



**NATIONAL UNION OF TEXTILE, GARMENT AND
TAILORING WORKERS OF NIGERIA**

**TRADE UNION EDUCATION
HANDBOOK**

FOR

**SHOPSTEWARDS AND BRANCH
EXECUTIVE OFFICERS**



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Contents

	Page
Foreword	i
Textile Industry	2
Understanding Trade Unionism	4
Structure and Organisation of NUTGTWN	7
Understanding the Collective (Substantive) Agreement	16
Understanding Procedural Agreement	18
Understanding Collective Bargaining Process	26
Identifying/Tackling Health and Safety Hazards in the Mill	29
Understanding Grievance and Grievance Handling Procedure	34
Workers Attitude and Productivity Improvement in the Mill	40
The Role of Communication in Labour/Management Relations	44
How to make a Case as Shopstewards and Union Representatives	47
Appendix I	50
Appendix II	52
Glossary	54

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FOREWORD

The purpose of this study manual is to provide our branch executive officers and shopstewards with relevant ideas about trade unionism and relations at their workplaces. As a union we have come to realise that modern unionism rests on continuous education of members on a number of work-related issues. In addition, the union has also come to realise that education can definitely promote conscious collective actions, effective execution of duties of bargaining, representation and delegation as the part of the functions of elected officers. In short, better and effective unionism may very well be cultivated through informed and enlightened membership. Which explains why the topics covered in this manual are such that can assist shopstewards and branch executive officers to be effective union representatives at their respective branches.

Each topic has been written with a view of eliciting awareness and even encourage readers to seek for further knowledge. The best way to therefore use this manual is to discuss the topics with fellow workers and practice the group activities at the end of each topic. We have no doubt that out of this exercise, practical application of issues discussed in these topics will be enhanced.

It is important to stress that in all instances, this manual is textile-industry specific. This is deliberately so. The topics are compiled such that they will be consistent with the objectives of our educational activities which among others, include resolution of problems textile workers do face at work. This means that not only the branch officers nor the union but also the employers will benefit from the ideas contained in this manual.

Lastly, the union's sincere appreciation goes to Friedrich Ebert Foundation (FEF) Germany for supporting the proposal from Education and Research department for the compilation and development of training manual that will add to our efforts in building a strong, self-reliant and autonomous trade unionism.

Boniface Iziguzoro
President

Adams Oshionhole
General Secretary

TEXTILE INDUSTRY: GROWTH AND DEVELOPMENT

1. INTRODUCTION

(i) Textile industries are spread across the Federation of Nigeria. They are located in such notable cities as Lagos, Kaduna, Kano, Aba and Port Harcourt. Other towns where textile industries are found are Asaba, Funtua and Gusau, Ado Ekiti and Jos. Lagos has the highest number of textile factories. Kaduna however, has the biggest and the oldest integrated mills in the sense that they engage in spinning, weaving, printing and finishing processes. Examples of integrated factories in Kaduna are the United Textile Plc, Kaduna Textile Ltd, and Arewa Textile Plc. UNT Plc alone has a total workforce of 5,249 as at December 1995. In 1979 the company employed as many as 7,000 workers. The industry has the potential of employing as many as 250,000 workers.

(ii) Kaduna is referred to as a "Textile city" because big integrated mills are located in the city. The city hosts the headquarters of the union. Next to Kaduna is Lagos, which presently has 68 out of 113 mills whose workers belong to the union (see Appendix I). The mills in Lagos are mostly small and unintegrated single-process-plants when compared to those in Kaduna. However, there are also few big mills in Lagos which also employ relatively large number of workers and engage in all production processes. Examples include, Nichemtex Plc which employ 3,139 workers, Aprint Plc with 3,341 workers and Specomill Textile, with 2,149 workers.

2. HISTORY

The industry belongs to the so-called first generation industry in Nigeria. Nigeria's textile industry is the third largest in Africa, next only to Egypt and South Africa. The oldest mills are Kaduna Textile Ltd. (KTL), established in 1957 and Nigerian Textile Mills (NTM) Ikeja, Lagos established in 1962.

3. PRODUCTION PROCESS AND OWNERSHIP

(i) The industry is capable of producing some estimated 1.4 billion different pieces of textile products. These include African prints, shirting, bed sheets, furnishing fabrics towels, embroidery lace, garments, table and bed linen, guinea brocades, wax prints, java prints, jutes and fishing nets.

(ii) The manufacturing process involves spinning, weaving and knitting and finishing. Processing involves washing, singeing, mercerising, glazing, dyeing, printing, drying transformed into finished cloth and embroidery.

(iii) Technology and management are mostly foreign. While technology comes mainly from Europe and Japan, ownership and management are largely of Asian

origin, notably Chinese, Indians, Japanese and Lebanese. The big integrated mills such as United Nigeria Textile Plc, Kaduna, Nichemtex Plc and Afprint Nigeria Plc in Lagos have Indian and Chinese management.

4. INDUSTRIAL RELATIONS

(i) The textile industry belongs to the private sector. Employers are represented by the Textile Employers' Association, which is also affiliated to Nigeria Employers Consultative Association (NECA).

(ii) Junior employees belong to the National Union of Textile, Garment and Tailoring Workers, which is affiliated to Nigeria Labour Congress (NLC). Senior staff are represented by Textile, Garment and Tailoring Senior Staff Association.

(iii) There is a national Joint Negotiating Council made up of the representatives of the management and junior employees. This council negotiates most important work-related issues affecting the junior employees; namely basic salary, transport, housing and leave allowances as well as food subsidy.

5. PROBLEMS AND PROSPECTS

(i) The industry depends on imports of some of the raw materials. These include a sizeable percentage of cotton requirement and almost all of the dyes and chemicals.

(ii) The reliance on imported raw material and the problem of sourcing for foreign exchange have contributed to high cost of production.

(iii) In addition to this is the problem of smuggling of relatively cheap textile goods from Asia. The industry also faces the problem of mismanagement and capital flight.

(iv) If all the identified problems are solved, textile industry has the prospects of expanding its production level and employing more workers.

ACTIVITY 1

KNOWING THE TEXTILE INDUSTRY

Aims:

To help participants know about the growth and development of the textile industry.

Tasks:

In your small group:

* Discuss the spread and the location of textile industry in Nigeria.

* Discuss different types of production processes and products in the industry.

* Identify the problems facing the industry.

* Elect a Reporter

UNDERSTANDING TRADE UNIONISM

1. DEFINITION

Trade Union is an organization formed by workers to protect workers and improve their conditions of work. It seeks to improve the conditions of working lives and provide a means of expression for the workers' views on problems at work and society as a whole.

2. OBJECTIVES AND FUNCTIONS

Objectives and functions of a trade union are diverse. These functions and objectives include:

(i) Protecting the interest of workers, through identification and resolution of common problems, in the areas of promotion, salaries and working conditions in general.

(ii) Organising the workers that are not unionized and representing the interests of workers before the management, employer.

(iii) Education and training for workers on industrial relation issues as well as civic matters.

(iv) Through collective bargaining, a union strives to improve on wages and benefits of the workers.

(v) Trade unions also pursue such other objectives as consistent with the spirit and practice of trade union.

3. WHY WORKERS NEED UNION

(i) Unions are very necessary for workers as workers have learnt over time that if they act alone, they cannot achieve anything in terms of protecting themselves from unfair treatment from their employers (such as arbitrary dismissal, salary cuts, non-payment of salaries, etc.).

(ii) Unions are formed to secure better working conditions for the workers. With assistance of a strong union, individual problems are solved e.g. victimization.

(iii) The interest of the employers is to get the best from the workers in the process of making profit for the enterprise. Most employers would naturally pursue their goal with the cheapest means available, including cheaper labour. Without constant checks, employers may not promote workers, for as long as the work lasts. Employers may also prefer summary dismissal, fines and wage deductions. On the other hand, workers are interested in decent wages and benefits for the labour and services rendered. Precisely because of this basic opposition or conflict in interests, workers have seen the need to come together

to present common front against the employers. The natural front is the trade union.

(iv) Trade union organisation 'is the most obvious foundation for workers' action'. Individual workers may very well act alone in resistance against the employer's domination but this will be short-lived methods of resistance.

(v) Only through collective actions represented by a trade union will workers become no longer powerless. With trade unions, workers prove an equal partner to employers. They recover their dignity, and above all, they may exchange their labour for 'fair wage'.

4. PRINCIPLES OF UNIONISM

By principles, we mean the foundation upon which trade union firmly rests. There are three major principles of unionism, namely: unity, independence and democratic methods.

(i) UNITY

By unity, we mean being in agreement. It is an expression of solidarity amongst workers. It is the fundamental principle of unionism. With solid unity, many things can be achieved by the workers. Without unity, nothing of significance can be achieved by an individual worker. An injury to one worker should be seen as injury to all. Trade union must rise up to defend the interests of their members regardless of their ethnic or religious background. In the Union, workers belong to one family that strives to improve members' living conditions.

(ii) INDEPENDENCE

Independence means not relying or controlled by other people or body. An organisation that serves the needs of its members must be controlled by the members themselves. If a union wishes to truly achieve the principles and objectives upon which it was founded, it should not allow itself to be dominated or controlled by external interests, be it government, employers, political parties, religions, communal or fraternal organisations or individual persons. One best expression of independence of a trade union is when it relies on members' financial contribution (check-off) rather than external funding.

(iii) DEMOCRATIC METHODS

Democracy is a form of government in which the people freely elect representatives to govern them. Here, there is a believe in equal rights and privileges for all. For a union to be effective in fulfilling the wishes of the members, it must allow for participation of all members in the union's affairs. Active participation can only prevail in a democratic organisation.

In this respect, all sections of the membership should be fully and fairly represented in the decision-making process. Elected leaders should also be accountable for their actions. Democratic methods therefore entail accountability and transparency on the part of elected and appointed union's officials at all levels.

5. NIGERIAN EXPERIENCE

Wage labour dated back to colonial times. Before the advent of European rule, traditional economy relied on either family or communal labour. Since there were no distinct employers with distinct interests as identified above, in this subsistence economy, 'workers' in the modern sense and indeed trade unions, were non-existent.

