SASBO NEWS

The official organ of Sasbo, The Finance Union, est. 1916 www.sasbo.org.za Vol 28 No 4 April/May 2006

You are worth more!

Sasbo's funeral cover is extended!

Read more on page 3

SASBO
The Finance Union

SASBO NEWS

Cool heads helped members survive the global tidal wave

With more than a dozen years having passed since globalisation started revolutionising work, it is appropriate to look back and examine how Sasbo coped with the phenomenon. Older hands will recall the apprehension that advance warnings of impending globalisation caused in the early 1990s. Early forecasts coming out of Europe and the US predicted that it would eliminate loyalties and perks and would convert employees into virtual contractors.

Employers were as nervous as their employees. At that stage, they had no way of knowing how the uncompromising, high-tech monster was going to affect their businesses – or even if they could survive it.

At Sasbo, initial member reactions were mixed. Some said: 'We don't want it. We won't have it. If you can't make it go away, you're a weak union.'

Appreciating the lessons of King Canute and the Luddites, cooler heads argued: 'It is not possible to turn back the tide of change. We'll have to adapt to it and make it work for us.'

Their argument won majority support.

The problem then became: how could Sasbo help its members to survive and prosper in the globalisation climate?

After working with the full-time staff to intensively evaluate the situation, members decided to base their strategy on two principals:

- They would support capitalism – provided it was given a human face.
- They would assist their employers to pursue profits, but would implacably oppose profiteering.

With these precepts to guide them, the union's first step became to help members survive the onslaught. To optimise their value to their employers, the union encouraged them to keep their skills abreast of the fast-developing technologies and to strive for higher personal productivity.

Simultaneously, the union intensified its dialogue with employers and contacts with overseas unions which were in the forefront of the new era.

These strategies worked well.

In enhancing their value to their employers, Sasbo members minimised their risk of retrenchment at a time when downsizing and cost-cutting were industry watchwords.

Sasbo's closer contacts with European finance workers enabled the union to identify negative aspects of globalisation well before they reached SA and to minimise their local impact.

Through its intensified dialogue with the employers, Sasbo convinced them that frank two-way communications with employees and their union would be the most productive way forward.

Positive outcomes of this collaboration were:

- The humane approach to downsizing that has achieved the bulk of staff reductions through natural attrition and incentivised voluntary staff departures.
- The productivity rewards that have since raised most employee earnings and increments to unprecedented levels.

These successes do not mean that the threat has passed.

Globalisation is an ongoing phenomenon. New challenges can – and probably will – emerge, therefore continued employee vigilance and unity is essential.

Complacency would increase the risk of opportunistic employers going for short-term gains at their employees' expense.

How successful has Sasbo's call for capitalism with a conscience been?

To their credit, most SA financial institutions have heeded the union's call. As a result, in almost every respect the circumstances of SA's finance workers compare favourably with those of workers in other sectors.

At the global level, overseas unions and labour federations are quoting Sasbo's relationship with the SA finance industry as a model to emulate.

There are also encouraging signs that, in response to labour pressure, the architects of globalisation genuinely want to make the practice more humane.

Identifying globalisation's shortcomings in his article in the December 2005 special edition of *Newsweek*, Klaus Schwab, founder of the World Economic Forum, wrote: 'We have not made significant progress in the fight against terrorism, in eliminating global economic imbalances, in tackling climate change, in addressing the global health crisis or in creating sufficient jobs even in a growing economy.'

If trade unions can continue to steer global capital towards the attainment of these goals they might yet achieve the solutions to global poverty and misery they are seeking.

Expanding the impact of Sasbo's Aids relief

When World War II hero, Group Captain Leonard Cheshire, decided to devote the rest of his days to improving the quality of life of seriously ill and handicapped people around the globe, he said to communities wanting to help him:

'never look at the enormity of a problem. Just take the first simple step you can and in a year you'll be amazed at how much you have achieved.'

The Sasbo BECs, which have already embraced the union's project to help HIV/Aids orphans, will identify with Cheshire's statement.

What started as a hesitant first step into an unknown world soon grew into an ongoing project that has brought joy and relief to scores of innocent victims of the Aids pandemic… and has earned the donors a deeply touching gratitude.

Hundreds of children all over the country have already benefited from the compassion and efforts of their local Sasbo branch committee.

Hundreds more will benefit as the remaining BECs accept the challenge to expand the impact of Sasbo's Aids relief.

Money Matters

By Magnus Heystek

The retirement crisis is looming

Magnus Heystek, an independant investment advisor and the author of several books on investments, can be reached on (011) 799 8100 or magnus@heystek.co.za.

I recently came across the CNN Money-website that asked viewers to fill in a questionnaire concerning their retirement.

The question was quite simple and asked: When do you expect to retire?

Before 60?

Between 60 and 65?

Between 65 and 70?

After 70? or, Never.

I entered that I would be able to retire at about 70 and then checked to see what the responses were.

Imagine living in a country where there are more people OLDER than 65 than people under the age of 25.

To my amazement the majority of respondents said that they would like to retire sometime between 55 and 60 (33%) and between 60 and 65 (32%).

I was by far in the minority as less than 2% of the people said that they would like to retire at the age of 70.

In other words, people still think that it is possible to retire like a generation or two ago: at say 60 and with enough money to last them for the next 20 years or so.

Maybe I'm misreading the responses but it would seem to be that, generally, while people know that they will live much longer than their parents and grandparents, they still think it is possible to retire in the same way.

Well, I have news for them.

The issue of retirement (and lack of adequate retirement funding) is fast becoming one of the most pressing issues in the western world. It is also a political time bomb as the percentage of people over the age of 65 could soon (in 20 years or so) become the largest demographic grouping in many countries.

Imagine living in a country where there are more people OLDER than 65 than people under the age of 25. Japan is most probably the country with the largest demographic imbalance and will soon be followed by Italy, France, Germany and even Britain.

What the eventual outcome of such a scenario will be is hard to predict.

What is clear, however, is that many governments in these countries have made it clear that the days of guaranteed pensions for life are coming to an end: no state or government, how wealthy it might be, can make such a promise anymore.

While the state will try to provide adequate medical care and a basic living wage for pensioners, the difference will have to be funded by (a) the private sector and (b) from increased savings by investors themselves.

The situation in South Africa is not much different and even though the prevalence of HIV/Aids is skewing the population demographics, people who are Aids-free are living longer. But the statistics show that people are saving less and less.

In fact, discretionary savings and investments have dropped to record low levels.

How do people think they are going to live when they retire?

While it is possible to reduce your cost of living if you need to (when you retire) you are still going to need more capital at retirement than you ever thought.

My first piece of advice for people approaching retirement (anything less than ten years) is to start finding out how much money you will have at retirement and how much of an income this will provide you with during retirement.

It would also be greatly beneficial to start enquiring about investment options and vehicles long before you retire and, if necessary, start a second pension fund.

You will never regret it. S

State of the Union

Sasbo boosts its cover because ...

Your life is worth more

One of the benefits of being a Sasbo member is the automatic funeral cover of R6 000 it brings. This benefit has now been extended to a further R10 000 in case of unnatural death in the line of duty.

"Because we are concerned about the dangers to members caused by CIT heists and bank robberies, we explored ways of extending our funeral benefit cover – and the right formula," explains Shaun Oelschig, Sasbo general secretary. "Sasbo has now signed its acceptance of the amendment to its existing contract, which reads as follows:

*In the event that a member passes away due to an **unnatural** death while performing the material duties of the relevant job, an additional R10 000 benefit will be paid to his or her beneficiary.*

No additional benefit claim will be payable if the death is directly or indirectly attributable or traceable to wilful self-inflicted injury, suicide, the intake of illegal drugs or substances or, where appropriate, the presence of alcohol exceeding the limit.

"It is important to note that the R6 000 cover for any type of death remains intact and that the additional R10 000 is applicable not only to robberies and heists but to any unnatural death on duty," Shaun points out.

Therefore, if a member dies an unnatural death while on duty – for example, is killed in a car accident while travelling from one branch to another to do an inspection – his or her beneficiary will be paid a total of R16 000 from Old Mutual on Sasbo's behalf.

All claims for funeral benefits must be accompanied by:

- Your Sasbo membership number.
- A payslip/bank statement showing payment of your union subscription.
- Original death certificate or certified copy.
- ID book of deceased.
- Claimant's ID book.
- Marriage certificate (if claimant is a spouse).

PLUS, to claim the additional R10 000 benefit:

- A police report OR post-mortem report (original or certified copy) AND
- An affidavit from your employer to prove death was in the line of duty.

This further benefit will come into effect from 1 June 2006.

"We care for our members and will always strive to provide them with the best possible benefits," says Shaun.

Read more on Old Mutual's products on page 5.

SBV salary negotiations – members' views sought

SBV

Wayne Hattingh, Sasbo assistant general secretary.

Following nearly a week of negotiations, Sasbo is in the process of affording the members a further opportunity to provide the union direction in terms of what they want as a salary increase for the 2006/07 year.

The membership has already had one opportunity to indicate their views when they were surveyed prior to negotiations commencing on 23 May 2006. The union was encouraged by the results of this process particularly in terms of the numbers that responded.

"We are hoping that with their further input, that the membership again applies their minds to this critical matter and that even more members will respond. It must be noted that if, after the conclusion of this process, the parties are unable to reach consensus that a dispute, which may lead to industrial action, will be declared," explains Wayne Hattingh, Sasbo assistant general secretary.

The union, after having received input from its SBV members, has placed before the company a final demand of an 11, 5% increase on the company's salary bill. "While it is so that 11,5% appears to be somewhat in excess of increases in the finance sector and those of other sectors, including the CIT industry, the employees in SBV have for many years had to endure very trying conditions with very mediocre remuneration. The demand is also considerably more than the current inflation figures recently released," says Wayne.

Other demands placed before the employer relate to shift allowances, inconvenience allowances, and a 'loyalty' increase; this to address the fact that there are a number of employees with many years' service who are earning salaries that are not significantly more than some of those recently employed. It is also so that the amounts paid by the company for shift and inconvenience allowances have not been increased for many years and are in a serious need of an upward adjustment.

"It was made very clear to the company," says Wayne, "that while, without referring back to the membership, there was no room for negotiation on the aspect of the demand for salary increases, there was, however, room for negotiation on the aspects related to the allowances and the 'loyalty' increases."

The company has placed an offer on the table an increase of 3,7%. "This is incidentally, the latest CPIX figure. It is important to bear in mind that this is not the company's final offer. The company has explained to the union that there is ample room for a revised offer that will be 'generous', but that while the union continues with what the company regards as a ridiculous demand, the company is currently not prepared to offer anything more than a 3,7% increase on its salary bill."

Sasbo has sent out communication to its members seeking their views and all members are urged to participate.

"The members have the opportunity to have a profound influence on the outcome of this year's salary negotiation process," says Wayne.

Settling at the levels currently being demanded by the union is not going to be a walk in the park and it may require steadfastness and solidarity from the membership.

"In the hope of securing a settlement that is going to be meaningful, Sasbo will not want the membership to be prejudiced in any way; we will monitor matters very closely. The views of the membership cannot, however, be ignored," says Wayne. "The message we are getting from the membership is that they are sick and tired of been exploited."

The foundations are laid

This year, Sasbo is celebrating its 90th birthday. To commemorate this milestone, we continue recalling important events in the union's history.

It was during the first half of 1917 that ballot papers were sent to society members requesting them to vote for or against the idea of approaching the Boards of Directors of the various banking institutions for official recognition of the society. The ballot yielded a large pro-recognition majority.

At a meeting held in Cape Town on 18 July 1917 and attended by nearly 200 banking men, the chairman, Mr L Woodhead, in introducing the speaker, Adv. M Alexander, said that the objects the society had in view were 'most laudable ones' and that it was 'most satisfactory to find that the society was non-political.'

Advocate Alexander, who happened to be an ex-bank employee, in his opening address said: "If the conditions of banking men were what they should be, there would be no need for an association." He went on to say that no single employee was strong enough to 'fight' his employers, but by joining themselves into an association, employees could, through negotiation, bring about beneficial changes in their working conditions.

