



Numsa Policy Resolutions

**Edited Version
Section 1**

Numsa as an Organisation

**1987 to end June 2012
(includes NC 2012)**

Section 1

Numsa as an Organisation

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Structures and Resources

Locals

Establishment of Locals

1. Numsa locals are to be established at:
 - 1.1. Ellisras/Thabazimbi when finances permit. Organising in that area to continue with existing resources in the meantime¹
 - 1.2. Transvaal
 - 1.2.1. Benoni/Boksburg/Brits/Rustenburg/Germiston
 - 1.2.2. Johannesburg/Kempton Park/Krugersdorp
 - 1.2.3. Pietersburg/Pretoria East/West/Central/Pretoria North
 - 1.2.4. Roodeport/Springs/Nigel/Brakpan
 - 1.2.5. Steelpoort/Machadodorp/Nelspruit
 - 1.2.6. Vereeniging/Vanderbijlpark, Warmbaths/Meyerton/Potchefstroom²
 - 1.3. OFS
 - 1.3.1. Welkom
 - 1.3.2. Bloemfontein
 - 1.3.3. Parys
 - 1.4. N. Cape
 - 1.4.1. Kimberley
 - 1.4.2. Upington
 - 1.4.3. Vryburg
 - 1.5. E. Cape
 - 1.5.1. Port Elizabeth
 - 1.5.2. Uitenhage
 - 1.5.3. George
 - 1.6. Border
 - 1.6.1. East London
 - 1.6.2. King Williamstown
 - 1.6.3. Queenstown
 - 1.7. W. Cape
 - 1.7.1. Cape Town
 - 1.7.2. Paarl
 - 1.7.3. Bellville
 - 1.7.4. Worcester
 - 1.7.5. Atlantis
 - 1.8. S. Natal
 - 1.8.1. Isipingo
 - 1.8.2. Clairwood
 - 1.8.3. Pinetown
 - 1.8.4. Pietermaritzburg

¹ NC 1987

² NC 1987

- 1.8.5. Newcastle
- 1.8.6. Ladysmith
- 1.9. N. Natal
 - 1.9.1. Empangeni
 - 1.9.2. Isithebe³
- 1.10. OFS/N. Cape Region
 - 1.10.1. 2 further locals approved in principle but implementation deferred⁴
- 1.11. S. Natal
 - 1.11.1. Durban Central local be divided into two (Durban North and Durban South)⁵
 - 1.11.2. Qwa-Qwa/Harrismith should be demarcated into Southern Natal pending ratification by the Central Committee⁶

Regions

Establishment and demarcation of Regions

1. 11 regions to be established, with boundaries determined by the Central Committee, before the end of October 1987, as follows:

Transvaal	(4)	Witwatersrand/Highveld/ Northern Transvaal/Vaal Triangle
Cape	(4)	Western Cape /Eastern Cape/Northern Cape/Border
Natal	(2)	Northern Natal/Southern Natal
OFS	(1)	Orange Free State ⁷
2. Wits Region be demarcated into 2 Regions⁸
3. N. Cape formally accepted as a region⁹

Renaming of regions

1. Highveld to Mpumalanga
2. Durban South to KZN
3. Vaal to Western Transvaal
4. Orange Free State to N Cape¹⁰
5. Wits East to Ekurhuleni¹¹

Powers of Regions

1. It was agreed that Numsa is a unitary structure that can sue and be sued and therefore Numsa regions cannot bring action against the union¹².

³ NC 1987

⁴ NEC 18-19 November 1988

⁵ CC 21 - 22 May 1988

⁶ NEC 28 - 29 July 1990

⁷ NC 1987

⁸ CC 23 - 25 November 1990

⁹ CC 21-22 February 1992

¹⁰ CC 10-12 December 1997

¹¹ CC 24-26 June 2002

¹² CC 27-30 Nov 2003

Other union structures

Central Committee

1. Annually evaluate resolutions that we have passed and if they have not been implemented investigate why¹³
2. Develop a clear annual program at the first CC each year on the role of sector coordinators after completion of wage negotiations, towards building the organization at the regional level¹⁴
3. Decide on and designate Campaigns as National Campaigns and define:
 - 3.1. The broad strategic objectives and goals of the Campaign
 - 3.2. Which committee within Numsa will be responsible for deciding on detailed strategies in the implementation of National Campaigns¹⁵

National Office Bearers

1. As part of their responsibilities, the NOBs must hold annual meetings with regional leadership to assess work done and report to the CC¹⁶.

National Finance Committee

1. To achieve uniformity, the NFC must:
 - 1.1. continue visiting Regions to ensure proper implementation of KPMG procedures¹⁷.
 - 1.2. arrange special training in those regions where there are vacant positions¹⁸.
 - 1.3. develop policy on overdrafts and submit to CC for ratification and decision and circulate to all banks that no overdraft is allowed to regions without the approval of the NFC¹⁹
2. Since the National Treasurers Forum is made up of Treasurers and it has proven to be successful in taking the financial work of the national union forward, the NFC must be made up of Regional Treasurers.²⁰

National Organising Co-ordinating Committee (NOCC)

1. The National Women Workers' Committee has one representative on the National Organising Co-ordinating Committee. (NOCC)²¹
2. Paid officials attending NOCC meetings do so in the same capacity as any paid official at any constitutional meeting and therefore do not have voting rights²²

National Campaign Coordinating Committee (NCCC)

1. The terms of reference for the National Campaign Co-ordinating Committee are to ensure that all National Campaigns are fully implemented within the whole union. To do this the NCCC will carry out the following functions:
 - 1.1. Receive reports through the NCCC structures on the progress of all National Campaigns within Locals and Regions of the union.

¹³ Mini NC 2009

¹⁴ Mini NC 2009

¹⁵ CC May 1988

¹⁶ Mini NC 2009

¹⁷ NC 2004

¹⁸ Mini NC 2009

¹⁹ Mini NC 2009

²⁰ NC 2012

²¹ CC February 1990

²² NEC 19-20 May 1990

- 1.2. Ensure that all pamphlets, publications, decisions and information on National Campaigns are being effectively distributed throughout the union.
- 1.3. Decide on the basis of the reports received what would be appropriate strategies and tactics to best pursue the Campaigns.
- 1.4. Produce any publications that are required
- 1.5. Keep all constitutional structures of the union informed and hold itself accountable to the CC
2. The NCCC will not be the negotiating Committee. The Negotiating Committee will be established within the union structures²³
3. The NCCC will be convened by the DGS; it will consist of the National Organising and Campaigns Coordinator and be assembled by OCCB through appointing comrades (FTSS or ROs and RMOs) who are available to meet in between the NCC meetings²⁴.
4. The women's structure is allocated three places on the National Campaign Committee:
 - 4.1. Not less than two of the three representatives shall be workers.
 - 4.2. The National Women's Committee shall elect the three representatives²⁵.

National Campaigns Committee

1. The National Campaigns Committee (NCC) will meet once per quarter; it consists of National Secretariat, 1 x Worker NOB, OCCB department officials, ROs, RMOs.

National Disputes Committee

1. There will be a National Dispute Committee consisting of a delegate from the legal department and from the General Secretary's department; it is authorized to consider and withdraw matters from court or withdraw the union as representative, in matters where the merits are very weak. The committee shall meet at least once per month²⁶

Nedcom

1. Nedcom is to be convened by the President and DGS as NOB deployees to the education department; it will comprise:
 - 1.1. 2 worker leaders per region
 - 1.2. REOs and head office educators.
2. Nedcom will meet twice a year; before the end of the year CC (to evaluate and plan) and before the July CC (to evaluate and monitor the plan)
3. The Numsa National Educators Forum will continue to exist as an operational arm of Nedcom.

GS/DGS/RS National Forum

1. This forum of secretaries and regional administrators shall sit quarterly or as the need arises and be convened by the GS office.²⁷

²³ CC May 1988

²⁴ NEC Feb 2012

²⁵ CC 18 - 19 February 1989

²⁶ CC May 1998 and July 2003

²⁷ NC 2012

HOD Forum

1. The HOD Forum must be convened quarterly at national level with the attendance of at least one national office bearer. It should focus on:
 - 1.1. campaigns
 - 1.2. implementation of NC, CC, NEC and REC decisions and resolutions.²⁸

Gender Structures

1. Factory gender committees shall monitor progress and report from time to time to local gender co-ordinators and local shopstewards councils; the Locals must forward reports to their Regions²⁹.
2. Gender structures should be established from factory to national level:
 - 2.1. Factory Gender Committees to report to factory shop steward committees,
 - 2.2. Gender reps should elect Office Bearers who should attend and sit in shop stewards meetings, be part of meetings with management,
 - 2.3. Male and female members to participate in gender structures
 - 2.4. The union should negotiate for the recognition of gender structures in the factories,
 - 2.5. Local Gender Committees to report to Local Shop steward Councils, Regional Gender Committees to report to REC and National Gender Structures to report to CC³⁰.
3. Gender structures should be formed at local level³¹

Benefits sub-committee

1. A Benefits Sub-committee is established; it consists of one person per region. Its primary functions are to conduct research and investigation into the provision of fringe benefits for metalworkers and related matters and to report on them to the Central Committee. The costs of carrying out these functions are allocated from the budget of the Education Department³².