Colonialism replaced the old order and in place erected economic system which became synonymous with conflicts and antagonism. Colonialism required wage labour in public works, infrastructure construction such as railways and administration. Early trade unions thus emerged mainly in the colonial service sector. The first generation of trade unions included Nigeria Civil Service Union (1912), the Nigeria Union of Teachers (1931) and Nigerian Union of Railwaymen (1932). The unions came into existence with the main objective of ameliorating the deplorable working conditions during the colonial rule.

Since the emergence of the first generation trade unions, thousands of trade unions have been formed in Nigeria. Today, Nigeria has a system of industrial unionism. Industrial unionism means that trade unions are established along industrial lines: that is, every 'junior' grade of workers in an industry belongs to the same trade union. There are 41 industrial unions and all are affiliated to a single centre: Nigeria Labour Congress (NLC), which came into being in 1978.

ACTIVITY 2

Aims:

To help participants understand the history, objectives and principles of trade unionism.

Tasks:

In your small groups:

- * Define what is a trade union.
 - * List the objectives of trade unions.
 - * Discuss three main principles of trade unionism.
 - * Make a list of 41 industrial unions affiliated to Nigeria Labour Congress (NLC).
- * Elect a Reporter.

STRUCTURE AND ORGANISATION OF NUTGTWN

1. HISTORY

- (i) The National Union of Textile, Garment and Tailoring Workers of Nigeria (N.U.T.G.T.W.N) came into effective existence in April, 1978.
- (ii) N.U.T.G.T.W.N. is a product of past efforts by textile and garment workers to form a formidable organisation which is capable of defending their interest.
- (iii) The union was officially inaugurated at the Lagos City Hall on 9th December 1977. It is one of the initial 42 industrial unions currently affiliated to Nigeria Labour Congress (NLC).

2. OBJECTIVES

- (i) NUTGTWN organises junior workers in the textile industries across the country. The Labour Act of 1978 excludes workers exercising managerial functions from joining unions, such as supervisors.
- (ii) The union members therefore are workers that are below the position of supervisors. Members are the so-called junior workers irrespective of the department they belong in the industry.
- (iii) The union presently has membership of about 62,000 workers drawn from over 113 textile companies in the country. Apart from unionising workers, it has the following aims and objectives:
 - To regulate the relations between workers and employers.
 - Establish and maintain a just and proper hours of work, rates of and conditions of service.
 - Encourage and maintain high standard of production in the establishments.
 - Advance the education and training of the workers.
 - Offer assistance to members as provided in the constitution of the union.
 - Encourage workers' participation in the process of decision making in the industry.
 - Protect and advance the socio-economic and cultural interest of workers.

3. IMPORTANT ORGANS OF THE UNION

The union is governed through distinct but integrated organs which include the Delegates' Conference, National Executive Council (NEC), Central Working Committee (CWC), Zonal Council and Branch Executive Committees. The activities of all these organs are co-ordinated by the National Secretariat of the union; staffed by appointed and elected representatives of the union.

(i) The Delegates Conference

The Delegates' Conference is the highest organ of the union and is composed of all elected National Officers, accredited branch delegates (determined based on the numerical strength of the branch), the General Secretary, Deputy General Secretaries and Assistant General Secretaries.

It takes place **every three years** in the month of November. The dates and venues are decided by the National Executive Council (NEC) or Central Working Committee (CWC). Experience shows that the venues alternate between Lagos and Kaduna, being where the union's Sub and National Secretariat are respectively located.

The Delegates Conference is the highest policy making organ of the union. It takes reports from the National Secretariat and Zonal Officers. National officers of the union are also elected at every conference. The elected national officers of the union include the President, two Deputies, National Treasurer, two (2) Internal Auditors and four (4) National Trustees.

(ii) The National Executives Council

The National Executives Council (NEC) supervises the administration of the union in between Delegates Conference.

It consists of all elected National Officers, Zonal Chairmen, the General Secretary, Deputy General Secretaries, Assistant General Secretaries and two representatives from each Zonal Council. The NEC meets **once every year**. The dates and venues for NEC meetings are decided by the Central Working Committee. Again, NEC meetings often hold either in Kaduna or Lagos.

The NEC appoints the General Secretary, Deputy General Secretaries and Assistant General Secretaries. The NEC carries out the decisions of the Delegates Conference, set up departments and committees for smooth running of the Union.

(iii) The Central Working Committee

The Central Working Committee (CWC) consists of all elected National Officers, Zonal Chairman, General Secretary, Deputy General Secretaries and Assistant General Secretaries. On the whole, at a sitting, CWC members are 34 in number. The CWC meets every three months. It has the power to discipline any officer of the Union. It also has the powers to suspend or dissolve any Branch Committee or Zonal Council found guilty of anti-Union activities.

(iv) Zonal Councils

Zone consists of Branches of the Union with total membership of **not less than 6,000**. The membership of the Council is made up of Chairmen, Secretaries and

Treasurers of each of the Branches in the Zone. It co-ordinates the activities of the Branches and ensures the implementation of decisions of the Union. It meets once every four months and it is being run by the Chairman, Vice Chairman and Treasurer, all elected at the Zonal Conferences. Zonal conferences are expected to hold every three years but not later than one month after the Delegates conference. Zonal Chairmen are also Vice Presidents of the Union.

Presently there are eight Zones and one District. They are Nassarawa, Kakuri (in Kaduna area), Kano, ABIRC (in Eastern area), and Igalu, Isolo, Ikeja, Oki Zone (in Lagos area). There is Mararaba District.

(v) **Branch Executive Council**

A branch of the Union consists of not less than 25 members, in every industry. It has a branch executive committee made up of Chairman, Secretary, Treasurer and six elected members. They are elected at the Branch Conference that takes place every two years. The Branch Executive Committee meets every month. It handles members' grievances and ensures the implementation of decisions of the Union.

4. **PART-TIME AND FULL-TIME OFFICERS**

The union has part-time and full-time principal national officers. The part-time officers are elected national officers which include the President, two Deputy Presidents, National Treasurer, two Internal Auditors and four National Trustees. These officers are 'part-time' to the extent that they are elected to serve the union not more than two term-period (six years). They also maintain regular employment in their respective places of work; while serving the union in varying capacity. Part-time officers are paid monthly working allowances during the course of their tenure. "Full-time" officers on the other hand comprise of the General Secretary, Deputy General Secretaries, Assistant General Secretaries and Organizing Secretaries as well as other staff at the Union's Secretariat. They are 'full-time' officers to the extent that they are appointed on merits to serve the union up to retirement age barring offences that can lead to termination or summary dismissal. 'Full-time' officers are paid salaries by the union and they maintain no regular employment than that of the union. While full-time officers participate in all deliberations at the National Executive Council (NEC), they do not have voting rights.

5. **NEGOTIATING STRUCTURE**

Negotiation in the industry takes place at the level of the National Joint Industrial Council (NJIC), at the national level and at the plant level. The NJIC comprises 10 representatives of employers and 10 representatives of the union. It is the structure that negotiates the Collective Agreement in the industry.

6. **AFFILIATIONS**

Officially the Union is affiliated to Nigeria Labour Congress (NLC) and the International Textile, Garment and Leather Workers Federation (ITGLWF) based in Brussels

7. **PROGRESS AND CHALLENGES**

(i) One remarkable achievement of the union is the area of organising textile workers nation wide as well as protection of the rights of members at workplace. The Union has also made a giant stride in institution building.

(ii) Specifically, through collective bargaining, the union has been able to improve on wages and benefits of members. Well before unionisation textile labour represented the least paid sector not only when compared to the Government sector but also in relation to other private sector companies. With the union, there has been a sustained increase in wages and benefits of textile workers.

(iii) The union has also successfully fought the tradition of 'hire' and 'fire' in the industry. It now has a guaranteed 'Bill of Rights' which protects workers against management arbitrariness. The union thus ensures dignity of members.

(iv) N.U.G.T.W.N. is an active and respected affiliate of Nigeria Labour Congress (NLC).

(v) The union has also actively invested time, human and financial resources in cultivating informed and committed membership through a systematic programme of education and enlightenment of members.

(vi) NUGTWN also upholds and rests firmly on the cherished principles of unity, independence, democracy and solidarity. In a multi-cultural society such as Nigeria's, the union provides for defence of workers' rights irrespective of age, sex and origin. It also asserts its independence relying solely on members dues which are prudently managed by the union leadership.

(vii) NUGTWN also ensures members' participation in decision making processes through regular meetings and periodic elections that ensure continuous leadership successions at all levels.

(viii) In the aspect of institution building, the union has been able to construct two Secretariat buildings named 'Textile Labour House' in Kaduna and Lagos, with a third one under construction at Asaba.

(ix) Other achievements of the Union include computerisation of its Secretariat operation. Establishment of functional departments, staffed by competent staff.

(x) The challenges before the union include improving on existing gains and striving to cope with rapid changes facing members at the workplace and the society as a whole.

ACTIVITY 3

STRUCTURE AND ORGANIZATION OF NUTGTWN

Aims:

- * To get to know the history of the Union.
- * To get to understand the structure and organization of NUTGTWN.

Tasks:

In your small groups:

- * Discuss the history and objectives of the union.
- * Identify six principal organs of the union.
- * Discuss the achievements of the Union and its future challenges.
- * Elect a Reporter.

UNDERSTANDING THE BRANCH UNION

1. WHAT IS A BRANCH?

(i) The branch is the back-bone of the Union in the sense that the branch has direct contact with the union membership. A branch is an organised Textile or Garment factory with not less than 25 workers. A branch is run by a branch executive committee.

(ii) The Branch Executive Committee comprises of three principal officers - the Chairman, the Secretary, the Treasurer and six (6) Executive members.

(iii) The Branch executives are workers' representatives elected for a period of two years. They could be re-elected or voted for second term depending on their performance. They are expected to direct the affairs of the union through elected representatives at the shop or departmental level, known as Shopstewards.

(iv) Shopstewards are elected by the rank and file of workers. The number of shopstewards in a Branch is determined by the size of the company and the population of workers. It may be as low as five (5) and as high as 70. For instance a big mill such as Nichemtex in Lagos has 48 shopstewards. Also there are about 70 in both branches of another big mill, UNT Plc, Kaduna. But a small company such as Polyfibre has only five (5) Shopstewards. All shopstewards operate under the guidance of Branch Executive committee.

2. DUTIES OF BRANCH EXECUTIVE COMMITTEE

The Branch Executive Committee performs the following basic functions:

(i) Unionisation of Workers

It is the responsibility of the branch committee to ensure a complete unionisation of all workers in its areas of jurisdiction and proper tackling of union cases before the employers.

