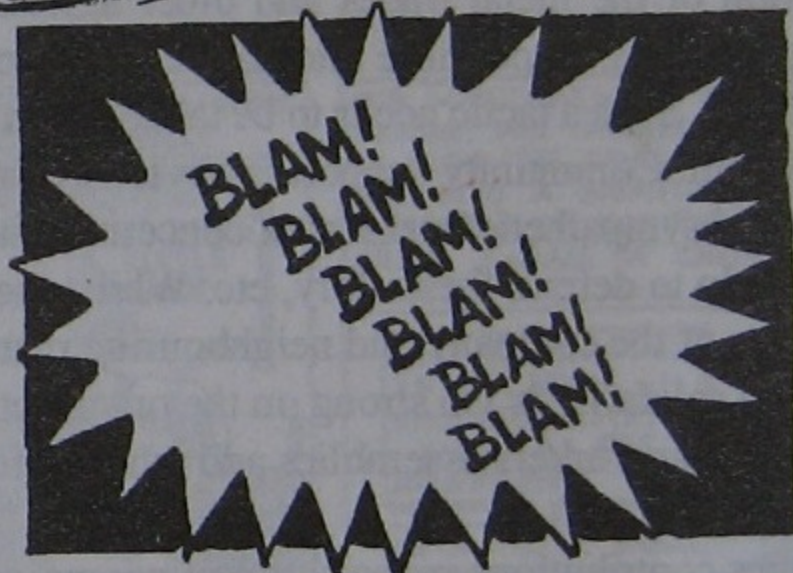


ALL SCRAP

No.3. June - July 1996
Fitter's Saying: "Head first, then hammer."

HOW MISMANAGEMENT WORKS...



LETTER FROM HOLDEN
TOYOTA SHOP STEWARD'S
STORY
RADCO FLEX NEWS
BHP EMU PLAINS NEWS

FRIDGE RIGHT NEWS
CAPRAL GRANVILLE NEWS
AGGRO AT INGHAM'S
THE BOSS'S ART OF PROVOCATION
LESSONS OF NESTLES LOCKOUT

EDITORIAL

Welcome to another edition of ALL SCRAP.

Important news in recent months was the disastrous outcome of the lockout of workers at Nestles Campbellfield factory in Victoria. It involved the imposition of further cutbacks to their conditions such as staggered break times, new starting times, cuts in shift allowances, greater use of casuals, etc. It highlights both the need for new direct action tactics and worker controlled on the job organisation, and a new union organised along these lines.

The AMWU union bosses played a most traitorous role in this affair. They set out to deliberately isolate the Campbellfield workers and prevent the industrial solidarity of workers in other Nestles plants. As a result of this isolation, the Campbellfield workers were put out on a limb and were obliged to consent to the sellout deal pushed by the AMWU bosses, which adopted the bosses' terms.

Given the renegotiation of the metal trades and other agreements, there is a strong likelihood of similar lockouts. A possible alternative tactic to meet the threat of the lockout, is the "work-in". Such a tactic needs to be taken given the first warning signals of an approaching lockout. Community support is obviously important via the support of family members, local sympathetic businesses, concerned citizens, etc via providing food, raising money, help to defend the factory, etc. Whilst the industrial solidarity of workers in others plants of the company and neighbouring plants is critical. Important means of acquiring that solidarity is via strong on the organisation - delegates who are strictly mandated by regular workers assemblies and who are instantly recallable.

ALL SCRAP welcomes contributions in the shape of poems, songs, articles by manufacturing workers. Please send to ALL SCRAP PO Box 678 Hamilton 2303 NSW or for our Victorian readers: PO Box 12022 A'Beckett St. Melbourne Vic. 3000.

WHAT IS ALL SCRAP?

ALL SCRAP is a manufacturing workers' paper whose aim is the creation of a new unions in manufacturing industries in which there are no union bosses and all decisions are made at factory meetings of members and are coordinated by union delegates. Such delegates would be strictly mandated by such meetings and can be instantly recalled by them.