Adv. Alexander also made the following points:

- There should be uniformity of working hours in banking.
- The attitude of non-members was a selfish one.
- As there appeared to be no system of grading in the banks, this matter should be urgently dealt with.
- As a junior, his branch worked nearly every Sunday and public holiday without being paid overtime. He suggested that a certain amount of time be taken as an average and all hours over that number should be regarded as overtime.

Up to that time, various circulars advising them of the activities and progress made by the society had been sent to the members by the General Council. In November of that year the first *SA Banking Magazine* was published. Its declared aim was to '… present a more varied and appetising resumé of our activities and progress.'

The first magazine was one of eight pages and consisted of an 'Editorial' and 'Monthly reports from Branches' which had mushroomed in all the major centres and were expressing pride in their percentage of membership in their areas. They also pledged their support to the society. Other items included:

- An announcement that the Standard Bank had awarded a special war bonus of 5% to junior staff who were drawing a salary of £60 per annum.
- An article on 'The cost of living' suggesting to the reader ' … that every able-bodied young man of good character in their (the banks') service who is physically fit, mentally capable and over 21 years of age should receive a wage on which he can marry and rear a family.'
- A report that municipal mechanics drew a larger war bonus than municipal officials. The reason given was that the mechanics had been organised for years whereas the officials' organisation had only just commenced.
- There were also advertisements: Stylish sports jackets @ 40/- and 'a special line of grey flannel trousers @19/6 ... obtainable from Kelly's of 100 Commissioner Street.' Moors Ltd of Joubert Street offered a 'magnificent stock of gentlemen's footwear of American and English manufacture' from 30/-. Bischoff and Myers, jewellers of Market Street, advertised free18ct wedding rings with every engagement ring bought to the value of £10 or more.

Zululand takes up Aids challenge

Nancy Khuzwayo, social worker and facilitator at the Thandokuphila Drop-in Centre, photographed at the hand-over with Valda Searle (committee member, Standard Bank), Adri van Aard (FNB) and Deo Skosana (FNB).

Caregivers seen with some of the kids after school.

Sister Emmanuel from St Patrick's Catholic Church with the caregivers and the Zululand BEC staff.

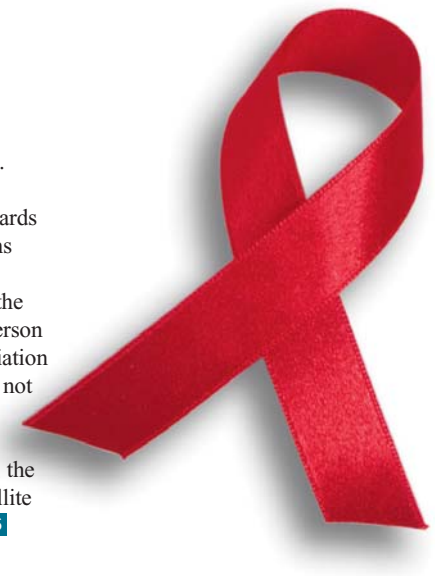
Zululand's BEC has identified Thandokuphila Drop-in Centre in Enseleni, Northern KwaZulu-Natal, as a worthy cause for its Aids orphans project.

The centre's main function is to serve as a safe house for pre- and after-school children to give them a place where they can get something to eat.

The centre also provides pre-school care for the working mothers who have nowhere safe to leave their children. Pre-school care is provided for all worthy cases – Aids victims, HIV positive and HIV negative children.

"We have allocated our budget towards buying the children school uniforms and shoes, tables and chairs, pots, groceries and educational toys for the centre," says Carol Fearick, chairperson of the Zululand BEC. "The appreciation was wonderful. The children could not stop smiling!"

As a result of Sasbo's involvement, the centre has been able to open a satellite centre where more need existed. S



BPS Benefits

Bank Pensioners' Society
Bank Pensioenarisse Vereniging

BANKMED
The BPS has arranged for a share-call line to Bankmed everyday of the week 15:00 to 16:30 to help cut costs. For use by BPS members only. Telephone number: 0860 101 100.

A ***FREE*** copy of ***SASBO NEWS*** will be posted to each member of BPS every month.

FREE Legal Advice – by telephoning 0860 002 437 advice and assistance can be obtained on any legal matter, from a highly qualified team of lawyers any time of the day or night, 365 days of the year. One half-hour interview with an attorney can be arranged as well. Available to BPS members only.

BENEVOLENT FUND
Application may be made to the National Council of the BPS for financial assistance expenses in deserving and exceptional cases. Write to BPS, PO Box 1871, Saxonwold, 2132, Telephone (011) 442 0030.

INSURANCE
Special insurance requirements tailored to your needs as a BPS member. Phone Graham Walker Insurance Brokers at Johannesburg (011) 807 5065.
Underwritten by The Hollard Insurance Co Ltd

Lorraine Maseko

Themba William Seya

Alia August

Yvonne Mosadi

Melanie Hughes

Rosa Gouws

Moira Abrams

Venessa Botha

Iroshan Jaiswar

Nicky Johnson

Bankmed

Flu vaccines and the flu

It is the time of the year again when people fall victim to nasty flu viruses. You don't have to catch the flu this winter – you can have yourself vaccinated. A timely flu vaccination can give your body the opportunity to develop the antibodies that protect you from getting flu.

Flu, or influenza, is an upper respiratory tract disease and is highly contagious. If not treated immediately it can spread into the lungs causing bronchitis and pneumonia. It can also be worse in patients with other chronic illnesses such as heart disease, asthma, diabetes and the HIV/Aids virus.

Flu can be spread from one person to another through sneezing, coughing, or by touching something or someone with influenza viruses and then touching one's mouth, nose or eyes.

Flu symptoms can start suddenly with a running nose, headache, fever, muscular pains, severe cough and extreme fatigue. A common cold has similar symptoms but the flu is far more dangerous and usually accompanied by a temperature of 39-40°C with complications if not treated immediately.

You can prevent flu by being vaccinated at a nearby pharmacy or programmes administered by your employer. The flu vaccine is safe and will not give you flu. It contains non-infectious viruses that merely alert the body to the threat of the virus, resulting in the production of antibodies that protect when the live virus strikes. The most frequently associated reaction is mild pain at the injection site that can last between 24 and 48 hours, as well as mild cold symptoms.

The flu virus keeps on changing and, because of this, a new flu vaccine is made every year with different strains as identified by the World Health Organisation. The current flu vaccine does not protect against Avian Flu but could reduce the likelihood of an individual becoming infected with both the human and avian form of influenza.

Who should be vaccinated?

Everyone should be vaccinated, including children from six months. The elderly, children, people with diabetes, chronic heart, lung and kidney disease, HIV positive individuals and asthma sufferers are more at risk of getting flu.

Who should not be vaccinated?

People allergic to eggs, pregnant ladies and babies younger than six months.

As in the past, the payment for the vaccine comes off your insured benefits if you are a member of Bankmed. Non-Bankmed members will have to pay the price charged by the pharmacy. S

Melloney Jordaan

Sasbo's Johannesburg office is waiting for your call

Sasbo News is focusing on the different regional offices to introduce you to the staff and tell you about their services. In this issue we visit the Johannesburg office.

Staff who are ready to assist you are:
Venessa Botha – regional secretary
Melanie Hughes – senior regional organiser
Nicky Johnson – organiser
Moira Abrams – assistant regional organiser
Melloney Jordaan – assistant regional organiser
Iroshan Jaiswar – assistant regional organiser
Lorraine Maseko – assistant regional organiser
Alia August – receptionist
Rosa Gouws – membership services officer
William Seya – membership services officer
Yvonne Mosadi – membership services officer

Branch committees that fall under the jurisdiction of the Johannesburg regional office are Johannesburg BEC, Vaal Triangle BEC, Far East Rand BEC and Rustenburg BEC.

Their areas cover the whole of Johannesburg – Johannesburg Central, Johannesburg South, Johannesburg North – Vaal Triangle, East and Far East Rand, West Rand, North West Province, and the bottom part of Mpumalanga.

The biggest banks in this area include First National Bank's head office as well as those of Standard Bank, Nedbank, Absa, Bank of Athens and TebaBank. African Bank, the Mine Pension Fund, National Housing Finance Corporation, Hlano Financial Services, BDB Data Bureau and Bankserv.

"We have a team of dynamic and enthusiastic representatives who are eager to help members in need," says Venessa. "We kicked off the year with a bang and represented 63 members in grievance matters, 133 members in disciplinary hearings and successfully dealt with nine appeals.

"We believe that the rest of 2006 will be just as successful. We invite our members to call on us whenever they need us and to come and meet the faces behind the names when we visit their branches or departments."

The contact details for the Johannesburg office are: Telephone: (011) 442 0030, fax: (011) 442 0034, e-mail: sasbojbn@mail.ngo.za or visit them at 159 Jan Smuts Ave, Parkwood. S

VACANCY – Telesales

Two Telesales positions immediately available at Sasbo's head office in Fourways in the Recruitment department.

Duties: Telephonic recruitment of Sasbo members.
On the job training will be given.

Basic salary plus commission

If interested, please urgently fax your CV to (011) 467 0188 – Attention: Belinda Strydom

NEDBANK

Open day at Nedbank

Sasbo held an open day at Nedbank's head office in Rivonia Road, Sandton.

"The aim of our open day was to increase awareness of Sasbo, celebrate Sasbo's 90th birthday and attract new members," says Wayne Hattingh, assistant general secretary for the Nedbank portfolio.

Sasbo head office and regional office staff were on hand to answer members' questions.

"Our presence made definite headway in increasing Sasbo's visibility in Nedbank," says Wayne. "There was a lot of interest generated and a number of new members were enrolled."

Wayne says that the union plans to have more open days. Nedbank Park, Braam Park and 100 Main Street are targeted in the near future. Similar open days are also planned in the major centres countrywide by the regional offices.

Retrenchment process fairest of all

As reported previously in *Sasbo News*, the calculation of Standard Bank's retrenchment benefits is the best in the sector. It is already more than double the benefit prescribed by the law and Sasbo is currently looking into refining these benefits even further.

Eugene Ebersohn, assistant general secretary for the Standard Bank portfolio, explains the union's approach to retrenchment: "It is important for members to know that Sasbo will never agree to members being affected by a restructuring exercise in which they could lose their jobs. The law requires any employer to consult with affected employees or their union. No agreement is necessary for the employers to comply with legislation. The union can only negotiate and attempt to reach an agreement on the process of the retrenchments and the benefit payout to those affected. The law does not give us the right to prevent the bank from reducing its staff numbers if it makes economic sense.

"We, however, have a responsibility to our members to ensure that all the requirements of the law are adhered to, that the process is fair, that our members have more than a reasonable chance of being redeployed, that they have choices in the matter and that the retrenchment package ultimately paid, is fair," he explains.

"The union always looks for – and often succeeds in finding – alternative measures to minimise the impact on employees and for ways to manage the process that will achieve the best possible outcome for members.

"The only way, according to law, to protest against a retrenchment process is to call for industrial action. This, however, still does not guarantee that the organisation will abandon its proposed plans."

Eugene says the union always insists on a fair process that gives voluntary retrenchments precedence over forced retrenchments. "To minimise job losses, we also insist on a redeployment strategy.

"A few years ago, Standard Bank lengthened its redeployment period from one month to two and along with the contractual notice month, gives affected employees three months during which redeployment opportunities can be explored," he says. "This means that affected employees have three months' guaranteed remuneration. Even if an employee chooses to leave the bank's employ before the three months are up and the bank agrees, the balance of the three months remuneration will still be paid out.

"Under the circumstances, this is the fairest possible solution for a bad situation."

STANDARD BANK

Are you receiving your Sasbo Newsflashes?

To be able to receive regular news updates, Eugene Ebersohn, the Sasbo assistant general secretary responsible for the Standard Bank portfolio, urges Standard Bank Sasbo members to keep in touch with their union.

"We regularly send out Newsflashes via e-mail. If we don't have your address, you will not receive an e-mail from us," he says.

"Therefore, simply send us an e-mail with your name and personnel number to Myans@sasbo.org.za as we will capture your information onto our system and ensure that you receive our Newsflashes regularly. This is the only way that we can ensure that you receive communiqués," says Eugene.