(ii) Promoting Solidarity among the Workers

Experience over the years teaches that the numerical strength and unity of the branch union have been the bedrock of improvement in pay and other terms. Also the union's strength has prevented the management and employers in the textile industry from splitting the rank of the workforce and undermine negotiated working conditions. Hence, the Branch Executives have the responsibility of promoting solidarity among the members.

importance of paying union dues and ensure that management remit the due to the union promptly. They are also expected to explain to members the reasons behind special levies; if any.

(iii) Education and Enlightenment of members

The branch executives are responsible for the education of members on issues such as overtime premium, incentives, calculation of accident claims where applicable, company rules and regulation, union policies etc. and also setting of good standard through their adherence to union and company rules. Since Branch executives are expected to educate members, they must also necessarily be educated.

(iv) Settling of Grievances

The branch executives are also to ensure that conditions of work are maintained according to standard and that workers are not victimised and unfairly treated.

3. SOME SPECIFIC ROLES OF PRINCIPAL BRANCH EXECUTIVES

(i) The Chairman

The Chairman is the chief branch executive officer. He/She must therefore be capable of presenting facts and proffering solutions to members and the management. The Chairman should have a good knowledge of the branch, the union's constitution, know the rules relating to procedures. His major roles include, integrating all of the work in the union and presiding at membership meetings. As a Chairman, he is expected to prepare a great deal before attending meetings and such include, setting agenda in cooperation with the Secretary, and arrange in advance to have committee if there is the need for one

While presiding over the meeting, the Chairman is expected to allow democratic principles prevail i.e. all members should have the opportunity to speak.

(ii) The Secretary

He is the builder of the collective memory of the union through written records. This, he performs through maintaining the minutes of every meeting. It is worth noting that a good minutes is one that is clear, concise and free of ambiguity. In collaboration with the chairman, the Secretary prepares the agenda of every meeting.

(iii) The Treasurer

The financial officer usually called the treasurer is the watch dog of the union's money. It is mandatory for the treasurer to see to it that the money is collected efficiently and disbursed only for the purposes authorised by the appropriate organs of the union. He keeps his mind on such questions as method for collecting dues, for keeping books and records.

The Treasurer is also expected to concern himself or herself with all the questions dealing with the financial problems of the union.

(iv) Six (6) Other Executive Members

The main duties of the six executive members are to support the three principal officers in their day to day activities and head different committees instituted by the union such as welfare, health and safety etc.

The branch committee has the responsibility to render financial report to the members in the branch. Each branch executive committee is required to render account of the monthly allocation to the Zonal Secretary. Only the branch committee can approve sitting allowances for the principal branch officers. Shopsteward committee has the responsibility to elect shopstewards. Shopstewards are not to be hand-picked by the branch executive committee.

4. THE POSITION OF THE BRANCH EXECUTIVES IN THE UNION STRUCTURE

The branch executives occupy a strategic position within the union overall structure. The executives are the link of all correspondences between the union and management, the union and workers/members. They are so crucial that, it is believed that the branch executives' method of handling union matters naturally shape the attitude of the members and indeed the management.

5. LIMITATIONS AND DISCIPLINE OF BRANCH EXECUTIVE COMMITTEE

The branch executives are vested with the power of managing the branch union. Yet, their areas of jurisdiction are subject to the approval and overall co-ordinating efforts of the Zonal Secretary in charge of the branch. For instance, the branch executives cannot embark on any strike action without the approval of the national secretariat through the Zonal Secretary.

Also the union constitution states that "any Branch Executive or Executives may remove any member found guilty of serious misconduct by a two third (2/3) vote of no confidence during any of the executive committee meeting with the Zonal Secretary in attendance. The CWC or NEC can dissolve branch executive committees that falls short of expectation.

ACTIVITY 4
UNDERSTANDING THE BRANCH UNION

Aims:

To help you:

- * Know about the branch union.
- * Know about the duties and roles of the branch executive committee.

Tasks:

In your small groups:

- * Explain what a branch union is.
- * List the duties of branch executive committee.
- * List the duties of principal branch officers, namely the Chairman, Secretary and Treasurer.

**UNDERSTANDING COLLECTIVE (SUBSTANTIVE)
AGREEMENT BETWEEN N.U.T.G.T.N.
AND N.T.G.T.E.A.**

1. WHAT IS A COLLECTIVE AGREEMENT?

(i) Collective Agreement is a signed document containing the outcome of negotiation between the management or representatives of employers (association) and the workers represented by their trade unions.

(ii) Collective Agreement is very important in work relations. It is an outcome of collective bargaining and negotiation between workers and management.

(iii) In the textile industry, collective agreements are between the employers' association known as the Nigerian Textile, Garment and Tailoring Employers' Association (N.T.G.T.E.A.) and the workers represented by the National Union of Textiles, Garment and Tailoring Workers of Nigeria (N.U.T.G.T.N.).

(iv) Collective agreement lays down the rules governing the conditions of employment in the industry. In the collective agreement between the NUTGTWN and the N.T.G.T.E.A., there are many articles defining workers condition of employments. They include the following:

- probation period for new employees,
- abolition of daily paid system,
- hours of work,
- annual leave and leave benefits,
- redundancy benefits,
- transport and housing allowances, and basic wage.

2. UNDERSTANDING THE LEVELS OF AGREEMENT

Collective Agreements are entered into at two levels in the textile industry, namely at plant and national levels.

(i) In discussing the differences between plant agreement and national agreement two things come to mind: **the scope of coverage and issues to be discussed.**

(ii) National agreements have general application to all workers and employees in the textile industry, while local agreements have specific applications to the individual factory or branch.

(iii) The scope of coverage of national agreements involves both procedural and substantive issues, while local agreements often deal with substantive issues and the interpretation of procedural aspect of national agreements as it affects the specific industry.

3. NATIONAL AGREEMENT

Items for national negotiations are contained in clause 2b of the Procedural and Collective Agreement. The items are listed as follows:

- | | |
|------------------------------|--------------------------------------|
| (a) Wages and Salaries | (b) Overtime Payment |
| (c) Hours of Work | (d) Annual Leave and Leave Allowance |
| (e) Housing and Rent Subsidy | (f) Transport Allowance |
| (g) Gratuity Benefits | (h) Redundancy Benefits |
| (i) Night duty Allowance | (j) Out-of-Station Allowance |
| (k) Medical Facilities | (l) Acting Allowance |

(m) Death Benefits; and other matters as may be agreed upon from time to time between the Association and the Union.

4. LOCAL/PLANT AGREEMENT

This varies from plant to plant and cover such items as heat and dust allowance, soap allowance, long service award, annual bonus, loans of different types and welfare issues as well as such items not contained in clause 2(b) i.e., such items not covered by national agreement, although plant agreement may include possible improvement on the national agreement.

ACTIVITY 5

UNDERSTANDING COLLECTIVE (SUBSTANTIVE) AGREEMENT

Aims:

- * To understand what substantive agreement is.
- * To understand the scope and content of national and plant agreement.

Tasks:

In your small groups:

- * Discuss what substantive agreement is.
- * Discuss the difference between plant and national agreement.
- * List the items in national agreement.
- * List items contained in your company agreement.

Elect a Reporter.

UNDERSTANDING PROCEDURAL AGREEMENTS BETWEEN N.U.T.G.T.W.N. AND N.T.G.T.E.A.

1. 1 WHAT IS A COLLECTIVE AGREEMENT?

(i) Collective agreement is a signed document containing the outcome of negotiations between the management or representatives of employers association and the workers represented by their trade unions.

(ii) Collective agreement is very important in work relations. It is an outcome of collective bargaining and negotiation between workers and the management. It deals with the distributional aspect of work relations.

(iii) In the textile industry, collective agreements are between the employers' associations known as the Nigerian Textile, Garment and Tailoring Employers Association (N.T.G.T.E.A) and the workers represented by the National Union of Textiles, Garment and Tailoring Workers of Nigeria. The agreement is in two parts, namely:

- Procedural Agreement
- Substantive Agreement

2. 2 PROCEDURAL AGREEMENT: DEFINES RULES IN THE WORK PLACE

(i) Procedural agreements serve as the 'constitution' or the set of rules governing relationships between employers and employees. They are agreements that spell out the various steps to be followed in the day to day interaction with the employers. Procedural agreement deals with qualitative aspect of the relationship between employees and employers at workplace. The procedural agreement between the union (NUTGTWN) and the employers' association (N.T.G.T.E.A) reached on the 12th day of January 1979 covers 18 clauses, the understanding of which will provide necessary guide that will assist us in carrying out our duties as union representatives. They are:

Clause 1

(a) The Association and the Union recognize their respective responsibilities, under the Federal, State and Local laws, custom, conventions and practices relating to companies, Trade Unions and employments.

(b) The Association and the Union recognize the moral principles involved in the area of the rights of everybody within the Constitution and have re-affirmed in this instrument of National Joint Industrial Negotiating Council (hereinafter called the Council) and Collective Bargaining Agreement their commitment not to discriminate because of race, creed, colour, sex or religion.

(c) The Association and the Union recognize the need to harmonise their relations for the mutual benefit of members of both parties in the pursuit of the social and economic goals of the country. Both are in the same business and success of that business is vital to all concerned. This requires that both the Association and the Union work together to the end that the quality and cost of the product will prove increasingly satisfactory and attractive so that the business will be continuously successful. The Association holds that the basic interest of employees are the same. However, at times, employees and employers have different ideas on various matters affecting their relationship.

(d) The Association and the Union are convinced that there is no reason why these differences cannot be peacefully and satisfactorily adjusted by sincere and patient efforts on both sides within the principles of justice, equity and fair play.

Clause 2: Recognition and Union Security

(a) The Association recognizes the Union as the only exclusive representative of all the employees of the various companies constituting the Association except those set in Clause 3(a) below. The recognition of the Union shall remain in force as long as the Union remains on the list of the Registrar of Trade Unions or such Government Agent as may be charged with such responsibility; and the Union has membership within the jurisdiction of member companies of the Association.