Such a union would be independent and opposed to reliance on political parties. It would be committed to "direct action on the job" - forms of industrial action decided

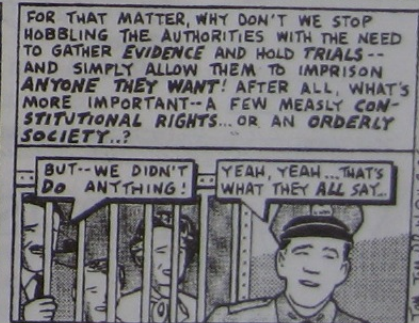
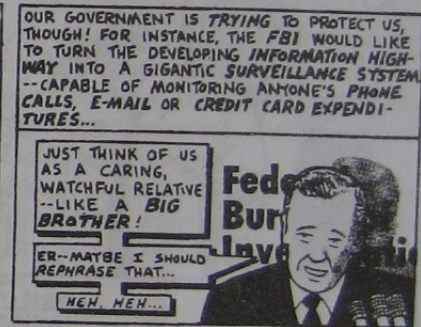
upon and controlled by membership factory meetings. Such action would be aimed at stopping the rot in conditions, improving them and achieving workers control of manufacturing industry. In various workplaces such a union is called "anarcho-syndicalist", a "people's union," or a "worker controlled union."

THE NEED FOR FACTORY COMMITTEES

To assist the formation of such a new union, we are committed to help building delegate factory committees organised along the above lines, and the federation of these committees - making voluntary agreements between different factories to form a new union.

THE BOSSES' UNIONS & ENTERPRISE BARGAINING/CONTRACTS

We view such unions represented in the manufacturing industry as the AMWU and the AWU-FIMEE as bosses' unions, whose union bosses through enterprise bargaining have done tremendous damage to workers through the give back of hard won conditions and cave-ins to the bosses' speed up drive. They are likely to continue with this dirty work under the Lib's/Howard's contract system. This descent into disaster has to be stopped urgently. The new unions we have in mind will be a major step in halting that descent.



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Everything is fine.

CAPRAL, GRANVILLE: "THE BOSSES' ART OF PROVOCATION"

All Scrap: What were some of your impressions of working at Capral?

Ex-Capral Worker: On the induction course, we were told about a serious incident which had occurred. A worker at the plant approached the salt bath and threatened to pour a bucket of water into it, which would have caused a major explosion in the plant. No reason was given why the worker cracked up causing him to take this reckless and desperate action. It seems the likely reason is the outrageous behaviour of the bosses and their constant harassment of workers.

AS: What recollections do you have of this harassment?

ECW: Following working overtime one weekend, I was given the job of taking the OT sheets to the pay lady in the office. I was unaware that this was a clean shoe area, and I walked there in my boots. Subsequently I was approached by one of the bosses, Ian Bickerton. He tore into me, over the clean shoe issue. I apologised and explained I was unaware of the rule. I thought that was finished. I began to walk away, however he made another crack at me over the issue despite my apology. He was apparently trying to provoke me into some attack on him. No doubt to get me sacked. A worker approached me and warned me of Bickerton's motive and I didn't retaliate.

AS: What techniques do the Capral bosses deploy to sack workers they don't like?

KB: They try to provoke workers into physical fights with them. As a result, they can be sacked and lose all their entitlements. On one occasion the manager of the plate saw section, Glen Shuter submitted me to a severe interrogation in his office. I left his office extremely stressed. The following day, Peter Sharp made a joke about my state of distress after the Shuter interrogation, by acting out in a very exaggerated manner my state of distress in the section lunch room. I threatened to take Sharp to the front office and have it out, if he didn't stop his disgusting antics. I made several further challenges to him until another worker intervened.

AS: Who are some people at Capral not to approach about harassment and discrimination?

KB: I would say Ken Melburne and the Resident Doctor at Capral. They speak to us as if we were low life fruit loops. This doctor was in fact approached at a meeting of Capral people about what to do about stress caused by harassment and racial discrimination by the bosses. She said: "Do you expect me to perform miracles!" She continued to ask dead seriously "Did we believe in miracles?" "Was a belief in miracles expected?"

AS: What have been the implications of Capral's ownership by leading banks and other financial institutions to your case?