Retention and Fluctuation: Keeping Staff – Losing Staff

Unemployment is one of the central social problems of western industrialised countries. Companies such as IBM, Siemens and Hewlett Packard are carrying out large-scale staff cuts. At the same time, HR managers describe the retention of skilled employees as one of the main challenges for personnel policies. Why are companies going to such lengths to hold on to their own personnel in a period dominated by forced downsizing in many areas? Karin Hirschfeld debates the phenomenon in this UNI Special Report.

The endeavour to maintain a stable core workforce has very solid underlying reasons: when knowledgeable and experienced employees leave a company, the consequences for the company go far beyond the substantial costs of recruiting and integrating replacements.

When the departure of employees brings projects to a halt and causes the loss of well-oiled relationships between colleagues and customers and the disappearance of knowledge gained through long experience, the after effects for a company are serious.

The large-scale trend also points to an increase in the importance of employee retention. Despite high unemployment in the western industrialised countries, forecasts say that skilled workers will become an increasingly scarce source in the foreseeable future. Even now highly skilled employees and managers are in short supply in some areas and these shortages are likely to become more severe as demographic trends reduce the number of young people in the workforce.

With an extensive arsenal of retention management weapons, companies are battling to secure the loyalty of their 'strategically vital' employees. "The war for talent" is the new catchphrase trumpeted by numerous authors of management literature. The employee retention activities considered most important are highly diverse in their sum, they amount to a compendium of good management tools. From performance-linked compensation to free massages, from transparent career paths and a good workplace atmosphere to superiors who give credit to their staff: nearly every aspect of a company's activities is relevant to staff retention. Concepts designed to enhance the appeal of employers are correspondingly broad.

At the same time, efforts by employers to gain the loyalty of their personnel are highly selective, and are focused on the strong performers and the promising young talent. The name of the game is to retain your employees – but not all of them. Turnover is undesirable only for certain target groups, and for others it is actually encouraged. The objective, then, is rarely to prevent departures as such, but rather to keep a certain group of employees.

The number of employees who move to other companies on their own initiative is linked to economic trends. When (segments of) labour markets are completely drained of capacity, and shortages of qualified personnel ensue, turnover rates pick up. By contrast, employees tend to give notice less often during economic downturns.

When companies address the issue of employees leaving of their own accord, they are usually concerned with how to avoid it. The central perspective is usually the viewpoint of the 'donor' company, which loses a key repository of know-how, and in whose qualifications the company may have invested considerable amounts. The main focus is on the costs of recruiting a replacement and providing training and support to integrate new hires, and time delays in strategically important projects or the loss of important know-how. The social effects within the company when employees leave, such as insecurity on the part of colleagues or business partners, are also perceived as serious 'collateral damage.'

There is also a benefit from staff turnover. New employees bring in external knowledge resources, a valuable outside viewpoint and fresh impetus – definitely a positive aspect of switching employers in view of the risk of long-serving staff tending to wear blinders.

The consequences of staff turnover for the economy as a whole are generally assessed as positive.

Staff turnover and its consequences for companies

The departure of employees is associated with numerous quantifiable and non-quantifiable costs. Estimates of the calculable monetary damage vary by position of the departing employee and the difficulty of finding a suitable replacement.

In addition to the recruitment costs for a successor, the specific effects of staff turnover include the ancillary costs of a vacancy. Work is redistributed to other people when an employee is absent, colleagues and customers temporarily lack a competent contact within the company, and project deadlines are threatened.

In particular in the case of knowledge-intensive projects, the disappearance of key personnel and individuals with important know-how may threaten an entire project. Another fact that should not be underestimated is the impact on the workplace atmosphere: the departure of colleagues is often a source of distraction and uncertainty for the staff who remain.

During the orientation period of new employees, costs are caused not only by orientation programmes, training and support by colleagues; the company must also anticipate low productivity on the part of the new employees over a considerable period.

When employees leave a company, a large amount of know-how usually departs with them. A large portion of the knowledge vital to organisations is experience-based and specific to individuals. Unlike documentable knowledge resources, it is the result of long practice and thus coalesces into the intuition of an individual with a wealth of practical experience. The transfer of tacit knowledge requires close interaction between individuals.

Relationships within the workplace and business relationships are also dependent on individuals (and not on employees' functions). It is an important lubricant for working processes when people know one another and establish mutual trust on the basis of long-term interactions.

Staff turnover often leads to chain reactions – particularly when departing employees recruit a few colleagues for their new employer.

Motivation for leaving

Decisions to change employers are complex in nature and rarely determined by a single factor. The reasons may relate to the old employment situation or the new employer. Some decisions are primarily motivated by the desire to end an unsatisfactory employment relationship.

The final decision to change employers sometimes comes at the end of a long chain of attempts by an employee to change his situation. Even when employees are quite dissatisfied with the current situation, changing jobs is just one option among many. Depending on the possibilities available to them to influence their situation and the costs of changing jobs, some employees attempt to make use of the available freedom to define their working conditions.

When employees cannot or do not act on their inclination to leave, the result can be psychosomatic illnesses, an increase in absenteeism or a decline in commitment. A decline in loyalty and commitment on the part of experienced employees is not necessarily easy to identify from outside and may extend over long periods.

Ironically, factors generally believed to promote employee retention also tend to bind employees who are actually on the point of leaving.

Reasons for leaving

Heading the list of the most common reasons for changing companies are motives related to the work itself and the employee's career path, or dissatisfaction with the immediate superior or the atmosphere within the workplace.

A desire to take on new challenges (or the lack of challenging work at present) is a central motive for accepting new job offers. Often associated with this aspect are career opportunities that were not plentiful enough with the former employer and are offered by the new company.

The desire for a higher income is far less important than is frequently assumed. It is often more as a pleasant side-effect of a decision primarily motivated by a desire for career advancement.

When deciding to accept a new job, employees also see the market position and the future prospects of a company as major criteria. Here the decision is ultimately based on job security. Restructuring plans and takeover rumours are often linked to an intensified search for other options.

Not least among the reasons are a number of marginal factors that play a role when weighing the pros and cons of leaving. The most important of them are the employee's personal situation and the family's place of residence.

In contrast to the motivations that could be indicated by a purely instrumental/benefit-oriented view, employees' decisions are influenced to a very great extent through effective commitment (or the absence thereof). Important factors contributing to employees' effective commitment to their employers are above all relations with colleagues, superiors and the management.

Holding on to staff

At least to some extent the goals of retaining staff and reducing the likelihood of employees deciding to leave are within the reach of companies. Admittedly they cannot influence some individual concerns; however, there is broad scope for action on factors related to the work itself and the company.

Companies must first find out the set of motives they are facing in order to develop sensible employee retention measures. Exit interviews with departing employees are intended to provide insights into their reasons for leaving and, in a risk-free discussion, to obtain a view from an employee standpoint of weaknesses and problem areas.

Recruiting – retention management starts before an employee joins the company. In addition to the recruitment of individuals who fit into the corporate culture of the existing team, it is also important for applicants to have realistic expectations of their new employer.

Orientation – Orientation programmes and training do not serve information purposes only, but also communicate the corporate culture and feeling of belonging.

Defining and shaping tasks – The contours and structure of an employee's tasks and responsibilities make a major contribution to motivation. A key requirement when structuring and defining the responsibilities associated with a position is the right level of challenge for the employee. To ensure that employees are able to achieve results, they must be provided with the necessary resources and have the authority to act.

Personnel development – For many highly qualified employees the opportunity to continually build their skills and develop professionally is a top priority. Employees also tend to be more satisfied with their opportunities for advancement if selection and promotion processes are transparent to them and if they believe that these processes are fair.

Management instruments – the definition of company-wide guidelines serves to set binding standards for the management of employees and co-operation. They usually include elements such as respect, constructive feedback, employee involvement in the life of the company, and transparent communication.

Incentive systems – financial incentive systems are considered to play a major role in employee retention. They not only address employees' material interests, but are also indicative of the value placed on their performance. Non-financial incentives are also in widespread use, for example attractive and flexible systems for planning working hours that take into account employees' work-life balance.

Planning the departure

Even an employer of choice, working with the full range of retention management tools, will occasionally have to deal with the departure of key employees. The company can take action in a number of areas to shape the concrete effects. This includes respect when responding to the decision by the employee and, as far as possible, a comprehensive handover process to the successor.

From the company's standpoint, the treatment of employees in the process of changing jobs is very important. Careful planning of the phase between the time the employee announces plans to leave and the actual departure may yield considerable benefits to the company, the remaining employees and the employee's successor. Companies should ensure that they put the remaining time to constructive use, especially when employees with valuable know-how leave the company and their knowledge must be transferred to colleagues or successors.

Former employees are also a potential source of recommendations for a company. In some cases they may even become new business partners with very close ties to the company. Moreover, former employees are also potential future employees. It may therefore be beneficial to both parties to bear in mind possible future encounters despite the atmosphere of conflict that frequently accompanies departure decisions. S

Absa's Employee Services impress

"We are impressed with the way Absa is looking after its employees," Gizelle Conradie, assistant general secretary for the Absa portfolio, has told *Sasbo News*. "In a previous issue of *Sasbo News* we reported on Absa's 'Exclusive Solutions range of products.'

"Since then even more benefits have been added to enhance their employees' banking experience. Employees have a lot to benefit by taking up these offers."

The latest additions to the bank's Exclusive Solutions range include preferential Absa Internet Access fees, discounted Extended Cover Insurance premiums and more. The offers even go beyond banking with a new product range comprising special offers from leading suppliers such as Microsoft.

Absa Internet Access

* Analogue Internet Access – Absa employees pay only R29 per month for analogue Internet Access if they are also registered for Internet Banking. That is a saving of R16 per month or R192 per year on the market rate.

* ADSL Internet Access (capped at 3 Giga Bytes) – employees pay only R185 per month for ADSL Internet Access (capped at 3 Giga Bytes) if registered for Internet Banking. That means R40 per month or R480 per year savings.

Home Employee Plan

Absa's Home Employee Plan makes it easier to pay the monthly salaries of domestic employee/s and facilitates monthly UIF contributions. Included in this offer is free access to Europe Assistance which provides health advisor, legal advisor, emergency medical services and funeral support – a service that is already available to all Sasbo members. A R1 000 Funeral Grocery Voucher in the case of a domestic worker's accidental death will also form part of this enhanced offering.

Extended Cover Insurance

Absa employees save 18% on Extended Cover Insurance. This insurance product protects against shortfalls and/or risks not normally covered by the comprehensive short-term insurance on vehicles.

Mechanical Breakdown Insurance for leisure assets and 4x4s

The Mechanical Breakdown Insurance product has been extended to leisure assets (motorcycles, aquamarine related and caravans) and 4x4s. Employees can save up to R1 040 on premiums for leisure assets and up to R1 501 on premiums for 4x4s.

Specially negotiated vehicle deals

Special offers negotiated with selected motor manufacturers give Absa employees access to great deals on new vehicles. Participating manufacturers include Chrysler Jeep, Mercedes-Benz, Chevrolet and Renault.

Home User Scheme

Absa employees qualify to have Microsoft Office Professional on their home PCs for free. The only cost is a delivery fee of around $20 to $40 (about R125 to R250).

Group Employee Purchase Scheme

Furthermore employees will receive discounts of between 10% and 50% on the retail prices of Microsoft hardware, fun software, games and programmes such as Microsoft Money and Microsoft Office (Word, Excel, PowerPoint, Publisher).

"Don't forget the employee competition connected to the FuturePlan offering," says Gizelle. "FuturePlan is a savings product especially for the education of children, grand children or any other child you care about. Employees who open a FuturePlan account before 20 June 2006 stand a chance of winning one of 100 special R10 000 bursaries which will be paid direct into the winning FuturePlan accounts."

Complete details on all these offerings are available in a booklet that was sent to all employees, the Exclusive Solutions intranet site on the Employee Portal or call 0860 MY LINE (0860 695 463). S

Meet another 100% branch

These staff members of First National Bank, Greenacres branch, in Port Elizabeth, are 100% Sasbo.

If you are part of a branch or department that boasts 100% Sasbo membership, you can also feature in *Sasbo News*. Send in your picture to your regional office. S

Joe Kokela at the Unisatu Conference.