(b) The Association agrees to meet, handle, and bargain with the representatives of the Union on the following items: (a) Wages and salaries, (b) Overtime payment, (c) Hours of work, (d) Annual Leave and Leave Allowance, (e) Housing and Rent Subsidy, (f) Transport Allowance, (g) Gratuity benefits, (h) Redundancy benefits, (i) Night Duty allowance, (j) Out-of-station allowance, (k) Medical facilities, (l) Acting Allowance, (m) Death benefits and other matters as may be agreed upon from time to time between the Association and the Union.

(c) The representatives of the Union shall be as notified the Association by the General Secretary of the Union or his accredited representative from time to time, and same shall apply to the Association.

Clause 3: Employees Covered

(a) For the time this agreement is in force, the following shall not become or remain members of the Union, neither be deemed entitled to be covered by the provisions of this agreement. Any employee who holds a senior post and whose action might thereby become the subject of grievance or dispute.

(b) The parties agree that the Union shall in no way be responsible for or act as the agent of such personnel as mentioned in Clause 3(a).

Clause 4: Negotiation Body and Patterns

(a) Formal negotiation relating to items listed in Clause 2(b) above shall be conducted by the National Joint Industrial Negotiating Council acting under the terms set below in Clause 5 of this agreement.

(b) There shall be ONE National Joint Industrial Negotiating Council for the industry to deal with all negotiable matters of common interest mentioned under Clause 2(b) of this Agreement provided that any negotiable matters of domestic nature (e.g. Dust Allowance, Heat Allowance, Long Service Award) and such items outside Clause 2(b) shall be negotiated at plant level with the Assistant General Secretary of the Union for that Zone.

Clause 5: Constitution of the National Joint Industrial Negotiating Council

(a) The name or title of the Council shall be "the National Joint industrial Negotiating Council" (hereinafter called the Council).

(b) Object of the Council

The objects of the Council shall be:

(i) To secure the largest possible measure of agreement and co-operation between the Association and the Union in all matters listed under Clause 2(b) of this Agreement, with a view to increasing efficiency and productivity combined with the well being of those employed.

(ii) To vary or amend from time to time agreements, decisions or findings reached by the Council.

(iii) To secure the speedy and impartial settlement of real and alleged disputes and grievances, on negotiable matters.

(iv) To consider the adequacy or otherwise of the machinery for settlement of grievances between parties in the industry and hence to use their best endeavours to ensure that no strikes, lockouts or any other action likely to aggravate the situation shall take place until such a time as the machinery provided by the Law for the settlement of industrial disputes has been exhausted.

(v) The Union recognizes that the services of those Company employees engaged in ESSENTIAL SERVICES safeguard the interest of both parties. In the event of any industrial action, the Union shall not withdraw employees in those services. These services include Security Staff, Medical Staff, as well as Confidential Secretaries attached to Heads of Department.

Clause 6: Membership

(a) The membership of the Council shall be twenty (20) members consisting of ten (10) accredited representatives of the Association and ten (10) accredited representatives of the Union.

(b) The Council may when required, invite an expert on any subject, to offer advice to the Council. Such an expert may, attend Council meeting for that purpose only.

(c) Officer

The Chairman of the Council shall be the Association's representative; the Vice Chairman shall be a Union representative.

(d) The Chairman in Council shall be not counted or regarded as one of the representatives of either party.

(e) Quorum

A quorum shall consist of not less than five (5) representatives of the Association and five (5) representatives of the Union.

(f) Minutes: The Association shall provide secretarial services. The record of proceedings shall be circulated to all members well before the next meet.

Clause 7: Agreement

(a) Agreements reached between the Association and the Union shall be reduced to writing and signed by at least five representatives of each side.

(b) All agreements herein and hereafter made by both parties in accordance with the provisions and processes duly established in this instrument or thereafter, shall constitute the only and absolute code of conduct regulating the relations between the Union and the Association on matters within the scope of this instrument of the Council.

(c) None of the parties shall introduce any new measure which is within the scope of this instrument without the consent of the other party and in accordance with the terms of this instrument.

(d) The violation of any part of this instrument or as shall from time to time be amended, or the violation of agreements arising from the operation of this instrument shall constitute a grievance.

Clause 8: Disagreement

(a) Should the Council fail to reach agreement on any matter, the point of disagreement shall be reduced to writing and signed by both the Chairman and

Vice Chairman. Thereafter it shall be dealt with in accordance with the provisions of any legislation/decrees governing Trade Disputes which may be in force.

(b) In case of protracted negotiation, an effective date of agreement shall be established for the whole or part thereof, and shall be such be binding. Where the agreements attract the prior approval of the appropriate authority, the Council agrees to seek and obtain such approval before implementation.

Clause 9: Amendments

The Council shall have the power to amend or add to this Constitution as it may think fit and in doing so shall follow the procedure for ordinary meetings.

Clause 10: Appointment of Committee

The Council may appoint from its own members, standing or other committees to consider matters within its terms of reference or touching on procedure. A Committee so appointed shall report its proceedings to the Council. The Committees may include persons who are not members of the Council.

Clause 11: Management Clause

The Management of the business which includes employment, discipline, transfer and promotion shall be the prerogative of members of the Association. The exercise of such authority shall not conflict with this Instrument or Agreement or such other Agreements hereinafter concluded.

Clause 12: Union Clause

(a) The functions and operations of the Union shall be the exclusive responsibilities of the Union; the officials of the Union shall not be prevented from performing their Union functions desist from trade union obligations.

(b) The Association agrees that it shall not victimise, intimidate, discriminate against or take any action, inimical to the progress of any employee because of his trade union activities.

(c) Union Officials: In order to aid in the proper and quick disposition of grievance and other matters of mutual benefit and easy co-ordination of activities with the members of the Association to the advantage of both parties, it is agreed as follows:

(i) The Association members undertake to offer plant officials of the Union the necessary assistance and liberty to perform Union duties.

(ii) The official under this provision shall neither lose his seniority nor other benefits as a result of his activities as a Union official.

- (iii) The Local Union shall be provided an office in the plant.
- (iv) The members of the Association agree to provide bulletin board for the use of the Union in the various plants.
- (v) The members of the Association agree to allow the Union to hold meeting/ meetings at their premises but the Union shall always secure the consent of the Association member.
- (vi) Union members shall be granted paid leave of absence to attend Union meetings, courses, or such other trade union activities as may be agreed from time to time subject to the approval of the member of the Association concerned.

Clause 13: Check-off Operation

- (a) The Association shall check-off the wages and salaries of Union members in respect of dues as they from time to time become payable to the Union.
- (b) **Special Levies:**
Duly authorized levies by the Union General Secretary or his Deputy shall be honoured by members of the Association. The onus of educating the union members on the need for such levies shall rest with the union and the provision of the Labour Decree with regard to contracting out as in the case of check-off system shall also be applicable to the levies.
- (c) Such deductions shall in each instance be of such amounts of dues as are certified from time to time by the Union in accordance with Union Constitution to which the same authorization makes the same fully payable.
- (d) In the event of merger, amalgamation, consolidation or Federation with any other body as may be permitted by law, the Union, as beneficiary, shall be honoured by the Association in favour of the new successor resulting from such coming together.
- (e) The amount collected through check-off and levies from members of the Union shall be remitted as soon as possible.

Clause 14: Identify of Contracting Parties

- (a) The parties of this instrument agree that it shall have force and effect as between them as herein named and described, and that this instrument or any part of its items or term and agreements arising out of its operations shall be binding on both parties their lawful successors, assignee, and executors.
- (b) If the above named Union is merged into, fused or consolidated with or any exercise of joining other existing agreements at such time shall continue in force

and effect between the Association, its successor or assignee and the successor of the Union resulting from such merger or coming together.

Clause 15: Grievance Procedure

In the event of dispute arising from violation of agreements, unjust treatment or discrimination on an employee, a genuine effort shall be made to resolve the dispute in the following manners.

(a): **Individual Grievance**

First Step

The employee shall discuss the grievance with his Headman/Sectional Head and the Headman/Sectional head shall endeavour to settle the matter. Failing, the shop steward shall take this grievance to the senior person in charge of the section.

Second Step

Failing settlement under the first step, the branch Secretary shall take up the matter with the departmental manager.

Third Step

Failing settlement under Step 2, the grievance shall be taken by the branch Secretary or his representative to the Personnel Manager or his representative.

Fourth Step

Failing settlement under step 3, the grievance shall be referred to the Local Industrial Committee which comprises the Branch and Zonal officers and top Management of the Association member:

Fifth Step

Failing settlement, the grievances shall be referred by the branch/zonal officer to the General Secretary or his accredited representative who shall call for a meeting of the Council.

(b): **Collective Grievances**

Any grievance arising from branch, real or alleged, of existing terms and conditions of service in all the matters that are subject to negotiation which may affect any group of employees or any member of the Association shall be referred in the first instance to the member of the Association concerned. Concerted efforts of both branch/zonal or district officers and the Association member shall be made to resolve the grievances. Failing which the local/zonal officers of the union shall refer the grievance to the General Secretary or his accredited representative for further consideration by the Council.

(c) Failure to Agree

Failing under 15(b), the point in dispute shall be reduced to writing after which redress shall be sought through the Existing law on Trade Dispute.

Clause 16: Responsibility of Parties

The Association and the Union undertake that their officers and elected representatives shall accept responsibility for compliance by their members with the conditions and procedures laid down in this Agreement and agree to take all possible steps to prevent or bring to an end as speedily as possible, any action taken by their members which is at variance with this Agreement or the provisions of any other negotiated Agreement.

Clause 17: Press Release

The Association and the Union agree to conduct their negotiations in a spirit of mutual respect and goodwill and agree not to publish or broadcast any information or comment on any matter discussed or to be discussed unless such communication has been jointly agreed to.

Clause 18: Consultation

(a) The Agreement shall not preclude the establishment of Local Joint Consultative Committee at Local Plant or Branch Level. A Local Joint Consultative Committee shall allow the regular exchange of views and information between the Association member and representatives of its employees, on matters of mutual interest affecting efficiency of the industry and welfare of the employees.

(b) A Local Joint Consultative Committee shall not bargain on matters which are normally negotiable between the Association and the Union and which are covered by Collective Agreement.

(c) The Council may meet at the instance of either party to exchange views on matters of mutual interest e.g. Training.

ACTIVITY 6

UNDERSTANDING PROCEDURAL AGREEMENT

Aims:

To help participants understand the procedural agreement between the Union and the employers.

Tasks:

In your small groups:

- * Discuss the meaning of Procedural Agreement.
- * Discuss the items listed under the procedural agreement signed between the Union and Employers' Association.