Commission on socio-economic and labour markets

1. Numsa NOB and ROB will form a commission on socio-economic and labour markets that will be co-ordinated at the Local and Regional Level. This will be used to build leadership capacity and the flow of reports will reach workers³³.

International Desk

1. The proposal to establish an international desk was approved.

²⁸ NC 2012

²⁹ NC 1996

³⁰ NC 2000

³¹ CC 27-30 Nov 2003

³² CC Feb 1989

³³ NC 2000

Legal Unit

1. The legal department should provide a detailed report when responding to queries from the regions.
2. To avoid unnecessary problems, regions should work very closely with the Head Office.
3. There should be an improvement on management of cases to avoid employers taking points in limine as a result of our late applications.
4. Regions should take similar steps in managing cases in the regions and regional secretaries to take full responsibility³⁴.
5. NOBs must amend Legal Officers' conditions of employment so that they are prohibited from representing fellow staff members; their role is to defend the union³⁵.
6. Annual audits of all cases must be conducted.
7. The union must develop strategies to retain good and experienced legal staff.³⁶

Numsa Youth Desk / Forum

1. Numsa must speed up the process of establishing a youth desk, and further improve contact with youth in institutions of learning in order to conscientise and prepare them about the importance of unionisation in the labour market. The Central Committee must develop a programme to achieve a success in implementing these resolutions within twelve months³⁷.
2. There has to be strict control of the structure because most youth are individualistic and do not easily subscribe to the culture of organizational discipline and collectivism. Strict guidelines are required.
3. NYD must engage and establish relationships with progressive young structures to prepare young people for the world of work and politically graduate students from higher institutions to participate in campaigns on issues affecting young workers
4. Numsa Youth Desk must rigorously advance Numsa programmes, resolutions and policies with specific attention to young metalworkers from whom it must first and foremost earn respect as a condition to earn respect from others³⁸.
5. The cut-off age for participation in the Numsa Youth desk is 35
6. The Numsa Youth Desk as a sub structure must be accountable and subordinated to the constitutional structures and work within the Numsa Constitution.
7. A coordinator is required to operate the desk. The NOB will attend to the matter.
8. Outside funding for a period of 5 years must be secured³⁹. The necessary resources within our financial constraints must be provided to the NumsaYD leadership at national level to properly coordinate the sub-structure⁴⁰.
9. NumsaYD representatives are allowed to attend RECs, NECs and CCs in the same manner as the National Gender Structure of Numsa are allowed observer status, with speaking but not voting rights⁴¹;
10. The Numsa youth desk must be filtered down to the regional and local levels of the union. and should be co-ordinated as follows:

³⁴ NEC Oct 2000

³⁵ CC 27-30 Nov 2003

³⁶ NC 2012

³⁷ NC 2008

³⁸ NC 2012

³⁹ CC July 2009

⁴⁰ CC Dec 2010

⁴¹ CC Dec 2010 and NC 2012

- 10.1. Regional Secretaries should coordinate the NumsaYD at regional level. RECs shall meet with the NumsaYD at regional level to determine who coordinates NumsaYD at Local level⁴²
- 10.2. Local coordinators should coordinate activities of the Youth Forum at the local level, with increased involvement of the Local Office Bearers⁴³
11. The name must be changed from Numsa Youth Desk to Numsa Youth Forum.

Co-operative Desk

1. Numsa must set up a permanent desk in the national office to coordinate cooperatives

Political Commission

1. Regions must consistently check the active participation of comrades in SACP and ANC at a regional and local level through political commissions.
2. These Commissions should be set up at regional and local level; they must:
 - 2.1. provide monthly reports to the LSSC and the REC
 - 2.2. Include the Local Deputy Chairperson and Local Coordinator at local level
 - 2.3. Forward monthly reports to head office
 - 2.4. Participate in organs of peoples power in street committees, SGB's, etc
 - 2.5. do audits where our shopstewards are in wards, in branches of the ANC and SACP
 - 2.6. check the active participation of comrades in SACP and ANC at a regional and local level
3. The February 2011 NEC should set aside money for the work of the political commissions⁴⁴
4. The key tasks of the Political Commissions at all levels are to oversee:
 - 4.1. Auditing of ANC/SACP membership at region and local level
 - 4.2. Recruitment of members for the ANC/SACP
 - 4.3. Distribution of information and resolutions of each Alliance component and Alliance programme
 - 4.4. Implementation of political education
 - 4.5. Active participation of activists in ANC and SACP branches including Cosatu Locals
 - 4.6. Regional participation in all the existing economic development forums at local Government and provincial government level
 - 4.7. Implementation of all the Numsa, Cosatu, ANC and SACP campaigns
 - 4.8. Building of factory and industrial area socialist units/forums⁴⁵

⁴² CC Dec 2010

⁴³ NC 2012

⁴⁴ CC Dec 2010

⁴⁵ NPC Feb 2012

Political Discussion Forums

1. Political discussions forums must take place at local level at least once per quarter fully financed by the union, these forums must link with Cosatu socialist forums. LETCOM must be fully capacitated to run with the above program with minimum assistance from the Regions⁴⁶.
2. There was a debate over whether to allow outside groupings, including social movements beginning to emerge in the townships, to the Political Discussion Forums; a majority supported it but a minority did not; there was agreement:
 - 2.1. to seek more information and clarities on the two views
 - 2.2. not to support the majority view
 - 2.3. to convene a special workshop on the eve of the next April NEC to deal with the following three questions:
 - 2.3.1. What informs the ideological orientation of metalworkers and working class in general?
 - 2.3.2. What has characterised the struggles of the working class in the South African context and the world?
 - 2.3.3. How do we characterise the current struggles in the context of the NDR?

ANC Activist Forum

1. We must form an activist forum in Numsa of ANC members and link up in ANC branches as part of our strategy to swell the ranks of the ANC⁴⁷.

Numsa Former NOBs

1. The Numsa NOBs should convene a meeting of the former NOBs to deal with feelings of their perceived marginalization and to offer the necessary support particularly where such comrades are finding themselves in poverty, unemployment and discarded. Our interaction with former Numsa NOB's must be consistent so that no one person's contribution is regarded more important than the other⁴⁸.

Regional Office Bearers

1. Regional Office Bearers must have timeous visits to locals to assess organizational status, monitor and remind Local Office Bearers and Staff of their responsibilities⁴⁹.
2. The Regional Treasurer:
 - 2.1. Forms part of the elected worker office bearers
 - 2.2. Is the overall head of the finance committee
 - 2.3. Provides a linkage between the ROB's and the finance committee and has tasks and responsibilities to perform as defined in the constitution⁵⁰.
3. The procedure for nomination is:
 - 3.1. Only one local can nominate and a different local must second.
 - 3.2. Block votes should be prohibited - individuals should be free to vote for the candidate of their choice⁵¹.

⁴⁶ Mini NC 2009

⁴⁷ CC Dec 2010

⁴⁸ NEC Oct 2008

⁴⁹ NC 2000

⁵⁰ CC 10-12 December 1997

⁵¹ CC Dec 1998

4. The Regional Secretary can be elected “from amongst its members and staff. Only members of staff in the relevant/respective Region and accredited Regional Congress delegates can stand for the position of Regional Secretary. Therefore, an official from another region or head office may not stand for the position as Regional Secretary⁵²
5. In terms of our tradition of recall, the Regional Congress is a supreme body in regions which amongst others elects office-bearers and therefore has a right to recall the office-bearers which it elected. Such an action by a regional congress must be preceded by discussions in locals for purposes of proper mandate processes⁵³.

REC

1. RT and local coordinators should attend the RECs to assist worker leaders⁵⁴.

RS/LS/LA Forum

1. A forum similar to the GS/DGS/RS National Forum must be initiated at regional level; it shall be convened by the RS and shall include the local secretaries and local administrators⁵⁵.

Regional Team

1. Regional team meetings must convene monthly at Regional level. They should focus on campaigns and implementation of NC, CC, NEC and REC decisions and resolutions
2. Reports of these meetings must be submitted to the secretariat in Head Office.
3. At least one ROB must be present at the RT meetings to give clarities on how the constitutional structures arrived at particular decisions.⁵⁶

Regional International Committees

1. Regional International Committees must be established by all Regions by September 2011⁵⁷

Regional Benefits Committees

1. The Numsa Regional Benefits Committee launches shall be undertaken by the NOB, Benefits Coordinator, NIC and Numsa Trustees; these committees must manage and coordinate;
2. Negotiated member benefits at regional level, i.e. pension, provident & medical funds
3. Numsa Investment Company (NIC) benefits so that there is a bottom up approach to member benefits to be delivered by the NIC, i.e. housing scheme for members, etc⁵⁸.
4. Regional trustees must account to their RECs⁵⁹.

⁵² NEC Feb 2012

⁵³ CC Nov 1996

⁵⁴ NC 2012

⁵⁵ NC 2012

⁵⁶ NC 2012

⁵⁷ CC Aug 2011

⁵⁸ CC Aug 2011

⁵⁹ NC 2012

Regional Campaigns Structure

1. The Regional Campaigns structure must include the Local Secretaries and Regional Deputy Chairperson⁶⁰ :
 - 1.1. Regional Campaigns Committees are to be convened by the RO and include among others Local Coordinators.
 - 1.2. Local Campaigns Committees are to include among others the Administrator, Coordinator, Secretary and FTSSs⁶¹.

