THE VIEWS OF MANAGEMENT
ON AFFIRMATIVE ACTION
IN TELKOM S A LIMITED

STUDENT: DELANO DE WITT
STUDENT NO: 3948269
DEGREE: M.Com (BUSINESS ECONOMICS)
1. INTRODUCTION

If one studies the history of South Africa's political system, it becomes evident that the country went through a sequence of events which include an apartheid system, resistance and eventually negotiations. These events are briefly outlined below (Reader's Digest Association, 1992: 271-499):

The Union of South Africa was formed in 1910 as a limited democracy excluding women (until 1930) and almost all non-whites. Political representation was further limited in the ensuing years when, in 1936, enfranchised blacks and, in 1956, coloureds were removed from the common voters roll. The history of a united South Africa has thus always been one based on race, where a white minority ruled over a black majority.

After 1948 the National Party Government started to implement a policy that provided for black ethnic groups to attain self-government and eventually total independence. This policy led to the independence of Transkei (1976), Bophuthatswana (1977), Venda (1979) and Ciskei (1981). A large proportion of the citizens of these countries remained in white urban areas.

In 1984 a new constitution for the Republic of South Africa provided for a tricameral parliamentary system with separate houses for whites, coloureds and Asians. Some saw this development as a further step to entrench apartheid as the constitution still excluded blacks from participation in central government.

Unrest proceeded and the world began to impose a wave of sanctions against South Africa. The government's response to the unrest was to impose a state of emergency, while the economy slowed down. By now it had become clear that apartheid had failed.

Under F W de Klerk's leadership, South Africa has moved to a country in transition, from political domination by a white minority to full citizenship of all its communities. The nationalist government has implemented a formal initiative to accommodate blacks, in particular, in a democratic political order through negotiation and constitutional adjustments. Reform focuses on the dismantling of apartheid as formally institutionalised in the highest power structures of South Africa.

Hand in hand with South Africa's apartheid policies was the lesser education particularly blacks had experienced through the years. These facts are clearly borne out by, inter alia, the following:

- Averaged across the population, adult literacy in South Africa is 76 percent but high levels of literacy among more privileged race groups disguise the fact that illiteracy among blacks is between 33 and 55 percent (Ellis, 1987).

- Thirty percent of persons over 20 years of age can be regarded as functionally illiterate (Barker & Backer, 1992).

- The number of blacks enrolled in higher education institutions impact on the qualifications of blacks to occupy posts in the managerial and technical cadres. The number of blacks studying at universities increased from 4,609 in 1970 to 96,137 in 1990 (National Manpower Commission, 1990).
A large spending gap between education spending for blacks and white children still exists, despite a decade of compensatory budgets (see Table 1). Again this emphasises the lesser educational input from the Government towards blacks measured against whites.

<table>
<thead>
<tr>
<th>Year</th>
<th>Black (a)</th>
<th>White (b)</th>
<th>(a) as percentage of (b)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1986</td>
<td>610</td>
<td>2 746</td>
<td>22%</td>
</tr>
<tr>
<td>1989</td>
<td>927</td>
<td>3 572</td>
<td>26%</td>
</tr>
<tr>
<td>1990</td>
<td>1 194</td>
<td>4 087</td>
<td>20%</td>
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</tbody>
</table>


In 1990 only 36% of a total of 233 411 passed matric and 7% obtained matric exemption (S A Barometer, 1991). This is a sad state of affairs.

In 1988 only 0.4% of all black standard 10 pupils took a technical subject. Only 17.1% took Physical Science. Few students pass Physical Science and Mathematics (Engelbrecht, 1990). The needs of industry are not met.

Blacks see political power as the key to the improvement of their quality of life. Political changes already in place have created an upward spiral of expectations among the underprivileged. Rhoddie (1988) states that when there is a rapid rise in the expectations of the disadvantaged persons they usually evaluate their own position with the more privileged sector. The usual result is that the "have-nots" blame their position on the political systems and dominance by the privileged classes.

