was made up in five sections:

Section 1. Dealt with details of branches, whether firm operated under an Industrial Council or a Wage Agreement, (which would dictate certain compulsory provisions regarding welfare, hours of work and other matters - these provisions are discussed later in the thesis), and the responsibility for decisions on personnel policy.

Section 2. Dealt with numbers of employees - divided into three groups, being those most commonly used in industry and commerce, European, Coloured and Native. These groups were sub-divided into male and female and

also into:

Staff - Including all office staff and executives - normally paid monthly salaries.

Sales - Including Retail Salesmen and Commercial Travellers.

(These two classes being generally regarded as non-productive labour).

Others - Including supervisors and foremen and the labour force - or all productive labour.

Section 3. Dealt with the personnel organisation - whether a special department or official, and the responsibility for the functions listed on the previous pages. In addition, information was sought as to the number of staff in the special department (if any) and its official designation.

Section 4. Dealt in detail with the functions of personnel management as already discussed, and asked for details of the functions actually carried out in each firm, and the responsibility for them.

Section 5. Asked for an opinion as to the necessity for a special personnel department or official, what training was considered desirable for such an official and/or his staff, and whether personnel management could be classed as a profession. (The question of future prospects in this field of employment for social science graduates was omitted from this section, but it was planned to include discussion of this point during the interviews with the firms on the short list. As they already had some form of personnel organisation, they could be expected to give a better idea of future demand).

A covering letter to accompany the questionnaire was also drafted, outlining the purpose of the survey, and emphasising that any information given would be regarded as strictly confidential, and no names of any individual firm, or official in any firm, would be

mentioned, except for formal acknowledgement of help received from all the firms concerned. A list of all the firms who were contacted during the two surveys will be found at the end of the thesis, together with copies of the complete questionnaire and the covering letter (see Appendices two and three).

The draft questionnaire and letter being approved, the tabulated Membership Lists (see page 32) were examined. It was decided to use for the survey those firms on the Chamber of Industries' list who employed over 75 personnel. The division of members used by the Chamber of Commerce gave no indication of the real size of the firm - where it was stated that 50 Europeans were employed, no details of non-European labour were given. The labour force could include 500 non-Europeans or only two or three messengers. Also, many of the firms employing over 50 European personnel were already included on the Chamber of Industries' list - of the few who were not, the majority were such firms as Accountants, Lawyers or Wholesalers, who would be unlikely to employ personnel officers.

It was arranged that the questionnaire should be despatched on 4th March, a reminder letter (together with an additional copy of the questionnaire) to be sent out on 25th March to all those firms who had not replied by this date, a copy of this letter is also included at Appendix three. A second reminder was to be made by telephone to all those firms who had not replied by 7th April, the closing date for the survey being 17th April. These dates were later amended and the final dates were:

- 5th March - despatch of questionnaire.
- 26th March - despatch of reminder letter.
- 8th April - telephone reminder.
- 18th April - closing date for survey.

A wall chart was drawn up covering all the questionnaires despatched - the firms being allocated code numbers for ease of reference and to ensure that, as far as possible, the confidential nature of the returns would be maintained. An index card was made out for each firm, giving all details, including a coded reference to the nature of production or business. Distinctive markings were devised for the completed returns, indicating whether the questionnaire was filled in or not. At the same time, a series of index cards was drawn up for the firms on the short list - from this point onwards all discussion of the surveys will refer to the main survey (postal, to 118 firms) and the short survey (covering the original 34 firms). The index cards for the short survey were given a serrated edge to make identification easier.

As the returns in the main survey were received, the wall chart was marked with the date and the type of return, a serial number was allocated, and all details were entered on the index card. On the returned questionnaire itself was entered the code number of the firm, date of receipt and serial number. The form was then filed to await the completion of the survey and the examination of all returns. Some firms wrote or telephoned offering to give the information if a visit could be made in order to sort out certain difficulties. All these offers were accepted, and the visits made.

Whilst the returns in the main survey were coming in, appointments were made for interviews with the proper official at all the firms on the short list. Before the visits commenced, an interview summary was drawn up to cover the various points to be discussed. This summary was not intended to serve as a definite interview procedure, but merely as a reminder of all the

matters to be covered, (a copy of the summary is included at Appendix three). A copy of the questionnaire used in the main survey was also taken to each interview and, where possible, was completed. Some officials preferred to keep to a general discussion of organisation in their particular firm, others were quite willing to fill in all the details on the spot.

It was hoped in these interviews to obtain fuller information as to the actual establishment of personnel or staff departments - the date started, staff employed, qualifications of staff, line of authority in each firm, records kept, availability of Personnel Manager to all employees, services offered to employees, and opinions as to the training considered desirable or necessary for prospective Personnel Officers or staff, and the likely future demand for such staff. In addition, it was hoped to find out how many of the Staff or Personnel managers in the Cape Peninsula were aware of the details of the curriculum for the social science degree, how many were conversant with overseas standards in personnel training and how far they were aware of, and used, facilities for training outside the University.

A summary of the procedure in both main and short surveys will be found at Appendix three.

B. The Returns in the Main Survey:

After the despatch of the questionnaire on 5th March, the first reply was received on 6th March, and I read for the first time what was to be a constant refrain throughout the main survey - "over-worked and under-staffed." A further refusal followed, but, on

7th March the first completed questionnaire was received. By 25th March, 22 replies had been received, made up as follows:

- 13 Completed questionnaires.
- 2 Refusals.
- 2 Valid nil-returns. \emptyset
- 2 Replies promised.
- 3 Interviews offered.

giving a total of 22 replies of all types, being a return of 18.6% of the total survey - 96 replies still outstanding.

The reminder letter was despatched on 26th March to the 96 firms who had not replied, together with an additional copy of the questionnaire.

Replies received up to, and including, the first post on 8th April (the date set for the telephone reminder to those firms who had not then replied to the reminder letter) were made up as follows:

- 3 Completed questionnaires.
- 9 Refusals.
- 5 Valid nil-returns.
- 1 Reply promised.
- 1 Interview offered.

giving a total of 19-replies, representing a return of 19.8% of the outstanding 96 replies - 77 replies being still outstanding. The complete return for the whole survey up to and including the first post on 8th April was then; 41 replies - representing a percentage of 34.7% of the total of 118 questionnaires despatched.

It is of interest to note that these replies follow closely a pattern pointed out by Professor Edward Batson who, in the course of the many surveys and other enquiries undertaken for the University and other authorities, observed that returns fell into a fairly clear pattern - replies received in the 10 postal days

\emptyset Valid nil-returns represent those firms who advised that they were either outside the Cape Peninsula area, had only a small office staff in the area with production units outside, or employed well under 75 personnel.

following date of despatch represented approximately half of what might be expected to be the total return on the whole survey. Subsequent replies, received in the 10 postal days following the despatch of any reminder, would generally represent a similar percentage of the outstanding replies. In the survey under discussion therefore, the first return of 18.6% should be followed by a similar percentage of the outstanding returns, following the despatch of the reminder letter. The replies actually received represented a percentage of 19.8% of the remainder, thus agreeing to within 0.6% with the above "pattern." However, the third series of replies cannot be judged in the same way, as reminders were made by telephone, and the pattern is lost.

The Progress Chart overleaf sets out in detail despatch of all questionnaires, dates of replies received and type of reply, dates of all reminders and total of all replies.

The reminder telephone calls (77 in all, plus three to firms who had originally promised returns, but who had not yet sent these in) were made over a period of two days - 8th and 9th April, it being found impossible to complete all the calls in one day as planned.

It will be noted from the Progress Chart and from the Histogram of the returns that the number of refusals increases greatly following the telephone reminder. The reason is probably that, being asked directly for a reply, there was no opportunity to "pend" the return or pass on the form to some other official for attention, when it might be expected that, if a reply was to be sent at all, despatch would be delayed for a longer period. Faced with a request for the return of the questionnaire, many preferred to refuse at once, some apologising at length, some more directly, some, I think,

irritated at the mere thought of filling in yet another form. In every case, an effort was made to explain the aim of the survey, and to point out the importance of information gained at first hand from the people most concerned. Some of the industrialists showed interest, but the general feeling engendered by all the calls was that personnel management has not received wide recognition in the Cape Peninsula, nor do industrialists seem to feel that any good purpose could be served by a scientific study of the matter. It may be of interest to summarise the replies made by the 77 firms contacted:

- 1 Firm was included in the short survey, under a different name.
- 1 " was no longer operating.
- 1 " was newly established, and no phone number could be traced.
- 1 " had under 75 personnel.
- 14 " had not seen the questionnaire - in another department, would look it up.
- 12 " were sending it off in another few days, or would do their best to complete.
- 10 " could not contact any responsible official, message left.
- 9 " official concerned was away, or going away immediately - no reply possible.
- 8 " too busy, or understaffed - can't complete.
- 7 " would like extra copy - original mislaid, or spoilt.
- 4 " too many official forms anyway - no reply.
- 4 " information regarded by top management as strictly confidential.
- 2 " will have a look at it.
- 2 " in waste-paper basket (and staying there).
- 1 " majority of personnel non-European, no point in completing (no persuasion effective).

Of the three firms who had already promised to complete the questionnaire - in one the official concerned was now on leave, in one the director who could authorise the sending out of such information was out of town, and in one they had been very busy - all three promised to try and complete the form as soon as possible.

Every effort was made to persuade the reluctant to fill in the questionnaire, even if they felt that all the information required could not be given. Some officials, of course, refused in a manner obviating all

appeal. It seemed that the telephone reminder did serve to encourage some officials to complete the return, who might otherwise not have done so, and several took the opportunity to express their interest in personnel management, even where their directors were not in complete agreement with such concepts. Several said that they thought such a survey would be better undertaken in several years time, as interest in the subject was only just beginning to be widely expressed.

Among the difficulties encountered in making the calls - the greatest was the long wait sometimes necessary before calls to certain numbers could be put through - it was often necessary to dial numbers on the "5" and "2" exchange several times before the line was clear. Another big difficulty was to find the right official. The telephonist often had no idea who would deal with such matters, and even if finally put through to some official the form had been "passed on" to someone else. Sometimes such mail as circulars and forms, other than official ones, seemed to disappear without trace after opening.

In the period 8th - 18th April (up to and including the last post on this date) the following replies were received:

14	Completed questionnaires.
3	Valid nil-returns.
29	Refusals.

being a total of 46 replies, representing a percentage of 59.7% of the outstanding 77 replies.

The final position, when the survey closed on 18th April was as follows:

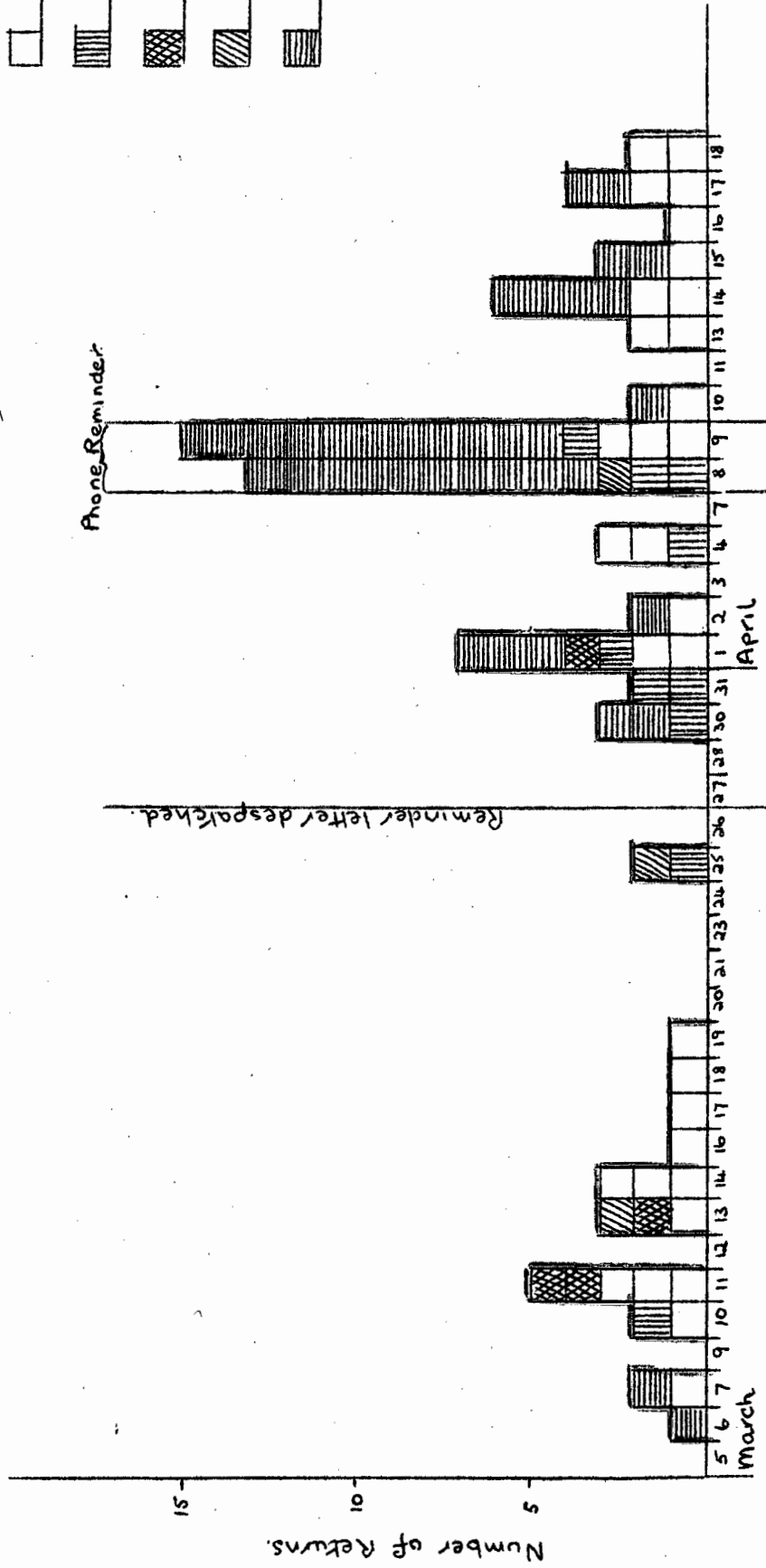
The total number of all replies received was 87, which represented a 73.7% return in the survey - outstanding replies totalled 31 - or 26.3% A Histogram giving an analysis of the daily returns will be found overleaf.

Diagram 4

Histogram showing Daily Returns in Main Survey.

CODE

- Completed Questionnaires
- ▨ Valid nil-returns
- ▩ Interview offered
- ▧ Return promised
- ▦ Blank form or Refusal.



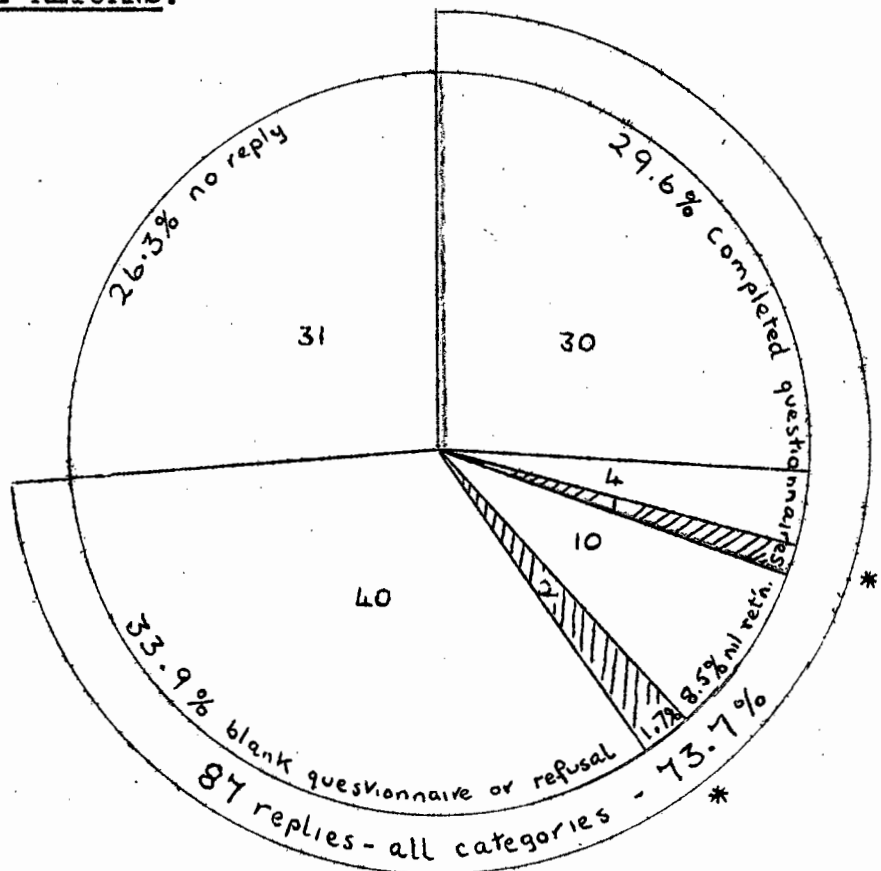
Date - excluding Sundays and Public Holidays when no postal deliveries.

The table below gives a complete summary of all the replies received, according to type and date; below this, the proportionate distribution of all types of replies is illustrated.

(Table 5) SUMMARY OF ALL REPLIES RECEIVED,
(according to type and date).

Replies rec. by.....	C	P	I	V	Ref.	Sub-total	Total	%
Mar. 25th.	13	2	3	2	2	22		18.6
Apr. 8th.	3	1	1	5	9	19	41	19.8
								34.7
Apr. 18th.	14			3	29	46		59.7
T O T A L.	30	3	4	10	40		87	73.7

(Diagram 6)
PROPORTIONATE DISTRIBUTION
OF ALL RETURNS.



∅ C. - Completed questionnaire. I. - Interview offered.
 P. - Reply promised - only 1 out of 3 received.* V. - Valid nil-return.
 Ref. Information refused.

Questionnaires were sent to all firms employing over 75 personnel, as one of the aims of the survey was to find out if the size of the firm had any relationship to the interest in personnel management, or if small as well as large establishments were interested enough to assist in such an enquiry, even if all the functions listed were not carried out. Some idea of the interest in personnel management (as expressed by willingness to co-operate in the scientific study of the field), might also serve as an indication of future growth and possible demand for qualified staff.

The following table shows the division of the returns according to the size of the firm. From the 118 firms have been taken the 10 who made valid nil-returns, leaving 108 who completed the questionnaire, refused the information or did not reply. For the purposes of this table, the column "No reply or Refusal" includes the two firms who originally promised to fill in the questionnaire, but did not finally do so.

Table 7.

QUESTIONNAIRE RETURNS -ACCORDING TO EMPLOYEE GROUPS (Cape Chamber of Industries Grouping)				
C. Chamber of Ind. Grouping- No. of Employees.	Number of Firms.	Comp'ted Quest. Returned.	No Reply or Refusal.	% Returns.
76 - 100	27	4	23	14.8
100 - 200	41	13	28	31.7
200 - 300	15	6	9	40.0
300 - 500	15	7	8	46.6
500 - 1,000	8	4	4	50.0
over 1,000	2	1	1	50.0

From the figures in the above table (excluding the last group, which is too small to be representative,

and recognising the relatively small number of firms in the different groups when compared to the whole of the Industrial Cape), it would seem that the smaller firms do not send in replies to such questionnaires as readily as the larger firms.

We turn now to an examination of the completed questionnaires. Two of the 35 firms sent in completed returns, although on examination the number of employees in each case falls below 75. However, several other firms have increased the number of their employees since the survey on which the figures were based. For the purposes of this examination, the original employee groupings will be retained, and the two firms mentioned will be included in their original employee group, 75-100.

A table of the information recorded in sections 1, 2 and 3 will be found overleaf, this table includes detailed employee figures for each firm.

Of the 35 firms -

- 18 have only one address.
- 9 are the Head Office of the firm, with other branches outside the area.
- 8 are branches of the firm, with the Head Office outside the area.

Of the latter, 5 firms state that the Head Office is in Johannesburg, 1 elsewhere in the Western Province, 1 in Natal and one firm did not state where the Head Office was located.

Of the 17 firms which are either branch or Head Office, decisions on personnel policy are made -

- in 9 cases by the Head Office.
- in 4 cases by the branch concerned.
- in 4 cases by either Head Office or branch.

In the latter case, it is general for the Head Office to decide on personnel matters concerning the executive and higher office grades, being responsible for the actual engagement, or the decisions on promotion in

these grades. Decisions on routine staff matters, and the employment of lower grade clerical staff and ordinary labour are left to the manager of each branch.

Whether the firm operates under an Industrial Council or a Wage Determination, will have a bearing on certain of the functions of the personnel manager, such as certain provisions regarding wages, rates of pay, records and other matters. Where a Personnel Manager is employed, it is most likely that most of these matters will fall under his authority; where there is no special official, another member of the executive staff will assume responsibility. Full details of the compulsory provisions may be found in the Industrial Conciliation Act (no. 36 of 1937) and the Wages Act (no. 44 of 1937, as amended by Act no. 22 of 1942); mention is made here of brief details of certain provisions.

Ø Under a Wage Determination: the Wage Board may make certain recommendations or may alter previous recommendations on any matter:

"affecting or connected with the remuneration or the conditions of employment of all employees or the members of any class or classes of employees, whether remunerated according to the time worked, or work performed or on any other basis, the scope of the provision not being limited in any way by the mention in this subsection of particular matters."

X The Act also specifies the keeping of certain records by all employers upon whom any determination is binding under the Act, and requires the posting of certain notices. No Inspectors are appointed under this Act.

Under an Industrial Council: certain rules are laid down concerning provisions for remuneration (calculation and

Ø Sections 9 and 10 of the Wages Act - 44 of 1937, as amended by Act no. 22 of 1942.

X Section 9 of the Wages Act.
 Section 29 " " " " , Sub-sections 1 - 6.
 Section 30 " " " " , Sub-sections 1 and 2.

true and unbiased picture of the conditions in each firm; indeed, it may be difficult for one man to set down accurately the responsibility for each of the functions mentioned, especially if Top Management has no set programme or organisation of the various branches of the management function. Responsibility may be divided among several persons, and may be altered from time to time. The questionnaire merely asked that each function carried out should be ticked, and the responsibility for each indicated. There can be no question of evaluating the way in which each function is carried out - a library could consist of 10 or 1,000 books, and could be well-run or indifferently operated; canteens will vary in size and efficiency, and many other difficulties could be thought of. To obtain full details of the carrying out of all the functions would entail a number of personal visits and a large amount of detailed work, even if the firms concerned were willing to allow this.

Nor may the list of functions carried out be complete. Where a firm omits to indicate responsibility for Salary Procedure, it is fairly obvious that some-one must assume final responsibility for such a basic function. All these points should be born in mind when examining the returns.

The table overleaf gives details of all functions carried out by the various firms. One firm (code no. 84) did not fill in section 4 in detail, but stated that

"these functions are carried out as a part of General Administration. A clear definition of functions and responsibility would be difficult. Welfare and incidental matters are the initial responsibility of the Industrial Sister in charge of the Surgery/Clinic. Final responsibility for all matters rests with the Management."

Hence, in the table overleaf, this firm is omitted.

One firm, (code no. 59) did not complete the section on Joint Consultation, but indicated that the Industrial

Code no. of Firm.	No. of Emp'ees.	EDUC. and TRAINING										EMP. SERVICES										
		New Lab. Tng.	Prom. Tng.	Super. Tng.	Apprent. Tng.	T.W.I. Scheme	Gen. Lectures	Notice Boards	Regulations	Works Mag.	Sugg. Schemes	Wks. B'casts	Library	Canteen	Spt.&Soc.Clubs	Benev. Fund	Sick Fund	Pensions Fund	Loans Scheme	Savings Scheme	Long Serv.Pres.	Outings
12	76																					
14	100	x	x	x			x			x	x		x		x				x			
62		x		x			x															
82																						
		2	1	2	-	-	-	2	-	-	1	1	-	1	1	2		2	1			
13	100 - 200	x	x	x	x								x				x					
15													x									
27		x	x				x												x	x		x
55					x		x	x			x		x		x	x	x	x	x	x	x	x
66		x	x	x			x	x	x		x								x	x		x
78																						
92		x	x	x	x		x						x		x				x	x		
102							x			x			x	x					x	x	x	x
105																						
106							x			x			x	x					x	x	x	x
111		x	x	x	x	x	x	x	x	x									x	x	x	x
118																						
		5	5	4	4	1	3	7	2	-	4	-	-	7	2	-	3	7	9	8	6	1
6	200 - 300	x																				
30		x	x		x		x	x			x		x		x	x	x		x			
36		x	x	x	x	x	x	x	x		x	x							x	x	x	x
40		x	x	x	x		x															
80		x	x	x	x		x			x			x		x	x	x	x	x	x	x	x
116		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
		6	5	4	5	2	2	5	3	1	3	2	2	3	1	3	4	5	5	6	2	1
5	300 - 500																					
11		x	x	x	x		x	x		x	x	x		x	x					x	x	x
18		x	x	x	x		x			x										x	x	x
70		x	x	x	x	x	x			x												
87		x																				
101		x	x	x	x		x	x	x		x	x	x		x	x	x	x	x	x	x	x
115					x																	
		5	4	4	5	1	2	4	1	1	4	2	1	3	3	2	4	3	4	5	4	2
31	500 - 1000	x	x	x	x	x		x						x		x	x	x				
46		x					x	x						x		x				x		
51		x	x	x	x		x			x				x		x	x			x		
108		x				x	x			x				x	x					x	x	x
		4	2	2	2	2	1	4			2			4	-	2	3	3	2	2	1	-
59	over 1000	x	x	x	x		x		x	x		x		x	x							
		18	17		8		6	15	4				7	17	23	14						8
TOTALS		23	17	6	23	3	5	19	8	19	23	4										

es only.
ent for All.
s in Clothing Trade.
employment - yearly afterwards.

Council was responsible. Presumably some one person in the firm must assume responsibility for management's part in the functions concerned, but this is not indicated. One firm, (code no. 5) did not complete the sections on Welfare, Health and Safety - Education and Training - Employee Services, but sent with the return a letter discussing particular difficulties in their organisation. Extracts from this letter are included in the "Comments from the Firms" at the end of the present section.

The next table, overleaf, gives the functions carried out in 33 firms (firms no. 84 and 5 are omitted as their returns were incomplete), recorded in the employee groups used by the Chamber of Industries. Where any function is not carried out by any firm in a certain employee group, the column is shaded in.

In the group of firms employing 75 - 100 personnel, no responsibility is indicated for the functioning of Works Councils, Staff Committees, or provision for Outside Representation of the firms on any special committees or other meetings. Nor is any responsibility indicated for the carrying out of Medical Examinations (either before employment, or at regular intervals afterwards) - similarly with Eyesight Tests, Home Visits, Provision for Convalescent Workers or the provision of any Medical Aid Scheme. Other functions not carried out by this employee group include:

- Apprentice training.
- T.W.I. Scheme participation.
- General lectures, on policy, etc.
- Book of regulations for new labour.
- Works Magazine.
- Library.
- Sports and Social Club.
- Pensions fund.
- Long service presentations.
- Outings.
- Transport services.

With the possible exception of the Medical provisions, which are important in a firm of any size, it is quite

S:- NUMBER 10.

SUMMA

Shown in Em

FUNCTION	Number of Firms in each						Group over 1000 (1)	Total of all Groups (33)	%
	76- 100 (4)	100- 200 (12)	200- 300 (6)	300- 500 (6)	500- 1000 (4)	1000 or more (4)			
Decide Labour	3	12	6	6	4	4	-	17	51.5
Interview etc	3	10	6	6	4	3	1	24	72.7
Intr.new Lab.	2	9	6	5	3	3	-	14	42.4
Follow up "	1	7	6	4	4	2	-	19	57.6
Emp.Records	3	12	5	6	4	1	-	11	33.3
Absenteeism.	3	6	5	4	3	2	-	8	24.2
Lab.Turnover	2	5	3	4	3	1	-	5	15.1
Job Rating.	2	3	3	5	2	1	-	2	6.1
Emp. Legis.	3	8	6	6	4	1	-	1	3.0
Apprentices	1	6	5	6	2	2	-	4	12.1
Hours of Work	3	11	6	6	4	1	-	6	18.2
Emp.Grading	2	6	6	6	4	1	1	31	93.9
Progress Rep.	2	8	5	5	3	1	1	16	48.5
Emp.Interviews	3	10	6	5	3	1	-	7	21.2
Govt. Liason	3	10	6	5	4	1	-	6	18.2
Salary Proced	4	11	5	6	3	1	1	23	69.7
Increases	4	12	6	6	4	1	1	18	54.5
Deductions	3	11	6	6	3	1	1	17	51.5
Queries & Adj.	3	11	6	6	4	1	1	17	51.5
Changed Rates	3	11	6	6	4	1	-	6	18.2
Sick Pay	3	10	6	5	4	1	-	8	24.2
Bonus Schemes	4	4	5	4	2	1	-	20	60.6

understandable that the other functions are not carried out in the small firms under discussion.

In the group of firms employing 100 - 200 personnel: the following functions are not indicated as carried out by anyone:

- Staff committees.
- Initial eyesight tests.
- Further regular tests.
- Home visits.
- Works magazine.
- Works broadcasts.
- Library.
- Benevolent fund.

In the group of firms employing 200 - 300 personnel, there is not one function which is entirely omitted by all the firms in the group.

In the group of firms employing 300 - 500 personnel, the following functions are omitted by all the firms in the group:

- Regular medical examination.
- Initial eyesight tests.
- Further eyesight tests.

In the group employing 500 - 1,000 personnel, the following functions are omitted by all in the group:

- Staff committees.
- Initial eyesight tests.
- Further regular tests.
- Regulations book, etc.
- Works magazine.
- Works broadcasts.
- Library.
- Sports and Social Clubs.
- Outings.
- Transport services.

The one firm employing over 1,000 personnel apparently omits provision for the following functions:

- Training for apprentices.
- Progress reports for promotion.
- Liaison with government officials.
- Sick pay.
- Liaison with Factory Inspectors.
- Safety committees.
- Reporting Safety hazards.
- Health Records.
- All other provisions under Welfare, Health and Safety, excepting Workmen's Compensation and European Medical Aid Scheme.
- T.W.I. Scheme.
- General Lectures on firm's policies.

Book of regulations.
 Works broadcasts.
 Benevolent funds.
 Outings.
 Transport services.