Local Shop Stewards Council

1. There should be funding for transport for general meetings.
2. The November 2012 CC will decide on the details.
3. At least one local shop steward council per month (as opposed to one per quarter in terms of the present practice) must be funded at least for food. The CC must give guidance to this after the assessment of the financial position of the union⁶²

Local Office Bearers

1. The union must put in place a policy that will allow the locals to budget for food and transport for preparation in their local by local office bearers.
2. The November 2012 CC to decide from which budget the money must be sourced.

Shop steward by-elections

1. Where a vacancy arises within the part-time shop stewards, the vacancy shall be filled by members in a bye-election in the relevant constituency or department.

Union Offices and Buildings

Head Office

1. The Union's head office is to be located in Johannesburg⁶³.

Offices Security

1. All criminal activities such as arson attacks, burglaries and theft of cheques must be reported to the police; regional offices should be properly secured⁶⁴.

Local Office Buildings

1. Numsa through WIP should explore the possibility of buying offices for big locals and submit a report to the CC⁶⁵.
2. Locals must for protocol sake work through their regional offices with respect to the leasing of Local Offices and not proceed directly to the National Procurement Officer.⁶⁶

⁶⁰ NEC Feb 2012

⁶¹ NEC Feb 2012

⁶² NC 2012

⁶³ CC 13-14 June 1987

⁶⁴ NEC 21 January 1989

⁶⁵ Mini NC 2009

⁶⁶ NEC Oct 2011

Naming of Union Buildings

1. For the future, none of our buildings/properties must carry the name of any living person in the living but rather a deceased person / comrade / revolutionary⁶⁷;

Use of Union Resources

Charge outside users

1. All outside users of Numsa faxes etc shall be charged at commercial rates for such use⁶⁸.
2. Locals may not enter into agreements with any organisations to use Numsa facilities in general; this may only be done by Regional Executive Committees.

⁶⁷ NEC Oct 2008

⁶⁸ NEC May 1990

Numsa Administration and Management

Management

1. The Office Bearers must correct and give direction and actually guide the day to day running of the Union.
2. Numsa must interact with other progressive and credible institutions and Non- Governmental Organisations for the provision of proper, creative and effective training for management of the organization⁶⁹.
3. We must develop and strengthen, and where required, redesign our decision-making, controlling and operational structures, approaches and practices, so that we are more efficient and provide stronger support for our organising activities and services to members.
4. We must ensure that our policies, procedures and practices are consistently applied across regions and in Head Office.
5. We must do research on Cosatu affiliates on how best they are running their unions taking into consideration the South African situation including the escalating costs that goes with these many meetings.
6. We must immediately appoint an HR specialist or personnel from its existing staff to co-ordinate the head office departments and regions on a contract basis; the CC to draft the terms of reference of such appointee including separation of powers.
7. The handbook for leaders and managers on policies, procedures and practices for implementation within the union must be completed, and tabled at the first CC in 2005 for adoption⁷⁰.

Administration

1. The current systems must be evaluated to ascertain their viability, cost effectiveness and progressiveness
2. Regions must submit their reports of their evaluations in order to decide whether to continue with the systems, improve, amend, change or whatever is necessary.
3. We support the manual developed by KPMG, current transport requisition etc. and Finance Mart but this must still be discussed for authorisation and implementation.
4. Any system must be reviewed on a regular basis; administrative issues to be reviewed by the National Executive Committee, and should they experience problems, this can be referred to the Central Committee⁷¹.

Strategic Planning

1. Our 4 year Master Strategic Plan will serve as our guiding policy in our endeavour to build a strong and effective union.
2. Strategic planning is a revolutionary tool to build and cement organisational cracks.
3. The process of strategic planning is not an event but must be viewed as a dynamic process of retooling the organisation and with flexibility to respond to the ever-changing organisational environment.
4. The ultimate aim of strategic planning should be to sharpen our ideological skills and enhance the capacity of leadership to provide effective and democratic management of the organisation⁷².

⁶⁹ NC 2000

⁷⁰ NC 2004

⁷¹ NC 2000

⁷² Mini NC 2005

Membership and Subscriptions

1. The General Secretary and accountant should form a team which will:
 - 1.1. Develop a system to be used by shop stewards to monitor the correct payment of subs to the union.
 - 1.2. Explore legal prosecution of those individuals and companies which are not paying subs to the bargaining councils while they are deducting union dues from our members.
2. The Deputy General Secretary is tasked with getting the membership system operational,
3. The operation to be in phases of three months and time frames of six months must be set for achievement of the above,
4. Monthly meetings must be held with the Regional secretaries and Regional Administrators for the sole purpose of addressing the problems encountered by the Membership Unit,
5. Numsa must run a campaign of conscientising the membership, shop stewards and staff about the importance of keeping proper membership data,
6. By the end of 2001 Numsa's membership system must be able to:
 - 6.1. address our budgeting Procedures,
 - 6.2. have a financial control mechanism that will safeguard our money,
 - 6.3. identify as soon as possible companies that are not paying subscriptions over to the Union on time, as well as action that will be taken in relation to such Companies,
 - 6.4. feed back and forth on a monthly basis to Regions and Head office (and vice versa) a list of those Companies that are not paying subscriptions to the Union,
 - 6.5. link to the Locals in order for them to follow-up on non-paying Companies as soon as the report is received.
7. Head Office is to submit details of subscription payments to the regions by the 20th of every month so that regions in turn make follow-up.
8. Numsa must adopt a Campaign called "Operation Bhadala" and employers must be sent a very clear warning that once we find that they are not paying we will take action against them.⁷³.

Mems System

1. The Mems system must be operational without further delays:
 - 1.1. Data capture must be fast-tracked.
 - 1.2. The Mems Financial Module must be used to check our membership subscriptions against our Mems data that are captured.
 - 1.3. A new project plan regarding Mems financial module for implementation, testing, training and completion must be worked out.
 - 1.4. Once a company has been reconciled, the new membership card will be issued.
 - 1.5. We should investigate ways and means of simplifying member forms⁷⁴.
 - 1.6. Letters should be written to newly recruited companies giving them a reference number which they should use when making payments. These payments should be made through stop order facilities.
 - 1.7. Once companies have individual reference numbers it will become easier to identify those companies that are paying and those that are not doing so, then the appropriate action can be taken.

⁷³ NC 2000

⁷⁴ NC 2004

- 1.8. We should encourage shop stewards to ask employers to provide them with proof of payment of subscriptions on a monthly basis. This proof can be sent to local offices who will submit to regional offices and can then be used to verify whether the company is paying and to constantly verify our membership.
- 1.9. Shop stewards must have access to membership information on a monthly basis and the Mems Unit must continue with the updated spreadsheets to the Regions on a monthly basis until such time that the system is operational.
- 1.10. Numsa to develop a system to be used by shop stewards in monitoring the correct payment of subs into the Union.
2. Numsa must run a campaign of conscientising the membership, shop stewards and staff about the importance of keeping proper membership data.
3. The OR project to continue to discuss whether membership administration be located at the level of locals, monitored by the region and controlled through the Head Office or whether it become the responsibility of the organising department, which will liaise with factory shop stewards. It should also consider whether it would be necessary to employ a person at regional level to ensure that employers pay across union subscriptions.
4. Regional office to monitor companies that are outside bargaining councils.
5. On subscription payments, Head Office must submit to Regions by the 20th of every month so that regions in turn can follow-up.
6. Internal union workings
 - 6.1. Quarterly meeting to be held between the Deputy General Secretary, RFC and NFC with the Mems department to assess progress.
 - 6.2. There should be a regional account for collectors of subs for deposits only, which will be linked to the main account.
7. Any late payment from employers must be charged at prime interest rate.
8. Targets for membership project:
9. The union must assess and evaluate the ongoing membership project, the union should decide how to complete the project within a clear time frame or even find ways of introducing a user friendly programme used by other unions. Such a time frame could say that:
 - 9.1. By the end of June 2005 Numsa membership system must be able :-
 - 9.1.1. to address our budgeting procedures
 - 9.1.2. to provide a financial control mechanism that will safeguard our money
 - 9.1.3. to provide a way of identifying as soon as possible companies that are not paying subscriptions over to the Union on time, as well as action that will be taken in relation to such companies.
 - 9.1.4. A way of feeding back and forth on a monthly basis to Regions and Head Office (vice versa) a list of those companies that are not paying subscriptions to the Union.
 - 9.1.5. To develop an electronic link with the Locals in order for them to follow-up on non-paying companies as soon as the report is received.
10. Dealing with defaulting companies:
 - 10.1. LOBs must track companies that are not paying and hand them over to our legal department which will then pursue the matter.
 - 10.2. The regional legal officers should be empowered to take steps to deal with defaulting companies.
 - 10.3. We should also consider employing KPMG to follow up all those companies that are not paying the subs and force them to go through the normal routes that creditors employ when workers fail to pay their debts

11. Dealing with internal fraud in Numsa

- 11.1. Investigate allegations of fraud within the organisation and prosecute if the allegation is true.
- 11.2. Since all Numsa accounts are controlled from Head Office there should be no over spending and all gaps for fraudulent activity must be sealed.
- 11.3. Be present at all meetings/structures that discuss finance and administration of the Union.
- 11.4. Any fraudulent activities by Union members and Officials are regarded as sufficient grounds for expulsion and are dismissable offences.
- 11.5. In the event of alleged misconduct (fraud), disciplinary action should be taken within one month after an Internal Audit and investigation⁷⁵.