UNDERSTANDING COLLECTIVE BARGAINING PROCESS

1. WHAT IS COLLECTIVE BARGAINING

(i) Collective bargaining is the lifeblood of any trade union. It involves a complex process of negotiation between the workers represented by the union and employers represented by employers' association.

(ii) Given the importance of collective bargaining in work-relations, workers' representation must strive to understand some important features of negotiation processes.

2. PROPOSAL

The first step in negotiating a new collective agreement or in reviewing an existing collective agreement involves preparation of proposals. A proposal is a comprehensive statement of demands put forward by the union for the consideration of the employer. In preparing the proposal, the needs of the workers are considered, so also is the position of the economy and the profitability of the industries. A well researched proposal is likely to hasten the process of negotiation rather than a proposal that is based on guess work. It is important we note, that a proposal is NOT an agreement. It is only a list of demands submitted for negotiation.

3. THE NEGOTIATION PROCESS

(i) The union and the employers' association meet on the appointed date and venue and negotiation commences. With respect to national negotiation, the meeting is usually chaired by the Chairman of the employers group with the Union's President as his Vice Chairman. The employers do prepare their own positions and counter proposals for each of the union's demand. For each position taken, reasons are adduced. Negotiation tasks the skill of the negotiation parties. It however involves more than argument and counter arguments. Negotiation may deadlock leading to disputes, go-slow or strikes. If agreements can not be reached, negotiations are often adjourned to allow both sides the time to reconsider their positions.

(ii) The employers' negotiating team is often led by the Executive Director of the Employers' Association and select Personnel Managers from representative member companies. The team is accountable to the Employers' Governing Council. On the hand, the Union's negotiating team led by the General Secretary, includes Assistant General Secretaries and a number of select national officers drawn from all the Zones of the Union. The workers are briefed on the progress so far made at every stage of the negotiation.

4. RATIFICATION OF AGREEMENTS

Having concluded the negotiation, agreement must be duly ratified by both the Union and the Management. Ratification is very important in negotiation process. This involves a process of consultation with workers by the union team and with employers by the Management team. Given the mandate to ratify an agreement both the union and management negotiators are expected to duly put their signatures on the Agreement. The union promptly communicates the agreement to members.

5. IMPLEMENTATION OF NEW COLLECTIVE AGREEMENT

Once a new collective agreement is signed the employers' association sends circulars to all member companies indicating the details of the new agreement. The union on its own part briefs all branch unions on the new collective agreement. The principle of implementation is that employers have the responsibility to pay the agreed rates, while the workers have the obligation to work on the terms agreed upon by their union.

It is important we note that the union is the only authentic source of information on the outcome negotiations. Information about outcome of negotiation should come from the union office.

6. SOME BASIC CONCEPTS IN BARGAINING

Arrears

(i) This is a term that is almost associated with collective bargaining process in the textile industry, yet, it is one term that is least understood and often misconstrued.

(ii) The principle is that a new agreement must take effect the day the existing one expires. Thus ARREARS means outstanding payment arising from late conclusion of a review of an expired agreement. The problem of arrears arises when new agreement to replace the old one is signed late or well after the expiry date of the old one.

Let us assume that an agreement expires in May 1995 and new agreement is reached by May 1995, then the new agreement will take effect from 1st June 1995. Strictly speaking in this case there is no arrears payable. However, if negotiation is delayed and agreement is not signed until July 1995, workers may then be entitled to payment of one month arrears in this case covering the month of June.

Minimum Wage

(i) Generally, government has the social responsibility to set the minimum basic wage payable to employees both in the public and private sectors of the economy. Minimum wage is defined as the lowest limit below which no employer should pay.

(ii) Using the machinery of collective bargaining, NUTGFWN has been able to achieve an industry minimum wage level higher than official approved minimum wage rate.

Total Emolument

(i) On resignation or termination, a lump sum of money already categorised based on the length of service and the current take home pay of the affected worker is paid to him/her.

(ii) This payment is calculated based on basic salary, housing allowance, transport allowance and meal subsidy. All these items constitute total emolument. These and others are contained in article VII and XVII of the collective agreement.

Duration of Agreements

Duration of agreement man the life-span of agreement. Increasingly, the tenure of agreement is getting shorter in the industry due to changes and unpredictable economic situation.

Sanctity of Agreement

(i) Once an agreement is signed, it becomes binding on the two parties i.e. the union and the employer.

(ii) Neither of the two parties should act contrary to the terms of the agreement.

(iii) Acting contrary to the terms of collective agreement is a violation that is injurious to the industrial relations process.

(iv) Abiding by the spirit and context of agreement makes the agreement sacred.

Re-opener Clause

A new dimension to recent collective agreements is the introduction of a re-opener clause in the May '93 agreement. This arises mainly from constant and often dramatic changes in the national economy and it is aimed to give the union the leverage to re-open negotiation whenever the situation demands.

IDENTIFYING AND TACKLING HEALTH AND SAFETY HAZARDS

1. WHAT IS HEALTH?

The World Health Organization (WHO), defines health as a state of complete physical, mental and social well-being and not merely an absence of disease.

2. WHAT IS SAFETY?

Safety simply means provision of an environment free from injuries, accidents and dangers, suitable for both employers and employees.

3. WHAT IS HAZARD?

Hazard is any condition in the workplace that can cause illness, accident, injury or in any way impair the mental, physical and social well-being of workers.

4. CAUSES OF OCCUPATIONAL INJURIES

Factors most commonly blamed here are the workers. Studies conducted around the world on the causes of occupational injuries however reveal that the main cause is the employer failure to provide healthy working conditions and safe work processes, while carelessness of the worker is the cause of only a small proportion of all occupational injuries and illnesses.

5. SIGNS FOR RECOGNISING HEALTH HAZARDS

- (i) Breathing problem:- may indicate exposure to harmful substances in the air.
- (ii) Eye irritation:- burning, redness, itching or watering eyes may indicate exposure to harmful substances in the workplace.
- (iii) Headaches, nausea and symptoms resembling drunkenness: may indicate exposure to chemical that affect the brain and/or nervous system.
- (iv) Odors: leading to irritation of the nose may indicate exposure to harmful substances in the workplace.
- (v) Skin irritation: redness or irritation of the skin may indicate exposure to dangerous chemical.
- (vi) Stomach problems: pain, vomiting and nausea may indicate exposure to health hazards in the workplace.

6. SIGNS FOR RECOGNISING SAFETY HAZARDS

Safety hazards which could lead to accidents include exposure to:

- (i) blocked passage-ways and exits
- (ii) electrical hazards
- (iii) flammable or explosive chemicals
- (iv) machines without guards or barriers
- (v) sharp or moving machine parts
- (vi) slippery floors
- (vii) heavy objects
- (viii) hot/cold objects

7. WHAT CAN BE DONE TO CONTROL OCCUPATIONAL HAZARDS

Recognition of health and safety hazards calls for control. This should aim at minimising or eliminating workers' exposure to the hazard. Any control programme should meet the following standards:

- (i) It should fully control the hazards.
- (ii) It should protect the health and safety of all workers potentially exposed.
- (iii) It should allow workers to carry out their job without increased discomfort or stress.
- (iv) It should not spread the hazards in other areas or into the surrounding environment.

Hazards can be principally controlled at three different levels in the workplace:

- (i) at the source
- (ii) along the path
- (iii) at the receiver

8. (a) CONTROL AT THE SOURCE

Controlling a hazard at its source means either eliminating it completely or reducing worker's exposure to it through changes in the worksite, work process or in the tools, materials and equipment used in a job. Control at the source involves:

- (i) *Elimination*: This is the most successful method, but very expensive. This involves eliminating completely, those work processes or chemical that are hazardous to workers' health.

(ii) *Substitution*: This is the best alternative to elimination. It could mean replacing a hazardous material with a safer alternative or redesigning a work process, or even stop producing some products.

(iii) *Enclosure*: Enclosing totally or partially dangerous work process, could help in control.

(iv) *Ventilation*: General ventilation pulls fresh air into the workplace to dilute airborne contaminants to a safer level.

(v) *Isolation*: This entails moving work processes or operations to a part of the plant where fewer workers are exposed.

(b) CONTROL ALONG PATH

Control along path may be in form of (local ventilation) i.e. close to the very source of hazard or in terms of (general ventilation) i.e. along the ways the hazard reaches the worker.

(c) CONTROL AT THE WORKER

Personal devices should be used to protect workers from an uncontrolled hazard. Clothing outfits, respirators, goggles and ear muffs are all examples of personal protective devices.

HOW CAN TRADE UNIONS TACKLE OCCUPATIONAL HAZARDS?

The wide range of health and safety hazards faced by textile workers, should be approached in a systematic way. A step-by-step action plan as listed below is necessary:

- (i) Inspect the workplace: detect hazard and interview members.
- (ii) Collect information: about health and safety hazards, product identities, exposure limits, protective measures, concerning all hazards materials or process.
- (iii) Decide what the priority issues are: numerous and varied health and safety problems in the textile industry needs adequate attention and orderliness in the tackling of the problems. There are three ways the union can approach health and safety problems facing the members. They are:
 - (a) Use of the legislation.
 - (b) Setting up of health and safety committee.
 - (c) Health and safety clause in the Collective Agreement.

10. USE OF HEALTH AND SAFETY LEGISLATION

The occupational health and safety laws of many countries including Nigeria provide workers with some rights with regards to healthy and safe working environment. These rights include the right to participate in and promote health and safety programmes and training and the right to complain to the labour inspectorate on specific hazards. These rights are actively utilised by unions through vigilance and, prompt notification of authorities when a problem arises. In getting management's commitment, specific legal standards being breach should be documented to help get management to correct the hazards. The most acclaimed health and safety laws in Nigeria are:

- (i) Factories Decree 1987.
- (ii) Workmen's Compensation Decree 1987.

11. SETTING UP HEALTH AND SAFETY COMMITTEE

This is one of the best means of monitoring and tackling occupational hazards. Effective health and safety committees are constituted to prevent workplace's injuries and illness as well as correct recognised hazards. Health and Safety Committee is a body or group of person nominated from the workers, union and management to find ways of elimination or prevention of, health and safety problems in the workplace by looking for the facts about the causes of the problems through inspection, investigation and getting information from members. A good union representative who is accountable to the members and a shopsteward who have a wealth of experience on health and safety jobs are qualified to be in the health and safety committee.

