SEIFSA NEWS

SEPTEMBER / OCTOBER 2018

HIGH-CALIBRE SPEAKERS ADDRESS FOURTH ANNUAL SOUTHERN AFRICAN METALS AND ENGINEERING INDABA

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ENSURING BUSINESS SUSTAINABILITY

DISMANTLING DISCRIMINATION IN THE WORKPLACE

The Indaba passed a resolution expressing gratitude and appreciation to Minister in the Presidency Nkosazana Dlamini-Zuma for her attendance of the conference. Dr Dlamini-Zuma was the main speaker in the session dealing with the National Development Plan.

September / October 2018

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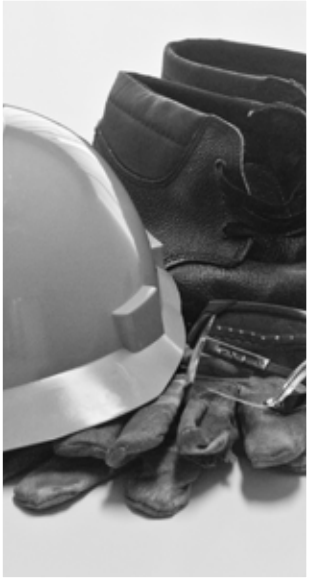

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Steel and Engineering Industries Federation of Southern Africa (SEIFSA)

Advertising
Kristen Botha | kristen@seifsa.co.za
(011) 298-9455

Editor
Ollie Madlala
Tel: (011) 298-9411 | Fax: (011) 298-9511
E-mail: ollie@seifsa.co.za
PO Box 1338 | Johannesburg, 2000

Design and layout
Zandile Ngubeni
Tel: (011) 298-9421
E-mail: zandile@seifsa.co.za

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Subscriptions
July Malakoane
Tel: (011) 298-9418
E-mail: july@seifsa.co.za

Kaizer M Nyatsumba - SEIFSA CEO

FROM THE **CHIEF EXECUTIVE OFFICER'S** DESK

For a variety of reasons, with our historical background being the most prominent among them, South Africa is very unique around the world. While the country's geographic attributes no doubt set it apart from others', nevertheless its uniqueness has more to do with its people's psyche.

It is no exaggeration to say that, almost 25 years into our new dispensation, most South Africans still remain very much prisoners of their apartheid past. A cursory look around and some monitoring of frequent calls to various phone-in radio programmes will reveal that many among us seem woefully ill-prepared to emerge from the shackles of the past to assert ourselves as different individuals with our own ways of looking at things. Instead, we seem to be forever programmed to view things from our various racial prisms and historical vantage points and appear to stand ever ready to take refuge in groupthink when a great need exists for independent thought.

In some bygone era, black compatriots were regarded as strangers in their own country, with absolutely no stake in the country's political welfare. As people who were excluded from meaningful political participation, many of them resolved, as an embittered lot, to rail fearlessly against the evil system of apartheid in all its manifestations. That is why, during protests, they routinely burnt and trashed beer halls, police vehicles, municipal offices and anything else that could remotely be seen as representation of the oppressive government.

However, even during their anger, in the main black compatriots barely touched schools and the few clinics that serviced them in the townships. Although those were also built by the self-same apartheid government, generally black people recognized their worth to them and protected them against possible destruction.

Now, more than twenty years into our democracy, we find the odd phenomenon of black compatriots routinely blockading roads with stones or burning tyres, setting cars alight and even burning their own schools, universities and other similar facilities. Whenever they have reason to be disappointed or angry with anything related to some tier of government, many among my compatriots think nothing of recklessly damaging the few public amenities in their communities, including schools – only to campaign a few days later for more such facilities to be built for or made available to them. Some will happily keep their children away from school for weeks or months on end in a futile effort to make some supposedly potent political point/s.

In recent years, even students at some of our institutions of higher learning have behaved most atrociously, employing violence as a weapon of first choice and even burning university

properties, and now have the temerity to call for blanket amnesty because, they argue, their terrible conduct was in support of a good cause: fee-free education. According to this chop-logic, it is as if crime committed in support of some good cause ceases to be a crime. To our bitter disappointment, some among the country's political leadership are even willing to give them a sympathetic hearing.

Such conduct is very strange and counter-productive. However, it persists because those who embark on such conduct know with certainty that, nine times out of ten, they can – and will – get away with such lawlessness. They know that, should any take place, arrests will be isolated incidents which are not likely to lead to any successful prosecution. They have come to consider such acts of lawlessness as the only certain way of getting the Government's attention.

In recent months and years, this thuggery has spread brazenly to some of the country's factories, where criminals now routinely arrive to demand at least 30% of businesses or tenders to be set aside for them. These people cause chaos among some local businesses, interrupt work that is going on if companies do not submit to their threats and generally threaten fire and brimstone. Like their counterparts in the country's townships, these people also act with a frightening sense of impunity, as if they are untouchable to the country's law enforcement agencies.

This terrible habit of lawlessness has spread to other parts of South African life, including the public sector and even the business community. During the first two months of the State Capture Commission and the Nugent Commission into the South African Revenue Service, the frightening levels of depravity to which our beautiful country has descended have been laid bare.

From both sets of hearings, it is very evident so far that there are men and women in the country who had routinely conducted themselves as though they were above the law. These individuals and their merry gang of supporters had managed to reduce our country to a banana republic in which people in positions of authority sought to advance only their selfish interests and those of people close to them. They seem to have been very confident, too, that they could – and would – get away with their malfeasance.

Regrettably, such men and women were to be found not only within the ranks of the public service, but also within the ranks of the business community. Among the companies that have so far been implicated in these hearings are some international corporations that would not ordinarily have been associated with the nefarious acts of which they stand accused, with some of their senior leaders being implicated.

Coming as they do after various business instances of collusion that have been exposed in recent years, these incidents of corruption seriously undermine business's standing in society and buttress the narrative that the private sector cannot lay any claim to being better off when it comes to corruption in the public sector.

To arrest the culture of lawlessness and corruption that has taken route in the country, it is critically important that the country launches a sustained crusade against all forms of crime. It is vital not only that the Cyril Ramaphosa Government adopts a zero-tolerance approach to all forms of crime, but also that a massive, public campaign is embarked upon to preach new ways of behaviour.

A powerful message should go out loudly and clearly from everybody in Government, starting with the President, through to leaders in civil society: yes, you won well-deserved rights in 1994, but with rights go responsibilities. By all means, do exercise your rights, but also carry out the responsibilities that go hand-in-hand with those rights.

Indolence, entitlement and corruption will not end themselves in the country. Ending them will take a massive campaign, championed by leaders in all spheres of our society and supported by a ruthless crackdown on crime by the country's law-enforcement agencies. That campaign needs to start yesterday – with absolutely nobody exempted from it or treated as an exception.

Kaizer M. Nyatsumba
Chief Executive Officer

Southern African '18 MEI Metals and Engineering INDABA

20 - 21 September 2018

IDC CONFERENCE CENTRE


Dr Nkosazana Dlamini-Zuma


Melissa Sibindi


Tanya Cohen


Lawson Naidoo


Mmusi Maimane


Dr Rachel Chikwamba


Matthews Phosa


Kuseni Dlamini

HIGH-CALIBRE SPEAKERS

ADDRESS FOURTH ANNUAL SOUTHERN AFRICAN METALS AND ENGINEERING INDABA

The Steel and Engineering Industries Federation of Southern Africa (SEIFSA) on 20 and 21 September hosted the successful annual Southern African Metals and Engineering Indaba at the IDC Conference Centre, in Sandton.

Now in its fourth year of existence, the Indaba aims to provide a platform for policy makers, labour representatives and businesses operating in the metals, engineering and related sectors not only to discuss the challenges facing the sector, but also to collaborate in search of sustainable solutions for manufacturing in general and the metals and engineering sector in particular.

Delegates in attendance including policy makers, entrepreneurs, business executives, and labour representatives among others were addressed by high-caliber speakers including politicians such as Minister in the Presidency Dr Nkosazana Dlamini-Zuma, Democratic Alliance leader Mmusi Maimane and African National Congress's Head of Economic Transformation Enoch Godongwane; business leaders such as Business Unity South Africa CEO Tanya Cohen, PWC Africa Director Andrew Shaw, and Massmart Chairman Kuseni Dlamini; and civil society leaders such as Organisation Undoing Tax Abuse Executive Director Wayne Duvenage; Council for the Advancement of the South African Constitution Executive Secretary Lawson Naidoo and Council for Scientific and Industrial Research CEO Dr Thulani Dlamini.

Delivering the conference's opening address, former ANC Treasurer-General and the inaugural Premier of Mpumalanga Dr Mathews Phosa said South Africa needed an economic strategy that is coherent, well-conceived and well-executed.

"We also need real leadership and real leadership signifies that you should be willing to take short-term decisions that are unpopular but will benefit your country and its people in the long term by creating policy stability, a positive view from local and global investors, and incentives for local entrepreneurs to take risks," said Dr Phosa.

He added that South Africa's current situation needed policy stability that is devoid from incoherence and populistic, vague statements; a strengthened economic and patriotic pact between government business and labour; large scale deregulation of the small business sector; large scale deregulation of all manufacturing sectors; private public partnership to replace the current wholly-owned state companies, a total revamp of the National Prosecuting Agency so that South Africans and foreigners can take pride in the stability of the country's justice environment and improved, detailed and specific communication with the South African nation and the global community regarding the expropriation of land.

By all accounts, the Indaba was a great success and the quality of discussions held was very high with conference delegates unanimously resolving to express their disappointment at the inability of some high-ranking government officials to attend important and relevant sessions on the first day of the conference.

The delegates said these sessions presented a unique opportunity for the various individuals to interact with members of the community, labour and academia and preeminent researchers to get direct insights into challenges facing the economy.

One of the delegates proposed that the joint position be made known. Accordingly, the conference adopted a resolution saying: "We are very disappointed that Ministers of two key government portfolios - namely Finance and Public Enterprises - which are important in strategically providing certainty and attracting investments in the private sector could not attend to gain an intrinsic understanding of the challenges faced by businesses.

Master Builders South Africa Executive Director Roy Mnisi – who was one of the speakers at the Indaba – resoundingly supported the resolution, informing delegates that the construction industry also had its annual conference in the Eastern Cape over two days in September and "we could not get a single Government Minister or even the Director-General to attend our conference," the resolution adopted by the delegates said.

The Indaba also passed a resolution expressing gratitude and appreciation to Minister in the Presidency Nkosazana Dlamini-Zuma for her attendance of the conference. Dr Dlamini-Zuma was the main speaker in the session dealing with the National Development Plan.

The resolution unanimously passed by the delegates echoes concerns raised by SEIFSA CEO Kaizer Nyatsumba when he made introductory remarks when he said: "While we have deeply appreciated the involvement of Former President Kgalema Motlanthe, then-ANC Treasurer-General Dr Zweli Mkhize, Ministers Mildred Oliphant, Pravin Gordhan, Lindiwe Zulu, Ebrahim Patel and, this year, Dr Nkosazana Dlamini-Zuma, hitherto we have struggled to get the President of the country, the Deputy President of the country, the Minister of Trade and Industry, other key Ministers, the Gauteng Provincial Government and the Cities of Johannesburg and Ekurhuleni to show the metals and engineering sector the respect worthy of them by participating in this conference."