Equipment

Computers

1. Fundraised or donated computers should be registered as assets of the union if they are compatible and can be used with the current computerisation project. The legal officer should craft a legal document that will cover the union if finally taken over by the union from locals provided they meet the above conditions. The union will therefore insure such computers. Before the actual purchase or donation of a computer there must be prior consultation by the local office bearers with the computer department in Head Office.⁷⁶

T-shirts and Caps

1. Numsa must provide its members with progressive messaged t/shirts and caps on an annual basis.
2. Regions must submit budgets for union attire for consideration and approval by the Central committee.
3. The CC Dec 2012 will look at the budget and assess whether implementing this resolution is feasible financially.⁷⁷

Human Resources

Employment Equity Plan and Workplace Skills Plan

1. The union should immediately start developing an Employment Equity Plan that addresses the following:
 - 1.1. demographics within the union staff compliment
 - 1.2. all other forms of unfair discrimination that may exist within the union as an employer.
2. The union should develop a clear Workplace Skills Plan⁷⁸.

⁷⁵ NC 2004

⁷⁶ CC Dec 1998

⁷⁷ NC 2012

⁷⁸ NC 2004

Financial Strategy and Management

Financial Training

1. A programme of training for NFC and RFC members must be put in place⁷⁹.
2. We must develop a clear policy for the regional finance committee to spread what they have learnt in the union⁸⁰.

Cost Saving

1. Strategies for saving costs include:
 - 1.1. Cluster dates of some Constitutional meetings close to each other,
 - 1.2. International trips paid by Numsa to be minimized,
 - 1.3. An Internal Audit at any time without notification,
 - 1.4. Office Bearers to be empowered to make investigations immediately where necessary and the law to take its own course.
 - 1.5. Proper records of membership companies and income should be kept⁸¹.
 - 1.6. A programme of training for the National Finance Committee and Regional Finance Committee members should be continued.
 - 1.7. Empower the National Treasurer to work in consultation with Regional Treasurers to look after the finances of the union.
 - 1.8. Avoid residential meetings where possible and only accommodate all delegates if really necessary
 - 1.9. Book air tickets well in advance
 - 1.10. No more financial agreements must be signed privately by individuals who have no authority to enter into or commit the Union to those agreements. Where financial agreements are to be entered into, such must be taken to Constitutional Meetings for approval before signing.
 - 1.11. The union to speed-up the process of purchasing buildings⁸².

Building Reserves

1. Explore investments in different commercial and co-operative banks for interest and unit trust and other financial institutions but it should be guaranteed or fixed deposits.
2. A certain percentage of our national monthly income must be invested.
3. The reserves that we have accrued must be reinvested to ensure viability for the next 10 years.
4. None of the reserves must be utilised unless there is full consultation at the National, Regional and Local Level on the use of such reserves.
5. The CC or NEC to look at what is the appropriate percentage for the total cost to company (salary, benefits, allowances etc.) in terms of the Union's income.
6. National Finance Committee led by National Treasurer and the National Accountant together with the Regional Finance Committee must work hand in hand to ensure successful implementation of the plans⁸³.

⁷⁹ NC 1996

⁸⁰ Mini NC 2009

⁸¹ NC 2000

⁸² NC 2004

⁸³ NC 2004

Investment

1. A Trust should be set up to benefit our members. Numsa would elect Numsa members to sit on the Trust. It was also agreed that for the Trust to be successful, an investment company should be set up. This would be politically separate from Numsa and would run as a separate entity. It would make investments for Numsa and would put profits from investments back into the Trust Fund⁸⁴.
2. The NOBs and two representatives from regions should constitute a committee which will attempt to draft guidelines, consult broadly to seek expert advice and report back in the next NEC/CC whichever comes first, and such guidelines be circulated to regions.
3. The following cautionary measures were agreed upon as a basis for the formulation of guidelines. We need to look at:
 - 3.1. The credibility /image of the union
 - 3.2. Impact on the staff conditions of employment
 - 3.3. Impact on members
 - 3.4. Look at the democratisation of capital
 - 3.5. RDP principles
 - 3.6. Socialisation of capital and service to members
 - 3.7. The socio-economic situation
 - 3.8. Lines of accountability
 - 3.9. Need to balance the short and long term objective⁸⁵.

Investment Guidelines

1. The union should invest in property and in the productive sectors of the economy. In sectors where we invest we need to look at whether such a company observes the following:
 - 1.1. affirmative action
 - 1.2. potential to create jobs
 - 1.3. training programmes
 - 1.4. health and safety programmes.
2. The union's investment vehicle should be transparent and accountable and also be used to improve benefits for members such as education loans, bursaries and should be used to improve the current union benefits.
3. The purchase of buses at Highveld Steel was rejected on the basis that it is not different to the Barlows issue where we took a decision to withdraw⁸⁶.
4. Numsa must not divert from the intended purpose of establishing its Investment Company and refrain from speculative investment
5. The union must live up to its commitment and invest in labour intensive projects (create jobs) and also in projects that are socially necessary, like housing,
6. Benefits must be passed on to members including staff in the form of bursaries and loans for education and housing
7. We support the current investment guidelines more especially on not investing where Numsa is organised.
8. We should actually invest in those areas where job creation and upliftment of a community will be priority, and look into the possibility of setting up a co-operative Bank⁸⁷.

⁸⁴ NEC Sept 1996

⁸⁵ CC Nov 1996

⁸⁶ CC June 1997

9. A unit within the NIC should be dedicated to coordinating cooperatives⁸⁸.

Numsa Investment Company Functioning

1. Numsa should enter into a fixed contract with Tony Kgobe
2. A final decision to appoint directors should be taken by the NOB's not the CEO
3. The Numsa Investment Company should call a workshop for NEC delegates
4. The General Secretary has been confirmed as a member of board of directors
5. The Investment Company, together with the benefits co-ordinator should develop a training programme for the members of the board of trustees and board of directors⁸⁹.
6. The investment company should operate independently but be accountable to Numsa.
7. The current structures, composition should be reviewed before it is too late.
8. There must be a half-yearly investment report circulated to all regions⁹⁰.

M-Cubed

1. NIC and M-Cubed will establish a joint venture company - called NEWCO; the shareholding will be allocated as follows:
 - 1.1. Numsa - 60 %
 - 1.2. M-cubed - 40%
2. Directors to be appointed in proportion to shareholding.
 - 2.1. Numsa - 3
 - 2.2. M-cubed - 2
3. M-cubed will provide the following services at no charge - against their shareholding:
 - 3.1. skills, resources and expertise
 - 3.2. access to its services and products
 - 3.3. initial funding
 - 3.4. monthly management costs.
4. A contribution of 5% of taxable income p.a. shall be donated to the "Mbuyiselo Ngwenda Education and Development Trust."⁹¹

Numsa Investment Company Issues

1. A problematic NIC report indicated that it is operating against Numsa policy to not invest in productive sectors of the economy and particularly where the union is organised.
 - 1.1. The two CEO's will be invited into regions so that they can explain some of the problematic issues in the report.
 - 1.2. The NEC in August 1999, will discuss in detail the transactions of the company. The report must have content because some of the issues are scanty and unclarified.
 - 1.3. The NOB's to account whether the company has been working in line with the policies of the union and the federation⁹².
2. Immediately after this 2000 Congress the National Executive Committee /Central Committee must:

⁸⁷ NC 2000

⁸⁸ Mini NC 2009

⁸⁹ NEC Oct 2000

⁹⁰ NC 2000

⁹¹ NEC 30 May - 1 June 2001

⁹² CC June 1999

- 2.1. Take stock of the Investment Company and furnish the union with a full audit of its performance and areas of investment. The Central Committee must also take stock whether these investments have made a positive social impact in the area of job creation (labour intensive schemes).
- 2.2. Take steps to ensure that the Investment Company complies with our resolution set out above.
3. If Numsa Investment Company is unable to comply with the above then the Central Committee must be empowered to review the existence of the Investment Company and close its doors if the need arises⁹³.

Numsa Investment Company (NIC) / Numsa relationship

1. The following, 'moderate' approach was endorsed:
 - 1.1. Numsa exposes itself to the benefits of owning an investment company without the accompanying risks.
 - 1.2. The approach creates sufficient space between Numsa and the Investment Company for Numsa not to take responsibility for the downside but close enough for Numsa to have oversight.
2. This approach is a balanced approach and requires that certain tests are maintained to ensure that this risk is minimized and at the same time Numsa is kept abreast of the developments within the investment company.
3. The objective in taking this approach is that the corporate veil has to be strong enough so that no negative outcome flow into Numsa and porous enough for Numsa to have foresight and benefit from the positive spinoffs.
4. The Test that will be required to cover the risk will be whether:
 - 4.1. Numsa dominates the Board
 - 4.2. The Board is independent
 - 4.3. Numsa controls any part of the Company directly
 - 4.4. Numsa has a clearly defined contractual relationship with its Investment Company or its subsidiaries where appropriate.
 - 4.5. Numsa is a direct beneficiary of the Investment Company.
5. It is also crucial that NIC and the Trust reports to one structure that represents the shareholder; therefore NIC should only report to the Central Committee and only once it has adjourned and reconstituted into a shareholder's general meeting.
6. Other engagements of NIC with Numsa must be on a strict job by job with written contracts. Importantly Numsa members should not when dealing with NIC subsidiaries address staff as though they are owners of the subsidiary, this blurs lines because reality is that no direct relationship exists between NIC subsidiaries and Numsa members.
7. All relations must follow a specific protocol. It should be noted that Numsa has to prefer NIC and its subsidiaries, moderate is not necessarily neglect or a cold shoulder. NIC should still be the vehicle of choice for Numsa but lines must be drawn
8. The NIC is expected to master and organise capitalization itself; any approaches to Numsa on the question of capitalization of any project shall be treated on its merits.
9. The CC will serve as the AGM on the basis that a CC shall stand down and re-constitute itself as the AGM for purposes of dealing with NIC matters;
10. The NIC shall continue to use the Numsa logo given that it has drawing power and influence that can be leveraged by the NIC.