12. HEALTH AND SAFETY CLAUSE IN THE COLLECTIVE AGREEMENT

Health and Safety is an important trade union issue just as say wages and salaries. Thus it should also form part of active bargaining and should form part of the collective agreement with the employers. Health and safety clauses in the collective agreement must, among other things, state the responsibility of both the employer and union in the area of health and safety.

ACTIVITY 7

IDENTIFYING AND TACKLING HEALTH AND SAFETY HAZARDS

Aims:

- * To help you identify and tackle health and safety hazards in the industry.

Tasks:

In your small groups:

- * Discuss what is health.
- * Discuss what is safety.
- * Discuss what is hazard.
- * Identify causes of occupational injuries in the factory.
- * Identify signs for recognizing health and safety hazards in the factory.

UNDERSTANDING GRIEVANCE AND GRIEVANCE HANDLING PROCEDURE

1. GRIEVANCE AND GRIEVANCE HANDLING PROCEDURE

(i) Conflicts in human relations are inevitable, hence the processes and procedures of their settlement have great impact on the nature of interactions at work.

(ii) Grievance settling is one of the most important duties of a trade union. After a union has been formed, the settlement of grievances will determine whether it will prosper and grow or wither and die from want of support.

(iii) Only when members feel that the union is actually their individual representative and their personal protector will they make the union an essential part of their working lives. Thus, it is important for union representatives to know what grievances are all about and the process for resolving it.

2. WHAT IS A GRIEVANCE?

(i) A grievance is an expression of conflict. It is a complaint or stated dissatisfaction by a worker or a group of workers with their job, pay, perceived injustice by a superior officer or other aspects of employment.

(ii) A grievance centers not only on employee-employer relations but also on employee-employee relations. Grievances in the workplace may range from employees' complaint over unjust dismissal, to workers' general complaints over management refusal to implement aspects of the collective agreement and even complaints by employees against obstructive attitudes about some employees at work.

(iii) For a complaint to be treated as a grievance, two conditions must be satisfied. The complaint must be as a result of specific act or omission by the employer or his agent. It is not enough to suspect, that the employer is planning an act which might be unfair to the workers or the union, he must accomplish his plan. Yet if there must be suspicion about any unfair labour practices, let the suspicion be based on facts and investigations. The complaint must also relate to matters involved in labour management relations. For instance a disagreement on the use of toilet facilities between a worker and a supervisor who share the same accommodation in a rented apartment outside the workplace may not be a grievance.

3. CAUSES OF GRIEVANCE

The causes of grievance in the workplace are many and varied. Some causes include the following:

- (i) a failure to comply with existing agreement i.e. when management refuses to implement new agreements.
- (ii) misinterpretation of established terms and conditions of service.
- (iii) poor conditions of work i.e. poor ventilation, poor health and safety practices.
- (iv) poor industrial relations practices i.e. high handedness on the part of Supervisor and Managers. Lack of respect for procedures.
- (v) harsh economic climate i.e. low wages, high rate of inflation.
- (vi) government economic and social policies i.e. increase in the prices of petroleum products, government tax policy etc.

4. KINDS OF DISPUTE IN THE WORK PLACE

Basically, there are two broad categories of disputes in the workplace. These are individual grievance and collective grievance:

(i) Individual Grievances

Individual grievance are grievances which occur in the course of daily interaction between a worker and his co-workers and or between worker(s) and his/her Head by Supervisor or Manager. They are due mainly to perceived injustice or unfair treatment, alleged violation of company rules etc.

(ii) Collective Grievances

Collective grievances pertain to violation of rights of all employees as provided for in the existing agreement. They include labour standard violations, and violations of existing collective agreement or arbitration award.

All grievances can further be classified into two, disputes of interest and disputes of right.

5. (i) Dispute of Interest

Grievances of interest are grievances that arise in the negotiating a new collective agreement or in securing new economic benefits. For instance, if workers complain of the need for company to pay them medical allowances or extend medical facilities to members of their families and management raises an objection, these constitute dispute of interest.

(ii) Dispute of Rights

Grievances of rights pertain to violation of rights as provided for in the existing agreement. Grievances of rights include labour standard violations, violation of tenure brought about by unjust dismissal or suspensions and violation of an existing collective agreement or arbitration award.

6. HANDLING GRIEVANCES

Grievance handling refers to the systematic process of solving employment related problems between worker or the union and the management. In all industries where collective bargaining operates there exist as part of the collective agreements, a grievance procedure voluntarily agreed upon by the union and the management. This procedure forms part of the procedural agreement. (See Understanding Procedural Agreement).

One of the basic skills in grievance handling is knowing which types of grievances are covered by the grievance procedure. Branch officials and shopstewards should take note of the scope of the grievance machinery as contained in the collective agreement booklet.

(i) Collective Grievances

The union's collective agreement specifics that any grievance arising from breach, real or alleged, of existing terms and conditions of service in all matters that are subject to negotiation which may affect any group of employees or any member of the Association shall be referred in the first instance to the member of the Association concerned. Concerted efforts of both branch/zonal or district officers and the Association member shall be made to resolve the grievances, failing which the local/zonal officers of the union shall refer the grievance to the General Secretary or his accredited representative for further consideration by the council.

(ii) Individual Grievances

To ensure that on daily basis workers get the best possible service from the union with regard to individual grievances, branch officials and shopstewards are expected to study constantly and follow the 5 steps for resolving individual grievances as contained in the grievance machinery.

(a) First Step

The employee shall discuss the grievance with his Headman/Section Head and the Headman shall endeavour to settle the matter. Failing the shopsteward shall take this grievance to the senior person in charge of the section.

(b) Second Step

Failing settlement under first step, the branch secretary shall take up the matter with the departmental manager.

(c) Third Step

Failing settlement under step 2, the grievance shall be taken by the branch Secretary or his Representative to the Personnel Manager of his Representative.

(d) Fourth Step

Failing settlement under step 3, the grievance shall be referred to the local Industrial committee which comprises the branch and zonal officers and top Management of the Association member.

(e) Fifth Step

Failing settlement, the grievances shall be referred by the branch/zonal officer to the General Secretary or his accredited representative who shall call for a meeting of the council.

7. USEFUL HINTS FOR UNION REPRESENTATIVE ON HANDLING WORKERS PROBLEM

As shopstewards and branch officials we need evidences and facts to support our position at every stage of the grievance machinery. To get these facts and evidences the following hints will be useful;

(i) Interview the worker

- Find out:
- what happened?
 - when it happened?
 - who did it?
 - where it happened?
 - why it happened?

This process needs to be carefully carried out, because, workers not only often misrepresent or misunderstand the fact, but in panic sometimes deny them before management. Union representatives do not help the worker or the union by taking up a matter that is not a legitimate grievance. Such grievances are always lost, and too many lost grievances destroy the confidence of the worker both in the branch office and the union as a whole. It is therefore important to check the facts carefully and tell the worker truthfully and frankly whether or not he has a legitimate grievance.

(ii) Define the Grievance

Define the grievance based on the following questions:

- (a) Has any provision of the collective agreement been violated?
- (b) Has any work rule or regulation been misapplied?
- (c) Has any custom or convention (common practice) at the workplace been violated?
- (d) Has the worker been unfairly treated by any act or omission of management?

Sometimes, it is not quite easy to know whether the worker has a good case or not. In such situation one should give the benefit of doubt to the worker, the union is his representative and his defender.

(iii) Formulate Arguments

The branch officials then formulate arguments in support of their position and collect evidence in the form of information and the testimony of witnesses to the incident which caused the grievance. The supporting evidence is usually noted down for assistance of whoever may be presenting the case for the union.

(iv) Decide the Remedies desired

It is not enough to point out what wrong has been done. The union must also indicate what must be done to correct it. For instance, repayment of lost wages, re-instatement of aggrieved worker in his job, etc. Having done this preparatory work the shopsteward can then take on the grievance following the steps specified in the collective agreement.

(v) Prosecute the Grievance

The branch officials or the zonal secretary or a combination of both of them prosecute or follow up the grievance at the appropriate stage of the grievance machinery until a settlement is reached. If a grievance is not settled at the local plant level, it is then referred to the General Secretary or his accredited representative for further consideration by the council. When the local grievance procedure is exhausted and settlement could not be reached, the point in dispute shall be reduced to writing after which redress shall be sought through existing laws on trade dispute. However, we must note that the law promotes the use of trade dispute procedure only as a last legal resort to grievances settlement.

Thus, it is incumbent upon as branch officers, to try to settle grievance at the local or plant level by exhausting the grievance machinery as stipulated in the collective agreement between the Union and the employers' association.

ACTIVITY 8

UNDERSTANDING GRIEVANCE AND GRIEVANCE HANDLING PROCEDURE

Aims:

To understand the concepts of Grievance and Grievance Handling Procedure.

- * Identify causes of grievances steps to resolve them in the industry.

Tasks:

In your small group:

- * Discuss what Grievance and Grievance Handling Procedures are.
- * The differences between disputes of rights and disputes of interests.
- * Identify five steps to be taken in resolving disputes.

WORKERS AND PRODUCTIVITY IMPROVEMENT IN THE MILL

1. INTRODUCTION

WHAT IS PRODUCTIVITY?

(i) Labour productivity is a measure of the amount of output produced by a group of workers in a specific period of time. It is the measure of the relationship between output and input provided to generate the said output. International Labour Organization (ILO) defines productivity "as the efficient use of resources - labour, capital, land, materials energy, information in the production of various goods and services."

(ii) There are three important things in measuring labour productivity. They are the units of output produced, the number of workers employed and the period during which production takes place.

2. MEASUREMENT

(i) It is possible to carry out a simple measurement of the productivity of a group of workers. First we can multiply the number of the workers employed with the hours they work to get the man-hours worked. We can then proceed to calculate labour productivity by dividing the unit of output of a group of workers by the number of labour hours required for production.

(ii) We must note that calculating labour productivity is more complex than the above simplified approach. In the first place, it is sometimes difficult to measure the units of output produced by a group of workers. A textile industry for instance produces tangible good: metres of cloth. Tangible goods as unit output are measurable. However in service industries, intangible goods are not easily countable or measurable as good. What for instance is the productivity of a group of civil servants? Or, what is the productivity of a group of soldiers? Defining the units of measurement in these cases is difficult.