Political factors in South Africa provide a powerful argument for restitution to sectors of the population that have been disadvantaged in the past. The political system of apartheid left South Africa with a skewed social system based on race. Recent ongoing changes in the country have increased the level of expectations of the disadvantaged communities to such an extent that they expect almost revolutionary changes to take place in South Africa. With the upward spiral of expectations it becomes necessary to look at ways and means of how businesses should address these issues. Due to historical reasons there are not a sufficient pool of educated blacks to be appointed as managers. On the other hand a programme of equal opportunities is not enough to turn the position around. Some other programme needs to be introduced to enhance the career prospects of blacks with potential for upward mobility. To rectify the state of affairs affirmative action programmes are used in general. Various interpretations can be attached to the term "affirmative action", however, Hofmeyr (1992) stated that in its simplest form affirmative action refers to positive action which an organisation or institution can take to provide development and job opportunities for people who have not had equal access to these opportunities in the past. It tries to correct imbalances which have resulted from historical or other factors. The term "affirmative action" will be discussed in detail in section 2.

Affirmative action in the public and private sectors can thus play an important role in meeting the expectations of the black community in the future. This process is not without its obstacles. As Hofmeyr (1992) puts it, affirmative action is a controversial term which often evokes emotional reactions. Luhabe (1992) points out that for affirmative action to succeed management must drive it, publicly endorse it and demonstrate their commitment towards its implementation. From the latter it is thus clear that the views of management play a significant role to ensure the success of any affirmative action programme to be implemented in an enterprise especially during the transitional period.

2. BACKGROUND SKETCH TO THE PROBLEM
2.1 WHAT IS AFFIRMATIVE ACTION

Affirmative action definitions are flaunted with misconceptions and contradictory terms. The literature on affirmative action abound with terms such as "equal employment opportunity", "black advancement" and "affirmative action" and usually describes more than defines affirmative action.

Human (1991) describes affirmative action as "the process by means of which blacks and white women are provided with the opportunity to participate fully in the organisations and the societies in which they work and live".

Firstly black women and not only white women have been disadvantaged. Furthermore it is not clear what is meant by black. Many coloured and asian South Africans claim that they are black and refuse to accept the term "non-white".

In general affirmative action needs to aim at disadvantaged groups and this would include blacks (and to a lesser extent coloureds and asians) and women (irrespective of race). Glueck (1982 : 220) sees affirmative action as "... that set of activities employers use to assure that current decisions and practices enhance the employment, upgrading, and retention of members of protected groups. Such actions are distinguished from merely refraining from practices that discriminate".

This definition appears to place the emphasis on the 'preferential treatment' of protected groups. However, the impression of 'preference' (favouritism) as opposed to 'putting right' (as in the sense of the Afrikaans 'regstellende') is an unfortunate concept.

Hays & Reeves (1984 : 358) defines affirmative action as "... special measures ... to assure that groups previously excluded from employment opportunities be included to overcome past discrimination".

The problem here is that it only refers to 'employment' and more to 'equal opportunities' than affirmative action. The definition also does not make mention of development or upgrading.

Considering the above and many other so-called definitions it is clear that affirmative action is not an easy concept to define. Hofmeyr’s (1993) views on affirmative action are accepted for this study namely that:

Affirmative action goes beyond the principle of equal opportunities. Because of the historical inequalities in our society, affirmative action seeks to redress the disadvantages experienced by a larger segment of the population, and compensate for these disadvantages. In the South African context, the disadvantaged groups are Black men and women, and to a somewhat lesser extent, so-called coloureds, asians, and white women and the handicapped.

Redressing disadvantages implies active training, re-training and other programmes directed at disadvantaged groups so that they can compete on an equal footing with their privileged counterparts.

Compensating for disadvantages refers to the active employment of Blacks and women, and programmes to accelerate their advancement within corporations; the objective being to reach a stage where the composition of the workforce reflects the demographics of the society.