It has already been pointed out on page 50, that the returns might not be accurate; it seems fairly obvious that, in a firm of the size indicated above, some of the functions listed would be the ultimate responsibility of one official in the firm, but have not been checked.

Finally, the percentages of all firms carrying out each function have been calculated, these figures appearing in the last two columns of the table under discussion. It is then possible to sort out those functions carried out by the majority of firms, regardless of size, and those carried out by the least number of firms. For ease of reference, and to give some scale of relative importance, the functions have been divided into four groups:

1. Those carried out by 75% - 100% of the firms.
2. Those carried out by 50% - 74.9% of the firms.
3. Those carried out by 25% - 49.9% of the firms.
4. Those carried out by less than 25% of the firms.

The responsibility for these functions has also been further analysed and tabulated - each return was examined, and a point allocated for each official said to be responsible for each function. The points were then totalled, and the tables drawn up. Where any firm stated that any function was the joint responsibility of two officials, say the Secretary and the Factory Manager, a point was allocated to each. This explains the position where one function such as "Deciding labour requirements" in the first table, shows the total number of responsible officials as 36, when only 33 firms were included in the calculation.

When any firm said that the responsibility for any function rested with say the Secretary or the

taken over by such an official with less opposition than where the function is regarded as belonging to Line Management. (For further discussion of this point, see section 4d - The introduction of personnel management).

The conclusions reached on the division of responsibility can only be generalisations - the tables give only the total points assigned to the various functions and takes no note of the different sizes of the firms. They do not represent the position in any one firm, nor, should the total points show that the function is mainly the responsibility of Top Management, should this be taken to represent the position in any one firm.

The statement of responsibilities in the tables may be further simplified by using only three categories - Top Management, including Directors and Secretaries; Accountant and Wages, sometimes included under Top Management, but here including wage clerks and other responsible office staff, and, as such, not purely Top Management; and Line Management, including Production and Factory Managers and supervisors and foremen.

Taking the first division of functions carried out by the majority of firms, and condensing the columns as above, we find that certain of the functions appear to be regarded generally as the responsibility of Top Management, and certain other functions to be the responsibility of Line Management. In some cases, the points are allocated almost equally between Top and Line Management, or between Top Management and the Accountant/Wages section. In the condensed tables on the following pages, those functions falling clearly to one of the management teams (according to the points rating) are indicated by outlining the points allocated.

Table 12.

FUNCTIONS OF PERSONNEL MANAGEMENT CARRIED OUT

BY 50% - 74.9% of 32 FIRMS.

Function.	Responsibility of -					
	Dir.	Sec.	Acct.	Wges.	F.Man.	Other.
Follow up lab.	1	2	1		12	11
Absenteeism.	2	2	1	4	6	8
Lab. turnover.	1	4		4	4	4
Apprentices.	3	1			4	7
Progress reports	5	2			8	7
Bonus schemes.	5	5	1	1	3	2
Union liaison.	9	2		1	6	7
Indust. agree't.	14	2			4	3
Int. pers. pol.	6	2			6	5
Outside rep.	12	2			4	4
Safety haz'ds.	3	1			12	8
Health rec'ds.	1	5		1	4	3
Mass X-Ray.	4	8			7	2
First Aid tng.	3	4			5	7
New lab. tng.		1			7	11
Promotion tng.		1			7	7
Super. tng.					8	7
Apprentice tng.	1				6	6
Notice Boards.	4	3			8	7
Canteen.	3	2			8	7
Sick fund.	2	4		1	1	3
Pension fund.	3	7	1	1	1	4
Loans.	10	4		1	2	3
Savings scheme.	2	8	2	3	1	5

Functions carried out by 75% - 100% of the 32 firms:

<u>Function.</u>	<u>Top Man.</u>	<u>Acct./Wges.</u>	<u>Line Man.</u>
Decide Labour	17		19
Interview lab.	19	1	20
Introd. new lab.	6		23
Emp'ee records.	9	12	12
Emp'ee legis.	15	4	9
Hours of work.	11	3	18
Emp'ee grading.	9		16
Emp'ee interview.	10	1	18
Gov't liaison.	19	2	11
<hr/>			
Salary proced.	15	8	8
Increases.	23	2	11
Deductions.	12	10	8
Queries and adj.	10	13	9
Sick pay.	9	8	9
Job records.	8	12	11
Wages agreem't.	14	9	8
<hr/>			
W'room griev.	8		11
Emp-Man. liaison.	10		18
<hr/>			
Fact. Act prov.	17		21
Inspect. liaison.	16		21
Accident prev.	12		23
Rest Breaks	10	1	15
W'mens' Comp.	12	6	13

Thus, in these functions carried out by the majority of the firms, those which appear to be regarded as the responsibility of Top Management are: Employee legislation (15 points), Government liaison (19 points), Salary procedure (15 points), Increases (23 points), and Wage agreements (14 points). Those which are the responsibility of Line Management include: Introduction of new labour (23 points), Employee grading and Interviewing (16 and 18 points), Factories Act provisions (21 points), and Inspector liaison and Accident prevention (21 and 23 points).

Similar calculations may be made for those functions carried out by more than half, but not by the majority of the 32 firms (50% - 74.9%). The first table appears on the preceding page, giving the detailed responsibility, and on the following page will be found the condensed table.

Functions carried out by 50% - 74.9% of 32 firms:

<u>Function.</u>	<u>Top Man.</u>	<u>Acct./Wges.</u>	<u>Line Man.</u>
Follow up new lab.	3	1	23
Absenteeism.	4	5	14
Lab. turnover.	5	4	8
Apprentices.	4		11
Progress reports.	7		15
<hr/>			
Bonus schemes.	10	2	5
<hr/>			
Union liaison.	11	1	13
Indust. agree't.	16		7
Int.pers.pol.	8		11
Outside represent.	14		8
<hr/>			
Safety hazards.	4		20
Health records.	6	1	7
Mass X-Ray.	12		9
First Aid tng.	7		12
<hr/>			
New labour tng.	1		18
Promotion tng.	1		14
Super tng.			15
Apprentice tng.	1		12
Notice boards.	7		15
<hr/>			
Canteen.	5		15
Sick funds.	6	1	4
Pensions funds.	10	2	5
Loans.	14	1	5
Savings schemes.	10	5	6

The functions most generally assigned to Top Management in this group include: Bonus schemes (10 points), Industrial Agreements (16 points), Outside representation of the firm (14 points), Pensions funds (10 points - this function probably includes private schemes for staff, not those compulsory provisions required by the various Acts), Loans and savings (14 and 10 points). Functions regarded as mainly the responsibility of Line Management include: the Follow-up of new labour (23 points), Absenteeism investigation (14 points), Apprenticeship matters (11 points) Progress Reports (15 points - most probably productive labour only - Top Management generally responsible for reports on office staff and executives), Safety Hazards (20 points) and all training for new labour, supervisors and

apprentices (18, 14, 15 and 12 points), Notice boards and Canteen administration (15 and 15 points).

Table 13.

FUNCTIONS OF PERSONNEL MANAGEMENT CARRIED OUT
BY 25% - 49.9% of 32 FIRMS.

Function.	Responsibility of-					
	Dir.	Sec.	Acct.	Wges.	F.Man.	Other.
Job rating.	2	4	1	1	4	3
Works councils.	7	1			5	1
Staff comm.	5	1			3	
Safety comm.	5	2			10	2
Clinic.	1	3			6	2
Red X films.	2	2			4	1
Medical aid Eur.	1	3		1	2	3
Suggest. scheme	3				5	5
Long serv. pres.	7	1			3	3

The condensed version of the above table gives the division of responsibility in the functions carried out by less than half of the firms (but not by the minority) as follows:

Function.	Top Man.	Acct./Wges.	Line Man.
Job rating.	6	2	7
Works councils	8		6
Staff comm.	6		3
Safety comm.	7		12
Clinic.	4		8
Red X films.	4		5
Med Aid. Eur.	4	1	5
Suggest. sch.	3		10
Long serv. pres.	8		6

The only functions which could be said to be generally allocated to Top Management or Line Management in this group, are the two - Safety committees and Suggestion schemes (12 and 10 points), which may be carried out by Line Management.

Table 14.

FUNCTIONS OF PERSONNEL MANAGEMENT CARRIED OUT
BY 1% - 24.9% of 32 FIRMS.

Function.	Responsibility of -					
	Dir.	Sec.	Acct.	Wges.	F.Man.	Other
Init. Med Xam.	1	2			5	5
Regular "					2	3
Init. Eye test.						2
Regular "						1
Home visits.						3
Conv. W'kers.					1	2
Med. Aid. Col.		1		1	2	
Med. Aid Nat.		1		1	2	
T.W.I. Scheme.	1				1	1
Gen. lectures.	2				2	3
Regulations.					3	3
Works mag.						1
Works broad.					3	
Library.		1			1	
Sports & social.	1	1			1	3
Benev. fund.	1		1		1	
Outings.					1	1
Transport.		2	1		3	1

Functions carried out by less than a quarter of the firms (as in the above table) are condensed as

follows:

<u>Function.</u>	<u>Top Man.</u>	<u>Acct./Wges.</u>	<u>Line Man.</u>
Init. Mod. Xam.	3		10
Regular "			5
Init. Eye test.			2
Regular "			1
Home visits.			3
Conv. w'kers.			3
Med. Aid Col.	1	1	2
Med. Aid Nat.	1	1	2
<hr/>			
T.W.I. scheme.	1		2
Gen. lectures.	2		5
Regulations.			6
Works Mag.			1
Works b'casts.			3
Library.			1
<hr/>			
Sports & Soc. clb.	2		4
Benev. fund.	1	1	1
Outings.			2
Transport	2	1	4

In all of the few firms who undertake these functions, Line Management seems to take the responsibility.

So far we have considered the responsibility for the various functions of personnel management as it is delegated in 32 firms having no special Staff or Personnel Manager. These functions have been divided into four groups, according to whether they are carried out by the majority of the firms, by more than half but less than the majority, by less than half, and by less than a quarter of the firms. There has been no division of functions as carried out by the various employee groups.. The table overleaf shows the percentages of firms in each employee group carrying out each function - the groups being those used throughout the main survey, taken from the Chamber of Industries List.

In the last category in this list (over 1,000 employees), there is only one firm, consequently this column shows 100% for all functions carried out by this firm. Firm number 101 is also included in this table -

SUMMARY OF FUNCTIONS CARRIED OUT IN 33 FIRMS.

(Percentage of Firms in each Employee Group carrying out Functions.)

FUNCTION	Number of Firms in each Group and % carrying out Function						FUNCTION	Number of Firms in each Group and % carrying out Function					
	76 - 100 (4)	100 - 200 (12)	200 - 300 (6)	300 - 500 (6)	500 - 1000 (4)	over 1000 (1)		76 - 100 (4)	100 - 200 (12)	200 - 300 (6)	300 - 500 (6)	500 - 1000 (4)	over 1000 (1)
Decide Labour	75%	100%	100%	100%	100%	100%	Health Rec'd	50%	33.3%	66.7%	50%	100%	-
Interview etc.	75%	83.3%	100%	100%	100%	100%	Mass X-Ray	50%	58.3%	100%	83.3%	25%	100%
Intr.new Lab.	50%	75%	100%	83.3%	75%	100%	Clinic	50%	33.3%	50%	33.3%	75%	-
Follow up Lab.	25%	58.3%	100%	66.7%	100%	100%	First Aid Tng.	50%	41.7%	83.3%	83.3%	50%	-
Emp. Rec'ds.	75%	100%	83.3%	100%	100%	100%	Red X Film	-	25%	50%	66.7%	25%	-
Absenteeism.	75%	50%	83.3%	66.7%	75%	100%	Init.Med.Xam.	-	8.3%	50%	33.3%	50%	-
Lab.Turnover	50%	41.7%	50%	66.7%	75%	100%	Regular "	-	8.3%	50%	-	25%	-
Job Rating	50%	25%	50%	83.3%	50%	100%	Init.Eye Test	-	-	33.3%	-	-	-
Emp. Legis.	75%	66.7%	100%	100%	100%	100%	Regular "	-	-	16.7%	-	-	-
Apprentices	25%	50%	83.3%	100%	50%	-	Home Visits	-	-	16.7%	16.7%	50%	-
Hours of Work	75%	91.7%	100%	100%	100%	100%	Conv. Workers	-	16.7%	50%	16.7%	25%	-
Emp. Grading	50%	50%	100%	100%	100%	100%	W'mens Comp.	75%	100%	100%	100%	75%	100%
Progress Rep.	50%	66.7%	83.3%	83.3%	75%	-	Med.Aid - Eur.	-	41.7%	66.7%	66.7%	50%	100%
Emp.Interviews	75%	83.3%	100%	83.3%	75%	100%	" " Col.	-	8.3%	50%	33.3%	25%	-
Govt. Liason	75%	83.3%	100%	83.3%	100%	-	" " Nat.	-	8.3%	33.3%	33.3%	25%	-
Salary Proc.	100%	91.7%	83.3%	100%	75%	100%	New Lab. Tng.	50%	41.7%	100%	83.3%	100%	100%
Increases	100%	100%	100%	100%	100%	100%	Prom. Tng.	25%	41.7%	83.3%	66.7%	50%	100%
Deductions	75%	91.7%	100%	100%	75%	100%	Super. Tng.	50%	33.3%	66.7%	66.7%	50%	100%
Queries & Adj.	75%	91.7%	100%	100%	100%	100%	Apprent. Tng.	-	33.3%	83.3%	83.3%	50%	100%
Changed Rates	75%	91.7%	100%	100%	100%	100%	T.W.I. Scheme	-	8.3%	33.3%	16.7%	50%	-
Sick Pay	75%	83.3%	100%	83.3%	100%	-	Gen. Lectures	-	25%	33.3%	33.3%	25%	-

it will be remembered that it was omitted from the tabulations of responsibility for the various functions, as the firm employed a Personnel Manager who administered all the functions in question. The figures in the table have been calculated from the details in table 10, (following page 51).

It will be noted that only two functions are shown as carried out by all firms, regardless of size - namely Increases and Wage agreements. Certain other functions show an increase in the percentage of firms undertaking them as the larger employee groups are reached, for instance: Interviewing and engaging labour. This function is undertaken by 75% of the firms in the employee group 75 - 100; by 83.3% of the firms in the next group (101 - 200); by 100% of the groups with 201 - 300, 301 - 500 and 501 - 1000 employees (also by the one firm in the last group).

Other functions showing this same tendency are:

Deciding labour,	(75%, 100%, 100%, 100%, 100%).
Hours of work,	(75%, 91.7%, 100%, 100%, 100%).
Emp. grading,	(50%, 50%, 100%, 100%, 100%).
Queries & adj.	(75%, 91.7%, 100%, 100%, 100%).
Changed rates.	(75%, 91.7%, 100%, 100%, 100%).
Job records.	(75%, 91.7%, 100%, 100%, 100%).
Union liaison.	(50%, 50%, 66.7%, 100%, 100%).
Workr'm griev.	(25%, 83.3%, 83.3%, 100%, 100%).
Outside rep.	(nil, 75%, 83.3%, 83.3%, 100%).
Fact. Act prov.	(50%, 100%, 100%, 100%, 100%).
Inspector liais.	(75%, 100%, 100%, 100%, 100%).
Accident prev.	(75%, 100%, 100%, 100%, 100%).

With the exception of those functions indicated as left to the Industrial Council (see note on page 51) and Inspector liaison, the one firm in the last employee

group (over 1,000) also carries out all these functions. No other function exhibits a similar pattern, the size of the group having no relation to the percentage of firms carrying it out. For instance, in Employee-Management liaison the percentages for the various employee groups are 50%, 83.3%, 100%, 83.3%, 100%; similarly for the Loans function the percentages run, 50%, 75%, 83.3%, 66.7%, 50% - with the one firm in the last group giving 100%. This same lack of sequence appears in all the other functions listed, except for those on the previous page.

The final table in this section, which appears on the following page, summarises the returns in the last section of the questionnaire - that concerned with the necessity for personnel management, the training desirable and the status of personnel management. Officials were asked for their own opinion on these questions, but there is no way of deciding if the answers reflect to any extent the policy of the firm, or the attitude of Top Management in that firm. Where the questionnaire had to be passed by a director or other executive before it was returned, the answer given might well be a reflection of the attitude known to be favoured by Top Management, rather than the opinion of the official completing the form. This should be born in mind when reading this table.

Three of the firms did not complete this section of the questionnaire - code no's 46, 36 and 118. Two firms answered only the first question - codes 30 and 87; one firm answered only the first and last question - code 115. One firm replied "no" to the first question and scored through the rest - code 12; one firm answered the first question "No, not considered necessary" and left the other questions unanswered - code 51. Firm no. 59

No. of Emp.-ees.	Code No. of Firm.	Per. Man- is it a Profession?
76 - 100	12	-
	14	No
	62	Yes
	82	Yes
100- 200		2
	13	Yes
	15	Yes
	27	Yes
	55	A Calling
	66	Yes
	78	Yes
	84	Limited
	92	Doubtful
	102	Yes
	105	Yes
	106	Yes
111	Not defined	
118	-	
200- 300		8
	6	Yes
	30	-
	36	-
	40	-
	80	Yes
116	Yes	
300- 500		3
	5	-
	11	Yes
	18	Possib'ties
	70	No
	87	-
	101	Yes
115	Yes	
500- 1,000		4
	31	D/K
	46	-
	51	No
108	Yes	
over 1,000	59	1
T O T A L S		17

as "particularly necessary" but checked e) and f).

The details of the training considered necessary by each firm is recorded in the table, but certain comments added by some firms should be considered in conjunction with the training requirements listed:

<u>Code no.</u> <u>of firm.</u>	<u>Comment.</u>
62	Experience - plus the training indicated.
78	Not for all staff, emphasise experience.
92	Training necessary, emphasise personal qualities.
102	Definitely training is necessary.
106	" " " " " "
105	Yes, in a factory such as this (see note on previous page) Necessary to have three languages plus training indicated.
111	For our size of firm (277 personnel) c and f only.
30	Training necessary, no details.
80	Only for over ordinary clerical grade.
5	No - but checked e and f.
115	Yes, depends on number of employees what training is necessary.
31	Not all staff; University degree good, but experience plus personal qualities the most important.
108	Can get theoretical and practical training whilst working, but personal qualities essential first.

It will be noted that many of the firms stress the importance of personal qualities and experience, often putting these before University degrees or special training. In the section on the short survey, this point is emphasised by almost all the officials interviewed.

As to the training considered necessary - the total points scored for each requirement (allowing one point for each positive answer to each section) are:

a) Degree in Psychology.....	3
b) Degree in Social Science.....	6
c) Training in Industrial Psychology.....	7
d) Training in Industrial Legislation and Administration.....	14
e) Training in Office Administration.....	16
f) Special personal qualities.....	21

The special personal qualities then, seem to be considered the most necessary; next in importance comes training in Industrial Legislation and Administration, then training in Industrial Psychology, a degree in Social

Science, and lastly, a degree in Psychology. (It should be remembered that the firms were not asked if they were aware of the requirements for these latter degrees, nor were they asked to specify details of training in the other sections. Hence, two firms answering "yes" to the same requirement, might have in mind two very different standards).

The last question in this section and in the questionnaire, asked if personnel management could be considered to be a profession, with well-defined standards and fields of activity. Of the 35 firms, 17 answered "Yes" to this question. Other answers which were not considered positive were:

A calling.	Limited.
Doubtful.	Not defined.
Possibilities.	No opinion.

Three firms answered with a definite negative.

C. Summary of the Main Survey.

The Returns.

1. Names and addresses of the firms to whom the questionnaire was sent were taken from the Chamber of Industries Membership List (see page 38); forms were sent to all firms on this list employing more than 75 personnel.
2. Completed questionnaires were received from 35 of the 118 firms - a return of 29.6%. The total number of replies of all kinds was 87 - a return of 73.7%. (See pages 40 - 46, and Diagram 4).
3. Not all of the completed questionnaires had answers to every section or sub-section. Comments on omissions are included at appropriate points in the discussion of the returns.
4. A larger percentage of the firms in the higher Employee Groups completed questionnaires than did those firms in the lower Employee Groups. (See pages 46 and 47).

The Questionnaire.

1. Decisions on personnel policy in those firms with one or more branches and a Head Office are generally made by Head Office only for executive and higher grade clerical staff. Branches generally take responsibility for lower grade office staff and employees in the production departments.
2. Of the 35 firms who returned completed questionnaires

12	operated under a Wage Determination,	
20	" " an Industrial Council,	
3	" " both.	(See pages 48 and 49).
3. Only one of the 35 firms employed a special Personnel Manager. (See page 49).
4. In the other 34 firms, the functions listed were allocated to various officials. A summary of all the functions carried out in the various firms appears in table 9.
5. The firms were divided according to the original Chamber of Industries grouping, and the percentage of the various functions carried out by firms in each group were calculated. (See table 10 - two firms are omitted from the calculation for the reasons stated on page 51).
6. Functions carried out in the 33 firms may be divided into 4 groups:
 - a) carried out by the majority of firms (75%-100%).
 - b) carried out by more than half, but not by the majority of the firms (50% -74.9%).
 - c) carried out by less than half, but not by the minority of firms (25% - 49.9%).
 - d) carried out by the minority of the firms (1% - 24.9%).
 (See page 53, and tables 11, 12, 13 and 14).

7. Responsibility for the various functions is divided among several officials - Directors, Secretary, Accountant, Paymaster, Production or Factory Manager and others (supervisors and/or foremen and heads of departments are also named).
8. Certain functions seem to be generally the responsibility of Top Management and others of Line Management (see pages 53 and 54).
9. The percentage of firms in each Employee Group carrying out each function has been calculated - certain functions seem to be carried out by a larger number of firms in the higher Employee Groups. Others show no trend of this kind. Only two functions are shown as carried out by all firms, regardless of size. (See page 60 and table 15).
10. 16 firms consider that special Personnel or Staff Departments are necessary to all industrial undertakings; 10 consider that such provision is necessary only when employee figures reach a certain level. (See page 63 and table 16).
11. Personal characteristics and experience were regarded as more important than other special qualifications for the staff of a personnel department; of the training specified -

3	firms	voted	for	a	degree	in	Psychology.
6	"	"	"	"	"	"	Social Science.
7	"	"	"	"	"	"	training in Industrial Psychology.
14	"	"	"	"	"	"	training in Industrial Legislation and Administration.
16	"	"	"	"	"	"	training in Office Administration.
21	"	"	"	"	"	"	special personal characteristics.

 (The above qualifications in various combinations - see pages 63 and 64 and table 16).
12. 17 firms considered that personnel management was a profession, with well-defined standards and fields of activity.
13. Several firms sent additional explanations of particular points of interest or difficulty in personnel administration in their own organisation. Extracts from these letters will be found in the following pages.

D. Comments from the Firms:

The last part of this discussion of the main survey is devoted to quotations from some of the letters which were sent in with completed questionnaires. Several of the firms who felt that there were particular difficulties in personnel administration in their own organisation were good enough to include comments on some special aspects of personnel management. Some included general comments on personnel management and the need for special organisation for South African conditions. All the comments are of interest and value, as they represent the experience of executives in various industries and under different conditions. They illustrate some of the widely varied problems which any personnel manager, or any graduate who undertakes work in this field of management, may have to consider.

Code no. of firm - 101 (Employee group 4).

"It is my humble contention that special Personnel or Staff Departments are essential to the successful functioning of any Industrial Firm, except in a very small firm where the manager or proprietor fulfills the position with his duties.

In any firm the Personnel or Staff Department spells co-operation between the members of the staff, better co-ordination and synchronizing between the various sections, departments and branches, and a better understanding of the top Management by the "lower deck" and a more sympathetic understanding of the "lower deck" by the Management.

I would compare the Personnel or Staff Department of any Industrial Concern to the heart in the human body - the Management is the brain. The firm cannot thrive without the two functioning harmoniously."

Code no. of firm - 92 (Employee group 2).

"If a Personnel Staff is required I feel that courses in Psychology and Office Administration are desirable, and most important of all are the personal qualities. The main problem, however, is not how to get Personnel Managers, but how to train one's staff to use them correctly. As you will see from the attached figures, our labour is 90% non-European, and although we consider that we have a good type of girl working here we do not think that she would use a Personnel Manager to advantage. I think that labour has to be educated to a certain level before personnel managers of the type you envisage - judging by the questions you have asked - are required."

Code no. of firm - 46. (Employee group 5).

"With regard to your final query, G, a Personnel Manager could only be employed in an industrial organisation when the staff figures reach a certain level. This will vary a great deal from one industry to another. One factor which will have a big bearing upon this, is whether the processes are undertaken on a semi-craft basis or whether the work is mainly of the conveyor belt type.

Another factor of possibly even greater consequence, is one which relates to the way in which the business is developed. For example, if the industrial undertaking has grown from small beginnings, the functions of the Personnel Manager are usually divided among other officers; because in the first instance, it has been essential to employ such other management, whereas it has not been essential to employ Personnel Management. If on the other hand the industrial undertaking has been established in a large way by some overseas organisation, then invariably they would find that a good Personnel Manager is essential.

With regard to training a Personnel Manager, we would naturally like to find one with a sound knowledge of the technicalities of his work, irrespective of whether this was obtained by a University Degree or any other institution or training. There-after a Personnel Manager should possess a good character and pleasant personality, and an ability to get on with other people, and there-after initiative."

Code no. of firm - 87. (Employee group 4).

"With reference to the status of personnel management, the writer finds great difficulty in giving any advice on this matter as his whole training has been spent in the Engineering and Metal-working industries, and it is not found easy in those industries to establish a personnel officer owing to the large variety of employees who have necessarily to be specialists and consequently, can only be selected for employment, promotion, etc. by senior Executives who are themselves specialists.

To clarify this statement I would point out that the only person qualified to select a draughtsman-designer is the head of the drawing office and similarly it must be left to the head of each department to pick his own employees, provided, of course, that we are only considering skilled men. The hiring and training of labourers and unskilled machine minders could be conveniently left to a permanent officer, but such personnel is, under modern technological advance, being steadily replaced by the automatic machine line with fully automatic clamping and transit devices.

Quite frankly, there would appear to be little opportunity for specially trained personnel officers, excepting in the large works which employ more than 1,000 hands and as such are only about 1% of factories of all kinds in South Africa there would not appear to be a very wide field of employment.

The general run of factories is small and usually the Directors are technical men who spend most of their business hours in the factories and know most of their workers by name.

The factories employing less than 100 employees form 78.23% of the whole of establishments.

11 - 24....	34.5%	250 - 499...	5.6%
25 - 49....	24.8%	500 - 999...	1.15%
50 - 99....	18.98%	2000 - 4999..	0.488%
100 - 249...	11.95%	5000 & over..	0.0177%

This table is practically correct for nearly all manufacturing countries, including the U.S.A.

The presence of technical Directors in the workshops is the reason why the metal-working industries are peculiarly free from labour trouble and undoubtedly the daily personal contact of management and employees is the reason why the British steel industries have had almost 40 years of industrial peace.

Such conditions may be peculiar among the children of Tubal Cain but I have no doubt that most manufacturing concerns are similarly managed."

Code no. of firm - 5. (Employee group 4).

"... your questionnaire on Personnel Management Survey which I have found quite impossible to complete on account of the conditions peculiar to the ... Industry which prevail here. Firstly let me point out that this is not a factory, three quarters of the employees being seamen ... They are not subject to Factory Legislation, but fall under the discipline of the Merchant Shipping Act and their remuneration, which is based on a fixed wage plus commission on catch landed, is governed by a Wage Determination. As you will appreciate conditions are totally different to any shore establishment. A trawler is at sea for from five to eight days and upon return to port, the crew receive from 48 to 72 hours Shore leave according to the duration of the trip. Each vessel is in the command of a Skipper, who is a certified Officer, and who is responsible to the Manager and Marine Superintendent for the discipline, welfare and safety of his ship. In addition to the Skipper, a certified mate, a certified Chief Engineer and twenty/twenty-five other hands are carried. All Officers have to qualify in First Aid and undergo annual medical examination for eye-sight etc.

Under the Merchant Shipping Act all crews serve under Articles and must be engaged ("signed-on") or discharged before a Shipping Master, who is a Government Official, holding office in each Union port.

The Company also employs a Marine Shore Superintendent, who is a Master Mariner, selected for his ability to handle ships, seamen and the difficulties which beset both.

The Marine Shore Superintendent in addition to multifarious duties ashore, connected with the maintenance and fishing of vessels, also recruits crews, liases with all Skippers and attends to the welfare and grievances of crews generally.

Employees have formed an Officers Association and a Trawlermen's Union and elected delegates from these organisations meet representatives of the company (usually two or more Directors, Manager and Marine Superintendent) at periodic round table conferences, when grievances, suggestions and welfare matters are discussed. . . it will be understood that with the highly technical conditions prevailing in the Industry the establishment of a personnel department as such is impracticable."

Code no. of firm - 11. (Employee group 4).

"In our opinion a specialist staff officer would not be necessary or economic with a staff of less than 1,000. In a small factory staff relationships and welfare are adequately controlled by general management, and other details by the wage and personnel department. This is especially the case where Industrial Council and Trades Union organisations control rates of pay in accordance with automatic scales, and guard the welfare of the employee."

These extracts represent the ideas of executives in widely different industrial organisations. They cover many shades of opinion and are the outcome of individual experience. Except for the first (code no. 101), none of the undertakings employs a special Staff or Personnel Manager. The fact that the officials concerned took the trouble to add additional lengthy comments to an already lengthy form would seem to indicate more than a casual interest in personnel management.

work with the investigator; at the same time the purpose of the interview and the aims of the thesis were to be explained. Where possible, an appointment was to be made immediately. Of necessity, arrangements for all the interviews covered a long period - Personnel and Staff Managers are notoriously busy people, and it was often difficult to fit in an interview. Sometimes a delay of several weeks was experienced before the interview could be arranged. In addition, often through no fault of the official concerned, appointments had to be cancelled at the last moment. But, it must be emphasised, that everyone was very willing to give all the help possible, and were genuinely sorry when it proved impossible to help the investigator. All expressed their interest in the aims of the thesis and in the study and development of personnel management techniques.