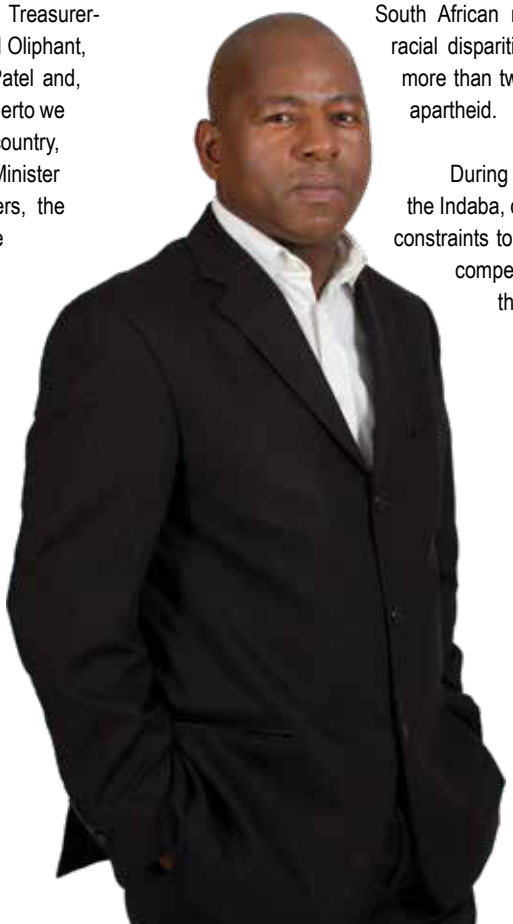
During discussions in the 5th and 10th sessions, delegates expressed a strong need for the Government to be much more effective in monitoring the implementation of designation of local content in production processes across all value chains, and also expressed disappointment about the awarding of tenders by State-owned enterprises to foreign companies, when there is capacity for local businesses to manufacture the same products.

Delegates stressed the fact that designation of locally-sourced products (towards improving local content) should be complied with and that infrastructure investment without designation of products that can be sourced locally will be futile. However, delegates acknowledge that there may be instances where domestic capacity may be less than stated demand, owing to the contraction or closure of some sectors or in the event of new product ranges. In these instances, delegates felt that a temporary allowance for imports may be granted, after full utilisation of domestic capacity, with the knowledge that the supply deficit would undoubtedly induce expansion investment.

During the 3rd, 6th and 10th sessions at the conference, delegates made up of captains of industry, labour leaders, academics and senior international partner organisations also called on the Government to include the local manufacturing industry, and the diverse metals and engineering cluster within it, in decision making regarding foreign and domestic direct investments in order to promote beneficiation and job creation. Specific reference was made to Chinese investments which are often concluded without involving business with potential negative effects on local jobs. Given that it is important to create jobs and not lose them, the delegates repeatedly highlighted the importance of investment deals to be concluded transparently and with the maximum participation of the local industry.

Recognising the need for local manufacturers to be more competitive, in plenary session 8 delegates nevertheless called on Government to prioritise local businesses in all investment and construction projects, including Black Economic Empowerment partners in order to comply with South African rules designed to address racial disparities which continue to exist more than two decades after the end of apartheid.

During the 11th plenary session at the Indaba, delegates reflected on some constraints to South Africa's international competitiveness, highlighting the need to benchmark the local cost curves with international standards with the aim of reducing skyrocketing costs. While also acknowledging the continuous efforts made by the government to protect local manufacturers from cheap, subsidised imports from Asia, via the imposition of



Kaizer Nyatsumba
SEIFSA CEO

necessary tariffs, delegates resolved that equal support should also be made available to the mid and downstream group of industries of the M&E cluster.

Delegates also resolved to call on the Government to reconsider its position on the introduction of a carbon tax in South Africa, arguing that it would amount to a production tax, which would further squeeze businesses' margins. They warned that the introduction of carbon tax would impose additional costs to business, harm the economy and impact negatively on jobs at a time when South Africa badly needs more jobs to be created. Arguing that the country cannot afford carbon taxes, delegates said that it was vital for the Government to follow Australia's example and abandon its plans to introduce carbon tax, as it did with its nuclear ambition earlier in the year.

Delivering the conference's closing remarks DA Leader Mmusi Maimane said the State was the main actor standing in the way of South Africa's economic growth.

"Our economy is suffering from an extreme case of state intervention. The State needs to get out of the way, it needs to step aside so that all the pent-up energy and ideas and creativity and dynamism in our nation can burst forth and create wealth."

He added that the role of the State was not to create wealth or jobs. Instead its role was to create a fertile environment for economic activity to flourish. Not only would getting the State out of the way free entrepreneurs up to create wealth and jobs but it would also free it (the State) up to do its job, which is to step in where the markets fail.

"There is so much that our State could and should be doing to help people become better educated, healthier and safer. To have better access to clean water, affordable electricity, reliable transport and easy communications."

He said South Africa was crying out for these things but the State was far too busy meddling in the economy, bossing entrepreneurs around and trying to run businesses.

"Instead of meddling in the economy, the State should build a capable state committed to delivering services to all its citizens and the essential prerequisite for a capable state is to appoint people on merit, on their knowledge and experience and not on their political affiliation."

SEIFSA CEO Kaizer Nyatsumba said similar to the inaugural Indaba, the 2018 conference afforded its participants an invaluable opportunity to influence policy by adopting conference resolutions that SEIFSA – in collaboration with other business bodies and stakeholders like labour partners – will lobby policy makers on.

TOPICS THAT FEATURED PROMINENTLY DURING THE 2018 INDABA INCLUDE:

Some of the topics that will take centre stage during the 2018 Indaba include:

- Working Together to Improve South Africa's Sovereign Credit Rating
- Public Corruption and Corporate Malfeasance in South Africa: What Needs to Be Done to End or Contain It?
- The Continental Free Trade Area: How Much Progress Has Been Made to Date?
- How much of the National Development Plan has been implemented – and is it still relevant?
- Exploring and Leveraging the Link Between the Metals and Engineering Sector and the Mining, Construction and Auto Manufacturing Industries
- Constraints to investing in the Metals and Engineering Sector and improving trade on the African continent
- Radical Economic Transformation, the Black Industrialists Programme and the Metals and Engineering Sector
- Innovation and Excellence as Strategic Levers for Global Competitiveness
- The Manufacturing Circle's "Map to a Million New Jobs in a Decade": A Realistic Plan or An Empty Promise?
- Administered Prices As Factors Negatively Affecting South Africa's International Competitiveness: Can we Change the Situation?

OTHER HIGH-PROFILE SPEAKERS WHO ADDRESSED THE CONFERENCE ARE:

- **Business leaders** like Black Business Council CEO Kganki Matabane, Manufacturing Circle CEO Philippa Rodseth, ArcelorMittal General Manager: Africa Overland Alph Ngapo, Africa House Director Duncan Bonnett, Highveld Steel CEO Johan Burger, Hazleton Pump International Managing Director Mathys Wehmer, former Atlantis Foundries CEO Pieter du Plessis, PWC South Africa Director Andrew Shaw, National Association of Automobile Manufacturers of SA Director Nico Vermeulen and Master Builders Executive Director Roy Mnisi.

Kganki Matabane - Black Business Council CEO

Mathys Wehmer - Hazleton Pump International MD

Philippa Rodseth - Manufacturing Circle CEO

Atlantis Foundries Managing Director Mervin Moodley who stood in for Pieter du Plessis

Alph Ngapo - ArcelorMittal GM:Africa Overland

Andrew Shaw - PWC South Africa Director

Duncan Bonnett - Africa House Director

Nico Vermeulen - National Association of Automobile Manufacturers of SA Director

Highveld Steel CFO, Andrew Maralack who addressed delegates on behalf of Johan Burger

Roy Mnisi - Master Builders Executive Director

- **Policy makers and civil service representative**

  like Department of Trade and Industry Chief Director for Africa Multilateral Economic Relations Wamkele Mene and Department of Economic Development Deputy Director-General Zeph Nhleko;

- **Representatives of global organisations**

  like International Finance Corporation Senior Investment Officer Paul Mukasa;

- **Academics**

  like Wits University School of Governance Professor Patrick Bond.

DTI representative presenting on behalf of Wamkele Mene

Zeph Nhleko - Department of Economic Development Deputy Director-General

Paul Mukasa - International Finance Corporation Senior Investment Officer

Professor Patrick Bond - Wits University School of Governance

Southern African '18

Metals and Engineering

INDABA

2018 INDABA EXHIBITORS

ENSURING BUSINESS SUSTAINABILITY

Sustainability means that a process or state can be maintained at a certain level for as long as is wanted. ... The Commission defined sustainable development as development that "meets the needs of the present without compromising the ability of future generations to meet their own needs." Having engaged with a number of companies in our industry over the last nine months, interestingly when talking to their employees, on how long do they anticipate their companies will exist, the answer always remains the same. That is between five and seven years. This is by no means a scientific fact, but a fearful perception of employees, within our industry. Our industry has and continues to experience hemorrhaging of jobs across all occupational levels.

In South Africa, it is believed that one job feeds and clothes at least five people be it through a flow through model (indirectly) or directly by providing support to family and dependents at home. Over the last few months it has become clearer that this is not a phenomenon prevalent in our industry alone.

The mining industry in recent months had to plead survival and notified unions that they also have to succumb to the 'disease' called job losses.

In our normal discussions around sustainability there are a few elements to be considered usually emphasized in every companies Mission and Vision Statements, being Quality, Customer Service and Subject matter expertise better known as the people component.

Sustainability is the process of maintaining change in a balanced fashion, in which the exploitation of resources, the direction of investments, the orientation of technological development and institutional change are all in harmony and enhance both current and future potential to meet human needs and aspirations.

For our discussion, I will say none of the three elements can exist as a sole contributor to the sustainability of a company; however, we will focus on the Human element.

A simplistic desire or result in this complex arena would be that we would like to have our companies exist for, at least, another 50 years after we are gone, to provide jobs to our youth. Being in a successful thriving state and continuously improving and re-invigorating as the years go on.

Job losses usually have an anemic impact on the middle class causing them to slide into poverty. Needless to say, healthy financial growth in the middle class is directly related to a healthy country.

I worked for a company where the CEO used to have meetings in the basement with staff standing around and him sitting on one of the bakkies, in the basement. Staff were demoralized disengaged and frustrated. The company was a UK owned company, the profits were dwindling and customer satisfaction at an all time low. The holding company then seconded a stand-in CEO for six months aptly titled "The Fixer". The holding company ended the contract of the existing CEO and Mr Fixer started addressing staff morale aggressively through personal contact meetings in the top floor boardroom, permanent contracts for staff at the time on limited duration contracts. He only focused on the staff; the company made a complete turnaround and was profitable in just six months after his arrival. They did absolutely nothing to the systems in use in the business. No plans were put in place to improve quality and no strategy implemented to turn around the root to market. Customer Satisfaction and quality were achieved as a direct result of the Human element being in sync with the business as a value adding contributor.