Affirmative action normally includes the setting of company targets aimed at integrating the organisation at all levels over a specified period of time.

The strategies associated with affirmative action in companies include ensuring that all discrimination is eradicated, that professional standards are maintained, and that the company is socially committed in the wider community.
Management are important role players to effectively realise the above outcomes through affirmative action strategies.

2.2 AFFIRMATIVE ACTION IN SOUTH AFRICA

The advancement of blacks and women into skilled and management positions in South Africa has been a slow process. Reasons for this lack of progress, which are often advanced are the education backlog, inappropriate experience, cultural upbringing and in the case of women, that they are not career minded. Table 2 illustrates the backlog for blacks.

### TABLE 2: BLACK REPRESENTATION IN MANAGEMENT

<table>
<thead>
<tr>
<th>BLACK MANAGERS NATIONWIDE, 1989</th>
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<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>Multinational companies</td>
</tr>
<tr>
<td>Small/Medium companies (- 50 000)</td>
</tr>
<tr>
<td>Large companies (+ 50 000)</td>
</tr>
<tr>
<td>Large semi-government organisations</td>
</tr>
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</table>


The publication Enterprise (1992 : 20) made mention of a survey by Quest Personnel Group of 750 companies in 1992. The following were some of the results of the survey:
- 75% of business nationwide expect a new government to compel business to apply a quota system for blacks in administrative and management positions.
- 35% of the companies believed that this will be the right thing to do.
- Only 41% of companies surveyed claimed to have an affirmative action programme in place.
- 51% of the companies claiming to have affirmative action programmes in place judged the programmes to be of "moderate success".

Some of the major reasons given by companies in the Quest Personnel survey mentioned above why they have not instituted an affirmative action programme are that:
- they had not had time to do so (29%)
- their managers do not believe in affirmative action (24%).

Hofmeyr (1988) also did research into the reasons for the slow rate of black advancement. In his investigation a sample of 150 managers ranked a list of possible reasons for the slow rate of black advancement in the following order:
- black workers not regarded as capable
- poor education of black employees
- fear of reaction of white employees
- management not convinced of need for black managers
- reactions of customers and public
- legislation, e.g. Group Areas Act (which has since been reappealed).

Hofmeyr (1989 : 8-11) highlighted the following ten most important reasons why many advancement programmes fail:
Inadequate clarification of values and corporate philosophy

- Lack of commitment by top management
- No strategic human resources planning

- Lack of line management ownership and accountability
- No targets for affirmative action

- Negative attitudes
- No two-way communication
- Reliance on formal training
- Discriminatory practices
- No monitoring and following up.

The ANC has argued that there will have to be rapid advancement particularly in the middle and senior ranks in the public sector. According to Hugo (1992: 51-70) this is difficult given the fact that:

- Pensions and buy-outs are unlikely to be provided on a large scale;
- Large sums are unlikely to be invested in skills upgrading and retraining for Whites;
- Mass emigration is unlikely to occur;
- It is unlikely that the private sector can accommodate large numbers of whites;
- It is unlikely that a future government will incur the wrath of whites and of the international community.

Sachs (1992: 21-22) pointed out that the merit principle cannot be disregarded. The concept of qualifications and standards cannot be opposed as a matter of principle. However, in practice everybody know that there is massive under utilisation of the skills and energies of Blacks and of women. Sachs (1992) further points out: "It is evident, too, that conscious and unconscious discrimination continues to play a big role, both in the public and the private sectors".

Despite the current interest and research in affirmative action, it is the opinion that there are notable problems:

Firstly, there appears to be a lack of research done in South Africa which assesses the range of roles that management can play in the implementation of an affirmative action strategy.

Secondly, the need to implement an affirmative action programme in the current South African environment seems to be related to the fear of future legislation enforcing the advancement of blacks and women. There is a need for affirmative action to directly associate with achieving strategic business objectives. Clearly, the views and role of management are critical and need to be investigated fully.