It will be remembered that, of the 35 firms included in the main survey, one stated that a Personnel Manager was employed (code no. of firm - 101). It was agreed that this firm should also be visited on the same basis, and an account of the interview included with the others. (Four other firms in the main survey stated that they had Staff Managers, Staff Departments or Personnel Departments, but, on investigation, it was found that these were mere records departments, or that the Secretary or other official included some Staff duties with his normal work. These firms, therefore, were not included). It may be noted that two firms in the short survey call the official interviewed the "Secretary" but, in each case, he is a special Staff Secretary, undertaking similar functions to the other Personnel Managers. He is not on the same plane as the ordinary Secretary of an industrial undertaking, who includes in his work some elements of staff management.

that the investigator should feel quite free to approach him at a later date.

Code no. of firm - SL 11. This firm had a Staff Manager who was responsible for staff control in all branches of the firm, but referred to the Managing Director for decisions on main points, and for such matters as the suggested interview. The Director was preparing to leave on a protracted tour of the Union and South West Africa. Here again, although unable to grant an interview at the present time, there was interest in the aims of the thesis and the work being undertaken, and the Director offered his help on any matter, on his return to Cape Town.

Interviews were arranged with the remaining 30 firms, and carried out over a period of 6 weeks, from 16th March to 28th April. 3 interviews had to be cancelled and carried out in the week ending 22nd May, owing to the indisposition of the investigator.

F. Interview Procedure:

To each interview was taken a copy of the questionnaire used in the main survey, and, where the official concerned was willing, details were filled in of the functions undertaken and the numbers of employees. The other points to be covered were listed, and an interview summary was drawn up. This was not intended to be used as a set procedure, but merely as a guide to the various matters to be discussed. It covered the designation of the official interviewed; size of the department (if any); number of staff and qualifications; personnel policy; forms and records; availability of Personnel or Staff Manager to all employees; type of training considered necessary or desirable for the staff of a personnel department; and the attitude of Top Management and of other employees.

It was also hoped to find out how much was generally known of the requirements of the social science degree of the University of Cape Town, and how much was known, and what advantage was taken, of other training for personnel management available outside the University. (A full discussion of the facilities available for other training will be found in section 5 E).

It will be appreciated that there could be no "pattern interview" - all were different and the quality and quantity of the information obtained varied with each. The best procedure seems to be to record all the interviews as they took place, quoting any comments of particular interest. A final summary of all the interviews is added at the end of the section. The quotations which are included represent the personal opinions of the officials concerned, and are given as they were made to the investigator. In some cases they may reflect the policy of the firm as well as, or differing from, the official's own feelings - but it is not possible to say which elements are included or in what proportion. Nor can any evaluation be made as to the efficiency of the personnel management in any firm. This could only be attempted if it were possible for the investigator to spend some time working within the firm concerned; even then there would inevitably be bias, in that she would never be regarded as an ordinary employee, subject to normal procedure.

G. The Interviews:

Of the 30 firms investigated, it was found that 5 did not actually have a Personnel or Staff Manager, or any official, whatever the designation, carrying out the majority of the functions of personnel management listed. In each of these cases, the responsibility for the various functions was divided between several heads of departments,

or other executives, similar to the firms discussed in the main survey. Only two of these firms completed the questionnaire, so that it is not possible to compare in detail the procedure in the five firms.

25 firms were found to have a Staff Manager, Personnel Manager or other official, wholly responsible for the majority of the functions listed. The procedure in each firm will be discussed in the accounts which follow. The list of the 30 firms, with the designation of the official interviewed is given below:

No Personnel or Staff Manager or other Official carrying out similar duties:-

Code no.	SL 10	(Questionnaire completed).
	SL 18	" "
	SL 12	(Questionnaire not completed).
	SL 21	" "
	SL 23	" "

Personnel or Staff Manager, Welfare Officer or other Official, as designated, responsible for the carrying out of the functions of personnel management, as listed.

xx	Code no.	SL 6	Works Manager.
		SL 9	Welfare Officer.
xx		SL 27	" "
		SL 25	Staff Manager.
		SL 29	" "
		SL 16	" "
		SL 2	Director.
		SL 5	Secretary. (Staff)
xx		SL 28	" "
xx		SL 33	Employee Relations Officer.
		SL 1	Personnel Manager, or Officer.
xx		SL 3	" "
		SL 8	" "
		SL 13	" "
		SL 17	" "
xx		SL 19	" "
		SL 20	" "
xx		SL 22	" "
xx		SL 24	" "
		SL 26	" "
xx		SL 30	" "
xx		SL 31	" "
xx		SL 32	" "
xx		SL 34	" "
xx	Main survey	101	" "

We examine first the five firms having no special Personnel or Staff Official, or any one person normally

xx Questionnaire completed at the interview.

responsible for the majority of the personnel functions. In each of these firms, procedure varied; in all of them some form of staff or personnel management was practised, but was not regarded as the special work of one man, or of one man with a team of workers under his authority. In each of the five firms, staff management entailed a division of responsibility between various officials, with varying degrees of liaison in each firm.

Code no. of firm - SL 10.

Interviewed: Assistant Manager and Accountant.
Retail Distributors.
Head Office: Cape Town - 6 other branches.
Some sections of questionnaire completed.
No numbers of employees given.

Responsibility for the various functions of personnel management as listed in the questionnaire is divided between the following officials:-

<u>Employment procedure:</u>	Manager, Accountant and Wages Office.
<u>Wage procedure:</u>	Manager and Accountant.
<u>Joint Consultation:</u>	Manager and Department Managers.
<u>Welfare, Health and Safety:</u>	Manager, Despatch Manager, Welfare Club and Accountant.
<u>Education and Training:</u>	Manager, Department Managers and Accountant.
<u>Employee Services:</u>	Cafe Manager, Welfare Club Committee and Manager.

Engaging new labour was the joint responsibility of the Assistant Manager (for sales and office staff), and the Accountant (for non-European personnel). As far as interview procedure, no special routine was followed regarding Educational Qualifications and other requirements - it was found that there were insufficient experienced or inexperienced persons available to fill all the vacancies. Labour turnover was high in all departments, and it was not considered worthwhile to undertake any staff training programme, or to introduce proper full-scale personnel management in view of this high rate.

All records are kept in the department concerned, and there is no organised central records system.

Code no. of firm - SL 12.

Interviewed: Manager and Secretary.

Steel Works (Planning and construction).

Head Office - Johannesburg, 4 branches.

Questionnaire not completed. (Cape Town branch mainly concerned with plans - bulk of manufacture at other branches).

Number of Employees - 259.

Responsibility for the various functions is divided between the Manager, Chief Draughtsman, Works Manager and Secretary.

The Manager stated that all aspects of steel work are covered by legislation and trade agreements, and personnel management, as such, was felt to be unnecessary. All staff are encouraged to obtain the highest qualifications possible in their particular sphere. All labour engaged is specialised labour, and covered, as stated above, by legislation and agreement. Steel workers are apprenticed and are covered by an Industrial agreement. Draughtsmen are engaged on a signed contract for six years, during which time they are full trained. It is of interest to note that, with a large office staff in other branches, and with much specialised work, the firm contemplates introducing a training scheme for all office staff; under this scheme employees are fully trained, over a period of 5 years, in all branches of the firm's work. Salaries are graded over the five years, and will be standard for all branches. At the end of the training period, the firm will have a fully qualified office staff, any member of which can take over any particular duties within the office, or at any branch. The scheme is at present being planned, and details are being circulated to all branch offices.

All employees can see the Manager at any time, and both he and the Secretary are fully aware of the necessity for close and cordial relationships between

Management and employees. The Manager feels that personnel management has a limited field in South Africa and is "more generally appropriate to general manufacturing industries and commerce."

(It is interesting to compare this interview with the views expressed in the letter from a similar industrial undertaking, quoted on page 69).

Code no. of firm - SL 18.

Interviewed: Secretary.

General manufacturing.

Head Office: Cape Town - 3 other branches.

Questionnaire was completed.

Number of employees - 269.

Responsibility for the various functions is divided between the officials as shown below:

<u>Employment procedure:</u>	Secretary, Factory Manager and Assistant, Welfare Sister.
<u>Wage procedure:</u>	Wages Clerk, Factory Office and Factory Manager.
<u>Joint Consultation:</u>	Factory Manager to Secretary and Directorate.
<u>Welfare, Health and Safety:</u>	Factory Manager and Assistant Welfare Sister and Doctor. (Firm has own Medical Aid scheme - free attention and medicine, sick benefits. No contributions from employees).
<u>Education and Training:</u>	Assistant Factory Manager and Engineer, plus European Social Club.
<u>Employee Services:</u>	Welfare Sister, Accountant and Secretary.

It was felt that no special personnel or staff department was necessary until employee figures had reached the 350 level; training would be necessary only for the head of such a department, and should include a degree in social science and training in industrial legislation and administration and general office administration - plus particular personal qualities. The scope in South Africa was at present limited, but personnel management was a profession.

Labour in the factory was largely unskilled, except for the fitters. The Secretary engaged the office staff and the Factory Manager all others. Office staff are encouraged to obtain appropriate qualifications

and the firm will pay necessary fees for Technical College Courses, postal tuition or other training. The Secretary is available at all times to the office staff, and factory employees may also see him by arrangement with the Factory Manager. He has to deal, with many personal problems, as employees come for advice and help on many matters - they may be granted a loan from the firm on the Board's recommendation.

The Secretary has a full knowledge and appreciation of the concepts and techniques of personnel management, but feels that, until employee figures reach the level of about 300 , or more generally 500 , it is not necessary.

Code no. of firm - SL 21.

Interviewed: Secretary.

Clothing trade.

Only establishment.

Questionnaire not completed.

Numbers of employees not given.

Responsibility for the various functions is divided between the Manager, Secretary, Factory Manager- no other officials being mentioned. The Secretary is responsible for all matters affecting the office staff, and the Factory Manager for all matters connected with employees on the production side. All records of factory personnel are kept in the Factory Manager's office, and the Secretary has little knowledge of them. No special records are kept for the office staff. At one stage, the firm employed a special Personnel Clerk, or Officer (both terms were used in the course of the interview), but it was found that she was better qualified than that, and she was transferred to another department.

Factory personnel are skilled and semi-skilled, and the Factory Manager ascertains needs and arranges for up-grading of employees (under the appropriate legislation).

Code no. of firm - SL 23.

Interviewed: Manager.

Clothing trade.

One of production units of firm concerned - there are others in the Cape, plus a centralised office, which controls all production and keeps records.

Questionnaire not completed.

Numbers of employees not given- approximately 400.

The official interviewed was responsible for all employee matters in his section; engaging and training (under supervisors) and floor supervision - also/buying ^{all the} necessary. There is a Works Manager, but no Assistant.

The official concerned said that he thought the personality of a Staff or Personnel Manager was much more important than the actual duties carried out - the prime necessity for such a position being a sense of humour. Production could only be maintained and increased by persuasion, and by the maintenance of a friendly atmosphere between management and employees. In this firm, labour turnover was not excessive; promotion was, as far as possible, from the "line", and all employees were encouraged to fit themselves for better jobs.

Special records were not considered necessary - co-operation among all employees was good, and it was generally enough to speak to any offender for the irregularity to disappear. Management made suggestions to those employees who had become recognised leaders in their particular group, and these persons passed on the instructions or requests to those in their sphere of influence.

It will be seen that, in these five firms, the responsibility for the various functions of personnel management listed is divided much as it is for the firms in the main survey. The attitude of the officials interviewed varied, as did their knowledge and acceptance of the various concepts of personnel

management, and their practice of the different techniques. But, all were most helpful, and very willing to discuss as much as they were able of conditions in their own organisation.

The 25 firms remaining have all one official responsible for the majority of the functions of personnel management, although he may not be designated Personnel Manager. In some of the firms, other officials may share a part of the responsibility, or a team of office workers may carry out routine work, but, in every case, the official interviewed was responsible for the direction and co-ordination of the functions. In some cases, top management might restrict some of the functions and require him to carry out only a part of what he considered necessary or desirable.

One official stated that "he was rather afraid that he looked down on personnel management - it encouraged the worker to expect too much, in any case such work was mainly common sense." However, in spite of this statement, he was carrying out a comprehensive programme of staff administration, by virtue of which he could be classified as a Personnel Manager. I think that he probably thought of personnel management as covering only the purely welfare measures, or including employee services - in which function, more and more services are being included by more and more firms. However, we are not considering individual concepts of personnel management, but assessing each on the standard of functions carried out.

The officials interviewed represented a variety of industrial and commercial undertakings - Transport Services; Retail Organisations; Banking and Insurance; Petrol and Oil Distribution; Food Packers and Processors;

Welfare Officer must work on shifts, and this in itself gives rise to many problems. It is difficult to find sufficient labour, as shift work is never popular; in addition, it is found to encourage sickness.

The firm runs a large and successful Sports Club, which is open to the employees' families. Other services include the provision of dental and ocular facilities at reduced rates, for employees and their families - the amount due is deducted from wages regularly until the whole amount is paid. The Welfare Officer is available at all times to any employee - he is very conscious that there is a need for wider welfare services, particularly home visiting. In addition, many workers come to him about routine matters, but are obviously worried by outside matters which have a direct bearing on the work problem. There is not time enough to spare to talk over these kind of cases as he would like to do. If more time could be given to this sort of work, the Welfare Officer feels that labour turnover could be substantially reduced.

For anyone wishing to enter this field of work, the official concerned considered that maturity and experience were the first essentials, plus proper training to deal with all the different legal, financial and other problems which would be encountered. He finds that many of the lectures and training programmes offered by outside organisations are good, but deal too broadly with the whole field of personnel management - he would prefer more specific case studies of particular problems, which must be common to most industrial and commercial undertakings.

The next five interviews cover firms concerned with Retail distribution; one of the firms also has a production unit, distribution of the articles manufactured

Branch Managers are answerable to her on all welfare matters.

There is no comprehensive records system, the Wage Office has details of all staff, and records are kept of all medical examinations and absentees. (It is often found that retail organisations do not keep very elaborate records of staff, as is general in industry - where full details of experience, work undertaken, rates of pay and other details, must be kept under the industrial legislation now in force). Each branch keeps its own records of all staff engaged.

In considering possible employees, no special aptitude tests are used. For the stores, a general education and a pleasing personality are required. Every employee must visit the X-Ray Clinic immediately after employment, and arrangements are made for regular yearly visits after this. Employee services offered by the firm include a comprehensive medical aid scheme, an active Social Club, run in consultation with the Personnel Officer, and certain special services on legal, financial and other matters raised by employees.

The Personnel Officer is available at all times to all employees. She finds the personnel policy of the Directors most progressive, and can always obtain all the help she may need from them. Her responsibilities will increase with the move to the new offices and the altered administration. When the time comes to appoint an assistant, she considers that this person should have a University degree plus as much experience as possible. Speaking of training for personnel management generally, she considers that even a few days in an office such as hers, to see at first hand the many and varied problems with which the Personnel Officer must deal with daily, would prove invaluable in giving prospective personnel workers

an objective view of the work.

Whilst she did not consider personnel management was widely accepted as a profession in South Africa, she thought that knowledge was increasing, and the concepts would gradually be recognised by industry and commerce generally.

Code no. of firm - SL 20.

Interviewed: Personnel Manager. -

Head Office: Johannesburg - branches administered from Regional Headquarters - Western Cape Region controlled from the office in Cape Town.

Questionnaire not completed.

Number of employees in Western Cape (including Port Elizabeth) approximately 1,360 Europeans,
" 500 non-Europeans.

This firm has always had a most progressive personnel policy and special Personnel Departments were established in all Regions, as the branches were opened. The Cape Town Office controls (in the Western Cape Area) 7 stores, 2 warehouses, 2 affiliated companies, and stores in Paarl and Port Elizabeth. The latter stores have either a Personnel Officer or a Staff Officer who is responsible for all employees in his branch. Employees for all the other branches and the warehouses are engaged through the Cape Town Personnel Department, and are interviewed and tested here, being directed to the various stores afterwards. No employee is dismissed from any branch except through the Personnel Manager. In Johannesburg, the Head Office, there is a Personnel Manager responsible for the co-ordination of all personnel services in the Union, and the Regional Personnel Managers are responsible to him. Each Regional Personnel Manager must make regular visits to all the branches in his region, and all employees thus have the opportunity to see him, should they so desire.

The Personnel Department in Cape Town has the following staff:-

The Personnel Manager: fully qualified in personnel management, trained in Britain. He takes an active part in the training programmes planned by various organisations. He is responsible for the employment and training of all male employees.

The Assistant Employment and Training Officer: (female) is responsible for the employment and training of all female employees.

The Welfare Officer: responsible for all welfare matters in all branches and stores in the region.

The Staff Sister: responsible for all welfare matters in this branch.

The Staff Manageress: responsible for personnel matters in this branch.

The Staff Supervisor: responsible for personnel matters in the affiliated company.

It is of particular interest to note that the site of the department has been carefully planned. All employees must pass the door to get to the cloakrooms, canteen, locker rooms or rest rooms, and it is thus easy for them to ask for an interview, without the fact being widely known. No action is taken on any problem raised without consultation with the head of the department concerned, but all employees are quite free to see the Personnel Manager or any member of his staff at any time, and full advantage is taken of this.

With the exception of a few sub-sections, mentioned below, the department carries out all the functions listed in the questionnaire. Apprentices are not employed at all, and those measures concerned with certain provisions under the Factories Act Safety Measures, Broadcasts and Transport Services fall away. The accident rate in the whole organisation is extremely low, and they are generally of a minor nature. Loans are not generally available to employees, but may be granted in exceptional circumstances. Employee services include a well-run canteen, sports club, dances, lectures and discussion groups and other activities.

All prospective employees are asked to fill in a comprehensive form giving details of all work over the last few years, details of family, military service, education and training and health.

According to the nature of the post to be filled, they will be given aptitude tests in the department, and after employment, will receive thorough training in salesmanship, stock-keeping and any other aspects of their work.

The Personnel Manager interviewed felt that training for personnel management should include a University degree, plus personal qualities and as much practical experience as possible. He himself is actively concerned with the spread of greater knowledge of the concepts of personnel management in South Africa. He has attempted to introduce a short training course (for three months), within the organisation, but finds that it is impossible to condense the training in this way, and obtain satisfactory results - the work will always need lengthy experience, following a thorough theoretical training, and, even then, should only be undertaken by persons with the requisite personal qualities.

Code no. of firm - SL 30.

Interviewed: Staff Controller.

Head Office: Cape Town - plus other branches.

Questionnaire completed.

Number of employees - 521 European.

255 Coloured.

53 Native.

The Staff Controllers Department was started about 10 years ago - the present Controller receiving three years training under a qualified Personnel Manager from Britain. The department is staffed by the Controller, a Staff Trainer and two typists; the store also employs a Staff Sister and a part-time medical officer.

The Staff Controller is responsible for the majority of the functions listed, sharing the responsibility in some cases with other officials. The Branch Manager is in part responsible for liaison between all employees and top management, and for the benevolent fund administration.

The Chief Engineer acts in liaison with the Factory Inspectors, and is in charge of the accident prevention measures. The Staff Nurse and the Medical Officer undertake the provisions for Health Records, Clinic and Medical Examinations, and also check all Safety Hazards. The Secretary is responsible for the Workmens' Compensation administration and the Pensions Scheme; the Office Manager and the Chairman administer the Savings scheme and Long Service Grants and Presentations.

The heads of each department notify the Staff Controller of their requirements, and she is then responsible for interviewing and engaging the required number of employees. The head of the department is consulted where necessary as to the final choice.

The Wages office keeps the majority of records for the staff, including absenteeism and labour turnover rate (on sales staff this is said to be high). No regular statistical reports are made to top management, but the figures are available if required.

The Staff Controller is at all times ready to see any employee, and no appointments are necessary. Regarding the training necessary for prospective personnel workers, the official considered that a University degree was essential, preferably in Psychology. Much could be gained from lectures given by such organisations as the National Development Foundation, and more use should be made by industry generally of the facilities offered by them. She feels that personnel management is not generally regarded as a profession in South Africa, but that growth and expansion in this field was going ahead rapidly.

Code no. of firm - SL 13.

Interviewed: Personnel Manager.

Only establishment.

No Questionnaire completed.

No number of employees given

was essential before the graduate should consider himself ready to undertake personnel work.

Code no. of firm - SL 34.

Interviewed: Personnel Manager.

Head Office: Cape Town - plus 22 branches.

Questionnaire completed.

Number of employees - 1,450 Europeans.

426 non-Europeans.

This is the second Personnel Department which has only been introduced this year (1953). The introduction is part of the long-term policy of top management for the more efficient administration of the firm. Many of the functions to be later wholly taken over by the new department are at present undertaken by other offices, or are only now being introduced. The Personnel Manager has clerical assistance, and co-operates with all branch managers on staff matters. There is also a Divisional Staff Manager and Staff Manageress, responsible to the Personnel Manager for the branches in the Cape area.

The procedure for interviewing and engaging staff is to be extended and improved; medical tests and X-Ray screening for all staff are to be introduced. Records are to be investigated and, where necessary, new procedures are to be added, or the old methods revised. Simple returns of absenteeism and labour turnover are already kept, these will be elaborated, and a full breakdown of these figures undertaken, together with regular statistical reports to top management. Branch records for each employee are to be improved, and will include details of experience, length of service and other information not at present kept.

Recognition of personnel management was only just beginning in South Africa, but should grow rapidly. Regarding the training necessary for the work, personal qualities were by far the most important. Degrees were not really necessary. It would be several years before

any organised programme of practical training for intending personnel workers would be possible within industry or commerce. Meanwhile, the lectures offered by the Technical College gave a good introduction to the subject. The official interviewed made full use of the facilities offered by the National Development Foundation, and encouraged all branch managers and senior staff to attend the various lectures and courses. He thought that the awareness of personnel management concepts was as great in Cape Town as in Johannesburg, but that in the latter city there was more scope in the large-scale undertakings for the practice of techniques.

With a progressive top management giving every support, it seems likely that the department under review will grow rapidly, and soon take over responsibility for all the functions listed.

Code no. of firm - SL 8.

Interviewed: Personnel Manager.

Head Office: Johannesburg - plus office in Cape Town and other branches.

Questionnaire not completed.

No number of employees given.

The Cape Town department was started in 1952, the present Personnel Manager having had wide practical experience of staff management and vocational guidance work. Staff of the department consists of a wages clerk and an assistant. The department is responsible for all employment and staff matters in the Western Province. It is hoped to expand the work of the department gradually, and include more training of staff, and greater co-ordination of staff services. Few records are kept at the moment, these, however, include absenteeism and labour turnover figures.

The Personnel Manager interviews all prospective employees, and makes his recommendations to the head of

the department concerned. He regards the total personality of the applicant and his suitability for the position as more important than mere qualifications. The use of aptitude tests is to be developed. All employees must have a medical examination before commencing work, and must join the Medical Aid Scheme and Provident Fund. Social Clubs run by the staff fluctuate; it is found difficult to organise them outside working hours, as they prefer activities which can be enjoyed during the time spent at work.

The Personnel Manager considered that the work had professional status; anyone wishing to undertake it should be in possession of a University degree, particularly in Psychology. Where the degree obtained was other than this, it might be necessary to call in an outside Industrial Psychologist to carry out aptitude testing. Even with a degree, much practical training and experience was also necessary.

This completes the summary of interviews with Personnel Managers in the Retail Trade.

Code no. of firm - SL 29.

Interviewed: Staff Supervisor.

Head Office: Cape Town - plus branches throughout the Union.

Questionnaire not completed.

No number of employees given.

No questionnaire was completed by the official interviewed, as he felt that, in his particular undertaking, procedure varied in many ways from the ordinary industrial or commercial firm. He preferred to discuss generally the system of staff management carried out by his department.

The organisation has always had a special Staff Office. The Staff Supervisor has two assistants and a clerical staff of about 30. The department deals with all matters affecting staff in all the branches of the firm.

Cape Town is regarded as the Head Office - the General Manager having his office in this city.

Before the last war, it was the practise to insist that prospective staff had passed their Matriculation examination before joining. Today, this standard has had to be eased in many cases. The organisation still prefers to take employees straight from school, and train them through their own internal school system. Each employee has his own personal record, started immediately upon his entering the organisation, and is gradually trained to undertake as many jobs as he is capable of doing. Progress reports are added regularly to the personal record. This policy gives a fully trained, reliable staff, and it is rare to take on outside personnel for any department. There is always a reserve of staff capable of being transferred or promoted to fill any vacancy. Even for the special staff department, this holds good. Special graduates may occasionally be engaged for work in particular departments, but this is exceptional. The promotion policy of the organisation is clear-cut, and is known to every employee. A yearly report is made for every member of the staff, both as regards to the performance of duties, and as to the development of personal qualities.

The Staff Supervisor is available to all employees at any time; branch staff may come to Cape Town and see him whilst on annual leave - or they may write to him through their own manager. A recent appointment is that of a Lady Supervisor, attached to the Staff Supervisor's department, but spending her time travelling around all the branches to watch the interests of the female employees, particularly in such matters as lighting, cloakroom facilities and other provisions.

The Staff Supervisor considers that there is no necessity for a Personnel Manager, as all the functions

are already undertaken by the present department. In addition, it is not likely that specially trained staff would be engaged for this special work - as noted on the previous page, staff for any department are obtained from within the ranks.

Code no. of Firm - SL 25.

Interviewed: Staff Manager.

Head Office: Cape Town - plus branch offices throughout the Union.

Questionnaire not completed.

Number of employees at head office:

approximately 1,000 Europeans.

" 200 non-Europeans.

The department was developed in the early 1930's as a purely administrative section for salaries and allied matters. Welfare measures have been added to the functions of the department, and, recently, a Welfare Officer was appointed. This official is responsible directly to top management, and does not work under the Staff Manager. He is concerned with the administration of such matters as the Cafeteria and staff housing. The Staff Manager is responsible for the administration of all other staff matters, including engaging and training employees, employee interviews, statistical records (including absenteeism and labour turnover figures), and others. All employees may see the Staff Manager should they so desire, but they must first approach the head of their own department, who makes the necessary arrangements.

In interviewing prospective employees, use is made of a special series of tests which were worked out for this particular organisation. Each employee must undergo a complete medical examination by one of the panel of doctors retained by the firm. Educational standards required have lately been lowered. At one time the firm insisted on all office staff holding Junior Certificate or the Matriculation Certificate, but it is found today that there

are not sufficient persons available with these qualifications. Employees are now accepted who have passed Standard VII, or even lower. The Staff Manager explained the resulting alteration in office procedure. Before the war, in any one department, one man handled all the numerous stages in passing through any of the firm's routine business - this might entail entering and checking records, legal points to be looked up, decision on action to be taken and the final steps to close the business. Today, it was necessary to split up all this work into perhaps eleven easy stages, and train persons with a lower educational standard to undertake just one of the steps - a type of work which could be compared to production line repetition in industry. A special "Methods" department had been introduced to investigate the flow of work, and to simplify all operations.

Records are kept of all employees, and yearly reports are made - in addition, each member of the staff is required to make an annual return of all outstanding debts (including Hire Purchase) to the Staff Office. There is a sports club which is very active - membership is compulsory, and a monthly subscription of 2/6d for males and 2/- for females is paid.

It is the opinion of the Staff Manager that personnel management is being professionalised, and, whilst there was no need at present to insist on a University degree as a qualification for such work, this must come in the future. For possible employees in the staff department, good personal qualities and experience would be required. One or two months training in the work would not be sufficient, at least a year was required to learn the minimum necessary. The best way was for the graduate to go straight into the job and learn hard.

The next four interviews cover a group of companies who deal with identical commodities, and who have very similar administration programmes. It is thought better to discuss provisions in the trade as a whole, rather than to discuss individual firms, which could be easily identified, putting in any appropriate comments from the various officials. Each of the firms has a parent company overseas, and each carries out staff programmes which are similar for all branches of the firm, in whatever country they may be. The code numbers of the firms concerned are SL 2, SL 45, SL 28, SL 33; questionnaires were completed by SL 28 and SL 33.

The products handled mostly come to South Africa in bulk, and are stored at depots at the port of entry, being distributed from here to interior bulk storage depots and retail outlets. Hence employees include depot staff and labour, lorry crews, salesmen, special consultants to handle queries from clients, and head office or branch staff.

In general, the officials interviewed were responsible for head office staff administration, and maintained records of all branch personnel. Depot managers took on their own labour, which was mostly casual. As far as branch staff were concerned, branch managers engaged their own office personnel, sending details to head office. The undertakings concerned generally had a set personnel strength, and staff were not taken on over and above the requirements laid down for each head office by the parent company. Each firm had some system of merit rating or grading for employees, and special programmes for promotion of senior staff and executives.

Each has its own medical and pensions scheme - one firm divides employees into two categories, being Staff, all pensionable, all European; and labour, being

non-pensionable, non-European. As a rule all staff members of all firms are permanent, and are required to join the respective pensions schemes on employment.

The officials interviewed had different designations - Employee Relations Officer, Director, Secretary - but all undertook similar functions. In some cases, special wage clerks or a wage office dealt with the wage calculations and payments, but all wage decisions and adjustments were made through the official concerned. All were agreed that it would be difficult with such "long range" administration, to have one Personnel Manager at head office responsible for the carrying out of all functions in all branches. Hence, branch managers were largely responsible for staff matters within their own unit, but policy decisions were made by head office, and passed on to branch staff through the managers.

Each firm in the group runs training programmes for its own employees - especially for those concerned with the actual distribution and sale of the products; each has a large department dealing with queries, technical difficulties and requests for information from customers and from the general public. All the officials interviewed were most helpful, and anxious that the investigator should be given all the help and information possible.

One point of interest was raised by one of the officials - with a laid-down promotion policy, it may happen that a man is promoted to become a Staff Manager, (or to undertake the functions of personnel management, whatever his designation), and, however good he proved to be in this work, further promotion might move him away from this office. It was pointed out that, if one really believed in personnel management, and wanted to be a good personnel manager, one might have to refuse promotion in order to continue with the work, and develop it further.

The next two firms are concerned with food processing, storing, packaging and distribution.

Code no. of firm - SL 16.

Interviewed: Staff Manager.

Head Office: Cape Town - plus branches and depôts throughout the Union.

Questionnaire not completed.

No number of employees given.

The Staff Manager interviewed is responsible (under the Secretary) for all employee matters in the Cape Town branch. Each of the other branches has its own manager, who is responsible for the staff and labour in his unit, and who may consult with the Director, who is delegated to handle all staff policy decisions. Each branch handles its own salary and wage payments, and renders regular returns to head office. Employees are divided into two categories - monthly paid staff, generally European, and weekly paid labour, generally non-European. Separate sections of the wage department handle payments for the two sections. All monthly paid staff are required to undergo a medical examination on entering the firms employ; some classes of labour are required to undergo examination under the requirements of the Wages Act. The labour turnover rate is high among the non-European labourers, the work being largely un-skilled.