UNI forums report back on progress

Tim Roosen ABV-BBTK International Trade Union.

Unisatu Conference

Unisatu recently had a closed conference to take stock of progress of its HIV/Aids project over the past three years. Thirty-five delegates representing all affiliates attended.

Speakers from labour, business and employee organisations addressed the delegates on various aspects of the campaign to control the spread of the HIV/Aids pandemic. After constructive discussions on the progress to date and immediate goals, the conference set the priorities for the year ahead.

Project Planning Workshop

Delegates from South Africa, Zambia, Zimbabwe, Botswana and Malawi attended this workshop in Zambia.

The goal of the workshop was to design a project that English speaking UNI affiliates can use as their model in training Unisatu project workers in the rest of Africa.

UNI-Africa will be the custodian of the funds and each country will have a regional co-ordinator who will co-ordinate the project for the next five-year term from 2007 to 2011.

It was a fruitful meeting that achieved its aim of formulating a draft policy document. This is a definite plus because most countries did not previously have policies at either the workplace or national level.

World Women Committee Meeting

The Communication Workers Association (CWA) hosted the Women's Committee meeting in London.

Opening the meeting, the UNI World Women's president, who was a previous member of the women's committee, stressed that gender inequality is a major problem in the United Kingdom. A commission has been formed to look into the barriers for women in the workplace. Occupational segregation and unequal remuneration are key issues being investigated by the Commission.

She stressed that the UK is not the only country where gender problems exist.

Regional delegates from UNI-Africa, UNI-America, UNI-Asia and UNI-Europa attended the meeting. Each region was given a chance to report back on the situation in their areas.

Their reports focused on the priorities decided at a previous meeting held in Chicago. It was agreed that each country should tackle their most relevant priorities.

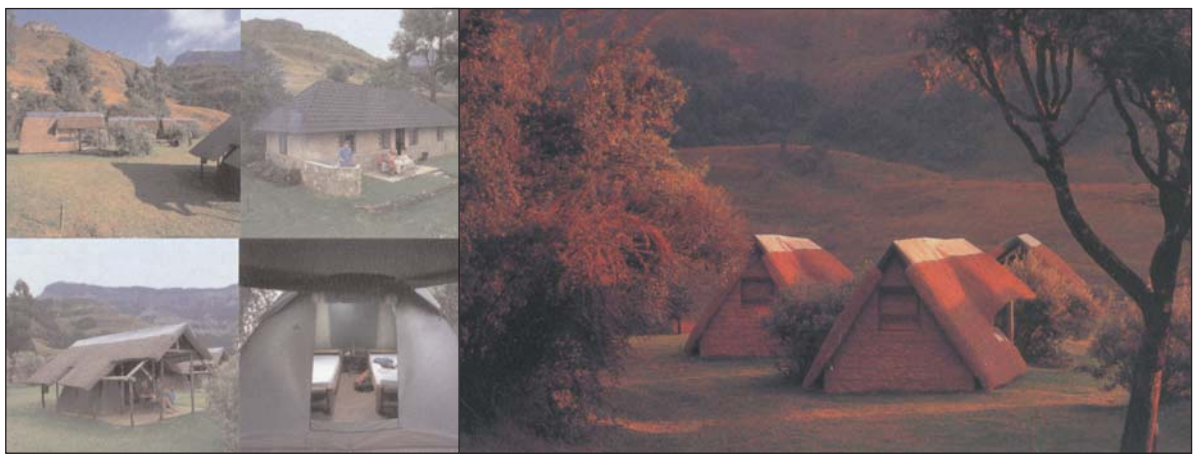
UNI-Africa decided to continue prioritising the HIV/Aids issue, as it remains the biggest problem in Africa. Other issues on which UNI-Africa will focus include equal pay for equal work and organising the unorganised.

It was felt that the female workforce in South Africa are more fortunate than most as South Africa has labour laws that protect women in the workplace – something many other countries lack.

Some of the reports showed that the impact of casualisation was being felt all over the world. Hardest hit by casualisation are women workers.

It was agreed that the best solution to these problems is to encourage all women to join a trade union that will help them fight their inequalities. UNI women must stand united and give support to those countries needing assistance.

The feedback from South Africa showed that the Unisatu project is bearing fruit. S



SA Getaways

How you book a holiday

As a fully paid up member of Sasbo with a legitimate membership number, you are entitled to the following benefits from Sasbo's vacation club – SA Getaways:

- Complimentary hotel accommodation for two adults and three children under the age of 12 years at over 100 hotels countrywide (you will pay only for your meals and drinks).
- 300 discounted resorts to select from – up to 50% discount on self-catering resorts, hotels, guesthouses and lodges countrywide.
- Up to 50% discount on all Southern Sun hotels (children under 18, sharing with parents, stay free).
- Discounted international packages to some destinations worldwide.
- Discounts on car hire.
- Best possible prices on flights.
- Monthly specials will be advertised in the *Sasbo News.*

To book for this wonderful holiday offer, all you need to do is pay R80 booking fee for local and R100 per person for international bookings. A R80 booking fee will need to be paid for your accommodation booking, another R80 booking fee for any flight bookings and another R80 for car hire. In other words any booking made will be eligible for the R80 booking fee.

On request, a reservation form will be faxed or e-mailed to you. Please complete it in full, ensuring that you have written three choices for both the destination and the time period (three different sets of dates), for which you would like to go away. This step is imperative for the booking process and also to ensure that you receive your confirmation as soon as possible.

Please provide a direct fax, telephone number and e-mail address where possible. (Please no cellphone numbers). State your Sasbo membership number, address and ages of persons going along.

Fax the completed Reservation Request Form and a copy of your deposit slip for your R80 (local) or R100 (overseas) per person booking fee to (021) 552 9136 and your booking will be confirmed by fax within 48 hours.

Please Note: If a booking is made and confirmed and you, the client, cancel it, you will not receive a refund on your booking fee and will be obligated to pay a further booking fee for a new reservation.

If you have deposited the booking fee and faxed the deposit slip to SA Getaway's offices and then request to cancel before the booking is made, you will receive a refund, or the booking fee will be held and allocated to your future booking request. Therefore, if you cancel before a booking is made, you will not lose your booking fee. It will be put on hold.

Terms and conditions:
Complimentary accommodation is provided for two adults and three children (under 12 years) on condition that the meals, drinks and beverages are paid in full.
All children 12 years and older are classified as adults and you would be required to purchase a Promotional Holiday Voucher or an SA Getaway Membership.

- A **Promotional Holiday Voucher** has the same benefits as a Sasbo member but with a minimum of two nights and maximum of ten nights.
- An **SA Getaway membership** entitles a maximum of six adults to the same benefits as the Sasbo member, but for an unlimited number of nights annually. (Please discuss further with your SA Getaway consultant on (021) 552 7053.)

All venues are carefully selected, but SA Getaway cannot guarantee that the participating venues will not make policy changes. SA Getaway cannot accept liability for any matter, e.g. quality of service, arising from this offer. Prices may increase at any time.
If you change a confirmed booking, it will be treated as a new booking and the relevant booking fee will be charged again.
Only 25% of accommodation or special offer venues are allocated to members. Enquire about deposit procedures.
Unfortunately, a few resorts indicated in the listings may for various reasons not be participating in the SA Getaways Scheme from time to time.
Certain establishments accept reservations during peak periods – some don't. Enquire at Central Reservations.
All bookings can be made through the Central Reservations Office only, on (021) 552 7053. S

SA GetAways

The Travel Club's selection of FREE ACCOMMODATION RESORTS for you to select from

WESTERN CAPE & SURROUNDS

Bonnievale Country Inn	Bonnievale
Train Lodge	Cape Town
Tulip Inn Hotel	Cape Town
Piekenierskloof	Citrusdal
Lady Hamilton Hotel	Gardens
Harbour View Lodge	Gordons Bay
Rex`s Beach House	Langebaan
Eben-Haezer	Paarl
Van Riebeeck Hotel	Strand
Alikreukel G/House	Stilbaai
Cape Corner Guest House	Tamboerskloof

KWAZULU NATAL & SURROUNDS

The Nest	Drakensberg
Ledgers Guest Farm	N Drakensberg
The Villa	Durban
Carousel Holiday Resort	Hibberdene
Seaview River Lodge	Hibberdene
The Fernhill	Midlands
Everglades	Midlands
Banghoek Lodge	Mkuse
Esselmont Guest House	Morningside
Hillbilly`s Country Lodge	Oslo Beach
Crous` House	Pennington
The Richards Hotel	Richards Bay
Zuider See Guest House	Salt Rock
Cutty Sark	Scottsburgh
Le May`s Guest House	Scottsburgh
Tweni Waterfront	Umtentweni
Venture Inn	Umtentweni
Umtamvuna River Lodge	Umtamvuna River
Penwarn Country Lodge	Underberg
Shakas Ihkaba Lodge	Uvongo

GARDEN ROUTE

Loerie Guest Lodge	George
Little Brak River Motel	Little Brak River
Dolphin Bay Hotel	Mossel Bay
Struisbaai Hotel	Struisbaai

EASTERN CAPE

Gonubie Hotel	Gonubi
Greystone Guest House	Jeffery`s Bay
Savoy Hotel	Jeffery`s Bay
Kirkwood Hotel	Kirkwood
Morgans Bay Hotel	Morgans Bay
Haga Haga	near East London
Seagulls Hotel	near Morgans Bay
Trennery`s Hotel	near Morgan`s Bay
Seaview Hotel	Port Elizabeth

NORTH WEST PROVINCE

Die Guland Guest House	Rustenberg

GAUTENG, MPUMALANGA & NORTHERN PROVINCE

Baluli Lodge	Badplaas
Thi-Lou Guest House	Grobblersdal
Mountain View Hotel	Louis Trichardt
My Lodge Guest House	Malelane
Olifants River Lodge	Middelsburg
Floreat Riverside Lodge	Sabie
Sabie Vallee Inn	Sabie
Valencia Country Lodge	Waterfall River Valley

- *Terms and conditions apply.*
- *NOTE Meal and drinks are for your own account.*
- *Prices quoted on meals apply to Low Season Only.*

Tel: (021) 552 7053 Fax: (021) 552 9136
www.sagetawayaccommodation.co.za

Global Labour Briefs

May Day message: international federations laud tenacity of working people

In their joint 2006 May Day message the ICFTU and WCL – who between them represent 155 million in 154 countries – pledged to continue fighting for a world in which each human being is empowered to fulfill his or her potential.

May Day was the day to pay homage to all those who have made sacrifices in the name of justice, equality and human dignity and for workers to pledge to continue to use their collective strength to bring about a safe and just world, where every woman and man has the chance of a decent job, they said.

Their message continued: 'In the face of great challenges confronting working people, the hope that springs from the tenacity of the human spirit is evident everywhere. From young people demanding their rights at work, to migrant workers fighting exploitation, to millions of women in export processing zones or trapped in informal work and striving for justice, people across the world understand better than ever that our common struggle is truly global … our collective aspiration is timeless, and will live on in the hearts and minds of the millions of working men and women who are in the world trade union movement.'

Yet another global labour agreement

The encouraging trend towards global labour agreements is growing. Sweden-based Securitas, the international security services company with 225 000 workers worldwide, recently became the ninth multinational to sign a global labour agreement with Union Network International (UNI).

The agreement signed in Nyon, Switzerland, by UNI general secretary, Philip Jennings, Securitas CE, Thomas Berglund, and the Swedish Transport Union's Per Winberg, draws on the UN's Declaration of Human Rights and the International Labour Organisation's fundamental principles and provides for regular global dialogue between unions and Securitas.

The agreement recognises that unions need access to workers in order to organise effectively and recruit members. The company also agrees to recognise unions under the easiest process available. Joint monitoring of the agreement will be the responsibility of a global implementation team. Local monitoring will include local management, unions and health and safety representatives.

All parties to the agreement commit to support the company's key objectives of integrity, vigilance and helpfulness and the company's Code of Conduct (itself the result of discussions between the company, unions and the European Works Council).

The Code includes a pledge from Securitas that "Ethical conduct is good business. Ethics must be an everyday concern and every action taken by Securitas and by each employee must at all times satisfy the highest ethical, moral and legal standards."