⁹³ NC 2000

11. In respect of the Numsa Financial Service (NFS), the NEC implored the NIC to ensure that members are not detrimentally or unfairly indebted in the product offerings⁹⁴.
12. All regions must be given the same attention with regards to NIC products and benefits
13. The NIC must interact with the NFC so that policy around all intended benefits is attended to before implementation. This must include who between Numsa and NIC is responsible for what.⁹⁵

Procurement Policy

1. The December 2011 CC adopted a detailed procurement policy which:
 - 1.1. Gives the National Finance Committee responsibility for the national tender process, subject to NEC oversight
 - 1.2. Clarifies Numsa's objectives, priorities and principles in choosing service providers
 - 1.3. Identifies the scope of the procurement covered by the policy
 - 1.4. Sets out a code of ethics
 - 1.5. Clarifies rules for the acceptance of gifts and hospitality.
 - 1.6. Provides for a declaration of interest

Fund-raising

1. Explore investments in different commercial and co-operative banks for interest and unit trusts and other financial institutions like Investec, BOE etc.
2. Explore other ways of fund-raising plans internally and externally e.g. Local, Regional and National:
 - 2.1. Selling of goods like Numsa trays, cups, calendars, diaries, picture frames etc⁹⁶.

NIC as Numsa Fundraising Instrument

1. The NIC should become our fundraiser of choice so that we avoid being manipulated by service providers for their self-centred interest and to avoid interference of service providers into our internal political and organisational matters.
2. Moneys that are fundraised and earned as commission through the NFS proposal, shall be kept in an account at head office & dispersed on the proportional calculations as provided by the NFS.
3. Proper reports of the income and disbursements shall have to be provided by the NFC to the NEC.
4. The proposal on declaration of interest and gifts was endorsed by the NEC. The NOBs shall work out a system when there is a discussion on tendering on any particular service so that members of the CC or NEC can declare whether they or their families have any interest in the procurement of goods or services.
5. All requests for funds shall come through the Secretariat for forwarding to the NIC
6. The July 2011 Central Committee shall take a decision on the moving of our bank account to ABSA as proposed by the NIC⁹⁷.

⁹⁴ NEC 17-18 Feb 2011

⁹⁵ CC May 2012

⁹⁶ NC 2000

⁹⁷ NEC Feb 2011

Political Fund

1. Numsa should set aside a certain amount each year and place it into a Numsa political fund.
2. These monies must come from members' subscriptions and not from the agency shop fund as per the requirements of the Labour Relations Act.
3. The NFC should control the expenditure from this fund and allocate to regions on request.
4. Such a fund to be used for the following:
 - 4.1. To fund conferences etc of fraternal organizations, the mass democratic movement
 - 4.2. For financial support to the SACP
 - 4.3. To fund joint activities of Numsa and these organizations eg marches, demonstrations etc
5. Once this fund is exhausted for the year, there should be no more offered for these purposes from the fund⁹⁸.

Social Responsibility Fund

1. A social responsibility committee should be set up by the Numsa Investment Company to deal with the following types of projects:
 - 1.1. Assistance to schools, crèches
 - 1.2. Donations in kind or money to churches, orphanages etc
 - 1.3. Donations of old computers, fax machines etc
2. The committee should set up a disaster fund in the event of these types of emergencies and allocate a certain fixed amount each year to regions for Mandela Day
3. Donations must be given in kind or money to religious institutions not just churches because it did not want to confine assistance to the Christian religion.
4. This work should be done in conjunction with the NIC⁹⁹

Strike Fund

1. The Numsa National Strike Fund must be established ASAP
2. Policy on the Strike Fund must be developed by the Secretariat and be discussed and adopted by the December 2011 CC
3. The NOB shall look at the current reserves and consider a figure that must kick-start the Numsa National Strike Fund.
4. A monthly 0.05% must be taken from subscriptions and placed in the Numsa National Strike Fund so that it may grow¹⁰⁰
5. Immediately after the 2012 National Congress, the NOBs must develop a discussion document to include fund rules, membership contribution and disbursement policy and necessary procedures.
6. The next CC will consider this document and if it is satisfied it will adopt it.
7. Numsa must take into consideration the lessons that the union has learnt in its international exchange programmes.
8. The NOBs must consider the following existing proposals from regions when compiling the discussion document:
 - 8.1. The strike fund will for now only cover all bargaining and union sanctioned strikes and exception will be made for certain circumstances.
 - 8.2. Payment will kick in from the third week in which the members will not be paid.

⁹⁸ CC Dec 2010

⁹⁹ CC Dec 2010

¹⁰⁰ CC Aug 2011

- 8.3. Numsa must raise funds to enhance the fund from service providers to contribute to the strike fund rather than funding shop steward committees in different plants.
- 8.4. NUMSA Investment Trust returns should be looked at to sustain the Fund going forward.
- 8.5. The organisation being a socialist organisation, we propose that the striking members should be paid equally because this will not be replacing comrade's wages but is just to keep them going during the strike.
- 8.6. All Numsa members from all sectors will contribute and the fund will be administered at head office.

Staff, Office Bearers and Shop Stewards

Spending limit on staff

1. The expenditure ratio of total income to expenditure on staff is changed to 50/50 because service to membership is critical¹⁰¹

Staff Conditions of employment

Consultative Process

1. By November of each year the staff consultative processes must have been finalized so that December REC's and the CC may pronounce on the proposed changes to conditions of employment and benefits¹⁰²

Loans

1. On staff loans, the NOBs are empowered to apply their discretion and determine terms and the period of paying back subject to a caution to avoid approvals which may inflate cost unnecessarily¹⁰³.
2. A newly employed person on probation should receive a loan of up to R5 000,00, or equivalent to his/her salary.
3. The policy stands that two loans will not be granted.
4. Emergency loan will only be granted in special cases where it affects areas of operation and service delivery e.g car or death¹⁰⁴

Housing subsidy

1. Staff must indicate whether a spouse is receiving a subsidy from his/her employer and if not, then the union will provide. But if the staff member then receives both subsidies from his/her employer and spouse's employer, then the staff member will be liable for a disciplinary hearing¹⁰⁵.
2. The NOB's should take appropriate action against those who have failed to comply with the policy. This action may include amongst others, a withdrawal of housing subsidy and or taking appropriate action in an event that it is established after investigation that staff members have fraudulently drawn a subsidy from the union while not having a bond registered in his / her name. Regions to ensure that staff respond to these matters including car allowance¹⁰⁶.
3. The current policy requires the union to pay the subsidy direct into an institution as provided by the beneficiary. Since the inception of this policy the union pays the subsidy direct to individual employee. The National Finance Committee should investigate the possibility of paying the subsidy direct to the Financial institution and report in the July, 2001 National Executive Committee meeting¹⁰⁷.
4. The mortgage bond limit for staff is increased from R300 000 to R450, 000.00. In addition the following conditions shall apply:

¹⁰¹ NC 2012

¹⁰² NEC Feb 2012

¹⁰³ CC 27-29 November 1996

¹⁰⁴ NEC April 2000

¹⁰⁵ NEC 25-27 Feb 1999

¹⁰⁶ NEC 27-29 October 2000

¹⁰⁷ NEC 30 May - 1 June 2001

- 4.1. Bond repayments shall be strictly spread over 240-months (20 years) for calculation of housing subsidy.
- 4.2. The subsidy shall not exceed 1/3 of the basic salary of the employee; if the instalment exceeds this level the subsidy will be based on 1/3 of the basic salary.
- 4.3. Any property on which a subsidy is paid shall be used only as a residential dwelling by the employee. The property may not be used for any commercial purposes and it may not be leased to any other person including relatives of the employee.
- 4.4. If an employee sells an existing house and purchases a new house, in order to qualify for a subsidy on the new property the employee shall:
 - 4.4.1. Inform the union in writing;
 - 4.4.2. use any profit on the sale to reduce the bond amount on the new property. If the employee chooses not to use the profit in such a manner the subsidy on the new property shall be calculated on the bond amount minus the profit realized on the sale of the old property;
- 4.5. Once the mortgage bond is repaid in full, no further housing subsidy shall be granted for a second property. No subsidy shall be payable on a second bond entered into on same property.
- 4.6. The employer shall not subsidize instalments of any loan realized from paid portion of the bond. Any monies borrowed from the bond for improvements or for any other purpose shall be disclosed to the employer.
- 4.7. The union shall not subsidize that portion of the mortgage bond instalment that pertains to property insurance, life insurance or any other charges.
- 4.8. It is the responsibility of the employee to disclose such an amount to the union in order that the subsidy shall be calculated on the bond portion only.
- 4.9. The employer shall pay the subsidy onto the salary of the employee and shall then deduct the whole amount of the bond repayment which amount shall be paid to the bank / financial institution from which the loan has been made¹⁰⁸.