South Africa promotes entrepreneurial skills, but what if one of our solutions for stopping job losses was INNOVATION a futuristic solutions approach. Cultivating a culture for intrapreneurs to flourish and nurture their ideas for the business they are in now. This would enable and support thriving businesses needed to boost and maintain a healthy economy.

Below are the main drivers that create sustainability:

Leadership

This element has changed from being a one man show, to a place where leadership includes all leaders as "co-owners" of the business, continually deciphering the future of the business in a unified strategic manner. Leadership that is stable, focused and at the same time also open to the idea to be fast on the take up of new ideas and opportunities. Leaders that feed into a culture that's willing to adapt to change easily.

Innovation

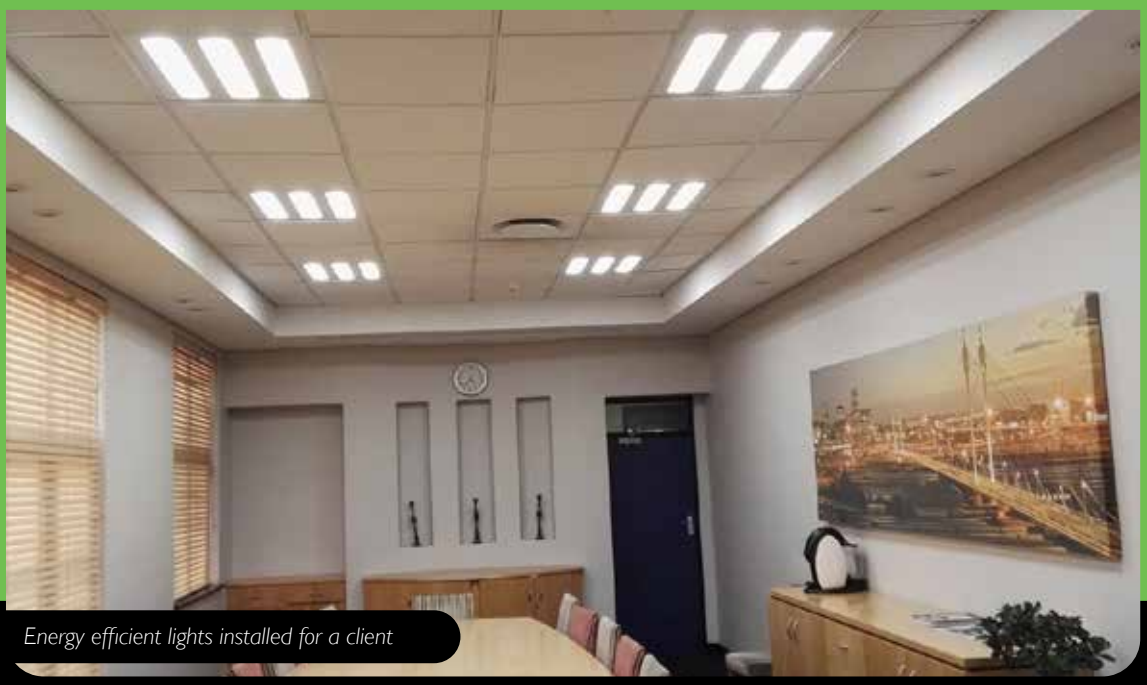
Always looking at the future and closing the gaps of the future now. I want to call innovation Solutions for the future. This is an evolving world with evolving needs. I always think the Toyota example is interesting. The same company that used mirrors in their lanterns to project light in the forests in Japan is the same company that provides mirrors for Toyota cars today. Being agile and adaptable is a futuristic approach. Same company same product different use and still profitable.

Staff engagement

We may not need the same people for where we are going. We must get to a place where we optimize the available skills and get the greatest impact for the period we have certain skills in our companies. We must be willing to understand at some point people move on because they don't fit the culture of the business any longer

The wellness of staff is an indicator of the wellness of the business. Humans since inception were born hunters, born to sustain survival. It's a primitive instinct and if employees feel the company is theirs they will fight for the survival of their own.

ENERGY EFFICIENCY



Energy efficient lights installed for a client

SHOULD BE ON EVERYONE'S RADAR

Looking back in the last decade one cannot overlook the fact that the energy landscape in South Africa has changed significantly and will never look the same again. The country came from a past of very low electricity prices and a grid which did not throw out its customers because it could not maintain stability at high demands. The term "load shedding' became known by all, even young school children got to know it because it interfered with their homework. Large bulk users and the South African economy suffered the most.

In the last ten years, electricity price increases are like nothing ever experienced before 2008. Double digit yearly price increases have been common and the energy regulator has been for ever busy. Although the pace of price increases has somewhat slowed down, the expectation is that the upward trend will continue.

The power crisis of the decade has brought about some good changes in the country. The country's energy mix now embraces various forms of renewable energy such as solar and wind. The cost of implementing solar projects has also come down during this period because of improvements in technology and competition. It makes sense for users of electricity in the country to consider solar installations, given the fact that improved technology has brought down the initial costs. Also, South Africa is blessed with extended periods of good sunshine compared to many parts of the world.

On the demand side, having moved from having cheap electricity, consumers of electricity are starting to see the need for improving how they use power. In the times of cheap electricity there were no drivers for using energy efficient equipment, and behaviours were also not supportive to energy saving. The opportunities for energy efficiency are now available in the market to help save on electricity and they cut across industrial, commercial and residential sectors.

Asiye Green is based in Fourways, Johannesburg and specialises in energy efficiency and solar PV systems. The company's objective is to save its customers money on electricity and help them meet health and safety requirements especially where energy efficient LED lights are being used. The company also assists its customers to take advantage of Government's 12L energy efficiency tax incentive. Its portfolio of customers includes Tsogo Sun, Landis+Gyr and GIBS Business School.

Article by Ndumiso Mathebula - Asiye Green.

For more information, contact Ndumiso Mathebula on 072 225 3842 or ndumiso@asiyegreen.com.

SEIFSA WELCOMES NEW MEMBERS

The following companies became members of associations federated to SEIFSA during June to July 2018:

Abacus Space Solutions a div of Waco Africa (Pty) Ltd
Constructional Engineering Association (South Africa)
Afika Power (Pty) Ltd
Electrical Engineering and Allied Industries Association (EEAIA)
Alos Business Solutions
SEIFSA Associate Membership
Aveng Manufacturing Automation & Control Solutions
Constructional Engineering Association (South Africa)
Baitumetse Bahlakoana (Pty) Ltd
SEIFSA Associate Membership
Commercial Shearing (Pty) Ltd
Light Engineering Industries Association of South Africa
Dalian Steel (Pty) Ltd
Constructional Engineering Association (South Africa)
Fedatech Engineering Holdings (Pty) Ltd
Light Engineering Industries Association of South Africa
Flender (Pty) Ltd
Light Engineering Industries Association of South Africa
Future Africa Consulting & Training
Constructional Engineering Association (South Africa)
Gee 2 Kay (Pty) Ltd
Constructional Engineering Association (South Africa)
IFE Elevators South Africa
Lift Engineering Association of South Africa
International Stainless Steel Fabricators (Pty) Ltd
Light Engineering Industries Association of South Africa
JTZ Engineering
Kwa-Zulu Natal Engineering Industries Association
Lady Of The Waters 46cc t/a Spatan Technical Services
Constructional Engineering Association (South Africa)
Landley Valves SA (Pty) Ltd
South African Valve and Actuator Manufacturers' Association (SAVAMA)
MAE Manufacturers cc
Electrical Engineering and Allied Industries Association
Mikarth Group (Pty) Ltd
Constructional Engineering Association (South Africa)
Odessey Investments (PTY) Ltd t/a
Constructional Engineering Association (South Africa)
Osborn Engineered Products SA (Pty) Ltd
Constructional Engineering Association (South Africa)
PH Marketing (Pty) Ltd
SEIFSA Associate Membership
Phooko & Sons Enterprise
Constructional Engineering Association (South Africa)
Rapp Engineering Works (Pty) Ltd
Light Engineering Industries Association of South Africa
RLMT Construction & Engineering
Constructional Engineering Association (South Africa)
Sizwe Placements (Pty) Ltd
Constructional Engineering Association (South Africa)
Tellumat Integrated Solutions (Pty) Ltd
Electrical Engineering and Allied Industries Association (EEAIA)
Zithembile Engineering (Pty) Ltd
South African Valve and Actuator Manufacturers' Association (SAVAMA).

CEA (LBD) ACCREDITED COMPANIES

AS AT 9 OCTOBER 2018

- Adcorp Blu a division of Adcorp Staffing Solutions (Pty) Ltd
- ALOS Holdings (Pty) Ltd
- AMT Africa Recruitment
- AMT Placement Services
- Assign Services (Pty) Ltd
- Babanango Recruitment Services cc
- Bathusi Staffing Services (Pty) Ltd
- Bayazamazama General Trading
- Boardroom Appointments
- CAP Personnel Placements (Pty) Ltd
- CDR Contracts (Pty) Ltd
- Consortium Personnel Consultants cc
- Eduardo Construction (Pty) Ltd
- ESG Recruitment cc
- Fempower Personnel (Pty) Ltd
- Global Industrial Consultants 2 cc
- Global Isizwe Placements cc
- Intelli Staff (Pty) Ltd
- ITL International Task Force cc
- Ithemba Langemphela
- Khuboni Placements (Pty) Ltd
- Lady of the Waters 46 cc t/a Spartan Technical Services
- Lapace Construction (Pty) Ltd
- Lekang Projects & Security Services cc
- M & S Projects
- Mabhele and Associates cc
- MECS Growth (Pty) Ltd
- Molapo Quyn Outsourcing (Pty) Ltd
- Monyetla Services (Pty) Ltd
- Phakisa Technical Services (Pty) Ltd
- Primeserv ABC Recruitment (Pty) Ltd
- Primeserv Staff Dynamix (Pty) Ltd
- Quyn International Outsourcing (Pty) Ltd
- Scribante Labour Consultants (Pty) Ltd
- Sebcon Contracting Services
- SFG Engineering
- Sindawonye Services
- Sizuluntu Staffing Solutions (Pty)Ltd
- STAFFATACLICK (PTY) LTD
- Stratostaff (Pty) Ltd
- Swift Human Resources (Pty) Ltd
- Tedoc Industries (Pty) Ltd
- Themba Njalo Camden
- The Workforce Group (Pty) Ltd
- Transman (Pty) Ltd
- Uthingo Mndeni Services cc
- Valorem Recruitment (Pty) Ltd
- Vusithemba Mpumalanga.

SCHNEIDER ELECTRIC PROVIDES VSD TRAINING TO F'SASEC VUT

Schneider Electric is a member of Electrical Engineering and Allied Industries Association that is federated to SEIFSA.

Schneider Electric, the global specialist in energy management and automation, recently hosted two complimentary VSD (variable speed drives) Schneider Teachers' courses at F'SASEC (French South African Schneider Electric Education Centre) based at VUT (Vaal University of Technology).