All employees may consult the Staff Manager on any matter, by making suitable arrangements with the head of their department. Advice and help is given on many matters - loans may be obtained in certain cases, usually for such emergencies as an operation. They are not made for such things as radio-grams, or any item regarded as "consumable." Often, an old servant of the company may be paid his full salary, or a proportion of his wages, for life, on retirement.

The Staff Manager did not think that personnel

management was really necessary, as it was only an over-elaboration of services already in operation, and was likely to make labour too demanding. However, according to the functions carried out by his department, he could himself qualify for the designation of Personnel Manager.

Code no. of firm - 101 (from main survey).
 Interviewed: Personnel Manager and Secretary.
 Head Office: Cape Town - plus 5 branches.
 Questionnaire completed.
 Number of employees - 80 European.
 363 non-European.
 206 Native.

The Personnel Department was established about 3 years ago. Up to this time, the work had been done by the Managing Director and the Secretary but, with the growth of the firm, it was thought advisable to engage a special Personnel Manager to co-ordinate and expand employee services and administration. The Personnel Manager is responsible for employment and wage procedure, joint consultation, education and training and employee services, in consultation, where necessary, with the Director, Secretary, Factory Manager and Section Heads. The department is well organised, with comprehensive records. As far as the office staff is concerned, administration is similar to that in any industrial undertaking, but certain differences and difficulties arise with the other employees.

The firm has a fleet of trawlers, at sea for long periods, perhaps remaining at the wharf for only one or two days. Hence normal personnel programmes, as for any ordinary industrial undertaking, are unsuitable. In addition, it was pointed out that the seamen were a class of labour on their own - they were hard-bitten men and could not be regarded in the same way as industrial labour. They had strongly rooted convictions as to their rights, many of which had been established for years - any attempt

to alter regular proceedings, even if it were to lead to improved conditions, would, at first, be regarded with suspicion. The seamen did not hesitate to walk in on the Director or Manager and say what they thought on any matter, they had little time for the indirect approach through some other official. The Skippers engaged their own crews, often at a minutes notice, and could not be "organised". The Personnel Manager is responsible for the factory (cleaning and processing) and office staff.

There is a canteen, and certain recreational provisions - a social club and film evenings are provided. It is the aim of top management to make as many contacts as possible with their employees. The Personnel Manager himself must spend a proportion of his time in the sheds, and could not carry out his functions properly if he merely directed work from his office. He regards personnel management as a profession, with good future prospects for trained personnel workers. He would not, himself, insist on a University degree (and in this the Secretary agreed), but thinks that personal qualities and experience are most important.

The next two interviews deal with firms engaged in printing and allied production.

Code no. of firm - SL 6.

Interviewed: Works Manager.

Head Office: Cape Town - plus factory in the same area.

Questionnaire completed.

Number of employees: 523 European.

535 non-European.

The Works Manager is responsible for all staff matters, and is particularly concerned with the factory personnel. It is of interest to note that 90% of the qualified employees in the factory are engaged through the appropriate union, which is very strong and well organised.

The Union representative in the factory co-operates with the Works Manager on all matters affecting members of the Union - wage rates and grades are laid down in the Industrial Council agreement, there is a monthly meeting with the Union representative to consider any other matters which require attention. Even the committee of the Sports Club is tied up with the Union. Hence, where, in another industry, a firm of equal size might find that the Personnel Manager must undertake a good deal of liaison work with employees, most of the work here is according to recognised rules, and follows well known lines of action.

The firm also employs a Canteen Manageress - it was at first intended that she should also undertake a certain amount of welfare work, but the job has become too large to admit of such extra duties. The Deputy Staff Manager may undertake some welfare work, but his time is almost entirely taken up with the administration of details of training and other matters connected with the apprentices articulated by the firm. The selection, training, testing and supervision of these employees leaves little time for extensive welfare work. It is hoped later to start a special training school within the factory, which will include the provision of a Schoolmaster on the premises, and will make possible the day-long training of apprentices, both in the various processes carried out in the factory and including the necessary theoretical work. The firm finds that there is a shortage of labour, both as to suitable apprentices and qualified men.

Bearing in mind the limitations discussed above, the responsibilities of the Works Manager cover the employment and training of all labour; wage procedure (there is a Paymaster to deal with the mechanics of the system); joint consultation (also with the Assistant General Manager); the majority of the welfare, health and safety measures (in

consultation with the Union representative, where necessary); such lectures and training as is undertaken for all employees; and employee services, such as loans and long service awards. (It should be noted that loans are granted only against an equal amount to the credit of the employee in the firm's Savings Fund). Should employees wish to purchase a house, this may also be arranged, but it is dealt with by the Union, so that repayments shall not be interrupted should the employee go to another firm.

Regarding personnel management generally, the Works Manager thought that, in any small firm, it would be sufficient to have a part-time worker, or for the functions to be undertaken by a suitable staff member as part of his normal duties. He did not wish to express any opinion on technical training for the work, but emphasised the importance of personal qualities. Personnel management was a profession, but should not be allowed to become "top-heavy" and too overbearing with its own importance.

Code no. of firm - SL 26.

Interviewed: Personnel Manager.

Head Office: Cape Town - plus factory in same area.

Questionnaire not completed.

No number of employees given.

Undertaking similar production to the firm just discussed, the same responsibilities are undertaken by the Union concerned. With the expansion of the firm, it was felt that a special Personnel Manager should be appointed, and, accordingly, the department was opened two years ago. It was a question of slow and careful progress, and the gradual introduction of new concepts, and much remains to be done. The Assistant Personnel Manager, appointed only a few months ago, is a fully trained welfare worker from Britain, and has undertaken the revision and expansion of all employee records.

The Personnel Manager officially engages all employees, but qualified personnel are obtained only through the Union, nor is it possible to maintain a small "pool" of qualified men in the area, to be drawn on when necessary. For every qualified man employed there must be a machine waiting. Any aptitude testing is done by an outside Industrial Psychologist. Medical examinations are supervised by the Union for its members; office staff not included under Union regulations, and any other employees, are examined regularly by the firm's Doctor, and have regular X-Ray screening.

The Personnel Manager may be seen at any time, by any employee, through the head of the particular department. If the Personnel Manager is approached direct, the employee is referred back to the head of the department concerned. Sports Club, Savings Scheme and other employee provisions are administered by the Personnel Manager and the Union representative, in joint consultation.

Regarding the necessary qualifications for personnel work, it was considered that personal qualities were of supreme importance - theoretical training alone being useless. Industry did not recognise the need for personnel management in its early stages - it was only when expanding production and competition forced the need to cut costs, that the firm might realise that niggardly savings were not enough, and large scale production savings, such as could be effected by good personnel management, were necessary.

Code no. of firm - SL 19

Interviewed: Personnel Manager.

Head Office: Johannesburg - plus 6 branches.

Questionnaire completed.

Number of employees: 242 European.

666 Coloured.

320 Native.

This firm is responsible for the administration of one of the firms in the main survey. Employee figures include those for this other firm.

The Personnel Department was opened only a few years ago, but is now well-established and effective. Staff includes the Personnel Manager, Welfare Officer, 2 Clerical assistants, Time Clerk, Sister, Nurse, and Canteen Manageress and Assistant. The Personnel Manager is responsible for the majority of the functions listed, sometimes sharing the responsibility with a head office executive. (Personnel policy generally is laid down by the head office in Johannesburg - particularly on such matters as the administration of the Pensions Scheme, works regulations, works magazine and long service awards). Full records, including absenteeism, labour turnover and accident rates and types are kept by the department.

The heads of the various departments advise the Personnel Manager of employee requirements, including the necessary skills or educational standard. From replies to the advertisements then circulated, the Personnel Manager selects one or two, and the head of the department concerned is consulted as to the final selection. All employees are medically examined on their engagement. (The Personnel Manager feels that certain of the processes carried on in the factory impose a certain physical strain on employees, and he hopes to introduce a special study of these, and devise remedies, where possible).

Employee services include two Sports Clubs - one for Europeans and one for non-Europeans - and weekly film shows. The Works Committee brings to the notice of the Personnel Manager any other service which it feels could be introduced. All employees are free to see the Personnel Manager at any time, by arrangement with the head of their department, or a supervisor.

it is definitely a profession, and training should include, if possible, a University degree, plus the right personal qualities and practical experience. Having recently toured Britain and Europe to study developments in personnel management concepts and techniques, the Personnel Manager feels that all training for this work should be based on a good theoretical background such as is offered by a University degree, followed by at least 6 months intensive practical training in a special "school", devoted to case studies and problems in Industrial Legislation - the students acting out each problem situation. One or two month's vacation work is not sufficient to grasp the nature and extent of the work. This case study and action method is widely used in Europe today, and is very effective.

Code no. of firm - SL 24.

Interviewed: Personnel Manager.

Head Office: Cape Town - plus factory in same area.

No questionnaire completed.

Number of employees - approximately 2,000.

The Personnel Management and Welfare Department was introduced in about 1936, and, at present, is staffed by a Personnel Officer and 4 clerical workers. It is responsible for the majority of the functions listed, the Production Manager and the foremen co-operating in certain liaison measures. The firm has a Sister in each of the two factories, both being responsible to the full-time Medical Officer. The Clothing Industry runs a comprehensive Sick Fund, with provisions for all categories of workers. In addition to this fund (which does not include provision for Natives), the firm runs its own Sick Fund, providing for this class of workers also.

The Industrial Agreement for the trade, lays down the grades and wage rates for all workers, and calls for the keeping of certain records. Absenteeism and labour

turnover records are also kept by the Personnel Department. Employee services provided include a Canteen - run by a Manageress - and a Sports and Social Club, this is run by the employees, but receives advice and financial help where necessary. Difficulties and queries are generally handled by the heads of the various departments, but employees may see the Personnel Officer if they so desire.

For any graduate contemplating personnel work, the official interviewed thought that lectures and practical experience would fill in the gaps left after a good general education, but that the intending worker should, in any case, possess those personal qualities which would make him successful in this work - work which needs tact, understanding and strength of character in its performance.

Code no. of firm - SL 3.

Interviewed: Personnel Manager.

Only address.

Questionnaire completed.

Number of employees: 200 European.
800 Coloured.
10 Native.

The only functions not undertaken by the Personnel Department on the list, are, first-aid training; Red Cross films; Eyesight Tests; Works Magazine; Broadcasts; Regulations book and special Transport Services. The Department is staffed by the Personnel Manager, his assistant, the Pay Master and one clerical worker. The Personnel Manager is available at all times to all employees, his office opening directly off the production floor.

There are few social activities yet, and new services must be "sold" to the workers before their introduction.

The official interviewed worked under a very progressive top management, and all his requirements were met immediately. He has spent much time studying the

Code no. of firm - SL 17.

Interviewed: Personnel Manager.
Head Office and factory: Cape Town.
No questionnaire completed.
Number of employees: approximately 875.

The firm visited presents a particularly complex problem for the Personnel Manager concerned, as there are actually five separate production units under the same roof, each with its own Factory Manager. So that, in addition to co-ordination between management and employees, there are often further adjustments to be made between the various factories. The Personnel Manager is responsible for all the functions listed, with the exception of certain health and welfare measures which are undertaken by the Factory Sister, and the Doctor, who attends weekly. The Canteen has a Manageress, and the Social Club is administered from the Head Office in Cape Town - this administrative office being quite separate from the production unit visited. One official in this office is responsible for staff matters there.

Each Factory Manager advises the Personnel Manager of his labour requirements, and this official then obtains the requisite employees, of the desired standard. All employees are required to undergo a medical examination and X-Ray screening.

It is hoped to expand the work of the Personnel Department in the future, when an assistant can be employed. For personnel work in general, the official interviewed puts the emphasis on personal qualities and general office and industrial administration training.

This completes the review of firms in the Clothing Industry.

Code no. of firm - SL 22.

Interviewed: Personnel Manager.

Timber products.

Only address.

Questionnaire completed.

Number of employees: 168 European.

323 Coloured.

466 Native.

The department was established originally as a purely Welfare Office, and has since developed until it is mainly responsible for most of the functions listed. In the firm, the Production Manager, Accountant and Personnel Officer have the same amount of authority, and co-operate on all matters, being responsible to the Directors. Certain plans for the expansion and improvement of the work of the Personnel Office are dependant on the opening of the new factory - at present in the planning stage.

A large percentage of the labour is unskilled, and all non-European labour is selected by the Personnel Officer. Office staff are recruited by the Accountant. An Industrial Psychologist visits the firm weekly to carry out any necessary aptitude testing. Records kept include absenteeism figures, sickness and lateness records. No labour turnover figures have ever been kept - so much migrant and casual labour is used that the percentage turnover would be very high: in addition, much of the work is unpleasant, and some is shift work, so that many employees leave after a few weeks work.

Employee services include a subsidised Canteen, which provides meals for the European employees (including foremen) and soup for non-European employees. Free medical attention is given to all employees earning under £700 per annum, and also free dental treatment - this also includes provision for the families of such employees.

The introduction of a trained Personnel Officer is recent - previously Welfare Officers were employed who had to undertake a great deal of clerical work. There is, therefore, much to be done in the firm, especially in

view of the fact that the move to the new factory will take place at a much later date than was at first planned. Existing facilities, which were regarded as "make-shift" must now be used for some time to come. The amount of progressive personnel management which can be carried out will depend largely on the attitude of top management.

Training regarded as necessary for personnel work included a University degree in Social Science, plus training in Industrial Psychology - by far the most important requirement, however, was the possession of the right personality for the work. Lectures, such as those offered by the National Development Foundation, were very good to introduce ordinary staff to the concepts and techniques of personnel management.

Code no. of firm - SL 32.

Interviewed: Personnel Officer.

Only address.

Questionnaire completed.

Number of Employees: 254 European.
809 Coloured.
16 Native.

Whilst this is the only address of this firm, office administration is undertaken by the controlling company, which markets the products. Hence, some functions said to be carried out by "head office" are carried out in a separate building - these include responsibility for all Industrial Agreements, and the administration of the firm's Sick Fund and Pensions Scheme. Apart from these, the Personnel Officer is responsible for all the functions listed, occasionally using extra clerical staff, as in the Wage Administration. The Personnel Officer is responsible to the Directors, through the Factory Manager. His staff consists of an assistant (female) and three female clerks, all of whom have been transferred from the factory, having shown themselves more suited to this type of work.

With the exception of time cards, which are kept in the wages office, the Personnel Department keeps all necessary records, including those called for under the Industrial Agreement. Monthly returns are made, where necessary, to the Factory Manager.

All prospective employees are given a series of aptitude tests and a general intelligence test, and must have a medical examination, including chest X-Ray.

All employees can see the Personnel Officer at any time, but it is considered courteous to go through the head of the department concerned, although the reason for the interview need not be divulged. The size of the factory makes the diffusion of personnel policy difficult, and it is hoped to start a House magazine or bulletin. All the employees are generally appreciative and co-operative but can be, in turn, suspicious and hostile. Great use is made of the works broadcast system, and programmes include music, "pep" talks, greetings and other personal messages. Other employee services include a Sports and Social Club, which is well supported; savings schemes and long service awards.

The Personnel Officer considered that a special department was essential in any firm employing over 300, and, even below this number, such a department could be economically organised. It was not necessary for all staff to be specially trained, but, for the senior positions, training should include a degree in Social Science with extra training in Industrial Legislation, Administration and Office routine, plus the usual personal qualities. Personnel Management was most certainly a profession - it carried a high degree of responsibility and necessitated a knowledge of subjects which have, themselves, professional status. There was only a limited field for personnel work in the Union at the moment, but this should increase as industry

increased its demands for such special services.

H. Summary of the Short Survey:

It has already been stated that the aim of the short survey was not so much to obtain factual information, as in the main survey, but to collect information regarding the operation of personnel departments, policy problems and general administration - matters which could not be discussed in the main survey, but only dealt with in the course of a personal interview. In such discussions, it should be possible to obtain personal opinions as to the worth and status of personnel management in the various industries - qualitative aspects which could not find place in the mere tabulation of functions collected in the main survey.

Briefly, the points to be covered were:

- Official designation of the person interviewed.
- Staff and qualifications.
- Functions and responsibilities of the department.
- Forms and records kept.
- Personnel policy, and its diffusion.
- Availability of Personnel Manager and site of office.
- Attitude of top management.
- Personal opinions as to training required by prospective staff; attitude to social science and other graduates; future prospects in this field of work.

All the interviews have been summarised in the preceding pages, and reference should be made to them for fuller information on the points mentioned here. The summaries do not represent all the material collected - much was of a subjective nature, and could not find a place here - there were many anecdotes which, whilst amusing, added little to the information obtained. Some of the comments have been included in other sections, where it was felt that they were more appropriate. Some few of the stories threw an interesting light on the many problems encountered - the official who, asked who was responsible for the notice boards,

replied with a despairing gesture of the hands, "everybody", gave a more interesting and accurate comment on the organisation in his firm than any reply on paper could have done. And the official who had to deal with absenteeism statistics, added considerably to ^{their} usual quantitative nature with the story of the six girls who arrived very late for work because "their taxi hadn't called for them."

However, any personnel manager can cap these, and add many more notes on the human interest side of personnel management, which could not be included in this present discussion. The interview summaries include notes on special difficulties of the work, and the following notes are intended to sum up the whole survey briefly.

Of the 34 firms originally listed, 29 were finally visited, plus one from the main survey - making a total of 30 firms interviewed. Of these, 25 had one special official responsible for the majority of the functions listed.

The departments concerned had been started at various times: 8 of the firms had had such offices since their establishment - the code numbers of these firms being SL 2; SL 20; SL 27; SL 28; SL 29; SL 31; SL 33; SL 5.

3 firms stated that the personnel department had grown out of departments originally intended to deal only with welfare or salary matters - SL 25 (original department 1930); SL 101 (personnel department introduced 1949); SL 22 (no date given).

No details of establishment were available for 4 firms - SL 3; SL 6; SL 16; SL 17. The remaining firms, with the date of establishment of the department are: SL 9 (1930); SL 24 (1936); SL 30 (1943); SL 32 (1948); SL 1 (1948); SL 26 (1951); SL 8 (1952); SL 13 (1953); SL 34 (1953); SL 19 stated that the department was introduced "only a few years ago."

From these figures, it will be seen that the

majority of the special personnel offices have been introduced during the last 12 or 15 years.

Designation of official interviewed: a full list of the official titles of the persons interviewed will be found on page 77. It will be noted that 15 of the firms call the official concerned the Personnel Manager or Officer.

Staff and qualifications: the table on the following page gives such details as were available of the staff employed in the various personnel or staff departments. This does not include wages clerks or other personnel outside the actual office, although such persons may work under, or in co-operation with, the department.

Qualifications of Personnel Managers and staff vary - where the manager is specially trained in personnel management, or possesses a University degree, he is more likely to expect that at least the senior staff in his office should have some special training or qualifications. Several of the officials interviewed had received extensive training in personnel management concepts and techniques, generally in the first instance in Britain. One or two had University degrees in Law, Psychology or Commerce. The majority of the officials interviewed, however, had had no special training, but a variety of experience in personnel administration, plus the requisite personal characteristics, made them particularly ^{suit}ed to the work, and capable of carrying out successfully the functions of a personnel manager.

Functions and responsibilities: In every case, the official interviewed was responsible for the majority of the functions listed in the original discussion of the questionnaire - see pages 35 and 36. In some cases, one or two of the subdivisions of the main functions were delegated to another member of the staff, or to a separate department. In several cases, wages were made up and paid by separate

Table 17:

DETAILS OF PERSONNEL STAFF IN 25 FIRMS.

Code no.	Pers.Man. etc.,	Pers. Asst.	Welfare Asst.	Other Staff.	Clerical
SL 1.	1		1		No.
2.	1			d/k	Yes.
3.	1	1		1	1
5.	1			d/k	Yes.
6.	1	1		1	Yes.
8.	1				1
9.	1				1
13.	1				1
16.	1			1	Yes.
17.	1			1	Yes.
19.	1	1	1		2
20.	1	1	1	3	3
22.	1	1			2
24.	1			1	4
25.	1		1		Yes.
26.	1	1			Yes.
27.	1				No.
28.	1			1	Yes.
29.	1	2			30
30.	1	1	1		2
31.	1	1			Yes.
32.	1	1			3
33.	1			1	Yes.
34.	1				2
101.	1				Yes.

(NB. The horizontal divisions above do not represent any special grouping of firms, but are used for ease of reference only).

Welfare Assistant: includes Welfare Officer, Staff Nurse, Staff Sister, Factory Sister or Nurse.

Other Staff: includes all senior assistants, other than the Assistant Personnel Manager or Deputy.

Personnel Manager: includes all officials interviewed - whatever their official designation.

d/k. Numbers of staff not indicated, but other senior staff mentioned during the interview.

clerical staff. Decisions on long service grants or loans were sometimes the responsibility of a Manager or Director - several other minor functions were not directly the responsibility of the Personnel Manager; but in all these cases, the official interviewed was advised of all decisions and administrative details, and it was generally his task to co-ordinate all the work, and to deal with all queries from employees concerning these items.

Forms and Records: 'Here again, procedure varied from firm to firm. Where one Personnel Manager kept all records in his department, or had duplicates of those retained in other departments, another official would have merely personal records for all employees, with separate records maintained by the wages office, production departments or other members of the management team. Several of the firms concerned had well-organised record systems, covering all details for every employee, all kept in the one office. Several intimated that their records were being overhauled, so that this would be possible at a later date. Still other Personnel Managers would like such a centralised system, but were held back by a difference of opinion with top management.

The majority of the officials rendered regular statistical reports to their managers or directors, the items most generally included in such reports being labour turnover and absenteeism figures.

Personnel policy: All the officials interviewed realised the importance of a progressive personnel policy, and the appointment of special personnel officials in these firms indicated that top management was also aware of its importance.

Some of the commercial undertakings, in particular, had a clear-cut personnel policy and promotion schedule, known in detail to all employees. In addition, extensive

training programmes gave every employee the opportunity for advancement, should he prove capable of the duties entailed. The provisions for Employee Services varied in almost all undertakings, industrial or commercial; but, even where such amenities were limited, this should not be taken ^{to indicate} that management was not aware of the need for more extensive provisions for their employees. In many cases, the Personnel Manager was empowered to introduce needed services as soon as possible. Particularly was this the case where the appointment of a Personnel Manager was very recent, and re-organisation was in progress. In some cases, of course, the Personnel Manager felt that certain services should be extended or introduced, but had to wait until top management was also convinced of the need for such provisions.

Availability of Personnel Manager and site of department:

In every case, it was stated that employees were free to approach the Personnel Manager at any time, for any reason, but procedure varied, generally falling under one of the following:

- a) The Official concerned would see anyone at any time, without appointment, and without the employee having to consult the head of his department or any other official.
- b) Employees could see the official, provided that the head of the department was notified of the employee's intentions. (This might entail having to give the reason for the desired interview).
- c) The Personnel Manager could only be seen after the head of the department was satisfied that the interview was necessary, and had made the necessary arrangements for it.

The actual Personnel or Staff Office was sited in a variety of ways, but these again fell into three main categories:

- a) The office or department was deliberately positioned so that all employees passed the door on their way to cloak-rooms, locker rooms or Canteen, thus making it easy to approach the Personnel Manager or any member of his staff, without attracting undue notice from supervisors, heads of departments or other employees.

b) The office was situated on the floor, within reach of all production employees, but any approach would be seen by supervisors and other employees alike.

c) The office was placed with the other administrative offices, where the production employees were not likely to move freely, or where the presence of such employees might be challenged.

These points are probably of more importance in the industrial firm - in a commercial firm all offices are generally grouped together and there is not the same division of employees as there is in industry, where the two groups of office employees and production employees do not generally mix to any great extent.

Attitude of top management: Whilst one or two of the officials felt that Personnel Managers were appointed because such appointments had become "fashionable" and not because top management was convinced of the need for their services, most felt that top management had accepted the necessity for a special official to administer personnel services, but that often these services were not widely enough used. Several pointed out that, once introduced, personnel management could rapidly prove its value. This encouraged the extension of services within the firm concerned, and also helped to spread the concepts of personnel management to other firms in the same industry who had not, so far, undertaken to provide specially for it.

The general opinion among all the officials seemed to be that, whilst every Personnel Manager and some of the top management representatives were conscious of the advantages to be gained by the appointment of a personnel officer, management in industry generally had not yet reached this same stage. It might be some years before the majority of top management representatives exhibited the same awareness of the concepts and functions of personnel management as could now be found in other countries. It

might take even longer for the Personnel Manager to be recognised as an essential part of the management team in any firm, no matter what its size.

Training for personnel staff: It was generally agreed that all the senior staff members in a personnel department would benefit from special training in personnel management concepts and techniques. Some of the officials considered that a University degree was essential, others thought it desirable, but not essential. All were conversant with the training programmes offered by the National Development Foundation, and agreed that lectures and discussion groups, such as were provided by this organisation, were a valuable training medium for their staff. Several of the Personnel Managers had acted as lecturers, or were actively concerned with the "Training for Supervisors" Scheme, also administered by the Foundation.

The opinion most often expressed was that, given the right sort of person, the "other things" could be accumulated as he went along. Personality was the most important, experience was a matter of time, and special techniques could always be learned. The most ready appreciation of the advantages of a thorough theoretical training was expressed, as might be expected, by those officials who had themselves had such training.

The other two points mentioned, the attitude of Personnel Managers towards the graduate, and future prospects in the field of personnel management for the social science graduate, are dealt with in full in section 6.

General comments: There remain one or two comments of interest, which do not fit into any of the previous headings. One of these concerns the difficulties encountered by Personnel Managers in trying to implement the full personnel

policy desired by management, and known to be both necessary and profitable for both management and employees. Some of the industries concerned find that, where their employees are members of a strong union, there still remains suspicion of management policies, and a feeling that Personnel Managers are trying to "get round" the workers, without giving them their rights. This attitude is diminishing, but persists strongly enough in some industries to hamper the best efforts of the Personnel Manager or his staff.

It was found that some of the officials always referred to "he" or "him" in speaking of prospective personnel workers. Asked if this meant that they would not consider a woman for such a position, it was stated that, in general, women made good welfare workers - factory sisters or industrial nurses or dealing specifically with female employees - but that they would not be acceptable for the senior positions in a personnel office. One official said: "I see no reason why women cannot do a personnel officer's job quite well, but I would stress in this case that they must be of a sensible age, and must have the right qualifications. In my own very limited experience of women, I find that they can be more biased than a man, and deal rather subjectively with problems. I would not choose a woman if I had an equally good man, but I have not met experienced personnel women to judge fairly."

This attitude will probably persist in industry, even if a number of women prove themselves efficient Personnel Managers or Assistant Managers.

One final general point - in the discussion of the main and the short surveys, we have referred to Personnel Managers in many firms. It must be remembered that each and every one of these officials carries out his work in a different way, even where the functions carried out are said to be the same. Two managers may have exactly similar duties, on paper, but the actual administration will vary greatly. The frame of reference, and the limitations imposed by top management and other factors,

will differ in every firm. There can be, therefore, no comparison of personnel management functions as carried out in the various firms, nor can the performance of the duties by the various officials be compared.

It has been possible, through the surveys, to make a factual analysis of personnel practices in the Cape Peninsula, but, in addition to the material collected and presented on the preceding pages, there are a number of points of interest concerning the position and functions of the Personnel Manager, arising from the surveys, which are not suited to quantitative presentation. It is proposed to set out these points now, on the following pages, with any relevant comments made by the officials interviewed during the short survey.

A: Functions of the Personnel Manager:

In drawing up the questionnaire which was used in the surveys, it was necessary to use some arbitrary list of functions as a standard, and this was drawn up based on certain recognised authorities, all of whom write about personnel management concepts and practices outside South Africa. Until such time as some national body comes into being in South Africa, capable of formulating a professional code for Personnel Managers in the Union, these outside authorities will remain the only guide. Even a special code or manual for personnel workers in South Africa would be based on these authorities, and on the experience of local Personnel Managers, many of whom received their early training in Britain or America, or who gained experience in those countries. Whilst the functions of the Personnel

Manager in the Cape Peninsula (and indeed in the Union) do conform closely to this list, certain variations should be noted. Each main function is taken in turn, and any special comments made during the survey are included in the discussion.

Employment Procedure: Here, as is general overseas, it seems to be the practice for the Production or Factory Manager to indicate his requirements to the Personnel Manager, including the degree of proficiency and the educational standard desirable for each vacancy. The Personnel Manager then interviews applicants, and selects the requisite number - sometimes the Production or Factory Manager may make the final selection. Where the firm works under an Industrial Agreement, certain regulations may affect the employment of personnel. Hence both Factory Manager and Personnel Manager need to be thoroughly conversant with the industrial legislation affecting their particular industry.

Labour turnover records are, in many cases, being kept for the first time, and are often available only for the last few months or the last year. Few firms have such records covering a period of more than 5 years. Of the 35 firms in the main survey who completed the questionnaire, 20 stated that they kept labour turnover records, 9 of these gave no dates. The remaining firms had kept these records for varying periods ranging from 10 years to 7 months, 9 of the firms starting such records within the last five years, and 1 of these 9 firms only started the procedure within the last 7 months. In the short survey, among the firms who completed the questionnaire, 14 stated that such records were kept; of those, 8 firms gave no date, 2 firms had kept the records for five years, and 4 firms had started such records within the last year.

Very few firms call in outside experts, such as an Industrial Psychologist, to help in the selection of their

employees. Some Personnel Managers carry out minor aptitude testing, only one or two have a regular programme of such tests, in addition to the routine interview. Where such testing is carried out, it is almost entirely confined to European employees. In some firms the office staff are regarded as the responsibility of some official other than the Personnel Manager.

Wage Procedure: Where there is a Personnel Manager employed, he often co-operates with a separate wages department, wages clerk or paymaster. Records may be kept only by the Personnel Manager or in his department, or may be the responsibility of the wages department. Duplicate records may be kept in both offices. Where the firm works under an Industrial Agreement or a Wage Determination, there will be certain compulsory details which must be known - by the Personnel Manager, if he assumes the final responsibility for this function, or, otherwise, by the official concerned.