(iii) Another difficulty in measuring productivity lies in the fact that any product or service usually goes through several stages of production before it is a finished product. Each stage of production will normally involve the work of people with different skills, education and experience. In short, not all labour producing a product or service is the same. Adding the labour of different workers together is like adding beans and porridge. After doing the addition, we can say that we have so much quantum of food, but at the back of our minds, we know beans and porridges are not comparable.

(vi) An example of this problem applies to our company where we combine labour of unskilled, clerical and managerial workers together to arrive at the total hours spent to produce, distribute and sell some metres of cloth.

(vii) There is no way to completely get around this problem. One partial solution is to separate the entire operation into smaller tasks done by similar groups of workers, and calculate the productivity of each group separately. For example, we may separate the workers in a textile industry into groups such as production workers, clerical workers, management staff, etc. and then calculate a labour productivity figure separately for each group. The point to remember is that in one way or the other all categories of workers contribute in their respective ways to production and that in principle productivity is measurable. Nowadays, the views about productivity are much more broader than just the output produced. Emphasis is now more on the quality produced, that is how efficient are the output guaranteed at the shortest possible time.

3. IMPORTANCE OF PRODUCTIVITY

(i) increase or decrease in the productivity have decisive effects on the company's profit or revenue position. With improved productivity the company will be able to generate more revenue and profit assuming the goods are sold. This explains why most employers have interest in enhanced output.

(ii) Increase in productivity and level of income to the enterprise will also strengthen the Union's bargaining position for high wages and improved working conditions. This changes in productivity have considerable effects on the standard of living, employment and wage levels. Which means both the employers and employees must be concerned about how to improve productivity in their company.

4. HOW TO IMPROVE PRODUCTIVITY IN THE MILLS

Both the employees and employers have to devise ways to improve on productivity. These include the following:

(i) **Imbibe Work Culture and Ethics:** Thirty-four (34) years of political independence, some workers are yet to internalize the culture of work. Work is still mistaken for an extension of pursuit of pleasure and leisure. Every worker needs to know that work is an action involving effort or exertion, directed to a definite goal. Work is one's regular occupation and above all, a means of gaining one's livelihood. Thus work goes with certain ethics that compel employees to have certain responsibilities and duties which will justify their pay and benefits.

(ii) **Punctuality:** Factory work calls for punctuality. It must be recognized that modern-work is time-scheduled and therefore time-discipline is the key word.

We must not only be seen to report on time, but to be seen that we do not mark time, but rather do jobs assigned to us while at work.

(iii) **Avoid Absenteeism:** Absenteeism could lead to loss of pay and loss of productivity which in turn, prevents the fortunes of both workers and company. Thus, both the workers and the company are losers in instances of persistent absenteeism. Absenteeism may also force management to retain a large number of casual workers which is not good for those employed and the union as a whole.

(iv) **Management Prerogatives:** Clause II of the union's Procedural and Collective Agreement deals with 'Management Clause'. The clause says that the business of management is to employ, discipline, transfer and promote. However, it is the responsibility of the Union to see that the management's right is not unfairly exercised. We must nonetheless recognize the right of management to set production target and define production norms with a view to increasing productivity, again provided the exercise of this right does not adversely affect the health and general welfare of the workforce.

(v) **Follow and Respect Procedures:** Every union member and shopsteward and branch executive in particular, must be familiar with the company and union rules as regards negotiation and handling of disputes. Cheap and easy resort to stoppage and strikes at the slightest dispute may prove more costly and difficult than following the procedures. This is because with strikes, lock-out and violence in extreme cases, there is loss of production and injury to all the concerned parties. Whereas with respect for procedure we learn the virtues of patience, the skills of how to put up a case and communicate, and above all, get results with minimum risks.

(vi) **Effective Management:** When workers have demonstrated the willingness to work, the styles of management have considerable impact on the level of productivity. It has been established that in most work establishment, management accounts for a greater proportion of productivity gains or losses. Thus the role of effective management in productivity improvement is important. Management should thus evolve just and fair personnel policies, well defined job-classification and work rules.

(vii) **Motivating the Work-force:** Labour is an indispensable means for improving productivity. Thus people which include, workers, engineers, entrepreneurs and trade union members need to be motivated to contribute to improved productivity. Motivation may take both monetary and non-financial incentives, namely wages and salaries, gratuity, training, job rotation and general welfare plans.

ACTIVITY 9

WORKERS AND PRODUCTIVITY IMPROVEMENT

Aims:

- * To know the concept and importance of productivity.
- * To know various ways productivity can be improved in the industry.

Tasks:

In your small group:

- * Consider what productivity is.
- * Suggest various ways productivity can be improved in the mill.

THE ROLE OF COMMUNICATION IN LABOUR/ MANAGEMENT RELATIONS

WHY COMMUNICATION AT THE WORKPLACE?

(i) Communication is the process of transmitting information, ideas, attitudes, set of rules from employees to employer, employer to employee or between employees and employees.

(ii) Communication is important and indispensable in Labour/Management relations.

Communication could be described as the live-wire of labour/management. Most often, we find out that when communication is down played at workplace, unpleasant relationship develops. This eventually, give way to low productivity moreso, when lack of communication leads to strike actions, firing of workers by management, closure of factories and other disputes.

(iii) Communication can also be described as the problem-solver in labour/management relations. While seeking improved conditions of service, there are disagreements between workers and management, however, when both meet during negotiations, their ideas are expressed, argued upon, discarded, amended, and accepted through communication.

(iv) By informing workers about the financial and business state of the company, management spreads the knowledge among the employees. In this way, the employees will know how they fit in within the enterprise.

2. METHODS OF COMMUNICATION

Basically there are two major methods of communication. They are; Formal and Informal modes.

(i) Formal when communication flows according to the official organisational structure, it is said to follow formal communication network. Formal communication is always written or recorded. Formal communication may be Downward, Upward or Horizontal.

(a) **Downward Communication:** This is the flow of message in the establishment or relationship from the superiors to subordinates. In the company, it takes the form of communication from the General Manager to the management staff down to supervisors and the workers. Usually, downward communication takes the following channels: interrogation memos, departmental briefings, face to face conversation with subordinates, company newspaper, bulletins, letters, posters, telephones and rallies.

It is often used to maintain discipline, motivate and foster good labour/management relationship, job appraisal and evaluation of individual outputs.

(b) **Upward Communication:** This is the exact opposite of downward communication. In this mode, ideas, feelings and perceptions of lower level of employees (subordinates) are communicated to those at the higher level (supervisors). It provides forum for subordinates to ask questions, provide feedback and suggestions to their supervisors. This may include situations like: grievance handling, opinion survey, communique and resolutions.

(c) **Horizontal Communication:** This involves the exchange of messages among people on the same organisational level of authority. It operates on department level and it involves task, coordination, problem-solving, conflict resolution, information sharing and human relations in general.

(ii) **Informal Communication:** This involves all communications that are not communicated through the formal organisational chart. Informal channels of communication may promote grapevine and rumours. The informal methods of communications are often open to distortion.

3. WHAT NEEDS TO BE COMMUNICATED AT WORKPLACE

It is important to identify some important subject areas of importance to both the management and workers alike. The identified areas include the following:

(i) **Progress and Growth of the Company**

It is important that workers are regularly briefed about company performance, whether it is in terms of productivity, sales or income. This kind of message is better passed on by managers and supervisors. It is a form of downward communication. Examples of areas covered by this type of communication include: product sales, development of subsidiaries, productivity figures, prices of raw materials, departmental performance, new products, company achievements, etc.

(ii) **Profitability**

Knowledge about financial performance of an enterprise is important to both the employees and employers. Many employees do not know how profitable the company is nor do they know how the profit is spent. It is important especially in the condition of economic crisis for employees to be informed on: company income, distribution of income, tax paid, net company profit, etc.

(iii) **Plans of the Company**

Employees must be informed about company plans and prospects. They must know the uncertainties in business and management plans to cope.

(iv) **Policies of the Company**

Often, employees get to know about certain things, in the company only when they run into problems. Yet it would have been better if they had been well informed before hand. It is imperative to put across, managements' views and policies from time to time. Policy information must cover the following: payment systems, job evaluation exercise, promotion procedure, employees' loan schemes, health and safety rules, pension scheme, employee car-purchase scheme, etc.

(v) **People**

Communication should not necessarily be about work-processes alone. But above all, about the people who work in the enterprise. The burden of getting this information across lies with the management. Workers must know about changes in their pay and working conditions. Areas dealing with the conditions of people at work include the following: appointments, promotions, absenteeism, time-keeping, shift system, job security, staff handbook, long service awards, grievance procedures, over-time, etc.

ACTIVITY 10

THE ROLE OF COMMUNICATION IN LABOUR/MANAGEMENT RELATIONS

Aims:

- * To understand the meaning of communication at work.
- * To know different methods of communication
- * To appreciate what should be communicated at workplace.

Tasks:

In your small group:

- * Discuss why communication is important at workplace.
- * Identify different modes of communication in your company.
- * Identify what needs to be communicated upon in your company.

Elect a Reporter.

HOW TO MAKE A CASE AS SHOPSTEWARDS AND BRANCH EXECUTIVE OFFICERS

1. INTRODUCTION

- (i) A trade union such as the National Union of Textile, Garment and Tailoring Workers of Nigeria (NUTGTWN) is an organisation established to promote and defend the interests of members.
- (ii) Those who work for the Union, whether they are elected or appointed or ordinary members, are known as 'unionists'.
- (iii) Unionists are united together because they shall the common objective of advancing the interests of workers in such areas as salary increase, good working environment, fringe benefits, health and safety, housing, etc.
- (iv) In pursuing common objectives, trade unionists must enter into different kinds of relationship with the employers. In effect, the task of Unionists, be he/she a Shopsteward, Branch Executive, Zonal Chairman, Organising Secretary, Assistant General Secretary, President or General Secretary, is about representation and delegation. Thus, every Unionist is defined as a delegate or a representative.
- (v) The job of a Unionist involves putting up arguments and reason for the improvement of the conditions of their members during negotiations and meetings with the employers and management.
- (vi) On the surface, the art of arguing and giving reason for, say, salary increase, looks simple. Many Unionists take their task for granted such that they are often surprised that they obtain less or no result from management well equipped with better arguments or reasons. In many instances, it is easier to contest and win an election as Chairman than to know the problems of members not to talk of knowing how to present these problems with a view of getting results before the management.
- (vii) The observed trend in recent time is the resort to confrontation as a means of getting results. While it may be true that 'confrontation' makes some management listen to workers' representatives, the cost of it makes it often less effective and even a doubtful method. Thus destroying company's property to drive home a 'case' for wage increase may very well be a sign of weakness and incompetence of representatives of workers and workers themselves rather than being a sign of 'union power.'