The VSD training was focused on two different levels and headed by Mulalo Nengobela, Schneider Electric South Africa product application engineer. These courses mark the 24th Teachers' Mission for F'SASEC VUT and are aimed at giving both students and employees an introduction to motors and variable speed drives, further enhancing their future ability to operate and establish machines. Riaan Greeff, F'SASEC VUT Coordinator, indicated that the training will be of immense value to future engineers.

Created in 2012 by Schneider Electric and its Foundation, Schneider Electric Teachers' NGO aims at promoting and supporting voluntary commitment from Schneider Electric employees and retirees. The volunteers support the Foundation's partners on a 'no charge' basis in the access to energy and fuel poverty fields, giving of their time and competencies. The volunteers fulfil these missions mostly during their holidays, attesting their personal commitment to sustainable development, in line with Schneider Electric values.

"Schneider Electric South Africa's network of training centres forms part of our sustainability strategy to create access to education and to prepare students for the working environment. The students who graduate from these centres are highly skilled, well rounded and most importantly employable," says Zanelle Dalglish, Schneider Electric Anglophone Africa Head of Sustainable Development.

Established by Schneider Electric South Africa in conjunction with the Schneider Electric Foundation, and the French Ministry of Education, Higher Education and Research, F'SASEC VUT offers courses to young previously disadvantaged South Africans who are aspiring electrical artisans interested in pursuing a career in the field of energy.

"One of our biggest goals is to spread access to reliable, affordable and clean energy through a combined approach of training, business models and investments, thereby making a difference to the socio-economic landscape of the Southern Africa region. Essential to achieving this, is providing access to education through training programmes in the field of energy," Dalglish says.

Students studying at F'SASEC at the Vaal University of Technology and CPUT (Cape Peninsula University of Technology) are already benefitting from a competitive edge in the workplace, thanks to the centres' programmable logic control (PLC) automation labs.

These labs are equipped with the latest automation tools, including variable speed drives, instrumentation and robotics, and aim to empower students with interface abilities, programming, and basic electronics.

"The course offered by F'SASEC is inclusive of both industrial and domestic installations, where emphasis is placed on practical experience to prepare students for industry. The training centres feature the latest Schneider Electric technology, while also affording students the opportunity to benefit from advanced and digitised teaching methods," Dalglish says.

"In the face of IoT and Industry 4.0, it is important that we pay close attention to how we develop the critical skills needed to adapt to this new business environment. In order for students to learn industry 4.0 skills, the industrial Internet of things, cloud computing and cognitive computing, tertiary institutions need to be well equipped. Through strategic partnerships with academia, Schneider Electric South Africa is working towards making sure our network of training centres get the support they need when training the future of our industry," she concludes.

merSETA
MANUFACTURING, ENGINEERING AND RELATED SERVICES SETA

Ms Lebogang Letsoalo is a Supply Chain coach and currently a Director of Sincpoint, an organisation focused on sustainable supply chain coaching and optimisation solutions. The new merSETA Chair has 18 years experience in different facets of the supply chain fraternity, including in the energy, chemicals and mining industries.

She is a former Vice-President of Supply Chain in Sasol and has held executive roles in projects development, capital procurement and other roles in Eskom, DeBeers, Fluor and IBM. In 2008, Ms Letsoalo was profiled and cited in the Financial Mail as one of the top 10 most inspiring women in State-Owned Entities. She has also been nominated for the Global Business Leadership Award - International Conference on Gender & Sustainability - New York 2017.

Among her qualifications are a Diploma - Purchasing; Btech - Logistics; and a Masters of Business Administration. She is currently enrolled for doctoral studies.

She is a Director at Black Industrialist Group (BIG) and also the Founder and Chairperson of African Women in Supply Chain Association (AWISCA), the first and only association in southern Africa focusing on functional mentorship and coaching in supply chain to build skills and capacity in the sector.

She is a member of the Advisory Committee of Universities to ensure alignment between industry requirements and Supply Chain curricula offered by universities.

Ms Letsoalo provides supervision for MBA and MBL students at UNISA

The merSETA welcomes its new chairperson, **Ms Lebogang Letsoalo**

WE CARE
It's about caring for people we render services to

WE BELONG
It's about working together with colleagues

WE SERVE
It's about going beyond the call of duty

www.merseta.org.za

merSETA Social

@mersetasocial

LEADERS IN CLOSING THE SKILLS GAP

WAGE NEGOTIATIONS SETTLED IN THE LIFT ENGINEERING INDUSTRY ON A 6% WAGE INCREASE FOR THE PERIOD 2018 / 2019

Negotiated by SEIFSA'S Industrial Relations division

INTRODUCTION

The Lift Engineering Industry Collective Agreement is a sectoral agreement applicable to the lift engineering industry, comprising the installation, repair and maintenance of lifts, escalators and elevators. The sector resides under the scope and jurisdiction of the Metal and Engineering Industry Bargaining Council (MEIBC).

Negotiations traditionally take place on an annual basis between representatives of the Lift Engineering Association (LEA), a registered employer organization federated to SEIFSA and the South African Equity Workers Association (SAEWA), the majority representative trade union in the sector. The LEA is represented by SEIFSA's Industrial Relations Division with SEIFSA Industrial Relations Manager, Michael Lavender, being the lead negotiator for the LEA, in the annual negotiations with the SAEWA.

THE 2018 WAGE NEGOTIATIONS:

An agreement has been reached in the lift and escalator industry for the period 1 July 2018 to 30 June 2019, following negotiations over the months of June, July, and August. The parties took into consideration the depressed state of the economy, and likewise the industry while engaging each other realistically and sagely without resorting to industrial action in August.

The first round of negotiations took place on 6 June 2018 at the MEIBC under the facilitation of the CCMA commissioner Moe Ally.

The South African Equity Workers' Association (SAEWA's) tabled their demands, which were:

- A wage demand of 10% to address the cost of living increases
- A three year duration agreement, with an increase of 10% for year one and an increase of consumer price index (CPI) plus 2% for year two and three.
- The various allowances to all increase by 10%, the allowances listed are,
    - the standby allowance,
    - the travelling allowance,
    - the subsistence allowance,
    - the out of pocket allowance,
    - the dirt allowance,
    - the certificate allowance,
    - the underground allowance, and
    - the tool allowance,

Employers in the sector responded, indicating that the following factors needed to be taken into account:

- These are difficult economic and trading times and a highly-competitive market.
- Operational costs are continually increasing above CPI, with the latest figure being 4.5%. This leads to diminishing margins and returns, which has been exacerbated by the weak rand, making the imported products more expensive.
- Business has slowed down, and there are very few new contracts if any. Likewise, the companies are not able to sign up more maintenance contracts. In addition and importantly, the fee escalation to clients of maintenance contracts is generally based on CPI and sometimes even below CPI.
- It must be taking into account that employees in this sector are on good remuneration packages with very favourable benefits.

The employers advised that the wage increase needs to be based on CPI, which is currently at 4.5%. Historically the wage increases in this sector have been CPI plus 0.5% to 1%, and the settlement zone for this year similarly needs to be around CPI.

The union urged the employers to consider their employees and their families, that they looked to the employers to assist their employees and to ensure that they receive a wage where they can meet the continual inflationary pressures that households are under, and mentioned the huge petrol price increase which has a ripple effect on the cost of food and general living expenses. The trade union said that the parties must consider the average increase for 2018, the expected average is 5.1% to 5.2%.

Knowing that there was a gap between what the employers could offer and what the union demanded and to best address that, it was agreed to ask the CCMA commissioner to facilitate the process in a mediatory role.

The employers felt that they need to offer an increase that will assist positively in facilitating the negotiation process and encourage the union to move off their 10% demand, which is unrealistic in today's business environment. Increases significantly above CPI, would negatively impact the companies' long-term viability.

The trade union said that the parties must consider the average increase for 2018, the expected average is 5.1% to 5.2%.

However, the employer offer must be of such a nature that there remains goodwill and a positive climate between the employers and employees as well as between the companies involved and LEA and SAEWA during the negotiations. The Commissioner advised that the union had said that any offer of CPI (4.5%) or less is not an increase and they will not move from their opening demands. Reluctantly, the employers felt that an offer of 5% was the best way forward. The offer was made and the employer stance was that the union needs to move into the settlement zone for there to be progress in the wage negotiations. It was explained on several occasions of the significance of using CPI to guide the wage increase. The companies explained that their commercial contracts are mostly restricted to increases at CPI or even below that.

To be considered is the union wage model demand for 2019 and 2020, namely CPI + 2%. A wage model that the employers are comfortable with must be seriously considered, this will allow companies to plan and budget. The wage model will have limits, to ensure the increase may not be above or below a certain figure, irrespective of whether the inflation is very high or very low.

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The second round of the Lift Negotiations - held on Tuesday, 19 June 2018 started at 10:00, at the MEIBC

The negotiations on the Lift Engineering Collective Agreement commenced with the union expressing their dissatisfaction with the state of the negotiations. They argued that there are numerous demands placed upon their members, increasing work pressure, unsafe working environments at times, and some of their members leave employment to start their own companies or become sub-contractors in an endeavor to increase their income. They also argued that a CPI increase is not realistic in addressing the inflationary pressure that their members are under. They stated that they believe the increase should be 8% but they would reluctantly consider a 7% increase.

The employer's responded that first and foremost they are mindful of ensuring the long-term survival of the companies of the LEA. The employers explained the economic and financial pressures that the companies have to deal with and the companies explained again that their commercial contracts are mostly restricted to increases at CPI or even below that.

The employers advised that currently CPI is at 4.5%, and to show good faith and in an endeavor to bridge the gap between the employers and the union, they would offer an increase somewhat above CPI of 5.4%.

"They also argued that a CPI increase is not realistic in addressing the inflationary pressure that their members are under. They stated that they believe the increase should be 8% but they would reluctantly consider a 7% increase"

The CCMA facilitator attempted to bridge the gap between the parties, the unions on 8% and the employers on 5.4%. It seemed that the unions' bottom line where they would settle on that day was 7%. This was not a figure that the employers could entertain. This brought the negotiations to an end and the union declared that they were in deadlock with the employers.

There were attempts to resolve the matter informally, but with no resolution in sight, SAEWA lodged a dispute with the MEIBC against the LEA on 22 June 2018. The dispute resolution meeting was set down for 22 August 2018.

The Dispute meeting of 22 June 2017 and threat of industrial action

The Lift negotiations dispute meeting was held on 22 August 2017, under the auspices of the MEIBC at the CDR. Significantly if the dispute remained unresolved the union could give a strike notice and embark on industrial action. After some hours of negotiations, conciliated and mediated by the CDR, the union said that they could consider a 6.75% increase. The employers put forward a final position to SAEWA to attempt to reach an agreement and resolve the wage dispute and deadlock.