Medical Aid

1. The medical aid should cover only the spouse and legally adopted and biological children of the staff member. Beyond that the individual should cover the full cost¹⁰⁹.
2. For staff incapacitated due to ill health, the cover will be a contribution of 75% from the union and 25% from the member. This does not apply to any of the member's dependants. This cover will be for a period of 5 years only¹¹⁰.

Car Allowance

1. If the vehicle is new:
 - 1.1. The staff member must be paying the installment on the car to a registered bank or approved financial institution;
 - 1.2. 12 months after the final installment payable in terms of the finance agreement is paid, the vehicle allowance will be reduced to two-thirds (2/3) of the new monthly amount;
 - 1.3. Such 2/3 allowance shall continue up to a maximum of 24 months counting from the month of the last instalment due on the vehicle;

¹⁰⁸ NEC February 13, 2004

¹⁰⁹ CC Nov 1994

¹¹⁰ NEC 25-27 Feb 1999

- 1.4. If on or before the expiry of the 24 month period the staff member fails to replace the vehicle with a new/used vehicle in terms of paragraphs one or two above, the said vehicle allowance shall be discontinued with immediate effect;
2. If the vehicle is a used vehicle the following shall apply:
 - 2.1. The vehicle shall not be more than 2 years (24 months) old counting from the succeeding year of first registration to the preceding year of purchase;
 - 2.2. In the month after the final instalment payable in terms of the Finance agreement is paid, the vehicle allowance shall be reduced to 2/3 of the new vehicle allowance;
 - 2.3. Such 2/3 allowance shall continue to the sixth year of the vehicle counting from the succeeding year of manufacture;
 - 2.4. If on or before the expiry of the sixth (6) year period the staff
 - 2.5. Member fails to replace the vehicle with a new/used vehicle in terms of paragraphs one or two above the said vehicle allowance shall be discontinued with immediate effect;
 - 2.6. In the case of the existing vehicle allowance the following shall apply:
 - 2.7. Staff whose vehicle already meets the criteria set out above shall qualify for the new vehicle allowance in terms of the conditions set out above;
 - 2.8. Staff who are presently receiving a vehicle allowance but whose vehicle fails to meet the criteria set out above shall continue to receive a vehicle allowance at old rate of R2925.00 per month provided that he/she fulfills all other existing criteria and until he/she procures a car as per the criteria set out above;
3. No new vehicle allowance application shall be processed unless the applicant qualifies both in terms of present conditions and in terms of the new criteria set out above.
4. Staff members who qualify and who wish to receive the new rate vehicle allowance shall apply in writing and will be required to sign a written agreement to the effect that he/she accepts and shall abide by all the conditions of the new vehicle allowance, together with proof that the vehicle on which the new allowance is to be paid meets all the conditions set out above.
5. The vehicle allowance is paid in respect of the position occupied by the recipient and not to the recipient as an individual. Should the individual change position within the organization the vehicle allowance payable for that new position shall prevail.
6. Kilometer claims for those who receive the enhanced vehicle allowance shall be increased to R1.00 p/km. Any such amount shall be calculated on:
 - 6.1. Approved kilometers traveled in a given month minus 1750 km x 1.00.
7. Any staff member who does not qualify for a vehicle allowance but who use their vehicle as requested by Numsa shall be paid R1.50 p/km for such travel.
8. Kilometer claims shall be processed and paid based on the strict maintenance of a LogBook. The appropriate authority shall authorize each and every trip and any other conditions are to be complied with before any such payment is made.
9. The proposal to include **Regional administrators** on the car allowance was deferred back for discussions in the sub-committee and further investigations in the union.
10. The **deposit for purchase of vehicles** will be increased to 10% of the total value up to the maximum of R20 000¹¹¹.

¹¹¹ NEC Feb 2004

Car policy

1. Ownership: The Car Belongs to the Driver
2. Residual 20% : at the end of the term the driver will be left with 20% and can choose to pay the remainder or take another car
3. Tax: Responsibility is with employee, to be deducted by NUMSA
4. Insurance: there is compulsory NIC Insurance, paid for by the driver and deducted off their salary
5. Tracker: It is compulsory to have tracker; it will be paid for by the driver.
6. Petrol : NUMSA and NIC have separate policies for their respective staff
7. The car installment value is added to employee pay from date of car acquisition
8. Existing cars can be traded,
9. Only existing cars not older than 3 years will be recognized, to be refinanced through ABSA
10. Recommended cars are provided on the list; employees may upgrade at their own cost
11. If you resign, the car is in your name, you take it and the debt with you.
12. If you get promoted, you can change the car to one corresponding to your new level, by with Numsa/NIC112

Funeral Scheme

1. With the current arrangement, a member who retires may apply for associate membership and continue to enjoy the benefit without further contributions.
2. To the extent that union officials are also contributing towards the Numsa funeral scheme, this benefit is also extended to cover all union officials who leave the union through retirement:
3. Applications shall be processed through regions and only those who have left the union amicably shall be considered¹¹³.
4. The NEC noted that the Special Central Committee which met after the NBC of 1997 agreed that the Union will contribute R5 000 towards the erection of a tombstone to remember the death of a union official¹¹⁴.

Relocation

1. The previously adopted accommodation rental subsidy policy is applicable only to those Head Office staff outside Johannesburg, who will be relocating to Johannesburg and that transporting goods policy is applicable to all staff.
2. All other issues incidental thereto will be paid by members of staff including rent; Head office may assist only in the form of a loan.¹¹⁵

Retirement

1. On retirement, staff would be given an amount of R15 000-00 as a token of appreciation.
2. The union will in future budget for retirement¹¹⁶.

¹¹² CC Aug 2011

¹¹³ CC 27-30 Nov 2002

¹¹⁴ NEC 18 July 1997

¹¹⁵ CC 25-26 November 1994

¹¹⁶ CC Nov 2003

Voluntary Severance Packages

1. The union will offer packages to staff members who are 50 years and above and who have shown willingness to accept the package. Staff members who are less than 50 years of service who have served the union for a longer period may also apply for the package. However the final decision to offer packages lies with the elected office bearers. In this regard certain conditions such as skill retention shall be considered.
2. The package shall be one month's salary per each year of service up to the maximum of ten years. The package is available between January 2004 and June 2004¹¹⁷.

Study refund

1. 50% of the tuition fees should be reimbursed only when 100% of the NEC-approved course has been passed by the applicant and on submission of the certificate thereof. No payment should be effected unless the policy requirement is met¹¹⁸.

Temporary Employees

1. Wits East region enquired whether.
2. Resolved as a matter of principle not to pay a temporary employee involved in a car accident whilst on duty but to advise and help to get assistance from the MVA. The union if requested, could advance payment and recover the money¹¹⁹.

Grading Reviews

1. Grading reviews will be done on an annual basis.¹²⁰

Staff Recruitment

Procedure

1. Each post must be advertised both within and publicly through the local news media
2. Minimum criteria for the job must be set out eg.
 - 2.1. education level
 - 2.2. language
 - 2.3. driver's licence
 - 2.4. disqualification of applicants
 - 2.5. probation period
 - 2.6. interviewing process
 - 2.7. other criteria related to the respective job description¹²¹.
3. The regional executive committee must agree that there should be replacement or employment of staff in the region. Such decision is communicated to the national office bearers in the form of a request with motivation for the replacement.
4. If the request is approved, the national office bearers communicate with the region and the position is advertised both internally and externally. No region can employ without the approval of the national office bearers.
5. Interviews are the responsibility of the national office bearers.

¹¹⁷ CC Nov 2003

¹¹⁸ NEC 30 May - 1 June 2001

¹¹⁹ NEC 30 October 1997

¹²⁰ CC May 2012

¹²¹ CC 18-19 March 1995

6. Interviewing committee consists of national office bearers regional chairperson, regional secretary and someone from where the position exists¹²².

Job Descriptions, Posts and Grading

1. The Central Committee adopted the 7 Grading Structure with the following amendments;
 - 1.1. The Regional Administrator should be upgraded to the next level
 - 1.2. Administrators cannot be in the same level as Receptionist and should therefore be upgraded
 - 1.3. Local Organizers must be upgraded
 - 1.4. Regional Organizers must be upgraded
 - 1.5. The Regional Team members must be in the same grade/band
2. The Central Committee adopted the Numsa Job Descriptions as developed by the Numsa Grading Committee.¹²³

Demarcation and jobs of National organisers

1. The work of the staff in the Organising and Collective Bargaining Department will be demarcated as follows:
 - 1.1. Organising and Staff Development
 - 1.2. Organising
 - 1.3. Campaigns and Shop Steward Councils
 - 1.4. Research
 - 1.5. Training
 - 1.6. Collective Bargaining
 - 1.7. Legal¹²⁴

Regional education officers (REOs)

1. REOs requested clarification on their role in the regions around the implementation of the Skills Development Act (SDA), specifically the role of implementing and monitoring.
2. The central confirmed that negotiations are primarily the responsibility of the organizers. Training and education is the responsibility of the regional education officers however regional educators should be prepared to assist when requested to do so, as part of a collective responsibility to the programs of the union. The Secretariat will circulate a memo to regions in order to ensure that Regional Teams work as a collective¹²⁵.
3. REOs must be capable of educating and co-ordinating training but they should also be able to develop material for the purpose of educating.¹²⁶

Skills development facilitator

1. The Skills Development Facilitator should focus on matters of staff development only. (Education and Training of staff members.)
2. The position should be located under the education department¹²⁷.