Securitas will consult employee representatives over any changes to the Code and business partners who fail to observe the Code could lose their contracts after a written warning.

Employers and employees should take stress more seriously

A recent United Kingdom study into workplace stress found one in three workers across all occupations suffering from poor psychological health. The study concluded that all organisations should take stress seriously.

Unexpectedly, the study showed librarians to be more stressed than the firefighters, police officers, train operators and teachers surveyed. They find their work repetitive and unchallenging.

The researchers looked at nine 'stressors' such as how much control workers thought they had over their working day, their workload and how much they earned. It also looked at absenteeism, job satisfaction and whether work stressed spilled over into private lives.

Commenting on the findings, the chief researcher said: 'Although they seem strange at first, they show how insidious stress can be and how it can have an unhealthy impact in any organisation.'

Women finding own solution to gender discrimination

In a recent interview with the ILO's gender division, Mr Antonio Peñalosa, secretary-general of the International Organisation of Employers (IOE), pointed to the increasing number of women who are overcoming gender bias in the workplace by creating their own enterprises.

"One of the IOE's core missions is to promote enterprise creation and development and we recognise the increasing importance of women's entrepreneurship in this endeavour," he said. "Women-owned enterprises are, more and more, seen as significant business entities that contribute to the creation of jobs and as valuable vehicles for poverty reduction for individuals, families and communities throughout the world."

Mr Peñalosa said that the IOE was working closely with the ILO in the development of a Small and Medium Enterprise (SME) Toolkit whose purpose is to help employers' organisations to reach out to employers, to represent and advocate on their behalf, and, if feasible, provide services that meet their needs. An important part of this Toolkit is the Female-Male Operated Small Enterprises (FAMOS) tool, which guides an organisation's internal assessment of how it serves the needs of female and male operated small enterprises.

GOT A PROBLEM?

Find the solution in the Self-Help Directory

Aids Centre	(011) 720 5260 (021) 400 2682
Aids Consortium	(011) 403 0265
Aids Help Line (toll free)	0800 012 322
Aids Law Project (ALP)	(011) 717 8600
Alcoholics Anonymous	(011) 433 2372
Banking Association	(011) 370 3500
Bankmed	(021) 480 4680
Bankseta	(011) 805 9661
CAPSA	(021) 685 5208
CARAS	(021) 552 5783
Catholic Welfare & Development	(021) 425 2095
Centre for Early Childhood Development	(021) 683 2420
Child Emergency Service (toll free)	0800 055 555
Child Line (toll free) Child Abuse Clinic	0800 055 555
Child Protection Unit	(011) 481 5118 (012) 334 4333
Child Welfare Society	(011) 298 8500
Citizens Advice Bureau (general advice)	(012) 322 6630 (021) 556 9040
Communicare	(021) 421 6008
Community Peace Programme	(021) 448 6582
Compassionate Friend (for bereaved parents)	(011) 440 6322
Crime Stop	0800 111 213
Deaf Federation of SA	(011) 482 1610
Dept of Labour	(012) 337 1700
DICAG (Disabled Children's Action Group)	(021) 462 4105
Disabled People of SA	(011) 333 4505
Drug Wise	(011) 728 6668
Drug Counselling Centre	(021) 447 8026
Elder Abuse	0800 00 3081 (013) 698 1594
Eye Care Information Centre	(012) 452 3811
Fatima House (home for unmarried mothers)	(012) 542 1201
GAB Counselling Service (7-10pm)	(011) 643 2311
Graham Walker Insurance	(011) 807 5065
Homestead Projects for Street Children	(021) 419 9763/4
Hospice Association of Witwatersrand	(011) 483 1068
Joy for Life (home care and support service for people living with HIV/Aids)	(021) 423 7452
La Leche League (breast-feeding help)	(012) 430 3334
Sasbo Legal Advice	0860 111 000
Legal Aid Board	(011) 877 2000
Lesbian and Gay Equality Project	(011) 487 3810
Life Line	(012) 342 2222 (021) 461 1111/3
MCHIRC (Maternal & Child Health Info & Resource)	(031) 332 2452
Medical Council	(012) 431 0539
Molo Songolo (advocate the rights of children and promote educational reading material for children)	(021) 448 5438/21
NAPWA	(011) 872 0975
NASCCW (National Association of Child Care Workers)	(021) 697 4123
National Council for Child and Family Welfare	(011) 492 2888
Nelson Mandela Children's Fund	(011) 486 4441
Netcare	082 911
NICRO (women's support centre)	(021) 422 1690
OASIS (Association for the mentally handicapped)	(021) 671 2698
Old Mutual	(011) 838 1177
Overeaters Anonymous	(011) 640 2901
Parent Centre	(011) 484 1734
Parkinson Disease Association	(011) 787 8792
Poison Info	(021) 689 5227
POWA	(011) 642 4345
Pregnancy Help Centre	JHB (011) 794 3354 CT (021) 797 5000
Pretoria Hospice	(012) 47 4909
Qualsa	0860 44 8243
RadioDoc (24-hour medical advisory service)	(012) 28 4000
Rape Crisis (012) 343 8888 (Under-16 rape crisis)	(021) 47 9762
Reach Out (depression)	088 120 4136
RP Foundation	(012) 62 2211
Safeline	(021) 638 1155
SAMSA (family crises)	(021) 461 4228
SA National Council for Alcoholism and Drug Abuse	(012) 542 1121
SA National Council for the Blind	(012) 346 1171
SA National Epilepsy League	(021) 447 3014
SA Premature Baby Association	0860 727 736
SA Red Cross Society	(021) 797 5360
SA Society for Prevention of Child Abuse and Neglect	Fax (011) 331 0171
Smoke Enders	(021) 788 9120
Somebody Cares (ministry to homosexuals)	(012) 73 4919
St Monica's Maternity Home	(021) 423 7237/8
Sureline Sexual Abuse Counselling	(021) 638 1156
Uniting Christian Students Association	(021) 887 0212
Trauma Centre for Sufferers of Violence	(021) 465 7373
Treat Action Campaign	(011) 403 7021
Women's Bureau of SA	(012) 47 6176
Wife/Women Abuse	(021) 931 5331

LABOUR LOGIC

The legal position of acting allowances

This is the third and last in a series of articles on Acting Allowances.

In this issue we provide more case laws relevant to the allowances.

Case law 6

Based on authoritative case law, Commissioner Hiemstra gave a proper analysis on the characteristics of an acting allowance in the arbitration case of *Public Servants Association on behalf of Botes & others v Department of Justice (2000) 21 ILJ 690 (CCMA) (GA35854) 30 November 1999.*

The facts:

Four applicant employees all held positions as senior assistant state attorneys within the Department of Justice. As from various dates in 1994 and 1995 they were instructed to act as deputy state attorneys within their section of the employer department. Each of them assumed the same duties and responsibilities like the other permanent appointees who were section heads, which included the management of their sections. The Public Service Regulations make no provision for the payment of an allowance to officers acting in positions more senior than their own, and the applicants received no additional remuneration.

The applicants' arguments:

After acting in these positions for some two years they referred a dispute to the CCMA regarding the department's refusal/reluctance to compensate/promote them and, in arbitration proceedings, sought a decision that they be compensated/promoted as from the date that they were instructed to act as deputy state attorneys.

The respondent's arguments:

The respondent department explained that the delay in filling the posts permanently was caused by the constitutional imperative to transform the public service and the amalgamation of the Department of Justice with those of the former TBVC states and self-governing territories. It further relied on s 32 of the Public Service Act 1994, which provides that the head of an office or institution may direct any officer or employee under his/her control temporarily to perform duties other than those ordinarily assigned to such an officer or employee or appropriate to the grade, designation or classification of his or her post, and he or she shall comply with such a direction.

The applicants' counter-arguments:

The applicants argued that the length of time for which they were required to act could not, by any reasonable measure, be termed 'temporary', and that the employer could not rely on s 32. The applicants stated that, in terms of s 24 of the interim Constitution, which was applicable at all material times, they were entitled to administrative action, which was justifiable in relation to the reasons given for it. They therefore argued that the administrative action of directing them to act in higher positions for extended periods without promoting them and without paying them the difference between their remuneration and the applicable remuneration for the higher posts was not reasonable, and was therefore unlawful.

The respondent's counter-arguments:

The department argued that the claim for compensation was akin to a demand for higher wages and, as such, was a dispute of interest, and not subject to adjudication or arbitration. The claim for compensation was based on alleged unfair conduct relating to the provision of '*benefits*', as envisaged in item 2(1)(b) of schedule 7 to the LRA 1995. The department further argued that an acting allowance had been held by the Labour Court not to be a '*benefit*'.

At the CCMA

The arbitrating commissioner first considered whether the claim was akin to a wage or salary claim and, following the reasoning of the Labour Court in *Northern Cape Provincial Administration v Hambidge NO & others (1999) 20 ILJ 1910 (LC) supra*, concluded that it belonged in the collective bargaining arena. He observed that the issue of acting allowances in the public service had been the subject of bargaining between the parties but had not yet been resolved. Regarding the correct interpretation of the term 'benefits' in item 2(1)(b), the commissioner considered it necessary to interpret the term narrowly in order to give effect to the philosophy of the LRA and to distinguish between disputes that are subject to adjudication and those subject to power play.

If 'benefits' were not narrowly interpreted, any dissatisfaction with wages or salaries could become the subject matter of arbitration in terms of item 3(4)(b).

Authoritive case law:

The most comprehensive discussions of the authorities on the subject were found in *SA Chemical Workers Union v Longmile/Unitred (1999) 20 ILJ 244 (CCMA) and in Northern Cape Provincial Administration v Hambidge NO & others (1999) 20 ILJ 1910 (LC)* where Landman J held that an acting allowance was not a *benefit*. A claim to be paid an allowance for acting in a higher position is, according to Landman J 'essentially a claim or a complaint that the complainant has not been paid more for a certain period for carrying extra responsibilities. It is a salary or wage issue. It is not about a benefit. It is about a matter of mutual interest'.

By using the term 'benefits' the legislature clearly intended it to be distinguished from 'remuneration'. It has been said in a number of cases that it is unfair not to pay employees for acting in more senior positions. In the *Hambidge* case Landman J said: 'In the instant case Ms Roos wanted to be paid for acting in a higher position; one carrying more responsibility. It certainly seems fair that she should be so paid.'

In *Badenhorst v The Department of Correctional Services (CCMA case no FS1384)* Commissioner Dell said: 'It would thus be unfair for a person to occupy a higher post, do extra work, bear extra responsibility, but not to be compensated therefore in accordance with the post occupied.' I made a similar statement in the case of *Murray v SA Police Service (IMSSA case no GAAR003492)*. It was obviously fair that persons acting in higher positions should be paid according to that position. **However, the authorities were clear: a claim for the payment of an acting allowance is a matter for collective bargaining and not for adjudication in terms of the unfair labour practice jurisdiction of the CCMA** (our emphasis).

The award:

There was no award in favour of the applicants.

Case law 7:

In the matter of *Cronje v Bloemfontein TLC (1997) 18 ILJ 862 (CCMA) FS160, 8 May 1997*, Commisssioner Dell had to decide on, *inter alia*, whether the decision of the Bloemfontein Transitional Local Council not to pay Mr Cronje an acting allowance for additional duties performed constituted an unfair labour practice.

Background to the issue

1. Mr Cronje was appointed with the Transitional Local Council ("TLC") of Bloemfontein in and during 1990, and on 10 October 1993 he was transferred to the mayor's office, to be the mayor's chauffeur.

continued on page 16

If you have a problem, write to Labour Logic at Private Bag X84, Bryanston, 2021, or send a fax to (011) 467 0188

CURRENT ADD-ON BENEFITS

SASBO
The Finance Union

Please note that these benefits are only available to paid-up Sasbo members.

Sasbo Benevolent Fund

The Sasbo Benevolent Fund, which draws its resources from union funds and member donations, renders financial assistance to members who are suffering extreme hardship.

Sasbo Study Grants

Each year the union offers study grants (on a rand-for-rand basis) to members or their children undergoing second year tertiary education or beyond. In 2005, 50 such grants were paid out.