"Bonus Schemes" under the Wage Procedure heading, refers to those schemes officially recognised - provision is made in industrial legislation for such schemes, details being set out in each Industrial agreement. For instance, in the Industrial Agreement for the Printing and Newspaper Industry (Department of Labour, 23rd June, 1950 - Government Notice no. 1437) section 5, sub-section 2 states that:

"Notwithstanding anything contained in sub-section 1 of this section and section 21(4)(c), it shall be permissible for any employer to set up a joint production committee, consisting of representatives of the management and members appointed by the chapel concerned, in order to eliminate wasteful methods of production and reduce costs in his establishment. Should any such committee desire to introduce any scheme which provides an incentive to improved production, such scheme shall be submitted for approval by the Standing Committee, after reference to the Joint Honorary Secretaries of the Council, before being put into operation."

The Sick Pay, included in this section refers also to provisions under the appropriate legislation, whilst the Sick Fund provisions included under the section on Employee Services covers those private schemes run by the individual

firms. These may be administered by a separate clerk, by a committee or by some other official, even where a Personnel Manager is employed.

The Personnel Manager is often one of the employer's representatives on the Industrial Council for the particular industry concerned.

Joint Consultation: It is often difficult to say definitely whether the Personnel Manager does actually undertake all liaison work between management and employees. The function may be on the list of his official duties, but in actual practice, the General Manager, a Director, or some other top or line management representative, may take over this work in particular cases. The Personnel Manager's position is particularly prone to assault from top and line management, representatives of either section feeling that they can do a more effective piece of work. This is particularly the case when the Personnel Manager is a relatively new member of the management team (see the discussion on the introduction of personnel management, in section 4d). The questionnaire illustrates a static position, or division of duties, whereas, in fact, there is a constant change in the inter-relationships within the firm, and the division of functions may not be so clear as the questionnaire would suggest.

Welfare, Health and Safety: Functions in this section will vary according to the nature of the firm. Industrial firms, which generally includes all "productive" firms, generally operate under the provisions of the Factories Act, and the Factory Manager is the official most often responsible for seeing that the provisions of the Act are carried out. He may also be in charge of all safety programmes, first-aid provisions and allied matters. The Commercial undertaking or retail store will not need such stringent safety provisions, and accidents will probably be of a minor nature.

Accident prevention measures are generally a matter for joint consultation between Personnel Manager, Factory or Production Manager and foremen, supervisors or heads of departments. Where a Factory or Industrial Sister is employed, she may work under the Personnel Manager, the Factory Manager or the firm's Medical Officer (where one is employed). She may be responsible for all health measures and for the keeping of the necessary records for workmens' compensation claims. Both Industrial and Commercial undertakings generally require all employees to undergo an initial medical examination, usually including chest X-Ray; it is not so usual to insist on regular examinations after this. The use of eye-sight tests is almost non-existent.

Many of the officials interviewed expressed concern over the lack of time or staff to permit more home visiting of absent workers, and hoped to include greater provision for this in the future. Several Personnel Managers thought that more care should be taken when employees returned to work after a long or severe illness, and felt that some arrangements should be made to put such personnel onto a lighter job for a short period. Pressure of work is often so great that the Personnel Manager must neglect many of the welfare aspects of his work, or omit them entirely.

Education and Training: The amount of employee training undertaken by the Personnel Manager will, of course, vary according to whether the firm is industrial or commercial, and according to the type of production in the industrial firm. Where one firm has two units, one the production unit and the other administrative and retail outlet, there are often two separate programmes and two separate officials dealing with training and education. The purely retail organisation will have to devote a large part of its training programme to sales technique and similar matters. Such a programme may consist of one or two talks before the employee

goes "on the floor", plus guidance whenever it is needed from the Sales Manager, or other selling staff. If the firm is large enough, it may run a full "school" for all sales employees, with the initial training covering several weeks, plus "refresher" lectures at regular intervals.

In the Industrial firm, training is more often the responsibility of the Production or Factory Manager; the Personnel Manager may co-ordinate all the programmes, and keep records of performance on the employees' individual record card or file. Few of the firms undertake long-term training schemes for promotion. Several of the Personnel Managers would like to introduce such a programme, but feel that it will take some time before top management fully accepts the advantages to be gained from such work. An encouraging number of industrial firms have adopted the Training for Supervisors Scheme, run by the National Development Foundation, and more and more enquiries are being received regarding the application of the scheme.

The provision of notice boards is compulsory in firms operating under an Industrial Agreement or a Wage Determination. In addition, many of the Personnel Managers add to the compulsory notices, details of Sports and Social Club meetings, and other notes on Employee Services provided. Very few firms publish a works magazine, news sheet or bulletin. Those firms with head offices overseas generally receive copies of magazines published by other branches of the organisation. Suggestions schemes, works broadcasts and library services are very little used; of the three the broadcasts are the most common - particularly in those production firms with a large proportion of female labour, engaged on relatively quiet operations.

Employee Services: The administration of the Canteen, where one is provided, may be the responsibility of the Personnel Manager but, in the larger firms, there is generally a special

Canteen Manager or Manageress, who may or may not be under the authority of the Personnel Manager.

Sports and Social Clubs are often run by the employees, but the Personnel Manager may act as advisor, or represent top management on committees. Those firms which run their own benevolent fund, sick fund or pensions scheme, (as distinct from the compulsory provisions under the Industrial Councils) may include the administration of these in the duties of the Personnel Manager, the Accountant or the Secretary.

Many firms state that they do not encourage employees to borrow from the firm, but, in special circumstances, may be prepared to make a loan. Often some security is required, such as the employee's savings in the firm's benevolent fund; or, if no security is required, the employee may be expected to pay back the amount by regular deductions from his salary. The Personnel Manager is the official most often approached to arrange these loans - he may either have to obtain all details and then submit the request to top management, or he may be empowered to make an immediate decision. Some of the older firms arrange for long service grants or presentations and for regular outings, but these are in the minority.

Very few firms make special transport arrangements for their employees, even those who have built in the new industrial areas, where transport may be difficult. The Personnel Manager concerned must often make allowances for these difficulties when dealing with late-comers.

B. Training within Industry - (TWI.)

This scheme, widely known and used overseas, is known in South Africa as the Training Scheme for Supervisors. Few of the firms who completed the questionnaire in the main

survey knew of this scheme, either under its well-known abbreviation of TWI or as the Training Scheme for Supervisors. However, in the firms interviewed in the short survey, the majority of the officials knew of the programme, and used it - indeed some of the officials concerned acted as Instructors. Although the scheme is beneficial to both commercial and industrial firms, it is more widely used in the Peninsula by the industrial undertakings. The Regional Office of the National Development Foundation (the organisation responsible for the introduction of TWI into South Africa) states that there is ever-growing interest in the programmes, and, as new Instructors were trained, the scheme would become more widely used.

In view of this growing interest in a training programme which has already proved its worth overseas, it may be of interest here to summarise the development of the Training within Industry scheme - particularly as such training is generally regarded as falling within the functions of the Personnel Manager. Most of the material used in the following pages is taken from the two booklets dealing with the scheme, published and issued by the National Development Foundation.

These two booklets give details of the original TWI Scheme, as developed in the United States of America, its adoption by other countries, and its introduction into South Africa; together with basic details of the three programmes at present in operation in the Union. A note on the progress of the scheme so far will be found in the discussion of the Foundation's activities included in section 5.

"Development of Supervisory Training:

Considerable Management Research has been carried

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- ∅ T.S.S./1. "Training Scheme for Supervisors in Job Relations Job Instruction and Job Methods."
T.S.S./2. "Selection and training of Instructors."

out during the last 20 years to establish the basic essentials of the art of SUPERVISION, and to determine by what means the special qualities and skills required could be included or developed in Supervisory Personnel.

Based on the findings of this Research and experiments resulting therefrom, a special form of training known as "Training within Industry for Supervisors (TWI)" was designed and carried out in Industrial Organisations and the Armed Forces in the United States during 1939/45, by means of which millions of comparatively inexperienced people were successfully prepared for and fitted to Supervisory posts.

TWI proved its value in several countries during the war and since then has been widely developed and adapted to all forms of business enterprise in Great Britain, Belgium, Denmark, Holland, Norway, Sweden, New Zealand, as well as the United States and Canada.

Training Scheme for Supervisors:

By arrangement with the British Ministry of Labour (the sponsors of TWI in Great Britain) the N.D.F. has been granted necessary facilities to offer the identical training in South Africa.

In view of the nature of the training and its adaptability to all forms of public and private endeavour, it has been decided to carry it out in South Africa under the title of "Training Scheme for Supervisors."

The Scheme consists of two parts:

- i) The training of Instructors, and
 - ii) The training of Supervisors,
- and covers practical training in three programmes:-
- 1) Job Relations (skill in handling people),
 - ii) Job Instruction (skill in the use of good instructional methods),
 - iii) Job Methods (skill in improving procedures and methods).

The training is essentially practical and is carried out by a combination of the techniques of demonstration, group discussion, learning-by-doing. It is designed to lay the foundations of Scientific Management in an organisation, thoroughly and soundly, by training supervisors at all levels to apply the practices of Scientific Management in their day-to-day work.

Selection and Training of Instructors:

. . . Members of the N.D.F. will be invited from time to time to nominate candidates for training as Instructors in one or other of the three programmes . . .

Instructors . . . will be expected to maintain their pitch of competence by training not less than one group of Supervisors per month in the programme concerned. . .

As the organisation of personnel training is usually a part of the functions of the Personnel Department of an organisation, it is desirable for a suitable member of that Department to be trained as an Instructor. . .

An Instructor will be frequently confronted with problems where there appears to have been a lack of tact or tolerance or a sense of humour, or involving emotionalism or impatience, or inadequate thought, initiative or zeal. He should, therefore, possess, to an adequate extent, those personal qualities which will enable him to cope with such situations. . .

The Training of Instructors:

The training of an Instructor takes place at an "Institute" or Course of Training for Instructors, and is carried out by an Institute leader, qualified as such under the British Ministry of Labour's Scheme. . . An Institute lasts for a full ten days of two 4-hour sessions per day . . . at such an Institute, groups of ten candidate

Instructors are coached intensively in the techniques concerned by the Institute Leader. . .

The Training of Supervisors:

Each group of Supervisors is trained by an Instructor. Each group should consist of not less than 6 nor more than 10, but preferably 8, supervisors as nearly as possible of equal or similar status, e.g. 8 managers or superintendents, 8 departmental heads, 8 foremen, and so on . . . The Group meets for five 2-hour sessions, preferably on successive days. . ."

Discussing the TWI Scheme and its development, F.J. Tickner states that, in each of the three stages, the TWI training develops an analytical approach to problems of supervision, formal class-room methods are avoided in the use of group discussion, and the working experience of the students in the group is drawn on by the Instructor who acts as "chairman". Advocates of TWI claim that the scheme reduces the time taken to instruct workers on new jobs, secures better workmanship and more production, reduces "scrap", and should lead to less accidents, and can be an asset in the promotion of better relations between workers and management. Its critics claim that it tries to solve too wide a variety of problems, particularly those concerned with human behaviour, by an over-simplified method. However, with all the limitations, Mr. Tickner considers that TWI was one of the first in the field as a method of training for supervisors, and it has maintained its popularity.

Personnel Managers in the Cape Peninsula who have already nominated any of their employees for training under the scheme, feel that, after a period of such training, relations within the organisation are much improved. The trainees encourage others to take the same course, and thus add to the possibility of improved relations. It is felt that the results far outweigh the capital outlay involved.

Ø Ticknor, F.J. "Modern Staff Training." University of London Press, London, 1952.

C. Industrial Legislation:

From time to time, in this and other sections of the thesis, reference has been made to the provisions of certain Acts, as they affect industrial and commercial undertakings and the duties of the Personnel Manager. The functions of this official will, of course, vary from firm to firm and, where one official will be responsible for all matters affecting hours of work and remuneration of employees another will not be responsible for this part of the work, but may concentrate on health and welfare measures.

The brief list which follows sets out those Acts which affect the functions most generally regarded as belonging to the Personnel Manager; each official will need to know certain Acts or sections, as they affect his particular industry, but the sections listed below are those to which reference is most often made.

The Factories Act (22 of 1941).

<u>Provision:</u>	<u>Section number:</u>
Powers of Inspectors.	5 and 6
Records to be kept.	9
Health, Welfare and Safety.	16, 17, 23, 24, 31, 32, 33, 47.
Hours of work and employment regulations under the Act.	3, 6, 8.

The Industrial Conciliation Act (36 of 1937).

Formation and function of Industrial Council.	18 to 34.
Conciliation Board.	35 to 43.
Mediation and Arbitration.	44 to 46.
Records under the Act.	57.
Notices to be posted.	58.
Inspectors, appointment and functions.	60 to 62.
Notice of alteration of conditions of employment.	64.
Freedom of association of employees.	78.

The Wages Act (27 of 1942).

Application of the Act.	2.
Wage Board.	3 to 8.
Recommendations by the Board.	9.
Appointment and powers of Inspectors.	26 to 27.
Records and notices.	29 to 30.

These three Acts are probably those most widely consulted by Personnel Managers, the three further Acts, listed overleaf, will also be used in many cases, depending

on the functions carried out:

The Workmens' Compensation Act (30 of 1941, as amended by Acts 27 of 1945, 48 of 1947 and 36 of 1949):

The Apprenticeship Act (37 of 1944).

The Unemployment Insurance Act (53 of 1946, as amended by Act no. 41 of 1949).

A survey of the Industrial Legislation most affecting the functions of the Personnel Manager in the various industries has not yet been undertaken, but would be a valuable addition to future training programmes for such officials, and their staff.

D. The Introduction of Personnel Management:

A point which was mentioned by several of the officials interviewed was that, with the spread of knowledge and the acceptance of personnel management as a separate and necessary branch of management studies, there would be many firms contemplating introducing a Personnel Manager into their organisation - which may, up to this time have functioned without such an official. (See also the comments in the Summary of the short survey, and in the section on the social science graduate). It was agreed that the introduction of a Personnel Manager could cause particular difficulties in the firm concerned. Even assuming that top management had a clear picture and appreciation of the functions of the Personnel Manager, and had chosen a man or woman with adequate theoretical and practical training, plus the requisite personal qualities, the employees with whom he would work might not be so advanced, and might be unable to see any necessity for his services.

When top management appoints such an official for the first time because it is felt that the firm must be "in the fashion" with the rest of its competitors, or because

they recognise some need for help to re-organise certain departments, but do not fully appreciate the necessity for a clear-cut programme for the official, the situation will be more aggravated. The Personnel Manager will have to work with neither top management nor employees having any conviction as to his necessity, or any clear idea of what he is trying to do.

Perhaps one of the difficulties has arisen from the very term "personnel management" or "Personnel Manager" - as one official said, "of course the Personnel Manager mustn't manage, or he will be a failure." But, as has already been pointed out in the Introduction (see page 3), the modern concept of management does not include the rather aggressive attitudes and techniques, which the above comment seeks to outlaw.

It has been suggested by several officials that one way round the difficulty involved in introducing a new Personnel Manager into any undertaking is to appoint a senior member of the existing staff to undertake these functions. It may be that such a person has the necessary personal qualities and some practical experience, but it does not seem likely that he would have adequate theoretical knowledge of the concepts and techniques of personnel management. However, it might be accepted as a temporary measure, particularly if a fully-trained official were appointed at a later date. As all top management and line management representatives come to recognise the advantages of good personnel management, and the need for proper training for officials and staff in this department, this problem will tend to disappear. But, at the present moment, at least in the Cape Peninsula, it is a very real problem. One manager interviewed summarised the position as follows:

"In my opinion, a Personnel Manager appointed for the first time in a Factory should be a member of the Staff

who is well liked by both parties (labour and management) and fairly old, but his essential qualification is that he is cautious in his judgements and is accurate in his investigation reports. Once a Personnel Officer has been in operation for some years, his successor could be an outside employee, but I would strongly advocate a person who has been an assistant personnel officer for a number of years.

One of the biggest problems which management has to face is that the personnel officer should be of high enough standing to take full responsibility for his actions. There is no point in having a man who is merely a post-box for the onward transmission of complaints, information, requests, etc., This can be done by a good personnel clerk. The main worry for an executive is the final decision which all parties must consider final, but fair. If the Personnel Officer can do this, then he is fulfilling a very useful job."

This comment illustrates the feeling of many managers, but underlines the fact that many top management executives do not fully appreciate the careful training necessary, in addition to the personal qualities required by the prospective personnel officer, and certainly overlooks the need for careful study of the particular problems in each firm. No Personnel Manager should be expected to begin work unless his functions and responsibilities are clearly defined.

An interesting study of this problem, which brings in several of the points mentioned has been made by A.K. Rice. He says:

". . . Considerations about the introduction of any specialist into any community cannot therefore be concerned only with the kind of skill which the specialist brings. . . but must be concerned with the total social structure of the field he enters. That structure will be determined by a large number of social forces, and the arrival of a specialist will introduce into the field a new force which will affect to some extent all other forces in the field, and consequently the social structure which they determine. . . In the industrial context there can be little doubt that the introduction of the personnel manager as a specialist in the field of human relations has often caused difficulties, either overt or concealed. . .

Personnel management is usually divided for purposes of description into a number of activities, such as selection training, promotion, employee services, joint consultation, wages and incentives; and, if the current practice in any of these activities is examined, it will be found that, for the

Ø Rice, A.K. "The Role of the Specialist in the Community." Human Relations, Vol. 11, number 2. April, 1949.

most part, only parts of the problem have been tackled, while many essential questions relating to the total field still remain to be approached. . . examples might be given which suggest that personnel managers are frequently confined to areas for work which by-pass many of the underlying causes of social disturbance.

The decision to introduce a personnel manager into an organisation is usually taken by higher management alone, that is, management above the level at which the personnel manager is introduced. Sometimes the introduction is made after consultation with other managers, seldom after consultation with representatives of all members of the organisation. However the decision is taken, experience would suggest that it is rarely taken with as full a consideration of all its implications as its importance would warrant. It has been suggested that the acceptance or rejection of the personnel manager by others in the organisation will depend on a complex of feelings, and the outward manifestation of that complex may result in expressions both of hostility and relief; hostility because of such factors as attitudes about the need for the introduction of such specialist skills, the threat they bring with them, and doubts about the personnel manager's qualifications; relief, because a personnel department can provide a useful channel by which managers can rid themselves of a large number of difficult problems."

Rice goes on to point out that a specialist in human relations appointed to fill such a position is in a very vulnerable position. If he is "potent" he may embarrass or annoy other managers, if he is rendered "impotent" he will be able to do nothing. If any one group within the organisation can "capture" him it will threaten the success of his job, and if he remains independent he may also fail. This conflict often causes the personnel manager to retire completely or be subject, himself, to further strain and conflict in an attempt to be fair to all parties; often he becomes frustrated and disappointed. Rice concludes by saying that:

"The role any one personnel manager can fill will depend upon such conditions as the concealed and overt needs of the organisation; the concealed and overt attitudes of its members; the pattern of relationships which is established between the personnel manager and all other members of the organisation; and upon his own capacity to deal with the social forces which will surround his position. It is, however, certain that this task will be well-nigh impossible unless the role he is to fill is explicitly defined, and has been accepted by everybody, including himself."

Whilst this may illustrate the problem in the Cape Peninsula, as well as being a discussion of conditions

met with in other countries, the position is the more serious here in view of the fact that personnel management concepts are a more recent introduction; they are thus even less well-known or appreciated here than is the case in Britain or America.

E. Theoretical Training available in the Cape Peninsula:

It has already been noted in the main and short surveys that top management generally, and the majority of officials interviewed, regarded good personal qualities as the most important qualification for prospective personnel workers. Each individual concept of "good personal qualities" will, of course, vary considerably - in addition to the various individual concepts, different industrial undertakings may present particular difficulties in personnel work, which require different approaches. However, the majority of the officials interviewed mentioned one or more of the qualities discussed by Northcott, in a variety of combinations. (See the discussion of these qualities in section 6 - The Social Science Graduate).

In addition to these personal qualities, most of the persons interviewed thought that the best way to train the personnel worker, or manager, was to put them to work immediately, and let them learn as they went along. Few thought that a University degree of any kind was essential but some agreed that theoretical training was an advantage. The training provided by the social science degree at the University of Cape Town, and other degrees which might be suitable, are discussed in the section on the social science graduate. This particular section is concerned with those

Ø Northcott, C.H. "Personnel Management, its scope and practice." Pitman, London, 1952.

facilities for theoretical training in personnel management open to the ordinary employe of any industrial undertaking, whether he seeks this for himself, or is sent by his firm, and does not include consideration of any training which can be taken only by full-time students. (Certain Universities co-operate with outside bodies in the organisation of regular "summer schools" but these are not planned primarily for the University student).

So far as may be ascertained by the writer, only two training schemes are generally available in the Cape Peninsula at the moment. One of these consists of a special course of lectures on personnel management, arranged by the Cape Technical College at regular intervals, and open to anyone of 21 and over who pays the necessary fees. The second training scheme is developed by the National Development Foundation, and presented through the different Regional Offices; regular courses of lectures, single lectures and discussion groups, summer schools and group training schemes on all aspects of management, including personnel management, are offered at varying intervals. These meetings and lectures are open to all members of the Foundation, and member firms may delegate any of their employees to attend. The various programmes arranged may be free to members, or a separate fee (in addition to the normal membership fees) may be charged. In the following pages these two sources of training are discussed in more detail.

Lectures on Personnel Management available at the Cape Technical College, Cape Town.

In planning the various training courses offered by the College, the authorities are guided, in making up their programme, by general demand. Discussing the series of lectures on personnel management, the official interviewed at the College stated that these were first offered in 1950,

the decision to do so being made after many requests for such lectures had been received from members of the public and from interested industrial and commercial undertakings.

When any new series of lectures is planned, the syllabus is drawn up in consultation with the persons who may be called upon to deliver the lectures, and the series is then advertised. Should the response be favourable, the lectures take place as arranged. Where there does not seem to be sufficient support from the public, the lectures are withdrawn and perhaps offered at a later date when the demand warrants it. In 1950, following enquiries for lectures on personnel management, the College planned and offered a programme of theoretical training in this subject. Public response was good, and further series of lectures were given in 1951 and in 1952. A fourth series will be offered this year (1953).

The lectures are given by authorities in the field, chosen for their practical and theoretical knowledge, and may include "live" demonstrations. There is no examination at the end of the course and, as yet, no official status attached to it. It has already been pointed out that training for personnel management cannot be a short-term matter and, in addition, theoretical training, practical experience and the right personal qualities are all needed to make the effective personnel worker. Obviously, a series of lectures such as is offered by the Technical College at the moment, cannot be regarded as full training for personnel management, but it does perform a valuable service in bringing before the general public the concepts and techniques of the work, and giving interested persons the opportunity to learn from experienced officials in this field.

On the following page will be found a copy of the syllabus for the 1951 course on "Personnel Selection and Management" which will give a clear picture of the scope of

[The Cape Technical College, Cape Town:]

PERSONNEL SELECTION AND MANAGEMENT SYLLABUS.

Lecture 1: The Personnel Function of Management:

Reasons for personnel management: Centralising all staff matters: Wage plans: Labour legislation and regulations: The personnel manager's duties - aiding general policies: Direction of Staff office: Hours & conditions of work: Training Section & Services: Outside Contacts: Discussion.

Lecture 2: Principles of Selection and Interview Technique:

Matching people to jobs: Qualities to be assessed: Various methods of assessing these: Principles of aptitude testing: Practical: students will draw up a job description, and work out qualities required in the employee who does the job: The ideal interviewer: Do's and don'ts: Various types of interview - selection, grievance etc.: Practical: Interview of candidate before students - discussion of suitability of "candidate."

Lecture 3: Industrial Welfare - the Welfare Officer:

Supervision of staff amenities: Advice on personal problems: Canteen: Rest room: Recreation: Holidays: Savings: Welfare Officer's place in the organisation: Discussion.

Lecture 4: Training and Methods of Work: Desirability of training: Principles of learning: Practice: Special teaching devices: Arrangement of materials: Economy of movement: Tools Rythm: Time and motion study: Practical: Preparation of job method and instruction card.

Lecture 5: Statistical Recording and Analysis of Sickness, Absence and Labour Turnover: Collection and distribution of information of Individuals, Groups; Discussion.

Lecture 6: Employer - Employee Relations: Superiors: Fear: Feelings of property: Social factors: Self-expression: Joint consultation: Conditions of work: Suggestion schemes: Incentive schemes: Discussion.

Lecture 7: Industrial Hygiene: Health and efficiency: Accident prevention: Industrial fatigue: Discussion.

Lecture 8: Colour and Music in Industry: a) Colour: better productivity through "better seeing." b) Music: the case for introducing music: When and how it should be used: Type of music to be played.

Lecture 9:

Summary and discussion of the course - with all the lecturers in attendance and acting as a "Brains Trust."

the series. The fee charged for the lectures was £1. 5. 0. per person. This figure may, of course, be altered by the College authorities at any time, but full information may always be obtained from the College.

The National Development Foundation of South Africa:

(Regional Office: Cape Town).

Unlike the Cape Technical College, which offers training in a wide range of subjects, the National Development Foundation (hereinafter named the Foundation) is concerned with efficient management, in its many branches. In the First Annual Report, issued in 1950, the President said:

"It was with the object of helping all those engaged in management, from the supervisor to the managing director, that the N.D.F. was formed. The companies, public organisations and individuals consulting it, have combined to create a pool of knowledge and experience of well-tried business techniques, practices and procedures, which they are prepared to share, trade and exchange with their fellow travellers on the highroad of South Africa."

The following summary of the activities of the Foundation is taken from the leaflet "The March of Management" issued by the Foundation.

N.D.F. Services:

1. Talks and Lectures: either singly or in series, on selected business topics or problems to "open up" the subject and to stimulate thought and action thereon.
2. Courses of Instruction: Series of authoritative lecture-discussions, usually in groups of 6 sessions, on a particular subject, covering the fundamental principles and practices concerned, with a view to those attending taking positive action based on the instruction given.
3. Panel Discussions: at which a team of selected speakers elucidate various inter-related aspects of a particular operational procedure or technique.
4. Group Discussions: Meetings, at which attendance is limited to about 14 people of similar status and occupation, for the exchange of experience and opinion on specific operational or management problems, and the formulation of suitable lines of action thereon.
5. Study Groups: Compact teams, usually of four to eight

individuals, constituted to examine, sift, evaluate and report on existing data or current practices relating to a particular aspect of business operations or techniques.

6. Training Institutes and Seminars: Intensive training courses to develop skills in particular business practices and employing a combination of audio-visual and learning by doing techniques.

7. Study Visits: Pre-arranged "on the spot" studies of the operation of particular management practices as carried out by individual companies and organisations.

8. Management Schools: Each covering one of the principal fields of management and giving instruction in the principles and modern practices of applied management in the broad group of cognate subjects concerned, to develop an appreciation of the interdependence of the various functions of management.

9. Management Conferences: To review the wider aspects of current management policies and practices and to formulate appropriate courses of action.

10. Management Reports and Digests: Copies of special addresses and technical papers delivered at instructional events as well as reports of surveys and studies on particular business subjects.

11. Handbooks: Outlines of current practices on particular business functions and operations.

12. Instructional Aids: Films, film-strips, wire-recordings, posters and leaflets, illustrating business practices and procedures.

13. Business Practice Bulletins. "Case" studies describing how particular organisations are carrying out specific management functions.

14. Advisory Services: Securing expert advice, guidance and information, locally or abroad, for companies on particular business problems or placing them directly in touch with the best sources likely to give the best available information on the questions concerned.

15. Business Library: A fully indexed library of business and reference books, periodicals and pamphlets covering the whole field of management; copies of all material may be had on loan by officials of member organisations.

Theoretical training for personnel management through the Foundation, may be by means of any one of the above services, available through all the Regional Offices of the Foundation to member firms, delegated representatives of member firms or to private members. Every member (individual or firm) pays an annual subscription and, in addition, special fees may be charged for participation in any of the above services.

All training programmes organised by the Foundation

are designed as part of an over-all Plan of Instruction in Applied Management, a copy of which appears overleaf. This illustrates the inter-relationship of the various divisions of management, and is of particular value in illustrating that no one facet of management can be considered apart from all others, but must always be considered in its relation to the other divisions - indeed, such division is, at best, artificial and arbitrary, and used merely for convenience of study and training. All training and instruction in any of the services listed on the previous pages, are based on this Consolidated Plan.

The services offered by the Foundation are available to a more limited number of persons than is the case with the lectures at the Technical College, being open only to members already engaged in industrial or commercial management or to their delegated representatives, and not to anyone who is not a member of the Foundation, but would like to undertake some theoretical training in management.

Thus it will be realised that theoretical training for personnel management, available in the Cape Peninsula, is limited in extent and availability. In addition, little use is made of "case" study methods, or direct student participation in solving particular industrial problems. This technique is being increasingly used overseas, and it is found that such training may be given over long periods, without loss of interest on the part of the students; it is generally considered to be more effective than any course of lectures, however skilled the lecturer.

SECTION FIVE

PERSONNEL MANAGEMENT IN SOUTH AFRICA

Study, investigation and research.

Many of the Personnel Managers interviewed emphasised that the problems of management in the Cape Peninsula were in no way different to those of management elsewhere in the Union, and particular difficulties experienced by Personnel or Staff Managers here were similar to those in any other province. Several mentioned their interest in, and their appreciation of, studies and investigations into personnel problems being undertaken by various authorities in the Union, and expressed the hope that these would continue and increase.

In this section it is proposed to consider briefly the organisations undertaking investigation and research, and to indicate, where possible, the field of study of each. No specific reference is made to any courses, such as Industrial Psychology or Industrial Sociology, which might be offered at the various Universities. Such courses are not a specific part of any outside training or research in personnel management and, in addition, discussion and comparison of such courses at all Universities would be sufficient, in itself, to form the basis of a further research project. The organisations listed on the following pages undertake specific study of personnel problems, and include study of various factors which could be included under the heading of Industrial Psychology or Industrial Sociology.

The South African Council for Scientific and Industrial Research has compiled a Directory of Scientific

Research Organisations in the Union of South Africa, from which the following information regarding the Council and the National Institute for Personnel Research was extracted, as were also the details of the Leather Industries Research Institute at Grahamstown. Other publications by the Council, giving details of scientific associations and publications in the Union, include:

"Science in South Africa," (A Historical Survey)
Pretoria, 1949.

"Scientific and Technical Societies and Industrial Associations in the Union of South Africa."
Pretoria, 1949.

"South African Scientific and Technical Periodicals."
Pretoria, 1950.