Thirdly, the views of management can be used to propose a model for affirmative action in Telkom. Such a model would be very useful for Telkom and for other South African Companies.

Finally, a criticism has been levelled at methodological concerns. Specifically, small samples and reliance on retrospective accounts invite statistical errors and are typical of current research.

The history in South Africa has always been one where separation has existed between the various races. Discrimination was entrenched in legislation leading to a particularly skewed labour force with whites filling all the higher level and skilled posts and blacks the lower unskilled posts. These same whites who occupy management posts and were part of the apartheid policies are now expected to implement affirmative action policies. Affirmative action in South African organisations is in its
embryonic phase and management need to carefully analyse the planning and implementation thereof in organisations. Lessons from other countries should also be taken into consideration.

2.3 LESSONS FROM OTHER COUNTRIES

Affirmative action takes place in many countries for example, Malaysia, India and Australia. Lessons from a few of the countries are the following:

2.3.1 United States of America (USA)

Human (1991: 11-15, 18, 20-21) found that affirmative action/equal opportunity programmes in the USA have benefited white women more than blacks. The fragmentation of affirmative action/equal opportunity programmes to cater for large numbers of racial groupings, gender, the disabled, war veterans, the ageing and so on has meant that the basic issue of Afro-Americans and Hispanics had been lost sight of.

Human (1991) further states that what South Africa can learn from the American experience include:

- **Education and background**
  
  Education and social development can effect the opportunities of many black people to obtain meaningful work. A feeling of inferiority can exist which can cause persons to withdraw from competitive situations thus reinforcing the prejudices of many white managers.

- **Development and training**
  
  Although training and development is important in the progress of blacks we cannot simply put knowledge and skills into black people and expect them to function in a white dominated world.

- **Stereotypes**
  
  The expectations and prejudices of white managers will have to be addressed before affirmative action programmes can be implemented. Programmes can also strengthen the stereotype that blacks are inferior because the programmes are based on the premise that blacks as a group have deficiencies that must be overcome before they can function in a business environment.

- **Legislation**
  
  Legislation does not necessarily ensure the advancement of previous disadvantaged groups. Companies must be committed to policies and standards.

2.3.2 ZIMBABWE

Hofmeyr and Whata (1991: 13-21) identified the following lessons that can be learned from the Zimbabwean experience:

- **Role of black managers**
  
  Blacks that succeed ascribed their success to their own personal attributes, achievement and experience. Blacks can succeed in an environment free from racism.

- **Attitude of top management**
A positive attitude of top management is decisive for the advancement of blacks in organisations. If there is no support for black advancement no progress will be made.

- **Window dressing appointments**

  Such appointments only contribute to stagnation and administrative problems in the organisations to which the individuals have been appointed and does not serve the cause.

- **Need for a defined strategy**

  Going ahead without a defined strategy can cause as much problems as stalling tactics by top management. A defined strategy and a principled approach are necessary for the Africanisation of employment.

- **Affirmative action legislation**

  Companies can preempt legislation by acting now and not wait for legislation.

### 2.3.3 NAMIBIA

Swanepoel (1992 : 23-26) conducted research in Namibia and found that the majority of employees interviewed regarded affirmative action as one of their principal challenges over the next decade. The short experience of affirmative action in Namibia still holds some lessons and Swanepoel concludes that:

- tokenism should be avoided;
- affirmative action strategies need to be integrated with business needs and not simply a numerical exercise;
- affirmative action should not be at the expense of business effectiveness and efficiency, but rather support it;
- Employee empowerment can provide a framework for affirmative action and other human resource issues.