Old Mutual Group Schemes

During their 20-year association with Old Mutual, Sasbo members have invested in the wide range of financial plans (investment, education, capital accumulation and funeral plans) made available to members at competitive rates. Their collective stake in Old Mutual qualified the 11 000 members with Old Mutual investments for shares worth an estimated R40 million when the company privatised its operation in 1999. Old Mutual continues to offer an expanding range of investment opportunities which members would be wise to investigate.

Tax Advice

For Sasbo members only, low-cost tax guidance is provided by Mirror Business Solutions at meb@mirrorsa.co.za. or (012) 347 5595

Sasbo Smalls

This 'shop window' in *Sasbo News* enables members to advertise – free of charge for a prescribed period and at a modest cost thereafter – their goods, services, properties of sale or rent and other items.

(011) 467 0192

Local Travel

Sasbo operates regular local travel specials which make it easier for members to enjoy South Africa's most sought-after tourist destinations. Call SA Getaways on (021) 552 7053.

Graham Walker Insurance Brokers

Graham Walker Insurance Brokers was formed by individuals who had already been serving Sasbo's short-term insurance needs for many years. The company is, therefore, an integral part of the Sasbo family. Graham Walker Insurance Brokers (Pty) Ltd provides members with competitive short-term rates and processes their claims more promptly than the accepted norm. The company's policies are underwritten by The Hollard Insurance Co. Ltd.
(011) 807 5065

Sasbo Legal Line

This is the union's popular free 24-hours-a-day, 365-days-a-year legal advice through europ assistance service to members. During its first three years in existence, 25 998 Sasbo callers received professional guidance and collectively saved nearly R11 million in legal costs.
0860 111 000

Sasbo News

Members are kept up-to-date about Sasbo personalities and activities through its own newspaper, *Sasbo News*, which appears 11 months in a year. *Sasbo News* keeps them abreast of developments in the local and international finance industry, international socio-economic trends and developments in the labour movement.

Standard Bank Home Loan Scheme

This facility enables qualifying members to negotiate bonds at between 0,25% and 1,25% below the going rate. This could add up to a substantial long-term saving – more than R100 000 in the case of some long-term bonds.

Funeral Cover

Your R16 000 Funeral benefit!

Since 1 January 2004 all paying members of Sasbo are covered in the event of death. The cover has been increased to R6 000 in January 2006. Now the cover has been extended even more to an additional R10 000 in the case of unnatural death in the line of duty. This means a potential total cover of R16 000 per member. Claims should be directed to your nearest Old Mutual Servicing branch or contact the Old Mutual Call Centre on 086 060 7000 for assistance. Please relay this information to your family members.

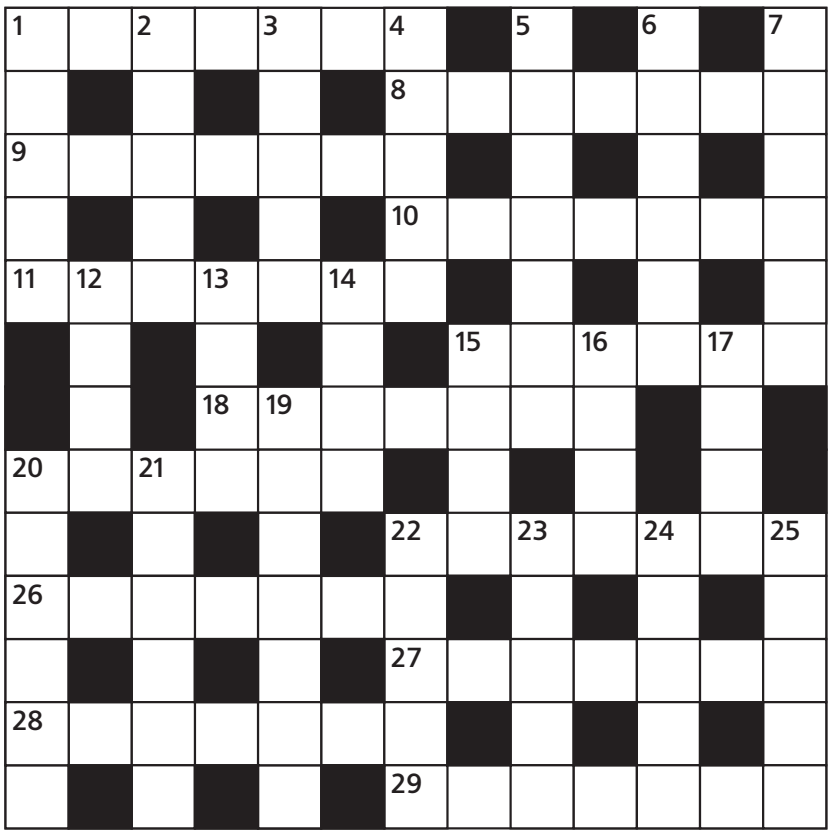
Overseas Travel

Over the past 20 years more than 20 000 members have enjoyed Sasbo's exciting low-cost tours to Mauritius. If you are interested in holidaying on this romantic island, telephone SA Getaways on (021) 552 7053 or visit them on www.sagetawayaccommodation.co.za

COFFEE BREAK

CROSSWORD

ANSWERS
on page 16



Across

1. In the tower, time ran out! (7)
8. Does pie throwing take place in that serial? (7)
9. Being a hardy type, Stan takes the rap (7)
10. Certainly shows spirit! (7)
11. All that's left where you reside (7)
15. Bleats about the furniture provided (6)
18. Cheer him up or you'll lose Con! (7)
20. Worth seeing on guns? (6)
22. Collect Ernie at the reading-desk (7)
26. I have a lager and a big cigar (7)
27. It's rare to put one in a state of extreme delight (7)
28. Taking a tumble in the French fling (7)
29. There's something fishy about Roy's set! (7)

Down

1. That is, missus, you're a tightwad! (5)
2. Approaches the British navy at sea (5)
3. Scolded for the way he'd tread (5)
4. A time to be uptight? (5)
5. Generous politician? (7)
6. A lot arm thus causing death (6)
7. Begins again about current events (6)
12. You keep a tie in a little case for little things (4)
13. Some witches can be most irritating! (4)
14. Runs off with the Ashes (4)
15. That big book – my way, please! (4)
16. I'll take bets that it's the finest quality! (4)
17. We meet Her Majesty when carrying water (4)
19. In a way, I gloat when you get earache (7)
20. The saint funds it prevalent – trouble, that is! (6)
21. The band has an engagement, I break a leg and you laugh stupidly! (6)
22. Broad and slow and with the right goal in mind (5)
23. Deals with things like cops on point duty (5)
24. I manage to dodge most preludes (5)
25. Eden's the place for all your requirements (5)

Graham Walker winners

In each issue of *Sasbo News*, Graham Walker Insurance Brokers makes a gift of three months free premiums to two Sasbo policyholders – one new recruit and one existing policyholder, randomly drawn from their client list. Here are this month's winners:

Existing:
Miss EM Drew
PO Box 2509
Edenvale

New:
Mr BM Lekwadi
PO Box 4565
Phomolong Section
Kempton Park

Phone Graham Walker for your free quotation.

Letters

Thanks for SARB settlement

Now that the dust has settled and we have received a welcome 6% increase, I would like to personally thank all of those involved in the negotiation process. This was the highest increase in the last couple of years for SARB employees, are of the highest in the banking sector for 2006 and 1,5% above the bank's original offer of 4,5%!

A big thank you to:1. Comfort Duma, regional secretary of Sasbo, a man whose love and passion for what he believes in shone brightly throughout the negotiations. He did not allow anyone to deviate him from our goal. I would like to commend him on his efforts during the negotiations, and in making Sasbo more visible and 'involved' within the bank.

2. The 'Research Team' or the 'Faceless' ones: These are colleagues and Sasbo officials who work behind the scenes to provide information to the team.

3. You, the Sasbo members! Without your mandate and support none of this would have been possible. Never in the history of Sasbo has a bigger show of solidarity been seen. Even your Sasbo negotiation team was stunned by the results from the last mandate – 803 out of a possible 835 participated; 501(more than 60%) of you showed your willingness to participate in industrial action. The bank's delegation had no choice but to listen to your voice through Sasbo!

To each and every one of you I say thank you – this was truly a collective effort. Well done.
Baltus le Roux – SARB

net ter inligting

Is jy dalk een van daardie ongelukkiges wat deur die draaikolke van depressie en verslaenheid geteister word? Indien wel, hier is 'n paar uitgesoekte riglyne deur diegene wat dieselfde paadjie geloop het en sodoende die bose geeste oorwin het.

Die eerste stap sou wees om werklik van hierdie depressie ontslae te wil raak. Jy moet daarin glo dat jy nie die slagoffer is nie – dat jy die moed en vermoë het om te kan oorwin. Dit gaan nie maklik wees nie. Dit besef jy alreeds. Maar met elke vasberade stap kan jy geleidelik veld wen totdat jy uiteindelik oorwin.

Die volgende stap is om jou vrese neer te skryf. Ondersoek dit om te sien of dit werklik, of net verbeelding is. Meeste mense wat depressie suksesvol oorkom het, sê dat die deurslaggewende deurbraak tot bevryding kom wanneer hulle ontdek dat hulle toegelaat het dat dinge wat nooit werklik gebeur het nie, hul lewens oorheers het.

Die volgende belangrike stap is om te aanvaar dat, met die insig van ander se probleme, jy eerder by jou eie hou.

Om te aanvaar dat niemand regtig beter daaraan toe is as jy nie, is regtig bevrydend.

Dink 'n bietjie daaroor na. As jy nie bereid is om jou probleme vir iemand ander s'n te verruil nie, het jy dan werklik 'n probleem?

Jy moet dan probeer om by mense betrokke te raak wat slegter daaraan toe is as jy – mense wat nie kan loop, of sien, of hoor nie... mense wat regtig probleme het. Om saam met hulle te werk en te sien hoe positief en opgeruimd hulle oor die weg kom, maak 'n mens nederig en is 'n aansporing om enige neigings tot selfbejammering wat 'n mense dalk mag hê, te verban.

Laastens, volg die voorbeeld van Harold Russell, 'n jong soldaat wat, toe hy sy bewussyn herwin het, en agtergekom het dat beide sy hande afgesit was, sy depressie oorwin het en 'n sukses van sy lewe gemaak het gegrond op die stelling dat: "Dis nie wat jy verloor het wat belangrik is nie, maar dit wat jy oorgehou het."

for the record

Are you one of those unfortunate souls blighted by black holes of depression and despair? If so, here are some guidelines culled from those who have walked the same path and who have conquered their demons.

The first step is to truly want to eliminate your depression. You have to believe that you are not a victim – that you have the courage and the power within you needed to win. It will not be easy. You already know that. But step by determined step you can gradually gain ground until you win.

The second step is to list your fears in writing. Then examine if they are real or imaginary.

Most who have successfully wrestled depression say that discovering that they were allowing themselves to be crippled by things that never actually happened was a vital breakthrough towards freeing themselves of them.

An important next step is to accept that, given an insight into someone else's problems, you would rather stick with your own.

Accepting that nobody is really better off than you are is a huge emancipator.

Just think about it. If you are not prepared to swap your set of problems with anyone else's, do you really have a problem?

You should also try to involve yourself with people who are worse off than you – people who can't walk or see or hear … people who really do have problems. Working with them and seeing how positive and cheerful they can manage to be is a humbling experience, and a wonderful incentive towards abandoning any tendencies towards self-pity we might have.

Finally, be guided by Harold Russell, the young soldier who – on regaining consciousness to discover that both his hands were missing – overcame his depression and built a successful life on the premise that: 'It is not what you have lost that counts – but what you have left.'

smalls

Your contact person for Sasbo Smalls is Vanessa O'Reilly. She can be contacted during working hours at (011) 467 0192.

Holiday accommodation to let and for sale / timeshare accommodation to let

Cape Town

Small furnished beachfront flat overlooking sea and Table Mountain with TV and garage. Out-of-season bank staff rates: R250 for flat per night. Tel (028) 312 3848 or 082 682 0667 all hours, Gert Theron.