The employers final position was:

- a wage increase of 6%

- all allowances to increase by 6%

SAEWA, initially rejected the 6% offer and indicated that they would consider a 6.5% increase. The employers said they couldn't move to 6.5% but would consider a differential increase with some grades getting above 6% and some below 6%, with an average increase of not more than 6%. The employer advised that they couldn't not move above 6% even if it meant having to endure strike action.

SETTLEMENT REACHED

After a few more hours of deliberation, the union accepted the employers final position of 6% across all the grades. A long period of negotiations which started on 6 June, was finally settled and signed on 22 August, without any industrial action.

The Lift Engineering Industry Collective Agreement will remain in force and effect until 30 June 2019 and this ensures another year of peace and stability for the industry, with no industrial action taking place. This is a credit to all those that took part in the negotiations.

SEEKING EXEMPTION FROM PAYING THE LEAVE ENHANCEMENT PAY (LEAVE BONUS) IN DECEMBER – WHERE YOU COULD EFFECTIVELY REDUCE YOUR DECEMBER WAGE BILL BY 50%

SEIFSA is acutely aware that the current economic environment may pose severe constraints on certain member companies, particularly insofar as the payment of Leave Enhancement Pay (LEP) is concerned.

Section 30(1) of the LRA states, "the constitution of a Bargaining Council must at least provide for:"

- (k) the procedure for exemption from collective agreements."

One of the MEIBC's policies is the Exemption Policy, which allows companies which are unable to afford the LEP to submit an application to its local regional council for exemption from paying the LEP to its employees, this application much reach the Council by 31 October of any year.

Companies do not only have the choice of applying for a full exemption to the LEP, but may choose to apply for total exemption, partial payment and or a deferred or staggered payment. However, please note, employers who are successful, will be expected to become compulsory contributors to the monthly scheme, where a monthly amount equal to the value of the LEP accumulated by employees in that month must be paid over to the MEIBC. At the end of the year, this amount is then paid back to the company which then uses it to pay the employees their LEP for that year. This is on the understanding that if companies cannot remain on the monthly compulsory contribution scheme, due to financial difficulties, they can apply for a further exemption to be exempt from the scheme and paying out LEP in that succeeding year.

Management's attention is drawn to the importance of the council's requirement that an application must be accompanied by the following important information in order for the application to be considered:

- A fully detailed motivation explaining the difficulties that the company is experiencing and hence the need for the application.
- Audited Financial Statements for the last financial year. In the case of a closed corporation - a full set of financial statements which are to be signed by an Accounting Officer and the latest management accounts for the last three months. If the financial statements are older than six months, then the management accounts for the recent three months are required.
- Formal confirmation that employees were informed of the company's decision to make an application for exemption.
- Where employees reject the company's approach, they are to be informed of their right to submit written reasons for objecting to the exemption application and such reasons should be attached as an annexure to the company's application.
- The signature of at least two employees who accept being the representatives for the workforce and who will be affected by the application. Representatives of the

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workforce are to sign the form, contained in the exemption application questionnaire, consenting to this.

- The signatures of employees accepting that they have been informed of the implications of what the firm is proposing to the Council.
- Where the employees are trade union members, the company should inform the local trade union office of the intention to apply for an exemption and request, in writing, a meeting with the local official to discuss the impact of the exemption on the company and the members of the union.
- Where employees have elected a trade union representative or representatives (shop stewards) these persons should be requested to sign that they were consulted and that they understand the need for applying for the exemption. Where the local trade union official and/or shop stewards have been consulted and where they reject the application, such refusal must be recorded in the application and countersigned by at least two witnesses.
- Where the local trade union official and/or shop stewards and affected employees support the exemption application, this signed agreement should be included with the application.
- It is recommended that all meetings in this regard between management, employees, shop stewards and union officials have signed attendance registers, and that the minutes of such meetings be submitted with the exemption application.
- The application itself is to be signed by either a director of the firm, member, owner or a senior accountant - neither a bookkeeper nor the human resources manager's signatures will be acceptable.

It may at times be very difficult to get employees to sign various documentation including a document seeking exemption from the LEP or wages. If this is the case it may be useful and easier to get employees to sign an attendance register and in addition to indicate whether they support or do not support the exemption application

Please note:

It may at times be very difficult to get employees to sign various documentation including a document seeking exemption from the LEP or wages. If this is the case it may be useful and easier to get employees to sign an attendance register and in addition to indicate whether they support or do not support the exemption application.

Is it too late to obtain an exemption from the 2018 wage increases?

The Main Agreement does require that an application for an exemption to the wage increases must be made within 30 days of a wage agreement being reached in a year in which there are wage negotiations and by 31 July in a year there are no wage negotiations and companies are implementing a multi-year agreement.

If a company has already implemented the wage increases they would be unable to thereafter apply for a wage exemption, however if they still have not given the wage increases then it is still possible to apply for exemption. If this is the case then the company must apply for a late condonation, where they ask the MEIBC to condone their lateness and give justifiable reasons for the lateness. The late condonation letter would need to have a Commissioner of Oaths stamp.

If a company is successful in its exemption application, would they need to catch up on the lost increase payment next year in addition to giving the next year's wage increase?

The answer is no, however if employees' wages do drop below the minimum rate of pay in the following year, companies would be expected to not only give the next year's wage increase but also ensure that employee's wages are, at least, on the minimum.

What happens if the company finds itself in a situation where it cannot afford to do either or both?

Then the company would need to apply for an exemption again, as most exemptions only last for a year, only in exceptional cases would exemptions last longer than a year and the company's business plan would need to support the need for a longer- term exemption, and preferably with the signed support of the employees.

What are the criteria for obtaining an exemption?

The exemption application goes to an independent auditor who is appointed by the MEIBC. The company's financial information is only seen by the independent auditor and no one else, so this remains confidential. The auditor, after examining your financial documentation, will make a recommendation to the MEIBC based upon whether the company can afford the increases or the LEP or not, so the chief criteria is affordability. The MEIBC is generally guided by the auditor's recommendation and will make a decision based upon the recommendation. However, it may happen that a union may challenge the recommendation and bring other evidence that persuades the MEIBC not to support the exemption.

In such a situation what can you do if your exemption application is rejected?

The LRA requires that all Councils where Collective Bargaining takes place must have a process to allow for wage exemptions and where exemptions are rejected by the Council, the exemption process and policy must include an appeal process, so if a company's exemption application is rejected then the company may appeal against the rejection. The appeal is then considered by an independent auditor who makes a decision based upon the company's financial situation and whether they can afford the exemption or not.

- **Do you have to have an agreement with your employees to be successful in obtaining an exemption?**

No, you do not.

What happens if your employees reject the exemption? Does this mean that your exemption will fail?

No, it does not. The Council is strongly influenced by the auditor's recommendation on whether the company can afford the LEP or wage increase, whether the employees support the exemption or not. However, if you do reach an agreement with your employees, this will take precedence over the auditor's recommendation. So, if the employees support the exemption application even though the auditor does not, the Council will make a ruling in line with the plant level agreement.

Please note these additional criteria:

SMALL BUSINESS EXEMPTION POLICY

Exemptions in this category will be granted for a period not exceeding 36 months. The exemption shall be in respect of the entire Main Agreement or in respect of specified clauses of the Main Agreement but shall not apply to any other collective agreement of the Council.

The Council will consider applications on merit taking into account one or more of the following factors:

- That the business is not a subsidiary of another company;
- It employs no more than ten *scheduled employees;
- *(A scheduled employee is an employee engaged in production related activities and whose job is contained in Part II of the Main Agreement)
- It has been operating for a period of less than three years;
- It is able to show that such an exemption will enable it to retain existing jobs or create additional jobs in the firm. This particular factor must be covered in the motivation;
- The financial situation of the business;

STRUGGLING BUSINESS EXEMPTIONS

Application for exemption or deferment of implementation from specified provisions of the Main Agreement will be dealt with after giving consideration to the following:

- Clear evidence of financial difficulties including:
- An explanation of the difficulties being faced by the company.

It is important to note that the Bargaining Council is obliged to consider all applications for exemption irrespective of the basis on which they are founded. This effectively means that financial reasons are not the only criteria which must be considered. Employers may apply for an exemption on any one or more of the following reasons (but not limited to):

- Increased competitive threats;
- Inability of employer to pass on cost increases to final customers;
- Technological changes threatening business survival;
- Inherently high difference between wage rates actually paid and current affordability of market competitive considerations facing an employer;
- Market decline, projections, etc.;
- Loss or potential loss of business;
- Existing/ current unprofitable contracts the consequences of which are only likely to manifest themselves in future/ current (unreported) accounting periods;
- Expansion opportunities (including capital investments) where cheaper labour costs could influence investment decisions; and/ or
- New ventures/ operations which justify retention or creation of job opportunities at reduced wage costs.

One nevertheless anticipates that application for exemption will primarily be founded on the grounds of affordability, job retention and/or job creation.

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SEIFSA ASSISTANCE TO MEMBER COMPANIES:

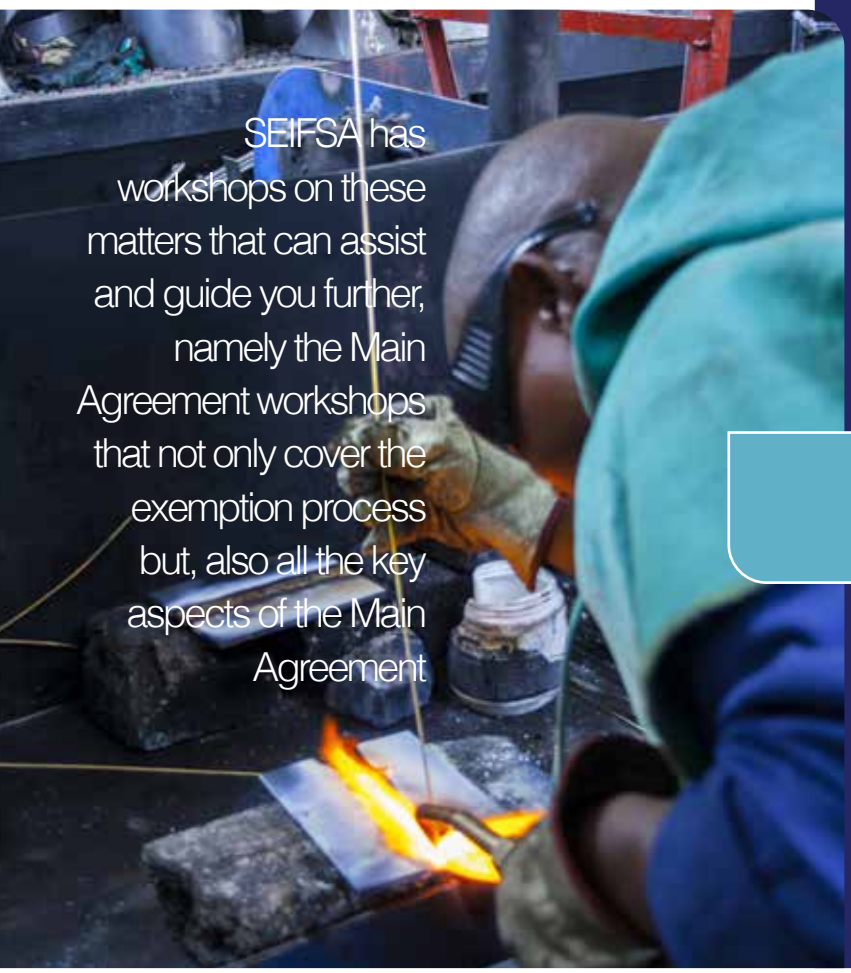
Any member wishing to apply for exemption is encouraged to contact the SEIFSA Industrial Relations and Legal Division for advice and assistance. In addition, please note that one can download the SEIFSA Management Brief and Pro-Forma Questionnaire on Applying for Exemption from the LEP on the SEIFSA Main Agreement online portal at www.seifsa.co.za.