The Council for Scientific and Industrial Research:

Is a corporate body established by Act 33 of 1945. Its basic revenues are derived from annual Parliamentary Appropriation, through the Prime Minister's Department. In addition to research in Physics, Chemistry and the Engineering Sciences, its functions include aspects of Applied Psychology Medical and Fundamental Biological Research. It does not do research in Agriculture, Forestry, Geology, Mining, or the social and economic sciences.

The National Institute for Personnel Research: division of the Council for Scientific and Industrial Research, has its Central Laboratory in Johannesburg, with various sections, as listed below and on the following page, (location of each Section is given in brackets), details are also given of the particular research undertaken by each Section.

Defence and Public Service Section. (Pretoria). Nature of Research - Development of personnel selection procedures for various Government Departments and for all arms of the U.D.F. training and operational research for Army and Air Force; job evaluation and merit rating studies for Government Departments.

Mines Section. (Springs). Nature of Research - Operational and training research for the Witwatersrand Gold Mines;

Ø Kingswill, D.G. Editor. "Directory of Scientific Research Organisations in the Union of South Africa." C.S.I.R. Pretoria, 1950

Mines Section (continued) development of selection and classification procedures for both European and Native mine-workers.

Industrial Section. (Johannesburg). Nature of Research - Research on job evaluation, industrial relations, operational efficiency ratings, personnel selection, training methods.

Personnel Selection Unit. (Johannesburg). Nature of Research - Routine personnel selection procedures for a variety of employing organisations; field work for test construction, clinical and laboratory units; test validation studies.

Test Construction Section. (Johannesburg). Nature of Research - Basic studies of testing techniques, construction and standardisation of tests, questionnaires, inventories etc.

Clinical Section. (Johannesburg). Nature of Research - Studies of occupational maladjustment; dependence of test performance on types of maladjustment or treatment; diagnostic test techniques.

Laboratory Section. (Johannesburg). Nature of Research - Laboratory investigation of theoretical problems arising in the course of field research projects.

Statistical Section. (Johannesburg). Nature of Research - Development of statistical methods to meet the requirements of field and laboratory research teams; research on Industrial statistics; theoretical studies in mathematical statistics.

Apparatus Section. (Pretoria). Nature of Research - Design and construction of standard psychological apparatus.

The following quotation from the Seventh Annual Report of the Institute (1951 - 1952) further clarifies the picture of the work of the Institute:

"Emphasis in the work of the N.I.P.R. is, therefore, shifting more and more to operational research, which not only discloses what kind of problem can usefully become the subject of investigation under prevailing circumstances, but which also clears the ground for the introduction of scientifically proved measures by first improving operational conditions.

This trend has sharpened the distinction between field and laboratory research. The field research worker diagnoses personnel problems and applies techniques and solutions which are generally available, to specific circumstances. The laboratory research worker investigates basic problems arising in the course of field research, attempts to find general solutions, applicable in all fields, and pursues theoretical questions which, though only remotely connected with the practical problems of the field situation, may ultimately lead to an improvement in applied techniques and a deeper understanding of operational problems. . . At the moment the major field research divisions are those concerned with Defence, Public Service, Industries and Mines. . . Within the Industrial division, one team concentrates on the iron and steel industry, another on engineering apprentices. Some time ago there was a third team which specialised in the problems of the clothing industry. . . Other divisions which are contemplated, but for which staff is not yet available and whose functions are at

the moment spread over the various field research divisions are . . . a Personnel Selection and Training Division."

The Leather Industries Research Institute: Rhodes University, Grahamstown, operates a Personnel Research Section, under Mrs. I.H.B.White. Nature of Research undertaken - studies of industrial relations; personnel welfare; personnel selection; training of foremen and personnel; time and motion studies; wage incentive schemes; factory lay-out.

The National Development Foundation of South Africa: this organisation was founded by Sir Ernest Oppenheimer (who was also the first President) in 1948, with the object of helping all those engaged in management from the Supervisor to the Managing Director. The organisation structure of the Foundation comprises:-

a) A Board of Trustees responsible for broad policy, budgets and review.

b) A National Council responsible for the implementation of policy, financial administration and control.

c) National Technical Groups each responsible for technical development in its sphere. These groups consist of Business Practices, Education, Finance and General Purposes Committee, Marketing and General Distribution, Personnel Affairs, Production, Public Relations, and the Social and Economic Affairs Group.

d) Centre Committee for each area (see below) which direct all activities within their respective areas, with Centre Technical Panels responsible for development in their several fields.

The services offered to management have already been listed in the previous section (see pages 147 and 148). The services were discussed in this particular section as they were available to personnel managers and others in the Cape Peninsula, but the programmes listed are available through all Centres of the Foundation. At present these are established as follows:-

Benoni; Bloemfontein; Brakpan/Springs; Cape Town; Durban;

∅ Information taken from the Third Annual Report of the Foundation, Johannesburg, 1952.

East London; Germiston; Krugersdorp/Randfontein; Pietermaritzburg; Port Elizabeth; Pretoria; Roodepoort/Maraisburg.

Besides its concern with management in South Africa, the Foundation is in constant communication with other similar bodies all over the world. Writing in the First Annual Report (June, 1950) the Chairman, Mr. J.Boyd, said:

"Friendly co-operation has been established with some 200 organisations in Australia, Canada, New Zealand, the United Kingdom, the United States of America and elsewhere. These bodies have not only regularly supplied the Foundation with copies of all their publications, and so placed the fruits of their activities and experience at the disposal of South Africa, but have most generously given us their technical assistance in all aspects of our field of operations . . . A very signal honour was conferred on the Foundation on 30th June, 1950, when it was elected to membership of the International Committee for Scientific Management Geneva. Cordial relations have been established with all Ministers of State, and Union and Provincial Government Departments concerned with the work of the Foundation. We also enjoy the friendly co-operation of all the principal Employers' and Employees' associations, Professional Organisations and Educational Institutions."

Although the Foundation is concerned equally with all aspects of management, writing in the Third Annual Report of June, 1952, the Chairman of the National Council, Mr.Boyd, said:

"Examination of the schedule of activities will show the broad lines followed. Over the whole year the problems of Personnel Management possibly ovined the strongest and steadiest attention. Such problems concern the greatest asset any economic system possesses - the strength, skill and intelligence of working mankind. They are a major pre-occupation of forward-minded management the world over, and there can be no doubt that Scientific Personnel Management has a great future in South Africa."

Concerning the development of the Foundation's services to management, Mr. Boyd said;

"The full Consolidated Plan of the Foundation's instructional work in Applied Management now lists 143 standard "1st stago" courses, and provides for "2nd stago" of six times that number. Implementation of all these courses is proceeding, and the first stage is expected to be complete within the next few months. Outside this regular schedule, a three-part Training Scheme for Supervisors was inaugurated, based on the well-known Training within Industry schemes operating overseas. Of the three parts, the scheme for Job Relations training is now in full operation. The

Ø For further details of this Committee, see the following pages.

scheme for Job Instruction training is well forward, and is already being conducted on a "Group" basis, while that for training in Job Methods is in process of detailed implementation."

The following brief note on the International Committee of Scientific Management is included to supplement the picture of the work of the National Development Foundation.

∅ The International Committee of Scientific Management: was founded in June, 1926, in Paris. It is a non-governmental organisation, whose aims are to study the use of methods of scientific management and to disseminate knowledge concerning them among all those interested; to help in applying such method to all forms of human activity in which they can improve working conditions and productivity. The Committee is financed by annual contributions from the National Member Associations. It has consultative status with U.N. Economic and Social Council and with UNESCO.

International conferences have been hold as follows:

Prague, 1924; Brussels, 1925; Rome, 1927; Paris, 1929; Amsterdam, 1932; London, 1935; Washington, 1938; Stockholm, 1947; Brussels, 1951.

X The South African Institute of Personnel Management: in 1945 a meeting of all Personnel and Welfare Officers in Port Elizabeth was called, at the instigation of the Leather Research Institute at Grahamstown. At this meeting the Institute was inaugurated - the first President is, at the moment, a Personnel Manager in Cape Town. Interest among management in the new Institute grew, and branches were established in Johannesburg, Durban and Cape Town. In 1951

∅ Information taken from the "Directory of International Scientific Organisations," UNESCO, Paris, 1950.

X Further details of the Institute are given on page 152.

the work of the Institute received encouragement from the visit of Miss E. Buckley Sharp, Deputy Director of the British Institute of Personnel Management, who was making a world tour "to establish links between the Institute and kindred bodies or associations and to learn something of the recent trends in personnel work and industrial relations in the countries she visited." (The South African Institute of Personnel Management was the first overseas body to affiliate with the British Institute, after the terms of such affiliation were defined by the Council in 1946).

In Cape Town the qualified Personnel Managers who made up the membership worked steadily to increase knowledge and improve the status of Personnel Staff and the interests of Personnel Management generally. With the establishment of the National Development Foundation's Regional Office in Cape Town, it was found that the small number of members duplicated their work for the Institute and for the Foundation, and it was thought more practicable to work entirely with the Foundation, which could provide full administrative services, and wide contacts with other organisations. At the moment, the Cape Town branch of the South African Institute of Personnel Management is dormant, but the members are all doing similar work for the Foundation and, when the number of Personnel Managers in the area increases sufficiently to warrant it, the Institute will again provide extra lectures and services, as a separate body.

A National Institute of Personnel Management in South Africa?

From time to time Personnel Managers in South Africa have discussed the possibility of forming a National Institute. In the Annual Report of the Cape Town branch of the South

Ø Extract from "Institute News," Journal of the Institute of Personnel Management, XXXII, no. 307, London, 1950.

African Institute of Personnel Management for 1950 it was stated that:

"During the year Mrs. I. H. B. White (of the Leather Industries Research Institute) visited Cape Town, and was welcomed at a Committee meeting where further discussions took place regarding the formation of a National Institute."

In the Chairman's Report for 1951, which appeared in the Journal of the South African Institute of Personnel Management - Johannesburg Branch - Vol. 7, No. 1, the following reference was made to the question of a National Institute:

"During 1951, the question of linking our Institute with the Port Elizabeth and Cape Town branch institutes - last raised some years back - was revived by our coastal friends. The advantages of a national institute, per se, will be obvious, but the old formidable difficulties of distance, time and expense still stand in the way of forming a national control body, and your Committee still feels that the interests of our Institute are best served by husbanding our slender resources for the time being, for use towards the consolidation of progress made in establishing ourselves in our own area. Nevertheless, a loose form of federation may be feasible at this stage, and your Committee is at present going into the possibilities with the Port Elizabeth and Cape Town branch institutes."

However, in spite of the enthusiasm of Personnel Managers and other members of the various Institutes and organisations interested in the advance of good management, it is felt that, at this stage in the development of personnel management in the Union, it is not possible to establish such an Institute. In a further ten years developments may have taken place which would encourage the reconsideration of the question.

It is the hope of those interested and engaged in personnel management that the studies and research briefly outlined in the preceding pages will increase the appreciation of the need for, and the advantages of, personnel management in commerce and industry - which will, in turn, increase the demand for trained Personnel Managers and staff. Future progress in the field must lie largely with those already engaged in this work, and with those who are undertaking the study and research necessary before professional standards can be established for South Africa.

SECTION SIX

THE SOCIAL SCIENCE GRADUATE

- a) Theoretical training.
- b) Practical training.
- c) Industry and the graduate.

A. Theoretical Training:

It is no part of the aim of this thesis to discuss the merits or demerits of any particular degree at any University for the theoretical training of a prospective Personnel Manager or worker. It is obvious that a detailed study of all suitable degrees would be of great value; "suitable" degrees might include Law, Commerce, Arts and Social Science, all of which offer courses of special interest and value to the Personnel Manager. However, such a detailed analysis could provide sufficient material for a separate investigation, and would be too bulky to include in the present discussion. For anyone who wishes to do so, it is possible to compare the requirements of any degree with those of the British Institute of Personnel Management, which are used as a standard in the discussion in the following pages - but, it must be emphasised yet again, that no degree in itself is a guarantee that the graduate is suited to personnel management or could make a success of such a position. In personnel management, probably more than in any other branch of management, personal characteristics and maturity are of the utmost importance, and are often placed before academic attainments by those officials requiring staff.

The object of this section is to compare the training received by the social science graduate at Cape Town with that offered by such an overseas organisation as the British Institute of Personnel Management. It is the

contention of the writer that the degree in social science offered by the University of Cape Town is good theoretical training for any prospective personnel worker, and that, although there are no recognised professional standards established in the Union by any one organisation, it is not unlikely that, when such standards are set down, the degree will be an acceptable indication of theoretical proficiency. Already some of the leading Personnel Managers in the Cape Peninsula who are conversant with the syllabus, and who co-operate with the University in the practical training of students, consider that prospective staff in the higher grades for the Personnel Department should possess a social science degree.

It is not suggested that the degree is, in itself, a guarantee of suitability. It has been amply illustrated in the discussion of the surveys that personal qualities are considered the most important requirement, and many industrialists look for good personal characteristics before asking for details of academic qualifications; obviously all social science graduates do not possess the most favourable combination of traits for this work nor do many wish to undertake such employment.

It is not proposed to enter into lengthy discussion of desirable personal qualities - nearly every writer on personnel management devotes some pages to the consideration of this aspect - many of these authorities are listed in the Bibliography at the end of the thesis - but a brief summary of the most generally discussed traits may not be out of place here. Probably one of the most widely quoted authorities in Britain is C.H. Northcott; regarding the desirable personal qualities for the Personnel Manager he

∅ Northcott, C.H. "Personnel Management - its scope and practice." Pitman, London, 1950.

says:

"For guidance, but not with any authoritative backing, the following qualities are set down as desirable in a successful Personnel Manager -

1. A sense of vocation, springing from an idealism that will hold him steadfast against disappointment and discouragement.

2. Capacity for leadership.

3. A sense of social responsibility and a standard of social justice. These will enable him to see Industry in its social background. For these a training in the Social Sciences equal to that given at the Universities is becoming essential.

4. Personal integrity.

5. Capacity for persuasion and clear thinking, together with patience and tolerance.

6. A friendly approachable nature, coupled with a true knowledge of his fellow-men and the lives of working men.

7. Certain points of personality, e.g. spontaneity of speech, absence of shyness, mobility of facial expression, courtesy and social awareness and, finally, personal dignity.

These personal standards are admittedly high, but the profession which handles men and women in so large a part of their industrial life will always be held in honour, and calls for men and women of correspondingly sterling quality."

The qualities are discussed at some length by Northcott, and deserve careful study.

We assume then that the social science graduate wishing to enter the field of personnel management has, in some measure, the requisite personal characteristics as exemplified above, and turn to a discussion and comparison of the theoretical training undertaken with that laid down by the British Institute of Personnel Management, London. The Institute issues a Broadsheet on "Training for Personnel Management" (published in 1950), in which it states that:

"Training for Personnel Management comprises the acquisition of knowledge and skill of three main kinds: Knowledge of modern society in its social, economic and ethical aspects (referred to as background study); Knowledge of the functions of a Personnel Department and the practical knowledge required for their performance; Acquisition of the skill required for a Personnel Officer (including knowledge of all development of new techniques, the evolution of thought on management problems, and changes in social legislation - all necessitating constant training and revision of training).

The Institute therefore considers that a student should study at least one subject in each of the following groups:-

1. Social philosophy or ethics; general psychology;

∅ The emphasis given by the underlining does not appear in the original.

social and industrial psychology.

2. Economics (including social economics) economic history; structure of Industry; business administration.

3. Industrial relations; Industrial law.

4. Social Administration.

5. Personnel Management.

6. Management practices, and such "tools" of management as statistics, work measurement, office management and method, financial accounting and cost accounting.

7. In addition he should obtain practical experience in production departments and experience of Social Work.

This training may be obtained in a variety of ways - by attending full-time courses, part-time courses, or both. Anyone who is able to go to a University should do so because of the opportunities provided of deeper and wider background study.

When a degree course in any subject is taken (preferably in economics or history) this should be followed by a post-graduate social science course of 1 year of the full-time course in Personnel Management offered by the Institute. Alternatively, a social science certificate or diploma course of two years is an acceptable qualification. None of these courses is complete without the addition of tutorials or lectures on Personnel Management and practical training in a Personnel department."

In addition to the Broadsheet quoted above, a separate leaflet sets out the syllabus of the full-time course in Personnel Management, which includes the following subjects:

1. Economics (including the structure and location of modern industry).

2. Economic History (Social and Economic, with particular attention to the period after 1860).

3. Industrial Relations - legislation, joint consultation workmens' compensation, etc.

4. Business Administration, including statistics.

5. Personnel Management.

6. Psychology - general, social and industrial.

7. Social Administration - social problems and social services.

It is not proposed to include here full details of the requirements for the social science degree at the University of Cape Town, but a summary of the provisions is included at Appendix Four. Briefly, the degree covers the following courses:

1st. Year: Social Science 1.

Economics 1.

Special Subject

2nd. Year: Social Science 11a or 11b.

Social Administration A or B.

Special Subject.

3rd. Year: Social Science 11a or 11b.

Social Administration A or B.

Special Subject.

(A list of the special subjects will be found included in Appendix Four. These include Economic History, Statistics, Political Philosophy and Psychology).

As the syllabus of the courses considered necessary for personnel management by the British Institute of Personnel Management includes Psychology and Economics, the table on the following page may be of interest - it shows the number of graduates who included courses in Psychology, Economic History and Statistics in their degree studies. The first course in Economics is a compulsory one, and must be taken by all social science students. From the figures given in the table it is apparent that large numbers of students do, in fact, include courses in Psychology in their degree studies, although these are optional.

Probably the best idea of the work undertaken by the social science graduate in Cape Town, and its comparative suitability as theoretical training for personnel management, when compared with the requirements of the British Institute of Personnel Management, may be gained by taking the syllabus of the Institute's final examination in Personnel Management, and seeing how much of the work is covered by the social science degree.

The syllabus is divided into 8 sections, only the last two of which are not covered, to a large extent, by our curriculum:-

1. Personnel Management.
2. Industrial Relations.
3. Social and Industrial Psychology.
4. Social Administration.
5. Social Economics.
6. Industrial Law.
- 7 & 8. Management principles and practice - these sections form part of the training for general management.

Each of these sections will be considered in detail - the Institute requirements are given first, in single spacing, the discussion of the social science degree provisions follows immediately after, in the normal double spacing. (All emphasis, provided by underlining, has been added to the original).

DETAILS OF SPECIAL SUBJECTS
Studied by Social Science Graduates, 1948 - 1952

Course.	YEAR					5 year Total of Courses	5 year Total of Grad's.	% taking each Course
	1948	1949	1950	1951	1952			
Psycho. I.	6	19	4	8	10	47	53	88.7
Psycho. II.	2	9	1	3	4	19	53	35.8
Psycho. III.	1	4	-	-	1	6	53	11.3
Econom. I.	6	19	5	10	13	53	53	100.0
Econom. IIa.	-	-	-	-	-	-	53	nil.
Econom. IIb.	-	-	-	-	-	-	53	nil.
Econom. Hist. I.	1	-	-	-	1	2	53	3.8
Econom. " II.	-	-	-	-	-	-	53	nil.
Statistics.	5	12	3	2	-	22	53	41.5

∅ Total number of graduates for the five year period was actually 55, but no records were available for 2 students. % calculations based on 53. Economics I. is a compulsory course - see Appendix 4.

THE INSTITUTE OF PERSONNEL MANAGEMENT.

SYLLABUS
of
FINAL EXAMINATION IN PERSONNEL MANAGEMENT.

1. Personnel Management.

Employment: Recruitment, sources of supply, control by legislation, selection and placement, interviews, tests, work rules, introduction and follow-up of new entrants, progress reports, transfers, promotion, labour turnover, discipline, records and statistics. Education and Training: Organisation training of operatives, apprentices and clerical workers, training for management, further education. Remuneration: Wage administration, wage negotiations and agreements and regulations - the Personnel Manager's responsibility - minimum wages, types of payment, bonus systems etc. Health: Work and organisation of a medical department, physical and social environment of the worker, accident prevention. Employee Services: Funds and grants, Canteen management, social and recreational activities, works magazine and handbook. Channels of Communication: Committees - value, scope and use, individual and group consultation within the factory and the department, personal problems and the human factor, suggestion schemes.

Included in the lectures in the Social

Administration B course is a series devoted to the study of Industrial Organisation and Personnel Management. These lectures include discussion of the functions of the Personnel Manager and his department, with special reference to Employment Procedure, Education and Training, Wage Procedure, Joint Consultation and Health and Welfare measures. Whilst in no sense adequate training for personnel management, they do introduce the student to the problems of the Personnel Manager and give an excellent outline of the work of his department. Extra training would, of course, be necessary for the graduate wishing to undertake personnel work, but every student receives initial theoretical training in the concepts and functions of personnel management. In addition, students receive theoretical and practical training in Group and Community work and organisations, which is a valuable asset to any prospective personnel worker. This training includes a total of 2½ months practical work during vacations, and may be in the form of work in the Personnel Department of an industrial or commercial undertaking, should the student

be particularly interested in this type of work. This vacation work need not be undertaken in the Cape Peninsula, but can be arranged wherever the student resides during vacations.

Industrial legislation lectures cover fully all relevant legislation in force in the Union, including Wage Determination, Joint Consultation, Welfare Provisions, and allied matters.

Perhaps the most important aspect of the theoretical training received - and this affects training in all other sections of the work discussed here - is that the ^{student} is taught to see Society as a whole, and to see the worker not merely in an isolated problem situation, but as a member of the work group, which is in turn related to many other groups, all of which may have their effect on the situation of the moment. The Personnel Manager who has received a thorough training in social science will never be likely to isolate one man or one particular circumstance in any situation, but rather see the complete, dynamic entity - hence he will never regard any of the matters listed in the syllabus now under discussion as the most important part of his work, or as having the most effect on the employees under his care, but will, instead, see each and every facet of the industrial organisation, itself a facet of society.

The training, theoretical and practical, in social case work, and the extensive training in the social surveys received by the student, is of the utmost value to the prospective personnel worker. It includes interviewing techniques - theoretical and practical - the careful summing up of personal problems or cases, and the appropriate action to be taken to obtain the most satisfactory adjustment of the individual to his environment.

Except for the section on Education and Training and the detailed study of the duties of the Personnel Manager,

it is considered that the social science graduate receives sufficient theoretical training, and some practical training to cover this section of the syllabus.

2. Industrial Relations:

The development of, and existing facilities for, organised and collective relations between management and labour in British Industry and the effect of legislation on their relations. History and growth of the Trade Unions: functions and activities at shop, district and national levels. Co-ordination of Trade Unions, wages policy, nationalised Industry. Employers' Associations and Federations: growth and development, organisation and functions. Negotiations of Wages and Conditions of Employment: Proceedings in major Industries, collective bargaining, development of Wage Councils' systems and wage regulating bodies. Statutory machinery for the avoidance and settlement of disputes: Legislation, Industrial courts, Courts of Inquiry, National Arbitration Tribunal. Joint Consultation: in individual units in Industry - Works Councils, Committees, etc. Consultation covering whole Industries - Regional Boards, etc.

In so far as these apply to South Africa, all the above matters are dealt with in the social science curriculum. An intensive and extensive series of lectures on Social Administration includes discussion of all relevant Acts with consideration of the various bodies set up under the provisions of these Acts. In addition, representatives of the various Unions, Councils and other bodies come to the University to give first-hand accounts of the work carried out by their particular organisation, and to discuss particular problems encountered in the carrying out of these legal provisions. Discussion of management and labour associations is not as full as would seem to be indicated in the Institute syllabus. With this exception, and for South African conditions, all the above points are covered.

In addition, in the series of lectures on Social Institutions, students study Industrial development in Britain, with particular attention to progress during and after the Industrial Revolution. The history of the Trade Unions is traced in full, but without the detailed study of contemporary organisation prescribed in the syllabus under discussion.

3. Social and Industrial Psychology:

To develop an understanding of the individual in his relationships with others and to indicate the application in Personnel Management of techniques and procedures based on psychological study and research. Social Psychology: basic factors in social behaviour, suggestion and suggestibility, sympathy and imitation, the group mind, group consciousness, social groups, group loyalties, social stratification and social class. Stability of social organisations. Industrial organisations considered as social groups, special study of the Hawthorne experiments. Industrial Psychology: Development and organisation in Britain, individual differences, make-up of the individual, jobs and their requirements in terms of make-up of the individual, the interview; aptitude and intelligence tests, elementary statistics, construction and standardisation of tests, job training, psychological effect of physical working conditions, motives in Industry, Incentives, attitude surveys, fatigue and boredom, accidents and accident proneness.

Following page 161 will be found a table giving details of courses taken by graduates over the last five years, including Psychology and Statistics. The graduates who took these courses may be considered to have covered the whole of the above section of the syllabus. Others, who did not, may require extra training in Industrial Psychology, especially in so far as aptitude testing and intelligence tests are concerned. The Social Science B course, including as it does a detailed and intensive study of Society, Culture and Personality, covers practically the whole of the above field, except for the mechanics of Industrial Psychology. With the exceptions mentioned, the whole of the field is adequately covered in the social science curriculum.

4. Social Administration:

To indicate the services provided by the Community for the Welfare of the Individual. The Individual, the Community, the State; political and social structure of Great Britain. Central and Local Government, growth and development of social services, Social Insurance, care of the orphans and aged, administrative aspects of unemployment, Health Services and the new Health Act, Town and Country Planning, Housing, Education, Voluntary bodies in the development of Social Services.

In so far as this section is concerned, all the above details are studied, both as to conditions in the Union and in Britain, but in more detail as to the administrative and legal provisions in the Union.

5. Social Economics:

The Social Framework: basic features of the modern economic system, social implications of and reactions to defects in the working of the system. Population: history and trends, underpopulation and overpopulation, compulsion and incentive in the re-distribution to meet social needs, location of Industry. Social and National Income and Capital: calculation and definition, measures of economic progress, inequalities, causes and trends. Standard of living, measurement of cost of living. Poverty: analysis of cause and effect. Unemployment: factors and remedies. Full Employment: planned distribution of Industry and social implications. Social Security: need, basis, cost and implications. Working Conditions: State intervention in regard to wages, working conditions, holidays, etc. Social Surveys: uses, advantages and dis-advantages.

The Social Science Faculty of the University of Cape Town has pioneered studies into cost of living and poverty, and students receive theoretical and practical training in these concepts, and in the field of social surveying. The whole of the above section is most thoroughly studied, especially in regard to conditions in the Union; and social surveys already undertaken in Britain and elsewhere in the world, are studied in detail.

6. Industrial Law:

General principles of law and employment, restrictive covenants. Law relating to wages, hours, health, safety, etc. Legislation affecting employment in factories, shops, mines, transport and agriculture. Central and local authorities responsible for enforcement. Methods of inspection. Combined action by work-people and employers. Trade Union law, legal characteristics, status, powers and liabilities of trade unions. Collective bargaining. Strikes and lock-outs. Picketing and intimidation. Political activities of trade unions. Civil conspiracy. Trends in industrial legislation.

Except for the section on legislation affecting mines, transport and agriculture, and certain matters regarding Trade Unions and trends in industrial legislation, the whole of the above is studied, as it applies in the Union.

7 & 8. Management Principles and Practices:

No details are given in the syllabus - this section forms part of the course in General Management.

The social science course includes little under this heading, except for a short series of lectures on office management, as applied in a social work agency.

The work discussed in full on the preceding pages, is now summarised below, and the amount of theoretical training received by the social science graduate may be compared, as a whole, with the requirements for the final examination for professional personnel management, as set by the British Institute of Personnel Management.

Institute of Personnel Management - Syllabus of final examination.

The social science graduate - Details of studies undertaken.

- | | |
|--|--|
| 1. Personnel Management. | Except for section on Education and Training, and details of the functions of Personnel Management, whole of section is covered. |
| 2. Industrial Relations. | Except for full discussion of management — labour associations, the whole of the section is studied as related to conditions in the Union, plus review of developments in Britain. |
| 3. Social and Industrial Psychology. | Except for the mechanics of Industrial Psychology, the whole of this section is studied. |
| 4. Social Administration. | The whole of this section, both as regards to conditions in Britain and the Union, is studied. |
| 5. Social Economics. | Most thoroughly studied, especially in regard to Union conditions. |
| 6. Industrial Law. | Excepting legislation affecting mines, transport and agriculture, and certain provisions for Trade Unions, the whole of this section is covered. |
| 7 & 8. Management Principles and Practices. (no details given) | Not studied in detail - only general principles of office administration in the social services. |

It should not be necessary to add that, although the above studies may be included in the social science curriculum, the amount gained by each student will be in proportion to the interest shown, and the amount of work undertaken, as regards prescribed extra reading and study. In this, as in personnel management generally, the quality of the studies and the degree obtained, will depend on the personal characteristics of the student, rather than on the

material provisions of the degree.

It will be remembered that the Institute of Personnel Management does not regard any of the courses outlined in the Broadsheet as complete, without the addition of tutorials or lectures on personnel management, (see page 160). We have already noted that a short series of lectures on personnel management is included in the social science syllabus of the University of Cape Town, but these do not compare with the comprehensive series of lectures envisaged by the Institute. Such a series would include full discussion and study of the functions of personnel management, and their place in any industrial organisation. So that, in this respect, the training of the social science graduate is incomplete. This lack may be made up, to some extent, by the student himself undertaking extra studies on the subject, and becoming thoroughly conversant with theoretical concepts as discussed by the various authorities in this field - there are many good references in both the University libraries, and in the United States Information Collection, which is also housed at Hiddingh Hall, Cape Town. Many of the Personnel Managers interviewed, as well as such official organisations as the National Development Foundation, are always willing to give advice and help concerning further studies to anyone who approaches them.

B. Practical Training:

All social science students are required to undertake two weeks full-time practical work in some Group or Community organisation during their first year of study, and two months full-time work during their second year, plus field work in the social surveys and social case work. It is during the two months full-time vacation work that the student has the opportunity to undertake specific practical

training in the Personnel or Staff Department of certain industrial or commercial undertakings, should he be interested in, and suitable for, such work. This two month period of training is generally divided into two periods of one month each at different agencies, to ensure that the student gains a variety of experience but, as all work is arranged through the Field Work Officer to suit individual interests and capacities, no doubt a full period of two months personnel work could be arranged.