### 2.3.4 Lessons for South Africa

From the above the lessons in broad terms for South African organisations are:

- Legislation could compel affirmative action endeavours and organisations must be proactive to lessen constraints on them.
- Accelerated education, upliftment and development are necessary.
- Upward mobility of blacks into higher posts is needed.
- Attitudes, prejudices and stereotypes must be changed.
- Window dressing and tokenism are unacceptable.
- Roles, real jobs and mentoring are important.
- Standards must be maintained.
- Employees must be empowered.
- Affirmative action must make business sense.

### 2.4 THE IMPORTANCE OF MANAGEMENT'S VIEWS
From the lessons of other countries it is clear that management plays an important role in affirmative action programmes.

The Consultative Business Movement National Team (1993:56) points out that a key area challenging South African business include:

"perceptions of management and employees, both black and white, have to be addressed as a prerequisite for creating relationships based on mutual trust and respect. If this matter is not addressed, then all other endeavours will remain hamstrung by past perceptions, mistrust and apprehensions;"

Charlton (1992:106-107) shows that perceptions are based on past experiences which can be accurate, inaccurate, negative or positive. Needs, beliefs, emotions and expectations all affect the way we view things. Charlton (1992) further states that: "Rules, conventions, norms, stereotypes and attitudes all govern the way the individual believes he/she sees, ...." Where change is necessary people tend to retreat into their comfort zones. Furthermore he points out that organisational leaders have failed because they are themselves out of touch with the people they serve. Success normally depends on that followers see their leaders' behaviour adapt to demands.

Steers and Porter (1979:377-387) shows that it is widely recognised that supervisors albeit in a limited fashion can influence the behaviour of their subordinates positively or negatively by facilitating or blocking subordinate value attainment.

Luhabe (1992) points out that management is a key component to the success of affirmative action. For affirmative action to gain acceptance management must drive it. Luhabe (1992) states: "Captains of industry must publicly endorse it and demonstrate their commitment towards its implementation". Furthermore she points out that affirmative action evokes perspectives of reverse discrimination among white males, which leads to resistance to change and fear of the unknown, of preferential treatment to others who are not white males and perhaps less capable and of a lowering of standards.

From the foregoing it is clear that management's views are important in the success or failure of any affirmative action initiatives.

3.0 PROBLEM STATEMENT

Telkom is a leading provider of telecommunications and information services and products throughout South Africa. It is a large public company employing +61 500 persons. The company has undergone significant restructuring along commercial lines. At present the company is embarking on major initiatives to ensure organisational effectiveness in the short- to medium-term. Affirmative action has been identified by the Board of Directors and Management Board to be a strategic business priority. Due to this commitment, a number of supporting projects have been implemented such as accelerated development courses and managing of diversity programmes.

Telkom is no longer burdened with the responsibility for regulating South Africa's telecommunications industry. Nevertheless, there is speculation that the commercialisation process and transition within the broader environment may impact on the effectiveness of the organisation.

According to the proposed policy document of Telkom dated April 1993, affirmative action is a strategic issue for the following reasons:

• In terms of Telkom's value system the Company is committed to "taking positive action to ensure equality of opportunity and equitable treatment in the conduct of our business without prejudice on any grounds other than ability". To achieve this, certain affirmative action steps and programmes will need to take place so that there truly is "equality of opportunity".
It is insufficient to eradicate discrimination because the educational and development disadvantages experienced by some employees will prevent them from enjoying equality of employment. A process of equalising opportunities will be needed before equality of opportunity can be achieved.

Telkom's value system also commits the company to the development of employees so that they can fulfil their potential, and to the creation of a working environment which makes this possible. This can only be achieved through a process of affirmative action in Telkom.

To survive in a "new South Africa", Telkom will have to be seen to be in step with the changes taking place. It is unlikely that a new government will accept the situation in Telkom where the vast majority of skilled and management positions are occupied by whites. This is particularly relevant in the case of Telkom, where the sole shareholder is the government.

Unless Telkom is seen to be correcting its mix of employment it is likely to be the target for affirmative action legislation. Thus the Company needs to be proactive so that it does not have to resort to tokenism to meet government-legislated quotas.