Cape Town/Milnerton Ridge

Fully equipped, self-catering, one bedroomed apartment with separate lounge. Suitable for 2 adults and 2 small children. Own parking bay, with use of swimming pool and tennis court. Near Century City, golf course, beaches and 15 minutes from Cape Town Central and Waterfront at R270 per night. Call Dave at 083 414 7638 or (021) 558 4780.

Cape Town/Panorama

Fully equipped, immaculate self-catering flatlet with secure undercover parking and braai area, sleeps 2. Near Century City, 15 minutes from Cape Town, Waterfront and Bloubergstrand. R150 per night out of season. Contact Fransie at (021) 930 4054 or 083 772 2783.

Canal Walk/Century City - The Island Club

Travellers dream, shoppers' paradise, self-catering, 24 hours Internet, e-mail, transport. Leisure facilities: restaurants, cinemas, bars, nightclubs, shops and banks. Contact Prudence at 082 441 3122 or 082 495 8946.

Bloubergstrand – Seafront/Beachfront

Views to die for in this one bedroom, furnished s/c flat with garage. R250 per nigh out of season. Contact Theron at 082 682 0667.

Cape Town/Devil's Peak

Fully equipped, self-catering, 1-bedroom holiday cottage in secure grounds. Seasonal daily rates and conditions apply. Call Marion at 082 379 3305 or e-mail eclover@absa-ib.co.za for details.

Cape Town – Tygerberg Hills

B+B with stunning views close to all attractions. The affordable family holiday. Very special prices for Sasbo members and families. E-mail Maria at msparish@ebucksmail.com or tel (021) 913 1660.

Green Point, Cape Town

Close to Waterfront plus major tourist attractions, 1- and 2-bedroomed self-catering apartments, fully furnished, serviced daily from R200 per day. Call Hannes 083 255 9618 or www.davidsbb.co.za.

Great Brak Rivier (Near Mossel Bay & George)

Self-catering fully equipped cottage, sleeps 4, DStv with card insert, use of swimming pool in complex. April R300 per night & 1 – 19 December 2006 R350 per night, out of season R250 per night. Tel 082 925 6128, Erna le Roux.

Cape Town

Stunning views: False Bay, Cape Hangklip to Cape Point, Hottents Holland to Table Mountain. Close to numerous amenities, 15 minutes drive to Waterfront/CT. B&B R400 May/November R600 December/April per night. Phone (021) 913 1660 or 084 556 2497 Maria/Gordon.

Melkbosstrand

1 Bedroom flat, open plan kitchen, build in braai. R150 pp. Contact Al-Mare Knoetzen 082 927 8178 or 082 373 9347.

Strand

Volledig toegeruste, selfsorg, meenthuis in sekuriteitskompleks met DStv naby see. Skakel Jean Le Roux by 084 202 1052.

George – Heatherpark

Fully equipped self-catering holiday flat. Bedroom, lounge (extra bed), dining room, kitchen, braai area. Sleeps 2 plus 1. Separate entrance, swimming pool, off-street parking and television. Rates: R130 pppd in season, R100 pppd out of season. Contact (044) 870 7650 or 072 242 1304.

Glentana (Near George)

5 Slaapkamer vakansiehuis te huur; ruim leef- en braai-area; toesluitmotorhuis; 100 m van swemstrand; seeuitsig. R150 p/persoon per dag. Tel 082 415 9805.

George – Heatherpark

Fully equipped self-catering holiday flat. Large bedroom, lounge/kitchenette (extra bed), small patio. Sleeps 2 plus 1. Separate entrance, swimming pool, off-street parking and television. Rates: R130 pppd in season, R100 pppd out of season. Contact (044) 870 7650 or 072 242 1304.

Mosselbaai/Tergniet

Netjiese 2 slaapkamer huis te huur. Brander-uitsig, besigtig dolfyne uit die bad, stap-afstand van die see en toesluitmotorhuis. Kontak Joey by (041) 933 2466 of 082 550 5748.

Knysna

Fully equipped self-catering flatlet with private patio and braai area, magnificent views of lagoon and mountains, TV and undercover parking, sleeps 2, tariff R200 per day out of season, R250 per day in season. Tel: (044) 384 0734.

Chaka's Rock (Ballito)

Self-catering holiday accommodation. Magnificent sea-views, air-con & ceiling controlled fans. Pool in complex, 5 minute walk to famous tidal pool and beach. Ballito Fast Foods are now selling easy eats & food and take aways at very competitive prices. 4 Sleeper from R250 pn and 2 sleepers from R200 pn. NB! Book 7 nights, pay 6 nights. Tel (032) 525 7698.

Beacon Bay

Fully equipped, self-catering 1 bedroom en suite holiday flat-TV, DVD. Sleeps 4-5 people. Suitable for two adults and 2-3 children. 1 km from Nahoon and Bonza Bay beach and very close to shopping centres. R150 per day for first person and R50 for each additional person per day (out of season). Contact Stone 083 5655 170 or (043) 748 4501 (H).

Beacon Baai

Ten volle toegeruste selfsorg eenheid – 1 Slaapkamer met badkamer – TV, DVD. Slaap 4-5 persone. Ideaal vir 2 volwassenes en 2-3 kinders. 1 km vanaf Nahoon en Bonza Bay strand en baie naby aan winkelsentrums. R150 per dag vir eerste persoon en R50 per dag vir elke addisionele persoon (buiteseisoen). Kontak Stone 083 5655 170 of (043) 748 4501 (H).

Hibberdene

Holiday cottage in secure complex, 2 bedrooms with 1 bathroom and braai, sleeps 6. Pool and laundry in complex, 1,5km from blue flag beach. Contact Mr Cronje at 083 602 0533 or (011) 704 2678 (evenings).

Port Edward, Natal South Coast

Private, peaceful garden cottage. Modern, well-furnished and lock-up garage. 5 minute stroll to beach, short drive to main swimming area, shops and casino. Call Wendy at (039) 311 3980 or sms 'Accom' to 072 747 7883.

KwaZulu-Natal – Banana Beach

Self-catering wooden cabins. Sleeps 4(6) fully equipped. Close to swimming beach. Debbie at 083 672 7386 – 5pm to 8pm.

North Coast

Specials: long weekends . Sleeps 6, 5 minutes from Sibiya and Umhloti. Contact Eileen 082 497 2664 or after 5pm on (032) 9415 172 hulinfamilytrust@absmail.co.za or eileenh@net-1.org.za.

Durban North

Spacious one bedroom flatlet/granny cottage. Comfortable, fully equipped self-catering with private garden/braai area, and parking. Sleeps 6, colour TV. The price is R250 out of season, and in season R500 per day. Phone: 083 403 7437 or home (031) 564 4283 or Priscilla at work (031) 575 8001 or e-mail: gordonj@eject.co.za.

Uvongo

Selfsorg woonstelle te huur. Ten volle toegerus binne veiligheidskompleks met swembad, braaigeriewe en onderda parkering. Binne loopafstand vanaf strand en besigheidsentrum. Mariaan: (014) 503 0127 of selfoonnommer 083 390 0839. Webtuiste: www.seascapelodge.co.za.

KwaZulu-Natal North Coast

9 km from Ballito and 10 minutes drive from Gateway Shopping Centre. Secure luxury 6 – 8 sleeper fully equipped self-catering home with stunning sea-views, 5 minute walk to the beach, pool, aircon, DStv (bring own smartcard) and secure parking. Contact Penny Bush at (032) 943 1029 or 083 501 2321.

Kasouga

Lovely 3-bedroom holiday house, with sea view at Kasouga, 12 kms west of Port Alfred. Phone Joy at 082 336 3382 for booking.

Shelley Beach

Luxury, 4 bedroom house and/or 1 bedroom flat. Fully equipped, self-catering. Contact Steve at 082 563 9811.

Shelley Beach

Luukse vakansie huis beskikbaar. Slaap 8 mense. Kontak Yvonne by 083 689 6102.

Margate

Fully equipped sea-facing, 3 bedroomed home to let all year round – magnificent sea-view. Call Anne on 083 235 6482 for availability and prices.

Margate – South Coast

Comfortable, fully serviced self-catering holiday units from 4 – 6 sleeper (3 bedroomed chalets) available from 16 December to 8 January (time-sharing) at reasonable rates. Tel: (044) 870 7288 or 083 412 4599.

Margate

2 Bedrooms, 2 bathrooms, fully equipped self-catering with dishwasher, washing machine, balcony with braai overlooking Manaba beach and sea-view. 2 Secured parkings, MNet and DStv (own card). Granada Flats on top of Steers on main road. Sleeps 6. Contact Bernadette at 082 465 6166 or email bernadettewa@absa.co.za.

Uvongo

Immaculate cottage minutes from the sea, sleeps 2 – 4, beautiful pool and secure parking. Out of season R250 per day and in season R450 per day. Phone Colin or Lyn at (039) 315 5633 or 082 336 8132.

Timeshare for sale

Durban – Tropicana Hotel

On the beach, 4 persons per unit, own bathroom, fridge, and kettle. Only necessary: cutlery, crockery. Available from 9 June until 16 June 2006. R800 for the whole unit per week. 2 Units available. Contact after hours: Ansie de Beer at (051) 522 0437 or 082 567 3146.

CRI Holiday points

Valued at R50 per point. Yearly points 750 per year. R37 500 value; selling price R18 000 negotiable. Contact Colette 083 307 4443.

Jeffreys Bay, Sunshine Bay Beach Club

6-sleeper, Week 32. Belongs to Holiday Club. R5 500. Contact Estelle on 083 307 7880.

Limpopo – Waterberg Game Park

Self-catering, fully equipped, sleeps 6. Restaurant, bar, adventurous gold, swimming pool, game farm, games room, hiking, kiddies playground, wall climbing tennis, horse riding, provisional shop. Date: 2/12/2005 – 9/12/2005 – peak season. A give away at R5 000. Contact Sallm at 084 513 3345.

CRI Holiday points for life

Aged pensioner will sell his holiday points in CRI at a quarter of the selling price. Phone (044) 870 7288 or 083 412 4599.

Holiday Club points

Do you want to sell? I would like to buy. 083 307 3461 or fax (013) 745 7021.

Property for sale

10 km from Hermanus

Beautiful Hermanus area plot for sale, over 1 400 square metres. 10 km Drive to Hermanus, Fishermen's Eden. Price – R365 000. Lovely view and very close to Golf Course. Contact Janet at 083 688 7050 or (021) 856 1966.

Jeffrey's Bay

314 sq metre double-storey house with three bedrooms, two bathrooms (main en-suite), TV-room, big inside braai area, first floor living area, open-plan kitchen, double garage, one bedroom flat with shower, fully enclosed. 180 degree sea view. Price R920 000 (private sale). Contact Andre at 082 411 5364, (044) 203 8000 or andrebotha@absa.co.za.

Berea

1 Bedroomed flat with dining room, lounge, kitchen and bathroom, situated on the 9th floor. Lovely view of Johannesburg. Strictly cash sale to highest offer. Phone Jen at (039) 317 3845.

Margate

Sectional title flat – 119m" with large sea-view balcony. Fully furnished, 2 bedrooms, open plan kitchen/dining room/lounge. Lock-up garage, secured complex. 300 m from main beach and shopping centre. Price – R720 000 negotiable. Contact Otto or Heleen at (018) 294 7449 or 083 307 7390.

For sale

BMW E30 325i performance chips for sale. R1 200 – fitted. Contact 072 583 9295.

Mobile soft serve ice cream business for sale & 2 deep freezers, some stock & spares. Contact (044) 535 9151 or 082 856 8826.

Indian tops – embroidered cotton and designer – medium to XXL ranging from R65 to R250. Wholesale prices available – minimum 5 – cash. Also Tiered cotton skirts – R75 (only medium available). Phone Banoe on 083 565 1805 (Cape Town).

Toyota Conquest 160i RS fuel injected. Model 1994, 277 590 kms with Panasonic front loader. CD player, lever 4 alarm. System and hidden gear lock. Good condition – R30 000.

Opel Corsa: 1999 model, 5-speed with mags, colour: turquoise. Price: R39 000 (neg). Contact Beverley at 083 416 1439 or 073 295 0335.

Opel Corsa 1.6 IS 2001 model, 71 000 kms with RWC, P/S, Aircon, R/T, excellent condition. Contact Rob on (011) 636 3034 or 072 291 4411.