The value of the training received will depend largely on the facilities offered by the firm concerned - we are assuming that the student possesses the necessary personal characteristics to enable him to gain the most benefit from this training. Of the officials interviewed in the short survey, the majority agreed that even a two month period of practical training was too short to give the student more than a general picture of the functions of the department, and its place in the organisation as a whole. There was rarely an opportunity for the student to participate in employee interviews, joint consultations, or other routine matters, and intensive practical training could only begin when the graduate entered the Personnel Department as an employee.

In short, some practical training is available to suitable students, but is insufficient even by South African standards - which do not yet approach those obtaining in the British Institute of Personnel Management. However, with the theoretical training received, the graduate is likely to benefit more rapidly, and to a greater extent, from even a limited practical experience, than is another individual without it.

There is a tendency for industrialists to regard any practical experience as more desirable than theoretical training in personnel management, but this is largely due

to the fact that very little is known of professional standards as developed in Britain and America. As more qualified Personnel Managers enter industry, and prove their worth, so will the understanding of, and the demand for, properly trained staff increase, and it will be more widely recognised that the theoretical studies undertaken in the social science curriculum are of particular value in fitting the prospective employee for personnel work - especially when this can be followed by a period of practical training, or supplemented by lectures such as those discussed on page 168. The ideal combination of training in the theory and practice of personnel management is, as yet, still a dream of the future in South Africa.

C. Industry and the Graduate - future prospects:

Perhaps the most apt comment on the likelihood of top management in industry demanding qualified staff for personnel departments was made by one of the officials interviewed during the short survey. He said:

"Personnel management will never go ahead rapidly in this country until management knows what it wants, and what it is getting."

Top management in industry and commerce generally is not "au fait" with overseas concepts and standards of personnel management, nor do they realise why they should employ a special official for this work. To many, such a man, or such a department, represents only a debit on the balance sheet. Too few appreciate that the Personnel Manager's one reason for existence is to save money - by cutting down absenteeism (whatever the cause), by increasing production, and by settling disputes within the organisation, so that out-put or service may give the best returns.

Nor does top management generally know what it is getting. Little is known of overseas qualifications, or of training offered within the Union - including particulars of studies undertaken for the various degrees available. Prospective employees for the personnel department may offer a variety of testimonials, including various letters after their name representing different diplomas or degrees, or membership of certain professional bodies, but many of the interviewers do not know what specific experience or training is represented by these qualifications.

It is easy to see, therefore, that the social science graduate must not assume that management will appreciate the advantages offered by the degree held. It must also be remembered that, in both the main and the short surveys, great emphasis was placed on personal qualities plus experience, rather than on academic attainments. In some cases, particularly in the short survey, the official concerned agreed that the social science graduate had received good theoretical training for personnel work, but felt that maturity of outlook did not always accompany a University degree. In other cases, especially in the main survey, it was not possible to assess whether the official who insisted on personal qualities and experience did so for similar reasons, or if he had detailed knowledge of the studies undertaken for the degrees mentioned in the questionnaire. However, it would seem that the social science degree, in itself, is not so widely accepted in the Cape Peninsula as suitable theoretical training, fitting the candidate for practical experience, in which he would benefit rapidly by virtue of these previous studies.

One of the best recommendations for the social science graduate as prospective personnel workers in the future, will be the superior performance of other similarly trained employees in the same field. Only as such persons

prove the advantages of employing properly trained staff will management begin to demand such training as a prerequisite.

It is generally felt that, although progress must be slow, and the possibilities of employment in this field for the graduate are, at present, small, future demand should increase more rapidly. A period of 5 - 10 years has been mentioned as the most likely time which must elapse before there is general appreciation of the concepts and functions of personnel management, as practiced in Britain and America, and a recognition of the suitability of the social science graduate - who is also well qualified personally - for this type of work.

Meanwhile there are other opportunities for further study, allied to practical training in personnel management. Certain courses available are discussed in the section on Theoretical Training in the Cape Peninsula (4e). Nor should it be forgotten that the personnel worker cannot have too much knowledge or experience of general management. Indeed some authorities regard prior training in this field as essential, before commencing special studies of any one branch of management. The British Institute of Personnel Management, discussing part-time training for personnel management - as opposed to the full-time course available through the Institute at various educational institutions - stresses that general management studies are considered most necessary for the part-time student, and should, ideally, precede special training for personnel management. The Ministry of Education and the Institute of Personnel Management jointly, award an "Intermediate Certificate" in Management Studies, which covers the courses detailed below:

The Evolution of a Modern Industrial Organisation.
The Nature of Management.

Ø See the Broadsheet "Training for Personnel Management," issued by the British Institute of Personnel Management, London, 1950

The Economic Aspects of Industry and Commerce.
 The Legal Aspects of Industry and Commerce.
 The Psychological Aspects of Industry and Commerce.
 Financial Accounting and Cost Accounting.
 Statistical Method.
 Work Measurement and Incentives.
 Office Organisation and Methods.

Many social science graduates, working in various fields, have emphasised the value of a knowledge of general office procedure, particularly a working knowledge of typing and, if possible, shorthand.

Being particularly concerned with human relations in industry, almost any experience in industry or commerce adds to the practical knowledge of the Personnel Manager, and to his ability to understand the many problems which he will encounter daily.

To sum up - it is generally agreed by many officials that training in the social sciences is particularly good preparation for personnel work, but it is not sufficient in itself. With it must go the proper personal characteristics and after it must come extensive practical training, in as many branches of industrial management as possible. The copy of the Consolidated Plan of Instruction in Applied Management (issued by the National Development Foundation), which may be found following page 148, well illustrates the whole field.

Industry generally in the Cape Peninsula does not yet appreciate "what it will get" in fostering personnel management, or in employing social science graduates for this work. Most emphasis is placed on personal characteristics and experience. However, growth of knowledge of the concepts and functions of personnel management is now taking place and, in the opinion of many of the Personnel Managers in the Cape - themselves qualified persons - the demand for trained employees will grow steadily; also, there are excellent prospects for the social science graduate who, having the necessary personal characteristics, wishes to enter this field of work.

SECTION SEVEN

PRESENT FINDINGS AND FUTURE DEVELOPMENTS

- a) The surveys.
- b) Further research.
- c) Personnel management in South Africa.
- d) The social science graduate.
- e) Future development.

A. The Surveys:

The results of the main and short surveys have already been summarised - see pages 66, 67, and 120 to 135. It may be of interest, in these final pages, to add a note on the sample in the main survey. The firms contacted were, it will be remembered, taken from the Cape Chamber of Industries Membership List, and included all those organisations employing over 75 personnel - a total of 118 firms out of 594, a sample of 19.9%, or 1 in 5. In a discussion with Mr. Lighton of the Chamber of Industries it was pointed out that, regarding the proportion of all industrial undertakings in the Cape Peninsula represented by these 118 firms, no accurate figures were available to calculate this. It could, however, be said that, excluding the furniture industry, the building industry and a proportion of the printing industry (several of the larger firms in this latter industry were members of the Chamber of Industries) the total membership of 594 was roughly 90% of the industrial strength of the Cape area; retail and other commercial firms would be more likely to be included on the Cape Chamber of Commerce Membership List.

The industrial firms who are not members of the Chamber of Industries (apart from the industries mentioned above) are generally the smaller undertakings. For instance, of approximately 180 firms in the clothing industry in the Cape, about 120 were members of the Chamber of Industries, the total employees of the remaining 60

SUMMARY OF FUNCTIONS CARRIED OUT IN 33 FIRMS.
(Percentage of Firms in each Employee Group carrying out Functions.)

FUNCTION	Number of Firms in each Group and % carrying out Function						FUNCTION	Number of Firms in each Group and % carrying out Function					
	76 - 100 (4)	100 - 200 (12)	200 - 300 (6)	300 - 500 (6)	500 - 1000 (4)	over 1000 (1)		76 - 100 (4)	100 - 200 (12)	200 - 300 (6)	300 - 500 (6)	500 - 1000 (4)	over 1000 (1)
Decide Labour	75%	100%	100%	100%	100%	100%	Health Rec'd	50%	33.3%	66.7%	50%	100%	-
Interview etc.	75%	83.3%	100%	100%	100%	100%	Mass X-Ray	50%	58.3%	100%	83.3%	25%	100%
Intr.new Lab.	50%	75%	100%	83.3%	75%	100%	Clinic	50%	33.3%	50%	33.3%	75%	-
Follow up Lab.	25%	58.3%	100%	66.7%	100%	100%	First Aid Tng.	50%	41.7%	83.3%	83.3%	50%	-
Emp. Rec'ds.	75%	100%	83.3%	100%	100%	100%	Red X Film	-	25%	50%	66.7%	25%	-
Absenteeism.	75%	50%	83.3%	66.7%	75%	100%	Init.Med.Xam.	-	8.3%	50%	33.3%	50%	-
Lab.Turnover	50%	41.7%	50%	66.7%	75%	100%	Regular "	-	8.3%	50%	-	25%	-
Job Rating	50%	25%	50%	83.3%	50%	100%	Init.Eye Test	-	-	33.3%	-	-	-
Emp. Legis.	75%	66.7%	100%	100%	100%	100%	Regular "	-	-	16.7%	-	-	-
Apprentices	25%	50%	83.3%	100%	50%	-	Home Visits	-	-	16.7%	16.7%	50%	-
Hours of Work	75%	91.7%	100%	100%	100%	100%	Conv. Workers	-	16.7%	50%	16.7%	25%	-
Emp. Grading	50%	50%	100%	100%	100%	100%	W'mens Comp.	75%	100%	100%	100%	75%	100%
Progress Rep.	50%	66.7%	83.3%	83.3%	75%	-	Med.Aid - Eur.	-	41.7%	66.7%	66.7%	50%	100%
Emp.Interviews	75%	83.3%	100%	83.3%	75%	100%	" " Col.	-	8.3%	50%	33.3%	25%	-
Govt. Liason	75%	83.3%	100%	83.3%	100%	-	" " Nat.	-	8.3%	33.3%	33.3%	25%	-
Salary Proc.	100%	91.7%	83.3%	100%	75%	100%	New Lab. Tng.	50%	41.7%	100%	83.3%	100%	100%
Increases	100%	100%	100%	100%	100%	100%	Prom. Tng.	25%	41.7%	83.3%	66.7%	50%	100%
Deductions	75%	91.7%	100%	100%	75%	100%	Super. Tng.	50%	33.3%	66.7%	66.7%	50%	100%
Queries & Adj.	75%	91.7%	100%	100%	100%	100%	Apprent. Tng.	-	33.3%	83.3%	83.3%	50%	100%
Changed Rates	75%	91.7%	100%	100%	100%	100%	T.W.I. Scheme	-	8.3%	33.3%	16.7%	50%	-
Sick Pay	75%	83.3%	100%	83.3%	100%	-	Gen. Lectures	-	25%	33.3%	33.3%	25%	-
Bonus Schemes	100%	33.3%	83.3%	66.7%	75%	100%	Notice Boards	50%	58.3%	83.3%	66.7%	100%	100%
Job Records	75%	91.7%	100%	100%	100%	100%	Regulations	-	16.7%	50%	16.7%	-	-
Wages Agt.	100%	100%	100%	100%	100%	100%	Works Mag.	-	-	16.7%	16.7%	-	100%
Union Liason	50%	50%	66.7%	100%	100%	I N	Suggest.Schemes	25%	33.3%	50%	66.7%	50%	100%
Ind.Agreement	50%	75%	66.7%	83.3%	100%	D U	Wks. B'casts	25%	-	33.3%	33.3%	-	-
Wks. Councils	-	8.3%	50%	66.7%	50%	S T	Library	-	-	33.3%	16.7%	-	100%
Staff Comm.	-	-	50%	66.7%	-		Canteen	25%	58.3%	50%	50%	100%	100%
Int.Pers.Pol.	50%	58.3%	66.7%	83.3%	25%	C O	Spt.& Soc.Clubs	-	16.7%	16.7%	50%	-	100%
W'rm. Griev's.	25%	83.3%	83.3%	100%	100%	N C	Benev. Fund	25%	-	50%	33.3%	50%	-
Outside Rep.	-	75%	83.3%	83.3%	100%	I L	Sick Fund	50%	25%	66.7%	66.7%	75%	100%
Emp.-Man.Liason	50%	83.3%	100%	83.3%	100%		Pensions Fund	-	58.3%	83.3%	50%	75%	100%
Fact.Act Prov.	50%	100%	100%	100%	100%	100%	Loans Fund	50%	75%	83.3%	66.7%	50%	100%
Insp.Liason	75%	100%	100%	100%	100%	-	Savings Scheme	25%	66.7%	100%	83.3%	50%	100%
Acc.Prevention	75%	100%	100%	100%	100%	100%	Long Serv.Pres.	-	50%	33.3%	66.7%	25%	100%
Safety Comm.	25%	33.3%	83.3%	66.7%	50%	-	Outings	-	8.3%	16.7%	33.3%	-	-
Safety Hazards	75%	50%	100%	83.3%	75%	-	Transport	-	33.3%	16.7%	50%	-	-
Rest Breaks	75%	83.3%	100%	83.3%	50%	100%							

representing only a very small proportion of the total number of personnel employed by the member firms.

Hence, the sample of 118 firms may be said to represent roughly 20% of 90% of the industrial undertakings in the Cape Peninsula. To this must be added the 34 firms in the short survey - some of these firms were members of the Chamber of Industries and 25 were members of the Chamber of Commerce. A complete survey of all Chamber of Industries and Chamber of Commerce members (excluding from the latter those firms already included on the membership list of the former, or those on both lists who were outside the area, but including all those firms in the short survey) would entail contact with about 1,051 firms - or, to take the same sample as in the main survey, 210 firms. The present survey (both sections) has covered 152 firms, but has not included any of the smaller firms, a proportion of which would have been automatically included in a random sample of both Chambers, as suggested above.

The actual number of Personnel Managers or similar officials interviewed was 25, 1 from the main survey and 24 from the short survey list. Obviously the ideas expressed by these officials varied greatly, but this is not surprising when it is remembered that some of the officials had had extensive training and lengthy experience in personnel management, whilst some had specialised in this branch of management for only a short time and may have received little theoretical training or actual experience in this field of work. Some disagreed with the term "personnel management", some with the title of Personnel Manager, even though they themselves were actually carrying out the duties of a Personnel Manager, according to the list of functions drawn up originally.

Among the firms who completed the questionnaire but who did not employ one special official to deal with

personnel matters, opinion varied as to the exact stage which must be reached before a Personnel Officer was necessary, or whether such a person was needed at all in any industrial undertaking of any size. Nor was there closer agreement on the training necessary for such officials, or on the status of personnel management.

There is no indication of the opinions or attitudes of the 71 firms who did not send in the completed questionnaire - even a refusal to do so may have been dictated by pressure of work rather than by a lack of sympathy with the aim of the survey or with the concepts of personnel management generally. It seems likely that none of these 71 firms did actually employ a Personnel Officer - had there been such an individual, he would have been the logical person to receive the questionnaire, or with whom the investigator would have been put into touch when making the reminder telephone calls.

Several firms refused to give the information on the grounds that it was "confidential" - conversation with others who have undertaken research in the commercial or industrial field seems to suggest that this attitude is not uncommon, and many business men feel that to divulge any operational details of their particular undertaking may have a detrimental effect on it. It is the hope of such organisations as the National Development Foundation that this attitude will be overcome in the future, and that free exchange of ideas, experiences and difficulties will benefit all industrial and commercial firms.

The one point emphasised in both the main and the short survey concerned requirements for the prospective personnel worker or the Personnel Manager. In almost every case the first requirement mentioned was that of suitable personal characteristics. Only after this was mention made of special theoretical training or experience, and many

considered personal characteristics plus experience more important than academic or other theoretical background; several felt that any personnel worker engaged should be experienced. In this connection, the remark of one British student is perhaps appropriate - "It seems difficult to get a job without experience, and rather difficult to get the experience."

B. Further Research:

It was recognised at the outset that this thesis could only be a preliminary step in the study of personnel management in the Cape Peninsula, and, in view of the wide field to be covered, could not attempt to do more than point out some of the difficulties. Several points have arisen out of the surveys where it is obvious that further research is needed.

1. The questionnaire did not ask for more than a factual statement of the functions carried out. Here 30 firms might check one function as undertaken in their organisation, but the actual administration could vary in all 30. There is need for research into the different administration difficulties and variations, perhaps in the form of a detailed analysis of the administration of one function - such as joint consultation or employment procedure - in each firm contacted. It might also be of interest and value to discover if the trend in the Cape Peninsula (or in the Union) is towards joint consultation (as in Britain) or collective bargaining (as in America) - see the discussion on pages 25 to 29.
2. The questionnaire also asked for a personal opinion as to the necessity for, and the status of, personnel management.

Ø see Kahn, H.R. "The Market for Social Workers." Social Service, Summer, 1953.

The answers recorded may reflect, in greater or smaller measure, the attitudes or opinions of top management in any firm, particularly where the questionnaire had to be passed by a top management representative before despatch. A survey of the opinions of executives in industry, whilst more difficult to deal with objectively, might be helpful in indicating the extent to which personnel management concepts might be adopted in the future.

3. In the short survey, it was often stated that all employees could see the official at any time. This may, in fact, be the laid-down policy of the firm concerned, but the attitude of departmental heads or supervisors might make for variation of opportunity within the same firm. To give a true picture of conditions in the Cape Peninsula, the remarks noted in the interviews need to be supplemented by observation from within various departments in the firm.

4. Where firms have only recently introduced personnel management, or a special personnel official, it might be possible to collect information concerning the effects of such an introduction, both from the point of view of the employees and of top management.

5. Several firms employing predominantly non-European labour stated that they did not think personnel management necessary in their undertaking. Several said that, although European clerical workers of the required or desired educational standard were difficult to find, there could be no question of employing non-European clerical labour, either in a "mixed" office, or in a separate department - rather must the educational standard for prospective employees be lowered. Actually, there are firms in the Cape Peninsula who employ non-European clerical workers, and have no adverse comments to make. In one firm, besides undertaking ordinary clerical duties, Coloured employees are trained comptometer operators, and Coloured employees in one firm are being

trained in time and motion study methods, for work later with Coloured production labour. A study of the work undertaken in these firms might be helpful to others faced with labour difficulties, although perhaps the biggest difficulty in implementing a similar programme would be the attitude of other employees. The whole question of personnel management with non-European labour might form the basis of a large-scale investigation, or a separate thesis.

6. It has already been stated that developments in the field of personnel management have varied in speed and emphasis in the various Provinces. To complete the picture, personnel management in the Cape Peninsula should be compared and contrasted with developments in other industrial centres in the Union.

C. Personnel Management in South Africa:

Perhaps one of the most pertinent comments on the future of personnel management in the Union was made by one of the officials interviewed in the short survey. He said:

"Personnel management will only be recognised at its true value in South Africa when there are real labour difficulties. At the moment there are labour shortages, but not so acute as to disrupt production seriously, and other factors are stable. A trade recession, or other difficulties, will encourage recognition of personnel management, and the need for the part it can play in reducing labour turnover and increasing production."

It was also said that personnel management would not advance until management knew what it wanted, and what it was getting (see page 170). It is also true that many top management representatives regard the personnel manager merely as a debit on the balance sheet, and consider that all non-selling or non-productive employees should be kept to the minimum necessary for smooth working - regardless of the fact that personnel management might make for smoother working, with reduced labour turnover and increased production.

Many firms in the Union, having introduced personnel

management into their organisation, soon realise its benefits. The National Development Foundation devoted one Information Bulletin to an account of the methods used in a Johannesburg firm, which introduced a personnel department some years ago. The final paragraph of the Bulletin reads as follows:

"It is always difficult to assess - especially in terms of £.s.d. - the results of a personnel department. So much, in any event, depends on the degree of confidence reposed by the workers themselves in the individual head of that department. However, in all modesty we would claim, after four years of work and study in this field, that the following results have been achieved:

1. A more stable labour force than formerly.
2. Considerably less absenteeism - our's averages now only 6%.
3. Great improvements in the health of employees, especially those inclined to be neurotic.
4. More loyalty to the firm due to better morale.
5. Greater willingness to take responsibility.
6. A team spirit which has led to a real sense of co-operation between management and labour.
7. Higher industrial morale.

These things in themselves, though not always easy of definition, and impossible to calculate for balance sheet purposes, nevertheless do make the Personnel Officer feel some real pleasure in helping to bring them about."

It should be noted that the Board of the above firm was enterprising enough to send their Personnel Officer, who wrote the article quoted above, on a year's study leave to America, Sweden and Britain - where she took the Diploma course in Personnel Management at the London School of Economics.

There is, then, both a recognition of the difficulties facing the wide-spread acceptance of personnel management concepts, and also a recognition of the benefits to be gained from the introduction of a personnel department. But, there is also wide-spread apathy and ignorance of personnel management concepts, and the advantages to be gained by the application of its techniques.

The need for trained personnel officers has been stressed by many officials, but, it has also been pointed

Ø Lester, Mrs.N. "Working Conditions and Personnel Services." Information Bulletin number D18/1. Issued by the National Development Foundation, Johannesburg, 1948.

out (and in this South African officials are in full agreement with overseas authorities) that there must be no suggestion that the Personnel Manager needs to know only the correct methods of carrying out those functions normally regarded as his responsibility. The good Personnel Manager will not only keep abreast of developments in his own particular field, but will study as much as possible of allied matters. All aspects of industrial production and administration should be of interest to him, and, as far as possible, he should be aware of trends of development in industry generally.

Much of the responsibility for the future development of personnel management in South Africa must rest with present Personnel Managers.

D. The Social Science Graduate:

Although industry generally is interested in the prospective recruits to its ranks offered by the Universities many of the officials interviewed stressed that they would prefer good personal qualities and some experience to a purely theoretical background. However, as has also been pointed out, it was found that industrialists were not always aware of the details of the studies undertaken, particularly for the social science degree. To many, social science is a "new idea" and not always a good idea - several regarded the social science graduate as trained only for "proper social work" - which presumably was linked to charitable institutions rather than to industry. That there is scope for industrial social work is not widely realised. It must be emphasised at every opportunity that the social science graduate receives particularly suitable theoretical training for personnel work, or for work in the wider field of human relations in industry - training which, except for a period of practical experience, compares favourably with the

requirements of some overseas authorities.

There is definite need for at least one month of practical training in personnel management, in addition to the general lectures on the subject included in the series on industrial social work. The facilities for arranging this training exist already at the University, and several officials were willing to take students for a period of practical work; it should be possible to organise such training on a regular basis, given a sufficient number of industrialists ready to co-operate.

Other countries, notably America, have undertaken various post-graduate training courses in business administration (including personnel management), which have proved of great value to industry in these countries. There is widespread use of the case study method, where students analyse, and make recommendations on, actual work problem situations, or take part in dramatised versions of these problems. Such a method could well be used here, incorporated with the normal case study classes already in operation. Given a series of actual industrial problems, provided by industrialists themselves and perhaps discussed with various experts in the different fields, students would receive practical training which would add to their value for their future employer.

Even if the student did not enter the field of personnel management, such training would be of value in understanding many of the problems which might be encountered in other industrial or commercial fields. The following extract from an address given by Professor C.G.Schumann (of the University of Stellenbosch), speaking at a meeting of the National Development Foundation in Cape Town on 27th April, 1953, well illustrates the greater understanding and better co-operation which is possible in industry when there is a wide use of such training schemes. Professor Schumann

referred to his recent visit to America and to discussions on personnel management which he had had with representatives of various Universities there. Their opinion was that "there had been a shift of power in industry from the great "labour barons" to a younger generation of men, educated in the Universities in the theoretical and practical aspects of business management. In addition, the workers' representatives themselves were more often University men, trained in the same concepts. Thus labour and management met on more equal ground and the chances of mutual understanding were better than previously; from the point of view of industrial peace and long-term planning towards greater national welfare, this holds great possibilities for the future".

If the demand for trained personnel continues or increases, as many officials think that it must do, then the University can meet the demands made, but the co-operation of industry is also necessary, and adequate help from industrialists in arranging practical training courses will, in the end, be to industry's advantage.

E. Future Developments:

All the Personnel Managers interviewed, and some other officials who undertook similar functions, agreed that personnel management is at the beginning of a period of rapid growth and development in South Africa. Personnel Managers themselves are anxious to see professional standards recognised, and an adequate training system developed. The establishment of a National Institute of Personnel Management would ensure this, but it is felt that this must be a development of the next 5 or 10 years, rather than of the immediate future. Research into many aspects of personnel management is already in hand, and programmes will be added

as facilities become available (see section 5).

A large part of the responsibility for the development of personnel management must rest with present Personnel Managers. In the Cape Peninsula there are a limited number of such trained officials (both theoretical and practical aspects being included), but the number is growing. Industrialists may increase the demand for special personnel officials because it is "fashionable" to employ them, or the future demand may be based on a genuine appreciation of the necessity for personnel management in modern industry. There are not, as yet, in the Cape any recognised professional standards or complete professional training for personnel management.

Such bodies as the National Development Foundation and the South African Institute of Personnel Management are continually pressing for a wider acceptance of the concepts of personnel management, and the application of its techniques. The former organisation undertakes a variety of training programmes in all branches of management, administered from the different regional offices.

The following quotation from the Chairman's Report in the Annual Report of the Johannesburg branch of the South African Institute of Personnel Management sums up what has been done in the past, and outlines some of the problems which must be faced in the future development of personnel management in this country.

"Far less ignorance prevails in this country today as to what personnel management is, and what its aims are, than when our Institute came into existence a few short years ago, and we need not hesitate to claim our just share of this credit. Unfortunately I do not think that we could claim that the need for Personnel Management has yet gained any wide recognition in South Africa. We are all aware of the many difficulties and frustrations to be encountered. The country is at the moment suffering severe growing pains, a situation more conducive to grasping at temporary expedients than to careful building for the future. We find harassed senior administrators and executives, often past the age where new ideas and new approaches to old problems are easily assimilated, too immersed in coping with clamant materialistic problems to spare a thought for what Personnel Management has

to offer. At the other end of the scale, we also find, in some young South African industries, the traditional arrogance of youth, the reluctance to accept the experience of countries older in these problems than ourselves. We find individuals in key positions concentrating with rugged, uncompromising forcefulness on their own opinions and points of view and forgetting that wise injunction - the basis of so much that Personnel Management stands for - to do unto others as you would they should do unto you. Even where Personnel Management has been accepted in principle, we find top managements whose attitude is passive tolerance, rather than active support. We find all the unhappy complications which flow from a numerically preponderant Bantu population, and, despite the outstanding work of the N.I.P.R. in this field, many South Africans still do not think of Personnel Management in terms of other than European employees. . . .

We have not experienced the "social revolution" which older countries are going through. Since we started to develop industrially, we have never yet been driven back on our resources and been compelled to utilise each to the uttermost. This position, however, is rapidly changing with regard to the most important resource of all, viz. manpower. May it be that those who believe in Personnel Management are now facing their biggest challenge yet? . . . My own view is that every here and there one finds spots where full faith and confidence in the rightness and importance of Personnel Management are maintained. . . . Another service which our Institute could provide is to help to ensure a supply of trained personnel staff. Facilities to this end are very limited in South Africa today, and our Institute could give a lead along the lines which have been worked out in Britain, in establishing training courses. We should, however, need the co-operation of individual members, both in formulating the demand for trained staff, and in providing facilities for the practical training of students after the "Background subjects" had been completed."

With an increasing recognition of, and growing interest in, personnel management in South Africa, plus the efforts of a number of fully trained Personnel Managers (many of whom have received part of their training or experience in Britain or America, or both of these countries) further developments seem assured. It may be that these will move into the wider field of human relations in industry, rather than confine themselves to the more rigid limitations of the recognised functions of the Personnel Manager or department. Changes in the responsibilities of individual Personnel Managers will occur - such schemes as the Cape Chamber of Industries Group Pensions and Insurance Fund will be responsible, through one central office, for the pensions

∅ The National Institute for Personnel Research - see the discussion of its activities on pages 150 to 152.

and insurance schemes of many member firms. Certain of the unions undertake other similar provisions for their particular industry.

A further development which may become more widespread in this country, is the use of training schemes for executive staff. Previously most training has been directed to staff and employees at lower levels, but there is now a growing conviction that the men chosen for executive posts should also be carefully trained to take over their new responsibilities, and that each firm should have a number of trained men ready to fill vacancies which may arise, rather than just promote a man into a position automatically. The Harvard Business School has been engaged on studies of this particular problem for some time. Executive development programmes are being widely used in American industry, and are helping in the development of new techniques in this field. In South Africa, the Training for Supervisors scheme administered by the National Development Foundation, emphasises that managing directors, personnel managers, heads of departments, supervisors and foremen are all "supervisors" and all benefit from training in Job Method, Job Relations and Job Instruction. It is hoped that industrialists will accept the idea that executive staff, or candidates for promotion on the higher levels, need careful selection and special training to fit them for their position, and that they do not automatically gain added proficiency or become suddenly suitable for executive positions through the promotion which mere length of service may dictate.

It may be said, in summing up, that there is a wide difference of opinion among top management in industry in the Cape Peninsula as to the validity of personnel management concepts and the application of personnel management techniques, but there is also growing interest in the whole field. Personnel Managers in the Cape Peninsula (not all of

whom have been specially trained or had long experience in the work, but the majority of whom are well fitted personally for the work) are doing much, by the success of their administration, to induce the wider acceptance of the need for trained personnel workers.

The social science graduate of the University of Cape Town receives, in comparison with the required standards of such an organisation as the British Institute of Personnel Management, good theoretical training for personnel work, which, together with the requisite personal characteristics, make him particularly suitable as a prospective employee in this field of management. However, all the officials interviewed emphasised the desirability of practical training, and some were willing to co-operate with the University in providing this. Indeed, industrialists are beginning to realise that, although previously graduates may have been regarded as less favourable prospective employees on account of their lack of practical experience, they are more likely to benefit, to a greater extent, from even a short period of training, and may be particularly suitable candidates for executive posts.

A period of labour difficulties, such as is envisaged by some industrialists, although it would mean a time of strain and adjustment in industry, might provide the final impetus necessary for the complete acceptance of personnel management in South Africa. In any event, it is generally agreed that the next ten years will see very great developments in this field, and the demand for trained personnel staff will increase more rapidly. This will be even more rapid as personnel workers (including social science graduates) prove their worth in this branch of management, and, by cutting down absenteeism, avoiding or settling industrial problems and increasing production, convince even the most hard-headed industrialist in South

Africa that personnel management is not a new toy, but an established discipline, with professional standards, and a necessity in any industry.