¹²² CC July 2003

¹²³ CC Aug 2011

¹²⁴ CC 7-9 June 1991

¹²⁵ CC 8-10 July 2003

¹²⁶ Mini NC 2009

¹²⁷ NC 2004

Regional Legal Officers

1. Recognising the cost of Regional Legal Officers representing members at CCMA, it was agreed to impose a prohibition on regional legal officers representing union members at CCMA arbitration¹²⁸.

Parliamentary Officer

1. Numsa to employ a parliamentary officer whose primary task will be to advise the union on new socio-economic legislation and how the union should respond to it; the Central Committee (CC) to adopt a job description and package for the parliamentary officer¹²⁹.

Health and Safety Coordinator

1. A new post for health and safety was created with the following general responsibilities:
 - 1.1. overall co-ordination of health, safety and environment in the union
 - 1.2. overall co-ordination of healthcare issues in the union
 - 1.3. overall co-ordination of AIDS issues in the union
 - 1.4. overall co-ordination of environmental issues in the union
 - 1.5. represent Numsa on policy development forums on health, safety and environment and evaluate policy¹³⁰.
 - 1.6. liaise with ICEM, IMF, Cosatu on health, safety and environment issues (through secretariat)¹³¹

Regional Health and Safety and Skills Training Coordinators

1. In principle, Numsa will employ Regional Health and Safety Coordinators and Skills Training Coordinators. The details are referred to the CC.¹³²

Full-time shop stewards

Policy

1. There should be at least one full-time shop steward (FTSS) for every 250 paid up members of Numsa or less members as required. Where the Union and its members see the need for a Numsa FTSS in a particular workplace the Unions shall, irrespective of the size of the workforce/membership, engage with management to secure this fulltime shop steward in that particular workplace in accordance with the provisions of the Numsa FTSS Policy.
2. The following is the policy on election of full-time shop stewards:
 - 2.1. There must be election of full-time shop stewards every time there is a general election of part-time shop stewards.
 - 2.2. The election of part-time shop stewards must take place first.
 - 2.3. Once members have elected part-time shop stewards, Numsa would call on the membership to elect their full-time shop stewards from amongst the part-time factory shop stewards committee.
 - 2.4. The election of full-time shop stewards must be conducted by officials of Numsa.

¹²⁸ CC 4-6 December 1998

¹²⁹ Mini NC 2009

¹³⁰ For a list of the specific responsibilities of the coordinator, see Complete Texts, Section 1, Page 22

¹³¹ CC 19-21 June 1998

¹³² NC 2012

- 2.5. All members in good standing in the establishment vote together for the full-time shop stewards.
3. Any full-time shop stewards can be recalled by the members at any time or can resign in accordance with the Numsa constitution.
4. Where a full-time shop steward is recalled or resigns, a bye-election must be held to elect a replacement. The term of office of the replacement will only be up to the next general election of shop stewards.
5. All FTSS agreements must be renegotiated so that:
 - 5.1. They support FTSS to do union work inside and outside their workplaces.
 - 5.2. Employers provide offices, telephone, fax machine, computers, email, cellphone, vehicle and petrol cards to carry out tasks and responsibilities in the best interest of members inside and outside the workplace.
6. Locals must coordinate the deployment of FTSS to union work.
7. Regional Secretaries may convene Regional FTSS Forums to ensure that FTSSs participate in organisational work and campaigns of Numsa, Cosatu, SACP and ANC.¹³³

Rules of conduct

1. Full-time shop stewards cannot be chairpersons of shop steward committees but can be a chairperson in regions and locals and can also be an office-bearer in the union.
2. No full-time shop steward can be a senior shop steward.
3. At the first meeting of the shop stewards committee of the establishment after the general election of shop stewards (i.e. every four years), the committee must allocate a constituency to each full-time shop steward. Usually this constituency will cover several constituencies of part-time shop stewards. The shop stewards committee at this first meeting must also allocate the duties of the full-time shop stewards, which must be in accordance with this policy.
4. Every full-time shop steward must take instructions from the factory shop stewards committee, the factory general meeting and the REC.
5. Every full-time shop steward must give a full monthly report to the factory shop stewards committee and the general meeting.
6. Every full-time shop steward must give a full report on his or her activities in writing to the local shop stewards council monthly. A copy of this report must be sent to the regional secretary for the REC.
7. A full-time shop steward must notify the chairperson of the shop steward committee or the senior shop steward, and also the local union office, if he or she is leaving the plant or will be away from the plant and must give the reason. Full-time shop stewards can only leave the plant for *bona fide* union business. If they leave for private business, they must take time off in the same way ordinary workers would do it.
8. No full-time shop steward can accept an increase in wages or a bonus or any other extra remuneration for being a full-time shop steward. Full-time shop stewards will get the normal increases for their normal grades.
9. No full-time shop steward or part-time shop steward is allowed to use company transport for any private use at any time without the knowledge and approval of the shop steward council.

Rights

1. There must be a guarantee from the company, that if a full-time shop steward ceases to be a full-time shop steward, he or she will be given a job at the same remuneration, skill and status as he or she would have had if she had not become a full-time shop steward. Full-time shop stewards must be guaranteed that their career prospects in the company will not be affected.
2. A full-time shop steward must get exactly the same remuneration he or she would have received if he or she had stayed in his or her previous job.
3. Every full-time shop steward must be given the same training as Numsa organisers; included in these capacity building programmes for FTSS must be access to higher institutions of learning negotiated or facilitated by the union.
4. Full-time shop stewards must have a right to move around the plant and talk to other shop stewards and members at anytime, subject only to telling the member's supervisor what they are doing.
5. All shop stewards must have access to company transport for union business.
6. Full-time shop stewards work only on union business and not on management business.

Duties

1. Reporting to the shop stewards committee, the factory general meetings and the local every month as set out above.
2. Leading the planning and implementation of development programmes for the education and development of members.
3. Co-ordinate the implementation of these programmes.
4. Assist part-time shop stewards with advice on how to deal with grievance and dismissal matters, and assist part-time shop stewards where necessary in grievance and disciplinary hearings.
5. Meet regularly with all shop stewards to advise and assist them in reporting to their constituencies.
6. Assist and advise the senior shop steward office bearers to plan shop stewards committee meetings and general meetings. In factory general meetings all shop stewards have equal status.
7. Attend all local shop steward council meetings.
8. Maintain contact with the local organiser.
9. Assist with union business where necessary and where this is approved by the factory shop steward committee.
10. Carry out jobs assigned by the shop stewards committee or the factory general meetings.¹³⁴
11. As part of their external work, FTSS must be of assistance in conciliations and arbitrations in the different dispute resolution centres.¹³⁵

Staff Meetings

1. In future, national staff meetings should be after the CC so as to enable staff to implement the Central Committee decisions¹³⁶

¹³⁴ NEC May 1994 as amended by CC July 2010

¹³⁵ NC 2012

¹³⁶ CC March 1991

Disciplinary Code and Procedure

1. The Numsa disciplinary code and procedure as amended by the NEC was ratified/adopted with an amendment on page 5: add to Criminal Convictions Point 9.2.5 "selling and convicted for drugs"¹³⁷
2. The Central Committee adopted the final document on staff disciplinary code:
 - 2.1. It was only adopted with the proviso that there should be a clear direction on how to resolve the procedures.
 - 2.2. The grievance procedure was not adopted.
 - 2.3. The NOB's were mandated to deal with levels/structures that would be responsible to implement these procedures.
 - 2.4. Extensive training will have to be done for regional and local leadership to familiarize them with the code and procedures.
 - 2.5. The staff also should be acquainted with the codes and procedures¹³⁸.
3. Disciplinary matters in locals and regions should be undertaken in consultation with the Regional Legal Officer, head office legal department and outside attorneys who would then, depending on the complexity of the matter, consult with the Secretariat.
 - 3.1. Consultation should not be a compulsory requirement.
 - 3.2. Regional Legal Officers should act as complainants in certain cases¹³⁹.

Staff Development and career paths

1. A Task Team was mandated to develop meaningful human resource development strategies so that staff can continually learn and improve their skills. An essential part of human resource development is creating career-paths for staff, along with the necessary training, grading and remuneration policy. Increase specialisation would create clear career paths¹⁴⁰.
2. The union's Skills Development Facilitator should ensure that all Staff knows of progress made on staff development and information should be circulated, including:
 - 2.1. discussions on progress with external providers/institutions
 - 2.2. amend staff policies on sabbatical and study leave
3. The relationship and co-ordination between the Education department and Training committee should be clarified and strengthened
4. The union should embark on an aggressive and extensive training program for staff.
 - 4.1. Clear objectives and time frames must be set.
 - 4.2. There should be incentives for union officials, through training and in monetary terms, by revising the current benefit structure.
5. The paralegal course that is currently being piloted through RAU should be extended to all interested officials.
6. We should engage institutions that are sympathetic to the union in the process of improving our skills.
7. Numsa NOBs to look at ways and means of improving conditions of employment in the context of Cosatu's Organisational Renewal Project.
8. A final decision should be informed by the financial position of the union and its sustainable affordability.