BMW 735i (A) 1989 – white, full-house: tow bar, sunroof, air-con, leather seats and RWC. Immaculate condition, R40 000 onco. Excellent as tow vehicle for caravan. Phone 083 654 7599 (East Rand/Gauteng).

General

Thoughts by Rain & Sky – For flowers, balloons and anything special, give us a tinkle and let us sprinkle the magic on your behalf. Contact Cindy-Lee Sterrenberg at (011) 824 4619 or 084 207 6000 or cindy-lees@telkomsa.net.

Designing and building of Garden Cottages. We do bathroom and kitchen renovations, general plumbing installations and geysers. Waterproofing of roofs. Painting interior and exterior of offices, townhouses and homes. For a quote, please contact Leon on 072 147 0811 (Gauteng Area).

Tip Top Driving Academy – "Best Service Available". Learners – R 80 Guaranteed pass. Driving Lessons – Code 08 – R80; Code 10 – R120 per hour. Contact Terrence at (011) 492 1672 or 083 624 5252.

Sh'Zen – Natural Beauty – Your hands, your feet, your body – our passion. If you would like to find out more about these amazing products please contact me. Cindy-Lee Sterrenberg at 084 207 6000 or (011) 824 4619 or e-mail: cindy-leest@telkomsa.net.

If you require a lift from Kempton Park (Norkem Park) to JHB Simmonds Street and back, leaving at 06:15 and returning at 16:30 call cell 072 040 2981 or (011) 391 5582 (h) or (011) 636 6394 (w).

Lift offered daily from Parkrand Boksburg (also central Boksburg) to and from Braamfontein. Office hours are from 07:30 to 16:30 – Monday to Friday. Contact Linda at (011) 712 0130 (w) or 083 408 1518.

Lift required from Pretoria Central to Fourways daily. Working hours: 08:15 to 16:15. Please contact Daphne at 072 461 3224.

Exclusive hand crafted Wedding stationery. Content: Wedding invitations, Thank you cards, Menus, Table name and setting and much more to choose from. Cards designed to your specific needs. For the bride who knows what she wants. Contact Melinde on 084 444 8821 or (031) 464 7316 a/h.

India Travel – Contact SpendWise Travel at 084 549 5930. We will plan your tour, arrange transfers, accommodation, transport and provide you with an English speaking guide at an unbelievable low cost.

Money Money Money: Sick and tired of not having enough money? Work part or full-time from home, admin and typing. Send S.A.S.E. + 2 stamps to Mr Carstens, 10 Filburn Court, Fontana Street, Brooklyn, 7405 or SMS name and address to 083 367 8487.

House/pet sitting – R50 per day – Cape Town area. Contact (021) 405 8064 or 083 666 6800.

Lose weight: Still eat your favourite foods, natural products, completely safe. Doctor recommended. Money back guarantee. Call 088 129 4971.

Gel nails: R120 for full set, R50 maintenance. Sonja: 076 941 5106 (Vaal Triangle).

Sasbo members may use the Smalls section of **Sasbo News** *to place three advertisments annually free of charge. The size of these insertions is limited to 40 words per advertisement, excluding contact details. Longer advertisements are acceptable as paid advertisements. The charge will be 20 cents per word, all words included. Smalls contact numbers: fax (011) 467 0188, e-mail: vanessao@sasbo.org.za, tel (011) 467 0192, Private Bag X84, Bryanston, 2021.*

SASBO

Membership Application Form

A TELL US ABOUT YOURSELF																		
ID Number														Title				
Surname														Male		Female		
Full First Names																		
Code & Tel (W)																		
Code & Tel (H)																		
Cell No																		
Race (Govt Statistics)	Black			Coloured			Indian			White								

B ADDRESS																		
email																		
Private Postal (as alternate address for Sasbo News)**																		
Postal Code																		

** Absa & Nedcor receive Sasbo News at workplace address

C WHERE DO YOU WORK?																	
Institution																	
Department																	
Employee Number																	
Job Grade																	
Branch Code (Nedcor)																	
Cost Centre (Absa)																	

D BANKING ACCOUNT DETAILS																	
Name of Bank																	
Branch																	
Account Number																	
Branch Clearing Code																	
Type of Account	Cheque			Transmission			Savings										

FOR OFFICE USE ONLY											
Status											
Title Code											
Payment Type											
Acc Type											
Bank AT											
Work AT											
Label											
Recruiter											
Area Code											
Deduct Subs											

E DEBIT AUTHORISATION – Indicate which is applicable	
	I agree to pay Sasbo monthly subscriptions as determined by the Union from time to time, and authorise you to recover my subscriptions from my bank account via ACB Magtape.
	I hereby authorise my employer to deduct from my salary each month and pay on my behalf, my subscription fee to Sasbo as determined by the Union from time to time.

F	
Signature	Date

Enrolled by:
Bank:
Branch:
Name of member recruited:

One month's written notice is required for the cancellation of membership.	
Signature	Date

SASBO OFFICES

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LABOUR LOGIC The legal position of acting allowances

2. On or about 1 August 1995, the acting city secretary, Mr Joubert, requested Mr Cronje to act as the assistant mayor's secretary due to the resignation of the then mayor's secretary, and due to an increase in workload.
3. The acting secretary certified in terms of the conditions of service that Mr Cronje performed all the functions attached to the position of assistant mayor's secretary.
4. During the said period, the then acting secretary of the mayor, M Canter, was on leave for 51 days, during which period Cronje performed his own duties as well as those of the acting secretary, which included arrangements regarding the inauguration of the mayor.
5. In January 1996, Mr Cronje applied for payment of an acting allowance in terms of his conditions of service.
6. Mr Cronje was requested by the acting city secretary to vacate his offices on 19 August 1996 as per instructions of the mayor, Councillor Mohapi.
7. After various inquiries from Mr Cronje, since his application, and finally from IMATU in November 1996, IMATU was informed by the director personnel on 7 November 1996 in terms of the council resolution, that an acting allowance was not to be paid to Mr Cronje for the period 1 August 1995 up and until 19 August 1996.
8. The union alleged that the actions of the TLC of Bloemfontein had the effect on Mr Cronje's employment contract that he was not remunerated according to conditions provided for in his service contract and/or service conditions, for acting in a higher post, and that accordingly he should be remunerated for acting in a higher post in that of assistant mayor secretary for the period 1 August 1995 to 19 August 1996.
9. That, as a result of the abovementioned, the TLC of Bloemfontein committed a residual unfair labour practice, as stipulated in terms of schedule 7 of the Labour Relations Act, 66 of 1995.
10. The TLC of Bloemfontein alleged that Mr Cronje was never appointed as acting assistant secretary to the mayor, and therefore was not entitled to any remuneration or payment of an acting allowance. Their further contention was that he did not qualify for the position academically, and was thus accordingly not qualified to do the job, thus furthermore denying the unfair labour practice on behalf of the TLC of Bloemfontein.

The commissioner's assessment:

The commissioner held that Mr Cronje was indeed properly appointed with reference especially to his perception of the appointment as such, and as a result of such appointment, he had the legitimate expectation to be remunerated for the additional tasks performed by him. It would seem fair if he were remunerated for such additional tasks performed by him. It is deemed to be mentioned that the Labour Court, and so too the CCMA is a court or tribunal of equity, where strong consideration must be given to the principle of fairness, and the Bloemfontein TLC did indeed commit an unfair labour practice by not remunerating Mr Cronje for the tasks performed by himself.

The award:

Accordingly, the Commissioner awarded that the Bloemfontein Local Transitional Council be ordered to pay Mr Cronje his acting allowance for acting in the post as assistant secretary to the mayor for the period from 1 August 1995 to 19 August 1996 in the amount of R9 400.

Our interpretation:

This case subscribed to the same principles applied in the cases of *Spoornet and United Transport & Allied Trade Union on behalf of Holtzhausen (2003) 24 ILJ 267 (BCA) and PORTNET and SALSTAFF obo ROMER (2002) 23 ILJ 621 (BCA) 16 November 2001,* that based on fairness and equity that the failure to pay acting allowance and other benefits was considered unfair. In both instances the issue of the nature of dispute was not placed under scrutiny, thereby giving a broad interpretation to the meaning of 'benefit' in terms of s 186(2) of the LRA. This may set some precedent to make future disputes about acting allowances arbitrable.

Case law 8

In another matter the principle of fairness equally prevailed was, namely *Ntshotsho v Municipality of Umtata (1998) 3 LLD 212 (High Court) (TRANSKEI) 1553/96 24 October 1997*, where an employee's right to 'acting allowance' constituting a vested right that was prejudiced by termination.

A brief background:

The applicant was appointed by the respondent municipality as Acting Head of its Health Department 'until such time that the Medical Officer of Health or Deputy Medical Officer of Health assumes duties,' and as such was paid a monthly 'acting allowance.' About a year later the applicant was informed that the Town Council had terminated his acting appointment, and had appointed the Town Clerk to assume control of the Health Department. The respondent furnished no reasons for its decision. It did not suggest that the department had been restructured, or that the post of Head of the department had been discontinued. On the contrary, it was clear that the respondent urgently required, and was looking for, someone to fill the post.

The applicant employee sought an order in the High Court declaring the decision to terminate his acting appointment to be unlawful, and setting it aside, reinstating him to the appointment, and reinstating his acting allowance.

In the High Court:

Madlanga J held that, although the appointment was only temporary, it nevertheless created, for its duration, at least one vested right, **namely, the employee's entitlement to the acting allowance** (our emphasis). The temporary appointment and such attendant vested rights could only be terminated by lawful means.

When the respondent terminated the acting appointment on a basis which was not, or could not reasonably have been, within the applicant's contemplation, it was only fair and in accordance with the rules of natural justice that he should have been advised of that basis and given an opportunity to make representations. The *audi alteram partem rule* came into play because the decision to terminate the acting appointment also terminated the employee's entitlement to the acting allowance. The employer's failure to observe the audi rule entitled the employee to the relief sought.

Our interpretation:

This case had an interesting angle to it where the learned Judge gave effect to the audi alteram partem rule when the entitlement to claim an acting allowance may be infringed or placed in jeopardy. It is disappointing to note than none of the other case law gave this rule any consideration and in adhering to this would help to eliminate any unfairness on the part of the employer in unilaterally changing an employee's entitlements or vested rights.

Acting versus multiskilling/multi-tasking?

Many employers use the excuse that acting allowances should not be paid because the employee is busy with multiskilling or multitasking, when in fact that is not always the case – acting is when an employee is performing the functions of a **higher post** with added responsibilities, which is of temporary nature. Multiskilling or multitasking is when an employee is doing additional functions while being in his/her current appointed grade. This is often accompanied by a performance development programme in order to develop the individual to provide more opportunities for further career enhancement or promotion. Therefore should an employee be performing a function in a higher grade, then an acting allowance should be paid.

Does acting create a legitimate expectation for promotion?

The question is often asked whether an acting position creates a legitimate expectation of promotion should the position that the incumbent is acting in become vacant. There are two schools of thought – one school believes that factors like the nature of the position, the incumbent's performance in the acting post, the time the incumbent occupied the acting position, the employer's behaviour and others should be taken into account when establishing whether a legitimate expectation existed or not. Often many employers remain silent on the possibility of a promotion, while other expressly discuss a promotion with the incumbent.

The other school of thought categorically believes that acting does not create a legitimate expectation of promotion despite the presence of the aforementioned factors as this would constitute preferential treatment to the incumbent not allowing others employees an equal opportunity to apply for the vacant position. The fact that the acting incumbent temporarily filled the higher position does not necessarily mean that that incumbent is the right candidate for the promoted position. What would, however, be to the incumbent's benefit while acting would be his/her experience gained of the job, but that is no guarantee for promotion. The internal procedures for the appointment of employees must still be followed.

Some tips:

The following must be taken into account when an employee believes that he/she is entitled to an acting allowance:
1. When asked to act in some acting capacity always request a contract or agreement upfront containing and even enforcing such an entitlement.
2. Peruse the employer's policies or procedures to ensure that provision has been made for the payment of an acting allowance or not.
3. If the employer fails to pay any acting allowance then the employee can resort to the grievance procedure.

ANSWERS to crossword
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