Companies that have purchased a Main Agreement handbook are also entitled to a pin code used to access the portal.

SEIFSA officials are available to give advice over the phone or via email on these matters and available to come out to companies and consult with management and represent management on all IR and Legal matters, including applying for wage and LEP exemptions, implementing short-time, lay-offs and retrenchments and to assist with the chairing of disciplinary hearings and representation at conciliation, arbitration and the Labour Court.

Furthermore, SEIFSA has workshops on these matters that can assist and guide you further, namely the Main Agreement workshops that not only cover the exemption process but, also all the key aspects of the Main Agreement, including,

- Wages and the process of the extension to non-parties,
- Understanding the negotiation process and the role of the MEIBC,
- Conditions of employment, including annual leave, sick leave, family responsibility leave, hours of work, over-time, Limited Duration Contracts, Labour brokers and much more.



Main Agreement Workshop information:

- **Main Agreement vs BCEA - Boksburg**
  26 October 2018
- **A to Z of the Main Agreement - SEIFSA**
  12 November 2018
  (Special focus on annual leave)
- **A to Z of the main Agreement - Cape Town**
  15 November 2018
  (Special focus on annual leave)
- **A to Z of the main Agreement - Boksburg**
  12 November 2018
  (Special focus on annual leave)

Training can also be provided on an in-house basis.

Please contact Michael Lavender on MichaelL@seifsa.co.za and Thabiso Lebea on Thabiso@seifsa.co.za

SAFETY AWARENESS - WORKPLACE / SHOP FLOOR SAFETY AUDITS

By Admire A Makotose

There are three types of safety audits that evaluate practices and are referred to as compliance, program and management system audits. Safety audits are structured processes whereby information is collected relating to the efficiency, effectiveness, and reliability of the total health and safety management system of a company. They can rate an organization's total safety and health program and identify its strengths and weaknesses, showing where improvements are needed and create a process and procedures by which problems can be corrected.

1. Compliance audit looks at all four factors — conformance, record-keeping, programs and training. OSHA regulations are written such that employers must furnish their employees with a place of employment that is free from recognized hazards and complies with certain OSHA standards. Employees must comply with the standards, rules and regulations.
2. Program audits examine dedicated programs on how to implement safety rules or requirements as to achieve reduction in accidents and incidents as well as unsafe acts and conditions which result in accidents while providing suggestions for investigating an accident.
3. Management systems audit is a comprehensive safety audit to evaluate and validate the effectiveness of, and management's commitment to, safety compliance and programs, employee involvement, and risk control procedures. It examines accountability, effectiveness of this implementation and how well the company's health and safety program is integrated into the overall culture. A management systems audit integrates all three audit techniques, document review, interviews and workplace observation, to make these determinations.

- Safety inspections is one of the best tools available to see where problems are and then look at the risks emanating from the problems. Plans to mitigate the risks can then

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be made before there is an incident, injury or damage to equipment or fatality.

- Purpose of workshop / floor audits is to do with the following:
  - To identify possible problems when you look at the workplace and workers in action
  - To identify equipment defects
  - To correct incorrect and wrong actions and behaviours of workers
  - To provide management including MANCO with first-hand information
  - To identify risks when there is change in production processes
  - To demonstrate that management is committed to health and safety of the workers.

- **Who carries out Audits?**

  Normally it is the work of management and Safety Health and Environment Representatives to do safety inspections. But every employee is responsible for his / her own safety and the safety of others. It is the responsibility of every employee, contractor and hired labour to do something about safety and health risks, or to report them for corrective actions.

  Findings must be registered on the Corrective Action Request (CAR) Register so that they can be closed out, preventative measures must be put in place so that they do not reoccur.

- Prevent material loss from a business
- Promote employee morale
- Ensure customer confidence
- Motivate workers to have improved and successful health and safety and environment audit scores.
- Identify problems that are lurking behind the scenes, and which can lead to accidents and other negative consequences for a business.
- Have positive credentials when bidding for clients or looking into new business. (Majority of companies expect companies to have proper health and safety procedures in place).
- Save money in the form of improved downtime, reduced employee sick leave.
- An organisation becomes law abiding according to different regulations and laws in place to ensure safety within the industry.
- Know regulations in place and eliminate the risk of injury in the workplace
- Offer knowledge and validation
- Increase employee awareness.

- **What must be included in workplace / shop floor audits**
  - Procedures
  - Ergonomics
  - Tools and equipment
  - Qualifications
  - Personal Protective Equipment
  - Order – house keeping

- Shop floor audits are not safety inspections but face to face discussions between workers and supervisors (and management) while they do work on the shop floor. The main purpose is to increase the commitment of all workers to safer ways of working and to identify and remove issues and risks.

- **Benefits of Audits**

  Audits are important and essential because they will help:
  - Reduce the risk of personal traumas or injury

- **How often must safety inspections and audits be done**
  - Supervisors must do daily inspections
  - Middle managers weekly inspections
  - Senior managers monthly inspections
  - Compliance Officers quarterly internal audits
  - External Service Provider – Semi-Annual Audits.

Safety, Health, Environment & Quality

Health and Safety Representative Training

14 November 2018 - SEIFSA Office

The workshop outlines the rights and duties of health and safety representatives in terms of the Occupational Health and Safety Act, 85 of 1993. On completion of this one day workshop delegates will have a thorough knowledge and understanding of their functions and responsibilities when identifying hazards and risks at the workplace, conducting regular inspections, assisting management with incident investigations and attending health and safety committee meetings.

The workshop will cover:

- The purpose and scope of the Occupational Health and Safety Act
- The legal responsibilities of employers and employees in terms of the Act
- The importance of a health and safety policy
- Functions of health and safety representatives
- Functions of health and safety committees
- How to conduct a workplace inspection
- How to hold effective health and safety committee meetings

Who should attend?

- Health and Safety Representatives
- Shop stewards
- Other interested employees
- Supervisors, Team Leaders, Managers

Fees (Incl VAT)**:**

Members: R3 900.00
Non-members: R3 900.00

Included in the fees:

- Course packs,
- breakfast,
- lunch,
- refreshments,
- parking

Presenter:

Nonhlalo Mphofu
Nonhlalo Mphofu, SEIFSA Health & Safety, Environment & Quality Executive / ISO 9001 Certified Lead Auditor, IRCA: 6018477 / Merseta Registered Assessor

Bookings:

Thabiso Lebea | Events and Facilities Coordinator
Tel: 011 298 9442 | Email: thabiso@seifsa.co.za or info@seifsa.co.za

SEIFSA
Steel and Engineering Industries Federation of Southern Africa
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www.seifsa.co.za

By Michael Ade, SEIFSA Economist

A MORATORIUM ON THE CARBON TAX BILL IS NECESSARY TO ENABLE LOCAL BUSINESSES TO PERFORM AT THE LEVEL OF GLOBAL AND AFRICAN ECONOMIC PEERS, WRITES MICHAEL ADE

While the pronouncement by the Government to officially place a moratorium on its nuclear ambitions is generally welcomed, the pending decision to possibly impose a carbon tax is still hovering over businesses in the manufacturing sector like a blade from a guillotine. Although the implementation of the Carbon Tax Bill has been postponed several times since it was first introduced some nine years ago, its finalisation is imminent, with a Second Draft Carbon Tax Bill already published for comment and earmarked for January 1 2019, as outlined in the 2018 National Treasury Budget Review.

In its current form, the bill will see carbon dioxide emissions determined on the basis of fossil fuel inputs and reported in accordance with the Department of Environmental Affairs National Greenhouse Gas Emission Reporting Regulations. To allow businesses time for transition, a basic percentage-based threshold of 60% of carbon dioxide equivalent produced will apply, below which tax is not payable. The proposed tax is R120 per ton of carbon dioxide equivalent for emissions above the tax-free thresholds.

In addition to its revenue generating effect, the proposed carbon tax is intended to serve two purposes. One is to deter businesses from producing excessive amounts of harmful substances and pollutants such as carbon emissions from industrial processes, carbon dioxide and fossil fuel combustion. Another is to compensate or pay for externalities or the cost to society as a whole of that harmful behaviour.

Banning fossil fuel - a natural fuel such as coal, oil or gas formed in the geological past from the decayed remains of plants or animals - is impossible. Given that burning fossil fuels invariably uses oxygen and produces carbon dioxide, economists recommend taxing carbon dioxide emissions instead to limit the consumption of fossil fuel. The carbon tax is, therefore, ultimately designed to encourage a transition to more environmentally-friendly ways of operating in various industries, while also generating revenue for the Government.

The rationale for the proposed carbon tax similarly underpins the existing plastic bags levy which was first introduced in 2003 in an attempt to reduce plastic bag consumption and curb the impact of plastic bag pollution in the country's natural environment. Although the plastic bags levy is not as high enough to dissuade purchase, it is high enough to add to production costs over the long term and invariably affect the poor. Also, the levy is too local in scope, meaning that the sale of plastic bags in neighbouring countries may have increased by a significant amount, thereby acting as a countervailing force and limiting the desired intended revenue and deterrent effects on consuming the material.

Steel as a material does not pose any health complications for human beings or to the animal and plant kingdoms. However, the furnaces used in steel production processes often times incorporate large amounts of fossil fuels, thereby, greatly contributing to carbon emissions and, subsequently, global warming and climate change.

Notwithstanding these concerns, the timing is not right to levy a carbon tax, which is effectively a tax on production processes. The broader local steel industry is experiencing a tough time at present with low domestic demand, lack of new markets, a rise in exports of steel by China and a corresponding burden of paying 25% tariff on exports to the US market. These challenges, along with some other external factors, have generally decreased steel exports, reduced existing market share and forced many local companies to shut down.

As policy instruments, production taxes are extremely blunt and businesses are compelled to pay the proposed taxes irrespective of whether they are profitable or not. Given that the carbon tax is generally aimed at businesses that heavily rely on electricity and fuel as inputs into their operations and emit a high level of carbon, thereby polluting the atmosphere, these industries will suffer the most.

Incidentally, three of the top five export-intensive sub-components of the Metals and Engineering (M&E) cluster (namely the Basic Metals, including the iron and steel products; the Machinery and Equipment, and the Transport Equipment sub-industries), all correspond with the electricity-intensive sectors. Together with the Plastic products sub-industry, these sub-components contribute almost 20% of manufacturing output or R76.8 billion and have by far the largest indirect job creation component.