This thesis has dealt with certain aspects of personnel management, but this is only a part of the wider field of industrial sociology. There has been in the Union, as yet, little attention paid to this particular part of sociology: in view of the fact that so much industrial development has taken place in so short a time, resulting in widespread and often rapid changes in the social framework, research in this field in South Africa has many possibilities. It is the opinion of many industrialists that the next 10 or 20 years will see even greater developments in industry and commerce, resulting perhaps in completely changed status for some classes of labour. Socio-economic changes in Cape Town are already studied by the Social Survey of Cape Town in its well-known series of reports on poverty. The field of industrial sociology offers further opportunity for research and, as has been suggested earlier in the thesis, the industrialist may, in time, recognise that the sociologist is the person best qualified to solve many of the problems which come with developing industry and the changing social framework within industry.

APPENDIX ONE

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APPENDIX TWO

THE FIRMS CONTACTED IN THE SURVEYS

The firms listed below, and on the following pages, include all those contacted in both the main and the short surveys. It should be noted that code numbers were not allocated on an alphabetical basis.

Ackermans Ltd.
African Clothing Factory (Ensign) Ltd.
African Underwear Mfcts. (Pty)Ltd.
Allied Concrete and Plaster Supplies.
Amalgamated Laundries Ltd.
Arderne Scott Timbers Ltd.
Atlantic Knitting Mills Ltd.
Atlantic Refining Co. of Africa Ltd.
Back, I.L. & Co.Ltd.
Barker & Sons (S.A.) Ltd.
Berg River Textiles Ltd.
Bertish, M. & Co.Ltd.
Bonwit Ltd.
Boston Bag Co.(Pty)Ltd.
Brick and Clay Products Ltd.
Brookes Lemos Ltd.
Buchanan, J. & A Ltd.
Buildrite Brick Co.(Pty)Ltd.
C.T.C. Bazaars Ltd.
Caltex (Africa) Ltd.
Cape Footwear Co.(Pty)Ltd.
Cape Gate, Fence and Wire Works.
Cape Oil Products (Pty)Ltd.
Cape Portland Cement Co,Ltd.
Cape Steel Construction Co.(Pty)Ltd.
Cape Times Ltd.
Cape Town Shipwrights & Boat Builders Ltd.
Cape Underwear Mfcts.(Pty)Ltd.
Carol Dress Productions (Pty)Ltd.
Castle Wine & Brandy Co.Ltd.
Cavalla Ltd.
Central News Agency Ltd.
City Tramways Co.Ltd.
Cleghorn & Harris Ltd.
Colomco Ltd.
Consanis Engineering Ltd.
Crosse & Blackwell (S.A.)Ltd.
Cuthberts Bally Shoe Co.Ltd.
Cuthbert & Co.Ltd.
Dickenson, J. (Africa) & Co.Ltd.
Dido Underwear (Pty)Ltd.
Dorman Long (Africa)Ltd.

Eagle Cement and Marble Works.
 Elvinco Plastic Products (Pty)Ltd.
 Eskay Shirts (Pty)Ltd.
 Fashion Wear.
 Faulks, R.&Co.Ltd.
 Federal Wine & Brandy Co.Ltd.
 Felt & Tweeds Ltd.
 Fletcher & Cartwrights Ltd.
 Garlick Ltd.
 Gearing & Jameson Ltd.
 Gering & Shames (Pty)Ltd.
 Globe Engineering Works Ltd.
 Glucose & Starch Products Ltd.
 Group Laboratories S.A.(Pty)Ltd.
 Gypsum Industries Ltd.
 Hare, Will G. (Pty)Ltd.
 Hellas Mfg.Co.(Pty)Ltd.
 Horiswell Mfg.Co.(Pty)Ltd.
 Heynes Matthews Ltd.
 Hume Pipe Co.S.A.Ltd.
 Humphries Ltd.
 Imperial Cold Storage & Supply Co.Ltd.
 Irvin & Johnson (S.A.)Ltd.
 Jacques Hau Ltd.
 Jagger, J.W.&Co.Ltd.
 Jaunty Garment Co.Ltd.
 Jayes Underwear Factory Ltd.
 Jaymore Mfg.Co.Ltd.
 Lancashire Mfg.Co.Ltd.
 Lawson & Kirk(Pty)Ltd.
 Lever Bros.(S.A.)(Pty)Ltd.
 Lion Match Co.Ltd.
 Louw & Halvorsen Ltd.
 Luton Milliners (Pty)Ltd.
 Maccabec Clothing Ltd.
 Manhattan Mfcts.(Pty)Ltd.
 Marine Oil Refiners of Africa Ltd.
 Metal Box Co. of South Africa Ltd.
 Mono Containers Ltd.
 Moir, J. (Pty)Ltd.
 Monat & Co.Ltd.
 Moore, A.(Pty)Ltd.
 Morris, R.H.Ltd.
 Mossop & Sons Ltd.
 Mushet, J.W. & Co.Ltd.
 National Portland Cement Co.Ltd.
 National Quarries (Pty)Ltd.
 National Trawling & Fishing Co.Ltd.
 New Model Shirt Mfcts.(Pty)Ltd.
 North Bay Canning Co.Ltd.
 Nugget Polish Co. of S.A.Ltd.
 O.K.Bazaars (1929) Ltd.
 Ohlssons Cape Breweries Ltd.
 Olympic Footwear Mfcts. Ltd.
 Ovenstone, John Ltd.
 Overwear Mfcts.(Pty)Ltd.
 Pals Clothing (Pty)Ltd.
 Panther Shoe Co.Ltd.
 Peerless Shirt Mfcts.(Pty)Ltd.
 Peninsula Press Ltd.
 Petersens Ltd.
 Pioneer Bakery.
 Plywoods Ltd.
 Premier Industries Ltd.
 Premier Wire & Steel Co.Ltd.
 Proprietors,The, Ltd.
 Protea Clothing Factory.

Rabie, M.&Sons (Pty)Ltd.
Raycrest Ltd.
Rex Trueform Clothing Co.Ltd.
Robinson, E.S.& A. (Pty)Ltd.
Ronden Mfg.Co.Ltd.
Sacks, Futeran & Co.
Safnit Mills Ltd.
Salt River Cement Works (Pty)Ltd.
S.A.S.K.O.
Schweppes (S.A.) Ltd.
Sedgewick, J. & Co. Ltd.
Selected Products Ltd.
Sharp, Edward, S.A.(Pty)Ltd.
Shell Company of South Africa Ltd.
Stone & Sons (Pty)Ltd.
S.A.Breweries Ltd.
S.A.Fine Worsteds (Pty)Ltd.
S.A.Gossard (Pty)Ltd.
S.A.Litho Co.Ltd.
S.A.Milling Co.Ltd.
S.A.Mutual Life Assurance Society.
S.A.Woolen Mills Ltd.
Standard Bank of South Africa Ltd.
Stuttafords & Co.Ltd.
Symington, R.& W.H. & Co.(S.A.)(Pty)Ltd.
Tiger Oats Co.Ltd.
Trufit Mfets.(Pty)Ltd.
Union Smokeries Ltd.
United Macaroni Factories Ltd.
U.S.A.Brush Mfg.Co.Ltd.
Vacuum Oil Company of South Africa Ltd.
Val Hau et Cie (Pty)Ltd.
Verecniging Cons, Mills (Pty)Ltd.
Vitreous Enamelling Corp.(Pty)Ltd.
Wellcut Garment Mfg.Co.Ltd.
Woodstock Sweets Co.Ltd.
Woolworths Ltd.
Workwear S.A.(Pty)Ltd.

APPENDIX THREE

THE FORMS USED IN THE SURVEYS

1. The questionnaire.
2. Covering letter for questionnaire.
3. Reminder letter.
4. Interview guide for the short survey.
5. Summary of procedure.

NOTE: The copies of the forms used in the surveys which are included here are not exactly as the originals. Binding requirements made it necessary to condense the layout slightly, but the material content is the same.

1, GRASMERE, PINELANDS, CAPE PROVINCE.
 Telephone: 66927 4th March, 1953.

Dear Sir,
PERSONNEL MANAGEMENT IN THE CAPE PENINSULA,
 Survey - March, 1953.

It is inevitable that most circulars find their way, more or less immediately, to the waste-paper basket, or to some remote file where they will have no nuisance value. But, although all such letters must be annoying to any busy Executive, I venture to ask for your co-operation in compiling an accurate account of Personnel Management in the Cape Peninsula. A thesis is being prepared for submission to the Department of Social Science at the University of Cape Town and, under the guidance of Professor Edward Batson, and with the help of the Cape Chamber of Industries and the National Development Foundation an approach is being made to a selected number of the larger Industrial firms in order to enlist their help.

The object of the Survey is to obtain from each firm as clear a picture as possible of Personnel practices, by means of the enclosed questionnaire. The completed Survey should be of value to the students of the University and to the National Development Foundation and to all business men interested in the Science of Management. It is with these aims in view that your help is requested in the successful completion of the Survey, and it is hoped that you will fill in the enclosed questionnaire and return it to the writer as soon as possible, preferably by the middle of this month. All the questions have been made as straight-forward as possible, and generally require only a tick, or "yes" or "no" in answer.

Of course, there can be no compulsion in the filling in of these forms, and where any firm is reluctant to discuss their Staff organisation their inability to help will be recognised. I should emphasise that every firm will receive a Code Number, and no name of any firm or of any Official of any firm will be mentioned in the body of the thesis for which this information will be used. Where no objection is raised, suitable acknowledgement of the help given will be made most willingly at the end of the thesis. Students at the University have always been very fortunate in receiving expert and willing help in their studies from our Industrial undertakings, and it is because of this friendly co-operation in the past that I venture to approach you now.

The last section of the questionnaire cannot be answered by "yes" or "no" but it is perhaps the most important, as it requires an opinion as to the status of Personnel Management in the Cape Peninsula; I should be most grateful for a brief summary of views on this matter.

Should you have any queries about any part of the questionnaire, please phone the writer at the number given above. Finally, may I thank you in advance for the help which I am sure you will give.

Yours sincerely,

Joan Grant, B.Soc.Sc., (Mrs).

PERSONNEL MANAGEMENT SURVEY - March, 1953.

(All forms should be completed and returned by Mar.24th)

Section 1. Date _____

Name & Address of firm _____

Phone No. _____ Is this only Address? _____

If other branches, how many? _____ Where is Head Office? _____

Who decides Personnel Policy, Head Office or Branch? _____

Is Personnel engaged by Head Office or each Branch? _____

Does firm operate under a) Industrial Council? _____

b) Wage Determination? _____

Section 2.

Numbers of Employees. (In this table - Staff should be taken as including all clerical Staff and those generally included on non-productive side; Sales as including Retail Salesmen and Commercial Travellers; Others as including all other employees on productive side - Supervisors, Foremen, Labour Force.

ETHNIC GROUP.	MALE.	FEMALE.	TOTALS (1)	TOTALS (2)
EUROPEAN.	Staff.			
	Sales.			
	Other.			
COLOURED.	Staff.			
	Sales.			
	Other.			
NATIVE.	Staff.			
	Sales.			
	Other.			
TOTALS.				

Section 3a) Please cross out those designations not applicable.

Does firm have a special -

Personnel Dept. / Office.

Staff Dept. / Office.

Welfare Dept. / Office.

Clinic / Surgery.

Personnel Manager / Officer.

Staff Manager / Officer.

Welfare Officer.

Medical Officer - Full/Part time

Which of the following Functions are carried out by the above Office?

Employment Procedure.

Wages Procedure.

Joint Consultation.

Welfare, Health & Safety.

Education & Training.

Employee Services (Canteens, Clubs, etc.)

Section 3b)

Details of Staff in the above Office _____

To whom is Personnel or Staff Manager responsible? _____

Which Officials (if any) are responsible to Personnel Manager? _____

Where there is no special Office as above, who looks after Staff matters? _____

/Section 4 - Details of Functions listed above

Section 4. (Tick each function carried out, and tick pers./Staff Manager, or indicate other Official - Secretary, Director, etc.)

a) EMPLOYMENT PROCEDURE.	P/S Man.	Other Official
<input type="checkbox"/> Decide labour requirements.....		
<input type="checkbox"/> Interview applicants, engage, transfer, release, dismiss		
<input type="checkbox"/> Introduce new labour to firm.....		
<input type="checkbox"/> Follow-up new labour.....		
<input type="checkbox"/> Maintain Employee Records (Attendance Conduct, Accident etc.).....		
<input type="checkbox"/> Absenteeism, investigate & report...		
<input type="checkbox"/> Labour turnover records..... (For how long kept?.....)		
<input type="checkbox"/> Job rating and analysis.....		
<input type="checkbox"/> Legislation re. employment.....		
<input type="checkbox"/> Employment of apprentices.....		
<input type="checkbox"/> Hours of work & overtime.....		
<input type="checkbox"/> Grading of employees.....		
<input type="checkbox"/> Progress reports for promotion.....		
<input type="checkbox"/> Employee interviews & consultations.		
<input type="checkbox"/> Liaison with Government officials...		
b) WAGE PROCEDURE.		
<input type="checkbox"/> Salary & Wage procedure.....		
<input type="checkbox"/> Increases.....		
<input type="checkbox"/> Authorised deductions.....		
<input type="checkbox"/> Queries & adjustments.....		
<input type="checkbox"/> Changes in individual rates.....		
<input type="checkbox"/> Sick Pay.....		
<input type="checkbox"/> Bonus schemes.....		
<input type="checkbox"/> Maintain records - times, rates of pay for each job, etc.....		
<input type="checkbox"/> Wage agreements (under Wages Act or Industrial Council).....		
c) JOINT CONSULTATION.		
<input type="checkbox"/> Liaison & consultation with Unions..		
<input type="checkbox"/> Industrial agreements.....		
<input type="checkbox"/> Works Councils.....		
<input type="checkbox"/> Staff Councils or Committees.....		
<input type="checkbox"/> Interpretation to employees of Personnel policy.....		
<input type="checkbox"/> Workroom grievances.....		
<input type="checkbox"/> Represent firm on outside Committees		
<input type="checkbox"/> Liaison between all employees and top management.....		
d) WELFARE, HEALTH & SAFETY.		
<input type="checkbox"/> Provisions of Factories Act.....		
<input type="checkbox"/> Liaison with Factory Inspectors.....		
<input type="checkbox"/> Accident prevention measures.....		
<input type="checkbox"/> Safety Committee.....		
<input type="checkbox"/> Reporting of safety hazards.....		
<input type="checkbox"/> Hours of work, rest & meal breaks...		
<input type="checkbox"/> Health records.....		
<input type="checkbox"/> Mass X-Ray.....		
<input type="checkbox"/> Clinic.....		
<input type="checkbox"/> First aid training for employees....		
<input type="checkbox"/> Red Cross films & training.....		
<input type="checkbox"/> Medical examination of all employees		
<input type="checkbox"/> Initial examination.....		
<input type="checkbox"/> Further regular examinations.....		
<input type="checkbox"/> Eyesight tests. Initial.....		
<input type="checkbox"/> Further regular tests.....		

1, GRASMERE, PINELANDS, CAPE PROVINCE.
Telephone: 66927 25th March, 1953.

Dear Sir,

About three weeks ago your assistance was sought in compiling an accurate picture of Personnel Organisation in the Cape Peninsula, to be used in the preparation of a thesis for submission to the Department of Social Science of the University of Cape Town. Many of these forms have been returned and, should you have despatched yours within the last two days, please ignore this letter. Some are still outstanding and, in spite of the length of the questionnaire, we feel sure that you would not wish to spoil the complete Survey by the omission of a return for your firm. The success of the whole thesis is, of course, dependent on the good-will of the industrialists of Cape Town, and only with their co-operation can any progress be made in the field of Scientific Management. Both from the point of view of the student and of those organisations interested in the provision of training facilities for Management, such information for which you are asked, and the help which you give, is invaluable.

May we therefore ask if you will spare a little time to complete and return the questionnaire by April 17th., a spare copy is enclosed for use should you have mislaid the first. If there is any query about the filling in of any Section, please telephone the writer at the number above. It must be emphasised that all information will be regarded as strictly confidential, and no mention will be made of individual firms or officials.

Should your Organisation be such that you have only a small office staff in Cape Town, with the production units outside the Cape Peninsula area, would you be good enough to return the blank questionnaire with a note to this effect, as information is required only from those firms in the area, employing over 75 personnel; Should you feel that you must decline to give the information sought, please also return the questionnaire with a note attached - in this way a summary of the results of the whole Survey can be made, and no form will be outstanding.

Finally, it should be repeated that, although no names will be mentioned in the thesis itself, full acknowledgement will be made at the end of the work to all the firms who have helped in this collection of information. Should you so desire, your name may be omitted even from this list, but it is felt that this is the least return which can be made to thus record all the help which has so generously and willingly been given.

Yours sincerely,

Joan Grant, B.Soc.Sc., (Mrs.).

PERSONNEL MANAGEMENT IN THE CAPE PENINSULA.
INTERVIEW GUIDE.

Short list Survey - March, 1953.

(This guide to be used in conjunction with the questionnaire used in the main survey.)

Name of firm..... Date.....
 Personnel or Staff Manager.....
 Welfare Officer.....
 The Personnel Department. Official Designation.....
 When started, and by whom?.....
 Staff (with qualifications).....

Line of Authority.....
 Does Department serve all personnel? (office and factory)

Any different policy for different groups - is department regarded as only for factory personnel?.....

Are forms and records used the same for all personnel - filed together?.....

Records kept - mark any considered essential to any Personnel Department.....

Statistics issued - daily, weekly, monthly?.....

Engaging new labour - interview procedure.....

Educational qualifications?.....
 Formal Skills?.....
 Personality and Intelligence?.....
 Requirements of Job?.....
 Conditions of job told to interviewee?.....
 Aptitude tests?.....
 Any use of outside experts?.....
 Medical tests?.....
 X-Ray?.....
 Eyesight?.....
 Other details?.....

Availability of P.M. and staff to personnel - permission to visit office necessary? Special days or times?.....

Diffusion of Personnel Policy?.....
 Attitude of top management - is P.M. regarded as one of them?.....

Attitude of personnel? Hostile - suspicious - negative - appreciative - co-operative?.....

Do you think that personnel look on you as statisticians or as human relations experts?.....

Works broadcasts - what use?.....

Social activities - type and demand? Families included?.....

Other services - loans - advice - etc.....

Do you introduce new service, or wait for demand?.....

New staff for Personnel Department - what qualifications do you require?.....

.....

.....

SUMMARY OF PROCEDURE IN THE MAIN AND SHORT SURVEYS.

The Main Survey:

1. Membership Lists for the Chamber of Industries and the Chamber of Commerce.
2. Membership lists tabulated (see page 32).
3. Decision as to firms to be used in the surveys (see pages 31 and 32 and page 38).
4. All firms listed and assigned code numbers. (see page 39).
5. Questionnaire and covering letter drafted (see pages 33 to 37).
6. Stencils cut for approved questionnaire and letter.
7. Address, assemble and despatch.
8. Index cards prepared for all firms, and Wall Chart drawn up (see page 39, and Progress Chart following page 42).
9. Returns: 1. Mark on Wall Chart.
 Allocate serial number.
 On return, mark code number, date of receipt and serial number.
 Enter details on Index Card.
 File Return.
10. Reminder letter drafted, and despatched to all firms not replying by 7th April.
11. Returns: 2. Treat as for 1st Returns, mark Wall Chart in appropriate column.
12. Telephone reminder to all firms who have not replied by 7th April. Write up comments from firms on the Index Cards.
13. Returns: 3. Treat as for 1st and 2nd Returns, mark Wall Chart in appropriate column.
14. Summary of Returns.
15. Tabulation of Results.
16. Write up of Survey and Results.

The Short Survey:

1. List of reputed or known Personnel or Staff Managers.
2. Check contacts in each firm by telephone.
3. Make out Index Cards - serrate top edge (see pages 72 - 74)
4. Assign Code Number - draft interview guide.
5. Make appointments (see pages 73 and 75).
6. The Interview - take interview guide and copy of questionnaire, complete latter where possible.
7. Write up notes and comments on folder, fill in Index Card.
8. Complete Progress Chart, as for main survey.
9. File completed interview folders.
10. Summary of interviews.
11. Tabulation of material from interviews, where possible.
12. Write up of interviews (see pages 76 and 84).

APPENDIX FOUR

REGULATIONS FOR THE DEGREE OF
BACHELOR OF SOCIAL SCIENCE

(Being extracts from the Handbook of the
Faculty of Social Science - 1952)

DEGREE REGULATIONS: (See page 5 of the Handbook).

1. Every candidate for the degree of bachelor of social science must hold the matriculation certificate of the joint matriculation board (or the University of the Cape of Good Hope), or a certificate of exemption from the matriculation examination issued by the board (or the University of the Cape of Good Hope).

. . . .

4. The curriculum for the degree shall extend over three years and shall comprise the following courses:

First year: Social Science Group 1.

Economics 1.

Special Subject. \emptyset

Second Year: Social Science Group 11a or 11b.

Social Administration A or B,
according to the provisions of the
time table.

Special Subject. \emptyset

Third Year: Social Science Group 11a or 11b.

Social Administration A or B,
according to the provisions of the
time table.

Special Subject. \emptyset

5. In addition to the work prescribed for any one year, a candidate may attend and write the examinations in further courses, provided that he shall not attend or write ordinary University examinations in more than four full qualifying courses or their equivalent in any one year.

\emptyset (See page 207 for Schedule of Special Subjects).

SCHEDULE OF GROUPS:

SOCIAL SCIENCE GROUP 1:

Elements of Sociology: Scope of sociology - the socius and the group - social causation - social actions - culture - elements of the methods employed in social science.

The Structure and Problems of Western Society: The Western peoples; the white peoples and members of other ethnic groups; the expansion of the white peoples; the threatened decline of Western populations, with special attention to European, Native, Cape Coloured and Asiatic, and the probable future of population in the Union.

The structure of Western society; family life, private property, capitalism, nationalism, democracy, urbanism, Christianity, science.

Social change and social problems in Western society;

Social Science Group 1 (continued)

population decline, poverty, unemployment, malnutrition, slums and overcrowding, the concentration of wealth, monopoly, the State in economic life, the changing role of the family, the changing conditions of labour, urbanization, changes in religious life, education and propaganda, the utilization of leisure, crime and delinquency, the position of women, the relations of ethnic groups, international welfare. Change, evolution, progress; social work and social reform.

SOCIAL SCIENCE GROUP 11a:

Comparative Sociology: Ancient social thought. The origins of sociology. Contemporary schools of sociologicistic thought.

Social Economics: Family standards of living; normative, socio-economic and attitudinal standards of living, the distribution of family expenditure upon food, housing, clothing and other goods and services. Poverty: poverty lines and standards of human needs, concept and determination, causal factors in poverty, personal, family and social effects of poverty. The national dividend and its distribution: concept of national dividend, institutions determining its distribution. The national dividend of South Africa, its distribution between various classes of the community, the wages of skilled and unskilled labour, rural and urban poverty, the Poor White, the socio-economic status of the Non-European. The economic organisation of society.

SOCIAL SCIENCE GROUP 11b:

Principles of Sociology: the principal methods of sociology, Basic concepts, Social entities, Social forces, Social relations, Sociology in relation to other disciplines.

Demography: The growth of world population, the balance of births and deaths, net reproduction, the small family system, the demographic position of the white peoples, migration movements, the non-white peoples, the future trend of populations. Changes in the composition of ethnic groups. The social consequence of such change. Population management. The control of migration, attempts at control of natural increase. Ethnic classification. Theories of race, race and civilization, miscogenation. Heredity. Genetic theory, the genetic basis of social behaviour, sterilization, other eugenic measures, social hygiene.

SOCIAL ADMINISTRATION A:

Social Legislation A: A survey of social legislation in the Union of South Africa, with special reference to legislation dealing with: rents, slums, housing, apprenticeship, industrial conciliation and wages, factories and unemployment, and with special reference to the social welfare functions of the Union Department of Social Welfare, Public Health, Labour, Justice, Education, the Interior and Native Affairs, and of the Provincial and Local Governments, and of statutory bodies.

Social Institutions: A comparative study of the socio-economic institutions of the Western world, with special reference to South Africa; property, the family, the labour market, charity, mutual aid, the social services.

SOCIAL ADMINISTRATION B:

Social Legislation B: A survey of social legislation in the Union of South Africa, with special reference to legislation dealing with: child welfare, juveniles, old age pensions, the physically and mentally handicapped and sub-normal, the status of women, the status of non-Europeans, immigration and nationality, and work colonies, and with special reference to the social welfare functions of the Union

Department of Social Welfare, Public Health, Labour, Justice, Education, the Interior and Native Affairs, and of the Provincial and Local Governments, and of statutory bodies.

Social Work Procedure: Nature and history of social work, its branches and techniques. The interpretation of social maladjustment. Case work and allied techniques, meaning of case work, diagnosis, prognosis, plan, treatment, interviews, records, social evidence, interpretation, utilization of resources. Group work, meaning of group work, institutional work, settlement work, recreational work, housing management. Social reform, meaning of social reform, avenues of social reform. Special branches of social work, medical social work, mental hygiene, child welfare work. Social work administration, promotion, publicity, interpretation of social work, management, organisation, finance, office routine, social work relations. Professional aspects of social work, qualifications, training, professional ethics, philosophy of social work.

SCHEDULE OF SPECIAL SUBJECTS:

First Year: Any one of the following:-

Afrikaans 1.	Hebrew 1.
Bantu Languages 1.	History 1.
Botany 1.	Latin 1.
Chemistry 1.	Native Law & Administration 1.
Economic History 1.	Nederlands en Afrikaans 1.
English 1.	Physics 1.
French 1.	Pure Mathematics 1.
Geography 1.	Social Anthropology 1.
German 1.	Zoology 1.

or any two of the following half courses:

Comparative Social Institutions.
Hygiene & Public Health.
Statistical Method.

Second Year: Any one of the following not already chosen:-

Economic History 1.
Native Law & Administration 1.
History 1.
Social Anthropology 1.

or any one of:-

Economics 11A.
Economics 11B.
Psychology 1.
Public Administration.
Political Philosophy 1.
Native Law & Administration 11.

not already taken in the first year.

Third Year: Any special subject (Second Year) not already chosen; or Psychology 11.

To all or any of these groups other subjects may be added at the discretion of the Senate.

∅ NOTE: A series of lectures on Personnel Management and Industrial Social Work forms a part of the above course, under the heading of "Special branches of social work".

APPENDIX FIVE

THE COST OF THE THESIS

It has been suggested that, as records were kept of postage and stationery charges, telephone calls, and mileage costs, it might be of interest to set down the complete cost of the thesis. The calculations fall into two parts - the first part covers all those costs for the initial work of the thesis, including the University fees, up to the actual production of the complete thesis: the second part covers the stencils, paper, and binding charges entailed in making 25 copies of the thesis. The University officially requires 4 copies, and a possible 2 more might be included for personal use, but, in this case, it was desired to make copies available to certain outside authorities and private persons, therefore 25 copies were duplicated. In view of the fact that this is not the normal procedure, these latter costs are separated from the others.

A private car was used for all the survey work, for visits to the University and other necessary interviews. An allowance of 6d per mile is made for the distance covered, but this is probably a conservative estimate of the cost involved. The use of public transport might have been cheaper, but would have been far more time-consuming.

Although a private telephone was used, the call-box rate of 3d is allowed for each call, so as to allow for a proportion of the rental charges.

Stationery costs include no allowance for paper for rough work and the draft thesis - scrap paper was used for this work, and was obtained at no cost to the student.

All the stencils for the thesis were typed by the student, except for the special double-foolscap ones used for certain of the tables. These had to be cut on a special typewriter, by an outside agency, and were charged on a time basis. As the account for these, and for the binding charges, will only be rendered after the thesis is submitted, the approximate costs quoted are given. These may vary a little in the final account.

The table below gives the details of the number of telephone calls and the mileage covered for each month; the initial work for the thesis was commenced in January. The full schedule of costs is given overleaf.

Charge.	Month: (1953)									
	J.	F.	M.	A.	M.	J.	Jy.	A.	S.	O.
Mileage.		76	129	154	27	50	-	95	35	20
Phone calls.	10	21	51	113	3	2	10	1	3	-

SCHEDULE OF COSTS.Part 1:

UNIVERSITY FEES.....	22.	0.	0.
Mileage - 596 ml. at 6d per ml.....	14.	18.	0.
Phone calls - 214 at 3d each.....	2.	13.	6.
Postage: questionnaires - 118 reminders - 96			
Total postage - 214 at 2d each.....	<u>1.</u>	<u>15.</u>	<u>8.</u>
	19.	7.	2

STATIONERY:

4 files at 3/6 ea., 2 pads at 2/6 ea., 1 pad at 1/9.....	1.	0.	9.
Index Cards - 1½ pkts. at 4/6.....		6.	9.
Duplicating paper (quest. and letter - 750 - (250 x 3, quest.) 120 - covering letter. 100 - reminder letter.			
Total - 970 - 2 reams at 11/- ea...	1.	2.	0.
Stencils for quest. and letters 5 only at 1/- each.....		5.	0.
250 envelopes at 6/- per 100.....		<u>15.</u>	<u>0.</u>
		3.	9.
TOTAL OF FIRST COSTS.....	£	<u>44.</u>	<u>16.</u>
		8.	

Part 11:

STATIONERY:

Stencils for thesis (237 pages) 10 quires - 5 boxes at 48/- ea.....	12.	0.	0.
Duplicating paper - 237 x 25, 6,000 sheets - 12 reams at 11/9 ea.	7.	1.	0.
Special stencils - 8 at 1/9 ea.....		14.	0.
Special paper - 25 x 8, 200 - ½ ream at 20/4 per ream.....		10.	2.
Typing charge for special stencils, approximately.....	<u>6.</u>	<u>0.</u>	<u>0.</u>
		26.	5.
		2.	

BINDING CHARGES:

6 copies ½ bound roxine at 24/-ea..	7.	4.	0.
19 " ¼ bound cloth and board at 6/- each.....	<u>5.</u>	<u>14.</u>	<u>0.</u>
		11.	18.
		0.	

TOTAL OF SECOND COSTS.....£ 38. 3. 2.TOTAL COST OF THESIS.....£ 83. 19. 10.TOTAL COST PER COPY - Stencils, paper and binding cost only:

½ bound roxine....	£	2.	5.	0.
¼ bound cloth and board.....	£	1.	7.	0.

TOTAL COST PER COPY - including 1/25th of the first costs:

½ bound roxine....	£	4.	0.	10.
¼ bound cloth and board.....	£	3.	2.	10.