(viii) Real union power in modern times depends not so much on intuition, 'guess work' or suicidal mission of 'burn' and 'loot'. Rather, union power depends on organisation of ideas, thought, people and feeling with a view of achieving desired objectives of welfare improvement. Unionists must necessarily acquire the skills to organise ideas and their feelings, such that even if employers say 'no', it is not because the unionists lack reason for their claim but because the management lacks superior argument and possibly management is also poorly organized. A better organized Union may compel employers to overcome their own rot.

2. MAKING A CASE

(i) Shopstewards and Branch Executives are elected representatives of workers from different departments of the mills. They are often called upon to handle grievances not only between workers and management but also between workers and workers. They also enter into new negotiation over a number of local issues that affect workers, namely, shifts, heat/dust allowance, overtime, transfer, etc. These responsibilities involve arguments and a lot of talking. The tasks involved making or putting up case and cases.

3. WHAT IS A CASE?

(i) A good case has been aptly defined as a set of prepared and convincing arguments. Putting up a good case is certainly not an easy task. Arguing or putting some points together to convince the other party requires some skills which trade unionists must endeavour to acquire.

4. STEPS TO HANDLE A CASE

Four steps have been identified as part of the process of achieving a good representation by way of a well prepared arguments by trade unionists.

(i) Mapping the Problem

There is a saying that once a problem is identified, it is half-solved. The wisdom in this saying is that an identification of a problem is as difficult as solving the problem. Identifying a problem is the foundation to building up a good case. Most Unionists act on make-belief, rumour or guess work rather than facts. This is bad enough. Identifying a problem tasks Shopstewards and Branch Executives to do their home-work before entering into any negotiation. They must assume that the other parties (Supervisors, Personnel Managers, etc.) have done their home-work. They must organise the presentation of their argument in an orderly way.

(ii) Consider the other Persons' Point of View

Without disagreement, there is no need for arguments. Disagreement of course, involves two or more parties. Confrontation may be inevitable but it is desirable



to always listen to the other party's point of view. Disagreement often arises because the conflicting parties have

- different attitudes
- different interests
- different responsibilities
- different information
- different perception
- different ideas.

The objective of considering other party's point of view is to find common ground for agreement.

(iii) Supporting Your Case

Convincing cases must be informed by concrete evidences, reasons and data. Supporting your case involves the following stages:

- deciding what kind of data/information needed
- finding data and recording it
- structuring the case
- interpreting the meaning of the data, definition/comparability.
- precedents, if any.

(iv) Presentation of your case

A good case that is well prepared but poorly delivered is as bad as a case not prepared at all. These are the following aspects of presentation Shopstewards/Branch Executives should be familiar with:

- language
- length of presentation
- how much detail
- one speaker of many (Chairman)
- how to handle questions
- what supporting tools.

ACTIVITY 11

HOW TO MAKE A CASE

Aims:

* To help shopstewards/branch officers know how to represent their members before the management.

Tasks:

In your small group:

- * Discuss what a case is.
- * Identify five steps to take while handling cases.

Appendix I

LIST OF TEXTILE COMPANIES

KADUNA/JOS/ZARIA AREA:

AREWA TEXTILE PLC
KADUNA TEXTILE LIMITED
NORTEXT NIGERIA LIMITED
FINETEX NIGERIA LIMITED
BLANKET MFG. CO. LIMITED
CHELLCO IND. LIMITED
FUNTUA TEXTILE LIMITED
UNITEX LIMITED
ZAMFARA TEXTILE IND. LIMITED
ZARIA INDUSTRIES LIMITED
MARK TEXTILE
JOS FIBRE
COTTON AND AGRI. PROCESSING
PROPECT TEXTILE
UNITED NIGERIA TEXTILE PLC
SUPERTEX LIMITED
UNITED NIGERIA TEXTILE (ONITSHA)
POLYFIBRE IND. LIMITED

KANO AREA:

BAGAUDA TEXTILE MILL
GASKIYA TEXTILE MILL
UNIVERSAL TEXTILE INDUSTRIES
HOLBORN NIGERIA LIMITED
INTERGRATED FIBRE
NORTHERN TEXTILE MFG. COMPANY
FAHID DAYEKH AND COMPANY
DANGOTE TEXTILE INDUSTRIES
BRAIDING MFG. CO. LIMITED
BROCADE MFG. CO. LIMITED
KANO TEXTILE INDUSTRIES
TERRYTEXT NIGERIA LIMITED
UNITED AGRO VENTURES
LAKHI TEX. INDUSTRIES
ILA IND. LIMITED
NORNIT INDUSTRIES

EASTERN AREA:

ABATEX PLC
HORIZON FIBRE PLC
STRETCH FIBRES
NIKKO INDUSTRIES
GENERAL COTTON MILL
ASABATEX MILL LIMITED
BELHOPE INDUSTRIES
DELTA PACK

LAGOS AREA:

WESTEX INDUSTRIES
HONG KONG SYNTHETIC FIBRE
WOOLLEN & SYNTHETIC
ODUA TEXTILE INDUSTRIES
ARCEE TEXTILE
G. D. M. TEXTILE
DALAMAL TEX. MILLS
NIGERIA BRAIDING
ROYAL SPINNERS
INTERNATIONAL TEX. IND.
AFLON IND.
AFFPRINT NIG. PLC
ELITE TEX. IND.
FIVE STAR IND.
FIRST SPINNERS
K. ISSARDAS
MAYFAIR SPINNING
MADHU INDUSTRIES
JAYBEE INDUSTRIES
NICHEMTEX PLC
SPINTEX MILL LIMITED
ATLANTIC TEXT. MFG.
LUCKY FIBRE NIG. LIMITED
CENTURY POLYESTER
GOLDSTAR INDUSTRIES
BAKHOLON NIG. LIMITED

Appendix I contd.

DAJEPLASTICS
ABEL ABU
VINKAY INDUSTRY
A. D. GULAB
BHOJSONS INDUSTRIES
BAGCO
ENPEE IND.
GLOBE SPINNING
TEXTLON IND.
NIG. WEAVING & PROCESSING
ALKEM NIG. LIMITED
NIG. FISHING NET
NELCO LIMITED
IJORA TEX. MILLS
NIG. SYNTHETIC FIBRES
NWESPIN LIMITED
UNITED SPINNERS
SWANTEX MILLS
CENTRAL BAGS
NITOL TEX. MFG.
TEXTILESPECIALITIES
SUNFLAG INDUSTRIES

COAST WEST AFRICA
NIGERIA TEXTILE MILLS
RELIANCE TEXTILE
KAY INDUSTRIES
SPECOMILL TEXTILE
WESTCOAST WEAVING WORKS
EUROSPORTS WEAR
REKHA SYNTHETIC
WAB TERRY LIMITED
KING CARPET
ENICEE TEXTILE
MABOL IND. SERVICES
ASWANI TEXTILE IND.
VARAMAN IND.
EMAR TEXTILE
SHRIRAM IND.
NIGERIAN ROPES
EMAR TEXTILE
SHRIRAM IND.
NIGERIAN ROPES
HAFFAR INDUSTRIES

Appendix II

TRADE UNIONS IN NIGERIA

Agriculture & Allied Workers Union of Nigeria.
National Union of Air Transport Workers.
Nigeria Coal Miners Union.
Medical & Health Workers Union of Nigeria.
National Union of Electricity & Gas Workers.
National Association of Nigerian Nurses & Midwives.
Nigeria Union of Journalists.
Nigeria Union of Seamen & Water Transport Workers.
National Union of Food, Beverage & Tobacco Employees.
Nigeria Ports Authority Workers Union.
Nigeria Union of Teachers.
Nigeria Union of Railwaymen.
Nigeria Civil Service Union.
Civil Service Technical Workers Union.
Nigeria Union of Civil Service Typists, Stenographic Allied Staff.
Radio, Television & Theatre Workers Union.
National Union of Bank, Insurance & Financial Institution Employees.
National Union of Hotel & Personal Service Workers.
Dock-Workers Union of Nigeria.
National Union of Paper & Paper Products Workers.
National Union of Construction And Civil Engineering Workers.
National Union of Furniture Fixtures.
Metal Products Workers Union of Nigeria.
National Union of Petroleum and Natural Gas Workers.
National Union of Chemical & Non-Metallic Products Workers.
Footwear, Leather & Rubber Products Workers' Union of Nigeria.
Union of Shipping, Clearing & Forwarding Agencies Workers of Nigeria.
Printing & Publishing Workers.
National Union of Road Transport Workers.
Iron & Steel Workers Union of Nigeria.
Automobile, Boatyards, Transport Equipment and Allied Workers Union of Nigeria.
Metallic & Non-Metallic Mines Workers Union.
Recreational Services Employees Union.
Non-Academic Staff Union of Education.

Appendix II contd

Nigeria Union of Local Government Employees.
National Union of Public Corporations Employees.
National Union of Shop & Distributive Employees.
Nigeria Union of Pensioners.
National Union of Postal & Telecommunication.
Shop Distributive Trade Senior Staff Association.
Precision Electrical & Related Workers Union.

GLOSSARY

C.W.C.	Central Working Committee
I.A.P.	Industrial Arbitration Panel
I.L.O.	International Labour Organisation
I.T.G.L.W.F.	International Textile, Garment and Leather Workers Federation.
K.T.L.	Kaduna Textile Limited
N.E.C.	National Executive Council
N.E.C.A.	Nigerian Employers Consultative Association
N.I.C.	National Industrial Court
N.J.I.N.C.	National Joint Negotiating Council
N.L.C.	Nigeria Labour Congress
N.P.C.	National Productivity Centre
N.S.I.T.F.	National Social Insurance Trust Fund
N.T.G.T.E.A.	Nigerian, Textile, Garment and Tailoring Employers Association
N.U.T.G.T.W.N.	National Union of Textile, Garment and Tailoring Workers of Nigeria
U.N.T. PLC.	United Nigeria Textile Plc.