Already, the largest share of the cost of production in the steel industry, representing over R12.8 billion, is attributed to iron ore cost, transport costs from Transnet, with coal and energy costs from Eskom representing 42% of the costs. Although some of these inputs are sourced and beneficiated locally, a carbon tax may multiple the problem.

Moreover, with prevailing high electricity and fuel prices, the energy-intensive sub-industries of the broader M&E cluster will face double negatives with the implementation of the carbon tax. The first negative is the deterrence to export competitiveness and the second is the direct compounding negative effect on production costs, with dire implications on employment.

In theory, carbon taxes could be offset by earmarking any revenue from them for direct cash transfers or for social programmes aimed at reducing poverty, including providing partial funding for free higher education, national health insurance, housing, schools or libraries and many other poverty-reduction interventions. However, the tax may lead to more job losses as struggling businesses and small and micro-enterprises with high carbon emissions are taxed no differently from flourishing businesses and medium and large businesses.

The carbon tax is, therefore, regressive in nature since the broader society may be impacted upon disproportionately. Also, considering the prevailing difficult operational environment, it will be misguided to further burden businesses with a carbon tax as short-term gains can leave long-term effects. While the intention by the Government to plug existing gaps in public finance is commendable, it shouldn't be at the expense of growing the economy.

Although South Africa has to honour its pledge towards the global effort to stabilise greenhouse gas concentrations per the 2015 Paris Agreement on climate change, the country is not compelled to do so under the current national circumstances. A plethora of issues needs to be addressed before Parliament is ready for the Bill to be enacted. These include quantifying the net fiscal costs of carbon emission and explaining how collected revenue will be re-channeled into the economy.

Benjamin Franklin famously said that two things are certain in life: death and taxes. But while most of the fuss about taxation in South Africa is over how much revenue the Government collects and how often it is wasted, too little is said about how taxes are raised. Continuously raising revenue through a kaleidoscope of taxes on production, with disregard for a corresponding frugal and effective use of the resources in excellent service delivery, provides a strong basis for mistrust in the Government, leading to less tax compliance.

This is against the principle of fiscal exchange proposition or quid pro quo, which states that in return for paying taxes, a citizen expects quality service delivery. The proposed carbon tax is more likely to add to business costs, thereby conflicting with the Government's priorities of creating jobs, reducing income inequality and attracting investments.

PERSISTENTLY POOR PMI PERFORMANCE INDICATIVE OF A FRAGILE ECONOMY

The Purchasing Managers' Index (PMI) is an indicator of the economic health of the broader manufacturing sector and comprise of five sub-indices namely: business activity, new sales orders, inventories, supplier delivery and employment.

The PMI is an important lead indicator that sets the tone for how producers and relevant stakeholders in the manufacturing sector view the month ahead. Given that the PMI is the first data for the month, the information provides a good preview and insight into the level of economic activity to be undertaken by production and procurement managers, including other key stakeholders of businesses in the month.

As the index depends on economic cycle, it is, therefore, very volatile as vividly captured in figure 1.

Figure 1: Movement in the purchasing Managers' Index (PMI) over time

Source: SEIFSA; ABSA/BER (2018)

The graph on the previous page captures the headline PMI over a 19-month period starting from January 2017, with the figure largely reflecting a volatile trend. The benchmark or neutral level of the PMI is 50 and separates expansion from contraction.

Overall, the headline PMI trended below the neutral level of 50 for twelve out of nineteen months of the period under observation. Worryingly, the PMI trended below the neutral level of 50 for the largest part of 2017 with the lowest level of 43.3 percent recorded in July 2017.

The headline PMI and its five main sub-indices, therefore, play an important role in the decision-making processes of businesses. The new sales order sub-index can assist production decisions based on the expected new sales orders. The inventory sub-component gives an indication of the volume required to fill new sales orders and to ensure that a fairly consistent level of inventory is maintained. Production activity and output levels in the sector can be gaged with the business activity sub-index. If raw materials and products are more readily obtainable this month when compared to last month and delivery performance is faster, it is captured by the supplier delivery sub-index. Lastly, the employment sub-index gives an indication of the possible movement in employment numbers in the domestic economy.

In 2018, the composite PMI alternated between an expansion and contraction between the months of January and July, driven by continued volatility in both input prices and the exchange rate.

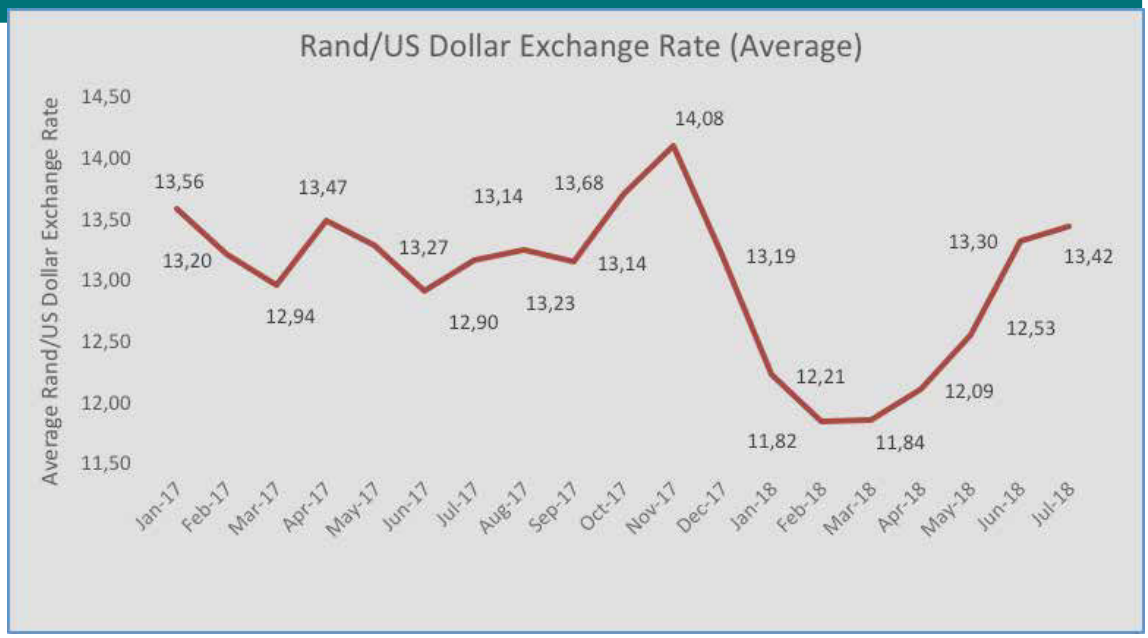
The graph below captures the rand against the US dollar exchange rate between January 2017 and July 2018.

Net importing companies generally benefitted from the positive performance of the rand against the US Dollar, especially in the first quarter of 2017 and largely in the first quarter of 2018. The stronger exchange rate contributed to a decrease in the cost of exchanging currencies which led to a reduction in general import costs of net importing companies in the Metals and Engineering (M&E) sector. The strong rand provided incentive for the PMI data to remain above the neutral level in the short-term as companies that mainly imported inputs capitalised on cheaper imports.

However, the weaker rand (September 2017 to November 2017 and April 2018 to July 2018) bodes well for net exporting companies as this allowed the companies to increase on production and export volumes.

It is expected that the weaker exchange rate will continue to impact positively on business activities in the M&E cluster towards a further improvement in export volumes.

Figure 2: Rand/Dollar exchange rate movement over time



Source: SEIFSA; South African Reserve Bank (2018)

DISMANTLING **DISCRIMINATION** IN THE WORKPLACE

The ground-breaking court judgment that held Imperial Holdings Limited and its CEO Mark Lamberti jointly and severally liable for impairing the dignity of Associated Motor Holdings financial manager Adila Chowan provides much needed hope for victims of discrimination in the workplace.

The judgment highlights the challenges of eradicating systemic discrimination and inequalities in South Africa. The sad reality is that many victims of discrimination cannot afford to exercise their rights, as it is expensive to litigate while arbitration of discrimination disputes is only compulsory for certain categories of employees. This leaves many victims of discrimination in limbo making it difficult to break the pervasive cycle.

The fact that the Employment Equity Act limits compulsory arbitration of discrimination disputes does not preclude companies from developing policies to extend arbitration to all employees. However, this is unlikely to happen, as many employers are well aware that the CCMA is cost effective and less cumbersome thus making it accessible to aggrieved employees.

Civil society in particular organisations that represent the interests of women, black people and people with disabilities need to focus more on nudging employers to change their attitudes towards compulsory arbitration of discrimination disputes for all employees. These organisations are key stakeholders that should be consulted by companies in line with the United Nations (UN) Global Compact that forms part of the regulations of the Companies Act. These regulations require listed and state- owned companies to establish Social and Ethics Committees that are responsible for ensuring compliance with legislation such as the Employment Equity Act. The UN Global Compact encourages companies to adopt the Global Reporting Initiative Guidelines to report on issues such as discrimination in the workplace and how stakeholders are consulted to eradicate the scourge.

Workplace discrimination in South Africa is a matter of public interest as correctly pointed out in the court judgment against Imperial Holdings and its CEO. This means that listed and state-owned companies are duty bound to consult stakeholders that represent the interests of race, gender and disability to eliminate unfair discrimination in the workplace and to advance affirmative action.

The Companies Act and its regulations provide leverage for civil society to compel companies to adopt alternative dispute resolution policy. Adoption of such policy would encourage employees who are weary of exposing discriminatory practices to be more open. Companies are more likely to consider adopting this kind of policy if there is pressure from civil society.

The Employment Equity Act also requires employers to develop policy and procedure for resolution of disputes about the implementation of equity plans. However, this is not happening in many companies, as employers tend to use the standard grievance procedures that are often not conducive to the resolution of affirmative action grievances. The empowering provisions in the Employment Equity Act and the Companies Act need to be tested by civil society as a matter of urgency.

The focus on development of this policy is not sufficient in itself, as the systemicness of the problem requires a shift from reductionist thinking where problem symptoms tend

to be treated in isolation from the fundamental problem. It is, therefore, important to also consider the effectiveness of Employment Equity Committees established by employers to consult with employees when developing and implementing Equity Plans to achieve affirmative action targets. Evidence suggests that these committees are ineffective, which is one of the contributing factors to wanton violation of the equity act. Civil society depends on the effectiveness of these committees to ensure robust application of alternative dispute resolution policy.

The role played by the Department of Labour in enforcing the Employment Equity Act further requires intensified efforts by civil society to address the glaring shortcomings of its inspectorate. It is unacceptable that many companies continue to violate the Act in spite of the amendments that provide for fines linked to companies' turnover. The failure to enforce the Act has enabled many companies to be more brazen in their disregard of affirmative action.

The Chowan judgment provides a window of opportunity for coalescing of stakeholders to build on the outcomes of the National Dialogue on Business and Human Rights that was recently convened by the South African Human Rights Commission. The Commission has rightfully included business and human rights as a crucial pillar in its strategic plan 2015 to 2020, which requires active citizenry for the strategy to be realized.