Affirmative action is necessary because of the changes taking place in the marketplace. Black consumers will represent an increasingly dominant share of the market in the future and Telkom realises that to understand and have credibility in its markets, the Company's structure will have to be more representative of its market. Urbanisation also will result in an increase in black consumers, already the fastest-growing part of Telkom's market.

Telkom identified client orientation and affirmative action as major issues for the Company's survival. It also realises that the "White" market as far as ordinary telephone services are concerned, has become saturated. However, telephone services are presently the largest source of income for the Company. The market of the future - especially taking into account the political and economic changes - lay claim on a diverse Telkom. At the same time it will be necessary to utilize the full pool of talent and potential. Telkom must obtain the services of persons who will perform according to their full potential in order to increase productivity.

Failure to change the Company's profile probably will result in antagonism from consumers, unions and other stakeholders.

Given the current skills shortage in certain categories and the predicted shortages in the future, the continued upgrading and training of all Telkom staff is a priority. In particular, employees who previously have been disadvantaged will need particular attention through the process of affirmative action.

A process of increased and accelerated development and affirmative action could provide an important competitive advantage to Telkom.

If the process is managed with sensitivity and vision it could result in Telkom being a stronger, more representative organisation in which all employees see opportunities for development, and to which they can feel committed.

The reasons for implementing affirmative action in Telkom emphasises once again to the important role management has to play in the successful implementation of affirmative action.

4.0 REASONS FOR THE STUDY

4.1 REASONS

In my opinion a number of problems exist with empirical research in Telkom into the area of affirmative action. These include the following issues:
Firstly a lack of clarity with regard to affirmative action issues.

Secondly, a lack of systems perspective (i.e., integrated and holistic) when developing an affirmative action strategy. Generally, affirmative action is regarded from a narrow perspective. For example, affirmative action to some managers means advancing a few black individuals into the organisation.

Role ambiguity may exist with regard to the role which management should play in implementing and maintaining an affirmative action strategy. For example, managers may be required to cut costs in right-sizing initiatives. However, these same managers are also required to support the training and development of an affirmative action strategy. The two strategies may not be viewed as complementary or supportive of each other. In fact they may be seen to be in conflict. The views of managers on this issue need to be explored.

Thirdly, the role that management should play in an affirmative action strategy is unclear. For example, motivation, leadership, role models and many others.

Finally, there may be a number of differences of opinions within management structures. For instance the Marketing division may be more likely to accept affirmative action because it sells to and services a black marketplace. On the other hand, the Administrative Division may be less likely to support affirmative action as it does not see the direct benefits. The study will measure and compare views across organisational functions.

In summary, the following main problems exist:

- The views of managers with respect to the roles they can play in the affirmative action process
- Views on the need for, or otherwise, of affirmative action in Telkom.
- Can a model, incorporate management's views be developed for Telkom.
- Will the roles and views differ across organisational functions.

The importance of determining the views of management in Telkom on the abovementioned affirmative action problems are crucial before Telkom can embark on the implementation of successful affirmative action programmes.

4.2 PURPOSE OF THE STUDY

The purpose of the study is to establish management's views on affirmative action issues towards the implementation of an affirmative action strategy in Telkom.

5. RESEARCH METHODOLOGY

5.1 POPULATION TO BE STUDIED

At present Telkom has + 700 managers. All of these at D and E bands according to the Paterson grading system will be used in the study.

5.2 LITERATURE SURVEY

The study is of a descriptive nature and theoretical bases will be used:
The theoretical background will be obtained from a literature study regarding the field of affirmative action. Information regarding Telkom will be gathered from various documents (files and reports), available at Telkom.

For the purpose of information gathering various methods were scrutinised like questionnaires, group discussions, interviews and Delphi techniques. It appears, however, that questionnaires across a variety of operational divisions/departments, would be the most appropriate method to use for the study.