¹³⁷ CC 10-12 December 1997

¹³⁸ CC 17-19 June 1999

¹³⁹ NEC Feb 2002

¹⁴⁰ CC 4-6 December 1998

9. We support a succession plan and the training of staff in different fields.
10. in terms of staff development and service provision to our members, the union must address problems emerging from:
 - 10.1. CCMA and CDR systems
 - 10.2. Labour court restructuring
 - 10.3. Insolvency Act and levels of engagement by trade unions
11. The union should offer study grants to those staff members who wish to study for courses that are union-related¹⁴¹
12. All organizing staff should be capacitated with:
 - 12.1. Basic research methodologies and negotiation skills.
 - 12.2. Basic knowledge of financial investigation to be able to read audited financial statements¹⁴².
13. The CC adopted a new study leave policy with the following provisos:
 - 13.1. There can be no approval of individual staff study applications by the Numsa National Staff Development Officer without the knowledge and approval of the LOBs, ROBs and NOBs
 - 13.2. The RS, Regional Chairperson and Local Chairperson must sign off on applications and on staff attending national training
 - 13.3. Individual examination results must be obtained and made available to LOBs, ROBs and NOBs
 - 13.4. There can be no release of staff to attend national courses/studies from their respective locals or regions without prior consultation with the respective LOBs and ROBs
 - 13.5. A staff skills audit must be undertaken by the Numsa Staff Development Officer¹⁴³

Staff and shop stewards as Councillors

1. Union officials across all structures of the union are entitled as ANC members to stand and be elected as part-time local councillors subject to the following:
 - 1.1. In the event you are elected as part-time councillor you will retain your official position in the Union. The appropriate structure of accountability must be entrusted with the responsibility to ensure that your activities in the council do not compromise quality service to members. A failure to strike a balance between the competing responsibilities may lead to appropriate action being taken by the union.
 - 1.2. In the event that you are elected as full-time councillor, you will with immediate effect resign from your position as an official of the Union.
 - 1.3. The union will from time to time review the impact of local councillors in the union structures and their effectiveness
 - 1.4. The union at all levels in its structures reserves the right in terms of its policies, procedures and operational requirements to decide who should be released as a part-time or full-time councillor¹⁴⁴.
2. Where shop stewards are elected as full-time local councillors, relevant structures undertake to enter into negotiations with the employer/s of those shop stewards .
3. Numsa undertakes to review from time to time the impact of local councillors on the organisation.

¹⁴¹ NC 2004

¹⁴² Mini NC 2009

¹⁴³ CC Aug 2011

¹⁴⁴ Mini NC 2005

Staff Allocation

Organiser Allocation

1. A proposal to allocate organisers on a full-time basis to large sites was agreed to. A progress report on this area will be submitted at the next NEC¹⁴⁵.
2. The number of organisers in a local must depend on the size of membership in that local¹⁴⁶.
3. The union should revisit the resolution taken by the 6th National Congress regarding the employment of organisers dependent on the size of membership.
4. The CC is mandated by the 2004 National Congress to commission research on how the union should deal with staff /members ratio as per the KPMG audit report. The Central Committee should implement such recommendation¹⁴⁷.

Acceptance of gifts

1. Whatever we receive or request must be known by the relevant union structures.
2. All donations must be voluntary without trade offs or conditions attached.
3. No monies should be accepted unless agreed by the relevant structures.
4. No houses or cars donated to individual comrades should be allowed.
5. Constitutional structures at local, regional and national level should monitor and be advised of donations requested and received.
6. Minor donations like diaries, calendars etc. should be declared¹⁴⁸.

International Trips

1. All the trips should be sanctioned by the NOB's plus the NFC. The NOB's will be the only structure that will approve international trips. A detailed report must be submitted immediately after the trip.
2. For any invitation coming from international organisations and institutions Numsa as an organisation should be invited not individuals. The NOB's must disapprove individual invitations.
3. Any comrade who will defy nor bypass NOB's/NFC rulings on international trips must face the might of the Numsa disciplinary committee¹⁴⁹.
4. Comrades undertaking trips must submit written and verbal reports to structures they originate from and to the International Officer. Staff members should report to their coordinating committees existing in their work area and shopstewards should also do reports at workplace level¹⁵⁰.

¹⁴⁵ NEC 24-25 April 1993

¹⁴⁶ NC 2000

¹⁴⁷ NC 2004

¹⁴⁸ NC 1996

¹⁴⁹ NEC October 1999

¹⁵⁰ Mini NC 2009

Numsa Governance and Rules

Workers Control

1. As Numsa we once again recognise and reaffirm that the power of the union which gives effect to our constitution is heavily dependent on the power of workers at the workplace.
2. In order to maintain the focus of the union on workers issues, workers must be in control of the union.
3. There must be elected structures that are answerable to workers in the factory and elected representatives must be answerable to people that elected them. Worker power depends on the unity of workers at the workplace, nationally and internationally.
4. Worker structures and principles as enshrined in the constitution should aim to build this worker unity and empower workers to take collective action to solve their problems¹⁵¹.

Constitution

1. The Numsa Constitution is the supreme policy document of the union and must be adhered to by all members and staff of the union. The constitution must be applied consistently and without prejudice. Structures created by the union must be used to resolve internal problems.
2. There should be open and frank discussions about the existence of the trade union and that it stands for non-racialism and that it has nothing to do with political affiliation¹⁵².

Fraud and corruption in the Union

1. The proud tradition of worker control in South Africa has, amongst others, involved a strong discipline and sense of accountability in the handling of workers' money. A small minority however have violated this trust. These traditions need to be entrenched and codified to ensure that no elected leader or official is able to undermine financial accountability. There should be strict enforcement of the code of conduct to prevent the squandering of financial resources. Decisive action should be taken in terms of a clear set of procedures, processes and penalties, against anyone found to be transgressing the code of conduct.
2. Any fraudulent activities by Union members and Officials are regarded as sufficient grounds for expulsion and dismissal.
3. If disciplinary action has been taken we must also take legal action to get monies back that were fraudulently obtained¹⁵³.

Computer Usage and email Policy

1. It is not the intention of the CC to stifle debate but sometimes what is coming out through e-mails rather than contributing in a constructive way feeds into destructive energies.
2. The CC therefore condemns e-mails that are not contributing positively and are in bad taste, derogatory and seek to launch unwarranted attacks on the leadership.
3. The guidelines of email communication within Numsa must be distributed to all regions so that all comrades operate within the confines of the policy.
4. The ROB to NOB and from REC to NEC has the possibility to institute the disciplinary procedures over those who overstep the mark¹⁵⁴.

¹⁵¹ Mini NC 2005

¹⁵² NC 2000

¹⁵³ NC 2000

¹⁵⁴ CC Dec 2009

Membership of Political Organisations

1. Every Numsa member and official is free to belong to the political party of his or her choice.
2. All Numsa members and officials are free to give any point of view in the debates which take place in the Union.
3. Numsa members and officials must participate in these debates as individuals. The Union will not allow members or officials to participate in debates as a bloc.
4. Numsa will not accept the development of party political blocs within the Union.
5. The following guidelines will apply to involvement by Numsa Staff and Office Bearers in political organisations.
 - 5.1. The Union neither endorses nor forbids participation by staff in the structures of political organisations.
 - 5.2. Staff approached to become involved in the structures of political organisations must carefully assess whether this would have an adverse effect on their Union work.
 - 5.3. The standard of work accountability and discipline demanded of Numsa staff and office bearers will apply irrespective of any political involvement by such persons. Exceptions to this can only be made by an REC or NEC.
 - 5.4. When carrying out the work of Numsa or representing Numsa, both staff and office bearers are expected to respect and work within the mandate of Numsa policy and practices¹⁵⁵.
6. Whilst Numsa must continue to practice free exchange of ideas, comrades in Numsa are expected to follow and execute the National Congress resolutions which set out our political and ideological positions until the same is changed by another National Congress¹⁵⁶;

ANC membership

1. In the next NEC all delegates must produce membership cards of the African National Congress, South African Communist Party and South African National Civic Organisation¹⁵⁷

Metalworkers Veterans Association

1. We reject the establishment of the METALWORKERS VETERANS ASSOCIATION given the fact that this matter was never the subject of discussion within the Numsa constitutional structures¹⁵⁸.

Consultants

1. In areas falling under the jurisdiction of the LRA no organiser should deal with a consultant who acts in place of company management. Correspondence must also only be to a company not a consultant.
2. We should campaign to isolate the following identified consultants: TST, Von Welbergen, Steve Bunce and possibly SBM.
3. We should refuse Barlows Head Office consultants permission to attend meetings at plant level¹⁵⁹.

National Relations with Regions

RECs should be consulted when national activities are arranged in their regions¹⁶⁰

¹⁵⁵ NC 1991

¹⁵⁶ CC Dec 2010

¹⁵⁷ CC Dec 2009

¹⁵⁸ NEC Oct 2008

¹⁵⁹ CC 2-3 March 1991

¹⁶⁰ CC 19 November 1988

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