Evidence suggests that organisations that represent the interests of race, gender and disability are weary of litigating except for Solidarity and AfriForum that have developed effective litigation strategies to protect the interests of their constituency. It is therefore prudent for other interest groups to advance alternative dispute resolution to protect the interests of their constituencies that continue to be exposed to daily discriminatory practices in the workplace.

Sadly, the conduct of some of the leaders in these organisations leaves much to be desired, as they tend to focus on self-interests. Many of them serve as directors in companies that are moving at a snail pace to implement the Employment Equity Act. It might be prudent for members of these organisations to consider electing leaders with track record in referral of discrimination disputes to the CCMA or Labour Courts. So far rhetoric seems to be the dominant criteria for selection of leaders in these organisations.

It will be foolhardy to assume that employers will learn from the court ruling against Imperial Holdings. There have been several court judgments on discrimination in the workplace and yet many employers still continue with the practice. The need for alternative dispute resolution to ensure accessible, cost effective and expeditious resolution of disputes is getting more and more palpable.

Isaac Matheta Swafo is a Non Executive Director and chairman of Social and Ethics Committee at Communicare Social Housing Institution. He is an affirmative action litigant who completed a masters dissertation on alternative dispute resolution of affirmative action disputes in 2017.

By Melanie Mulholland, SEIFSA HC & SD Executive

QUALITY EDUCATION, NOT ENTREPRENEURSHIP ALONE, HOLDS THE KEY TO SOLVING SOUTH AFRICA'S YOUTH UNEMPLOYMENT CRISIS, WRITES MELANIE MULHOLLAND

There is no denying that youth unemployment is an intractable problem in South Africa, with numerous studies referring to it as a multifaceted issue. The biggest issues cited involve the evolving nature of the labour market and mismatches between the skills needed in the labour market and those provided through the educational system.

Research also indicates that a key challenge facing young job seekers, in particular, is the fact that South Africa's labour market favours highly skilled employees. In addition, South African employers, in their apparent distrust of the quality of education received by young people, have raised the bar for entry into low-level jobs even higher.

Unfortunately, by escalating the basic educational requirements for entry-level jobs, employers are effectively shutting out a large pool of potentially-good young employees. The uneven quality of South Africa's public schooling system further exacerbates inequality when it comes to opportunities to find employment. Geographic location also acts as a barrier to employment since young people living outside major

metropolitan areas have to spend more time and money looking for work.

A recent national study of participants in a youth employability programme reported that the average transport and other work-seeking costs for young people were around R560 a month. This stands against the average per capita household income for the same group of youth of R527 a month. Therefore, it is clear that the challenge of youth unemployment is a structural issue requiring massive policy adjustments, political will and time. But what can be done in the interim?

Numerous research findings often cite entrepreneurship as a key driver to employment creation and to breaking the chains of poverty. I beg to differ. I really do not believe that there should be growing reliance on entrepreneurs because promising a nation increased self-reliance, through entrepreneurship, is not realistic amidst a technical recession.

The 2017/2018 global entrepreneurship monitor's (GEM) report for South Africa revealed that the total early-stage entrepreneurial activity stands at 11.0%. This is 4.1 percentage points higher compared to a score of 6.9% in 2016. The report also highlights that entrepreneurial intentions had also increased in the last few years to 11.7%, up from 10.1% in 2016/17.

While this is commendable, the fact remains that for most young people in South Africa, both work and entrepreneurship opportunities are few and far between when one does not have the required skills and knowledge. The GEM research, which also indicates that youth entrepreneurship dropped by 40% last year, bears testimony to this fact.

INTO THE FUTURE

The World Economic Forum reported on the importance of lifelong learning, indicating that, on average, employees will need 101 days of retraining and upskilling in the period leading up to 2022. Emerging skills gaps — both among individual workers and among companies' senior leadership — may significantly thwart organizations' transformation into the future. Depending on the type of industry and geography, between one-half and two-thirds of companies will likely fill positions in the future with external contractors, temporary staff and freelancers to address their skills gaps.

In South Africa, a critical aspect we should enhance is not just entrepreneurial ideas and innovation, but we also need to provide access to information on careers and occupations, as well as highlight the skills that industries need. We need to fund access to free data and wi-fi hotspots for use on cell phones or internet cafés to enable young people to search for job opportunities or for post-secondary education and training opportunities. We also need social networks that can be used for information about and access to the labour market. These are critically-important tools and platforms for navigating entry into the labour market.

At the heart of South Africa's youth unemployment crisis is a dysfunctional basic education system that continuously fails to provide our young labour market entrants with the skills and knowledge for the world of work. Schools must provide knowledge and skills for life and work, while serving as sites where young people feel they belong, develop identities and build their confidence and self-esteem through personal discovery.

I believe strongly that schools and the Department of Education must invest in and enforce mathematics and science subjects, career guidance and life skills by accelerating measures for improving the quality and relevance of education, particularly at primary and secondary school levels, to ensure that the youth is adequately prepared for the post-school environments – entrenching lifelong learning and training. The Government should also introduce compulsory basic education, combined with compulsory entrepreneurial aspects for all South African children in order to mitigate intergenerational poverty.

Solving South Africa's youth unemployment problem will require action and credible implementation across the public and private sectors to create more jobs and give young people the skills and confidence required to succeed. Sadly, this problem cannot – and will not – be solved quickly or easily; it requires shorter-term macroeconomic and fiscal policies to help drive job opportunities and growth. Embedding entrepreneurship at the heart of the basic and post-school education system is a key initiative that would provide an environment where the dreams of millions of young people to make an impact and start their own enterprises would be a reality.

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2019 Intake dates

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- Short courses
- Recognition of Prior Learning (RPL)
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- Continuous upskilling of artisans

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- Pipefitting
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- Fitting
- Turning
- Toolmaking
- Electrical
- Millwright
- Instrumentation

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- in terms of:
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- Learner prior knowledge and other entry requirements
- Costs - fees and payment options
- Location - public transport and accessibility

2019 INTAKE DATES:

08 January 2019
02 April 2019
25 June 2019
17 September 2019

SEIFSA'S WELLNESS DAY

Employee wellbeing is of paramount importance to their productivity. It is against this backdrop that SEIFSA, at the end of September, hosted its wellness day where employees had an opportunity to get screened for:

- Blood pressure
- Blood glucose/HbA1c
- Cholesterol/Lipogram
- Weight assessment/BMI
- HIV testing and counseling, among others

by Discovery health nurses who facilitated the process. A healthy lunch was also served on the day.

Do you, your company or Association have exciting news you would like to share with SEIFSA News readers? Then send us your story by emailing ollie@seifsa.co.za or zandile@seifsa.co.za

SEIFSA
75th ANNIVERSARY
1943 - 2018

2018

Upcoming SEIFSA Workshops / Events

October - November 2018

DIVISIONS: Economics and Commercial (**EC**), - Health, Safety, Environment & Quality (**SHEQ**), - Industrial Relations (**IR**) and Legal Services (**L**) Human Capital & Skills Development (**HC&SD**) SEIFSA Training Centre (**STC**) - Small Business Hub (**SBH**)

MONTH	DATE	DURATION	REGION	PRICE (Member)	PRICE (Non-member)	DIVISION	WORKSHOP/ EVENT
October	16	1/2 day	SEIFSA	R2 144,91	R2 540,03	IR	Employment Contracts – Dot your I's and cross your t's
	16	1 day	SEIFSA	R950,00	R1 425,00	SHEQ	Incident Investigation
	17	1 day	SEIFSA	R2 822,78	R3 532,98	HCSD	Introduction to Skills Development
	18	1/2 day	Durban	R2 257,80	R3 330,25	EC	Theory and Calculation of Contract Price Adjustment
	24	1/2 day	Centurion	R2 257,80	R3 330,25	EC	Theory and Calculation of Contract Price Adjustment
	24	1 Day	SEIFSA	R2 844,83	R3 556,04	Legal	The Protection of Personal Information (POPI) Act
	24	1 day	SEIFSA	R2 370,69	R3 579,74	SHEQ	Compensation for Occupational Injusries Diseases Act
	24	-	SEIFSA	R1 007,00	R1 113,00	HCSD	Recognition of Prior Learning (RPL) Breakfast Seminar
	25	-	SEIFSA	R1 007,00	R1 300,00	IRLS	IR Seminar - Johnny Goldberg
	26	1/2 day	Boksburg	R2 144,91	R2 540,03	IR	Main Agreement vs BCEA
	29	1/2 day	SEIFSA	R2 144,91	R2 540,03	IR	Retrenchments, Short-time, Lay-offs – the Do's & Don't's
	30	2 day	SEIFSA	R4 234,70	R5 289,40	HCSD	Supervisory Training Workshop (unit standard aligned)
November	5	1 Day	SEIFSA	R2 844,83	R3 556,04	Legal	Key Aspects of Labour Law
	5	1 day	Durban	R2 822,78	R3 532,98	HCSD	Employment Equity - Successful submissions
	7	1 day	SEIFSA	R2 822,78	R3 532,98	HCSD	Employment Equity - Successful submissions
	8	1/2 day	SEIFSA	R2 257,80	R3 330,25	EC	Theory and Calculation of Contract Price Adjustment
	8	1/2 day	SEIFSA	R1 007,00	R1 113,00	HCSD	Breakfast Seminar
	8	1 day	SEIFSA	R1 919,13	R2 917,08	SHEQ	Legal Liability Training
	12	1/2 day	Cape Town	R2 257,80	R3 330,25	EC	Theory and Calculation of Contract Price Adjustment
	12	1/2 day	SEIFSA	R 2, 433.53	R 3, 035.25	IR	A to Z of the Main Agreement – December leave focus
	14-	1 day	SEIFSA	R2 822,78	R3 532,98	HCSD	Introduction to Skills Development
	14	1 day	SEIFSA	R950,00	R1 425,00	SHEQ	Health & Safety Rep Training
	15	1/2 day	Cape Town	R 2, 433.53	R 3, 035.25	IR	A to Z of the Main Agreement – December leave focus
	15-16	2 day	SEIFSA	R4 234,70	R5 289,40	HCSD	Supervisory Training Workshop (unit standard aligned)
	20	1 Day	SEIFSA	R2 844,83	R3 556,04	Legal	Business Contracts & SLA's
	20	1/2 day	SEIFSA	R2 212,64	R2 765,81	Legal	How to Tender Successfully - Beginners Course
	21	1 day	SEIFSA	R2 822,78	R3 532,98	HCSD	Communication & Interpersonal Skills (Unit Standard Aligned)
	22	1/2 day	Boksburg	R2 257,80	R3 330,25	EC	Theory and Calculation of Contract Price Adjustment
	23	1 day	Boksburg	R2, 433.53	R 3, 035.25	IR	A to Z of the Main Agreement – December leave focus
	27	1 day	SEIFSA	R2 822,78	R3 532,98	HCSD	Problem Solving & Decision Making (MerSETA Accredited SEIFSA Programme)

ALL PRICES EXCLUDE VAT

To book, please contact Thabiso Lebea (011) 298-9442
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Dates and duration of workshops is subject to change