5.3 INFORMATION GATHERING INSTRUMENTS

5.3.1 Selection of Instruments

In recent years there has been a growing concern regarding the longstanding debate on the adequacy of research methods in the social sciences. In reaction to the way in which organisation research was dominated in the past by the use of quantitative methods, it now seems that a call is being raised in favour of qualitative methods (Morgan & Smircich, 1980).

The design will also use a Grounded Theory approach which is an inductive, theory discovery methodology that allows the researcher to develop a theoretical account of the general features of a topic while simultaneously grounding the account in empirical observations or data (Glaser & Strauss, 1967; Martin & Turner, 1986).

The measuring instrument that will be adopted for the research is a detailed questionnaire probing views towards various aspects of affirmative action issues.

5.3.2 Development of the Questionnaire

The questionnaire will be based on the theory and relevant issues obtained from a group of managers related to the problem.

5.3.3 Pilot Study

A pilot study will be undertaken to pre-test the proposed questionnaire.

5.3.4 Questionnaire implementation

A covering letter will explain the outline of the study and questionnaire recipients will be urged to participate. Confidentiality will be assured and the organisation will not be given access to any individual data. Therefore the possible apprehension and bias of responses will be minimised. The questionnaires will be sealed in envelopes and collected on pre-defined dates from each respondent.

5.4 STATISTICAL ANALYSIS

The possible methods to be employed in the analysis of data are:

- frequencies
5.5 RELIABILITY

Cronbach’s alpha coefficient (the average of all possible split-half correlations within the measure) will be used to estimate homogeneity or internal consistency reliability (Anastasi, 1984; Kerlinger, 1981).

6. CHAPTER LAYOUT

The provisional chapter layout is as follows:

CHAPTER 1: INTRODUCTION
(See content of this document)

CHAPTER 2: AFFIRMATIVE ACTION IN SOUTH AFRICA: A MACRO APPROACH

2.1 WHAT IS AFFIRMATIVE ACTION

2.2 DEFINITIONS AND PROBLEMS WITH DESCRIPTIONS OF AFFIRMATIVE ACTION

2.3 APPROACHES TO AFFIRMATIVE ACTION

2.3.1 Approaches to macro level
2.3.2 Approaches to Micro level (briefly - more focus in chapter 3)

2.4 SUMMARY

CHAPTER 3: THE PLANNING AND IMPLEMENTATION OF AFFIRMATIVE ACTION IN ORGANISATIONS

3.1 THE NEED FOR AFFIRMATIVE ACTION PROGRAMMES

3.2 A MICRO APPROACH

3.2.1 Restructuring of the Department of Posts and Telecommunications

• Affirmative action in the Department of Posts and Telecommunications
• Affirmative action in Telkom

3.2.2 The planning for affirmative action

• What are the success factors for management

3.2.3 The implementation of affirmative action:

• Affirmative Action
• Targets
• Standards
• Training and Development
• Accelerated Progress
• Communication
• Top/Line Management Commitment
• Earmarking of posts for Affirmative Action
• Special projects eg. potential measurement, special training, on the job evaluation, promotion to higher grade
• Changes to selection criteria
• Mentorship and coaching
• Performance appraisal of managers to include progress with Affirmative Action
• External programmes, (sponsors, etc)

3.2.4 Lessons from other countries
3.2.5 Reasons why affirmative action programmes fail
3.2.6 Summary

CHAPTER 4: RESEARCH METHODOLOGY

CHAPTER 5: AN ANALYSIS AND DISCUSSION OF RESULTS

CHAPTER 6: CONCLUSIONS AND RECOMMENDATIONS

7.0 PROVISIONAL TIME SCALES

Taking into account a very busy work schedule the provisional time scale for completion of the research is as follows:

• Research Proposal: July 1993
• Chapters 1 to 2: December 1993
• Empirical Research: January 1994 to June 1994
• Chapters 4 to 7: July to October 1994

8.0 BIBLIOGRAPHY