KB: Following my suspension from duties caused by my taking leave due to stress caused by the harassment I suffered from the Capral bosses, these financial institutions struck me hard blows. Within a week of my suspension, the previous financial arrangements I had with them were stopped. I had no financial security. Recently Citibank which is a major shareholder in Capral, rang me up and told me that they were going to take legal action and to foreclose on me, as I was behind in loan repayments. Although I made a payment of 50% of arrears owed. They claim that they had not received it at this point. I recommend that workers check with their banks to find whether they have an interest in Capral, and if so, to change to a bank without such interests.

AS: What was the attitude of the "union" - the AWU-FIMEE to your suspension?

KB: I initially approached Nick Allen about it. He said my case was too confusing and referred me to Rob Wilkie. He told me the AWU-FIMEE was only there to advise you and his advice was for me to approach the Anti-Discrimination Board. The Labor Council official, I approached said the same thing.

AS: What do you think of such counselling services as IPS and Work Care?

KB: IPS phoned me the day before my appointment with them, and told me that as Capral hadn't paid its dues to them. They no longer acted for Capral. Workcare (ph. no. 2995299) told me that yes they do act for Capral but only helped out with drug and alcohol problems and they didn't know how to handle stress related problems caused by management harassment and discrimination.

CAPRAL GRANVILLE NEWS

AS: What's happening at Capral?

Capral Worker: The bosses are moving to progressively close the plant and transfer plant operations to Yennora and Minto factories. The machinery at Minto is much superior to what we have. The equipment here, remains outdated and hazardous. The bosses concern for safety is a joke. As part of the factory closure, the surrounding land is being sold. Recently the land of the car park we are currently using has been sold. Whilst where the section 9 press is located a new car park is to be built. Only the extrusion section will be left.

AS: What's happening with the redundancy packages?

CW: The bosses are discriminating to whom they will consider for those packages. They won't allow workers to transfer from the extrusion section to those sections to be closed.

AS: What's happening with the "union"?



CW: Many delegates from the various sections don't do their job properly. They continue to fail to report back to workers about discussions held at delegate meetings. I have noticed that workers vote for their friends for the delegate job, rather than someone who is competent and will act as a delegate with a strict mandate from workers meetings, rather than on his own authority.

WHO OWN'S CAPRAL?

1. Details of the twenty largest shareholders as at 20 February 1996 were as follows:

NAME	NUMBER OF SHARES HELD	PERCENTAGE OF SHARES HELD
National Nominees Limited	24,140,660	13.52
Chase Manhattan Nominees Limited	20,883,058	11.69
Australian Mutual Provident Society	19,702,851	11.03
Westpac Custodian Nominees Limited	19,059,167	10.67
ANZ Nominees Limited	12,163,600	6.81
State Authorities Superannuation Board	9,768,628	5.47
Perpetual Trustees Victoria Limited	5,852,200	3.28
MLC Limited	4,623,489	2.59
Perpetual Trustees Nominees Limited	4,180,660	2.34
Pendal Nominees Pty. Limited	3,668,777	2.05
Norwich Union Life Australia Limited	3,582,599	2.01
The National Mutual Life Association of Australasia Limited	2,949,806	1.65
Citicorp Nominees Pty. Limited	2,587,290	1.45
Vynotas Pty. Limited	2,551,300	1.43
Commonwealth Superannuation Board of Trustees No. 2	2,131,230	1.19
Permanent Trustee Australia Limited	1,701,800	0.95
CBA Nominees Limited	1,446,448	0.81
Suncorp Insurance & Finance	1,260,500	0.71
Swiss Re Australia Limited	1,175,000	0.66
Victorian Superannuation Board	970,110	0.54
Total issued	144,399,173	80.85
	178,579,521	100.00

MELB: FRIDGERIGHT NEWS

All Scrap: What's happening at Fridgeright?
Fridgeright Worker: A woman in the office was sexually harassed and had gone off the job on leave. As a result a union meeting was held and ban was imposed on anyone doing her work, whilst she was off duty. Management directed non union members to do her work, resulting in the victimisation of 3 shop stewards who were co-ordinating

the imposing of the bans. This dispute has been resolved to the satisfaction of the union members and harassed worker.

AGGRO AT INGHAM'S, CASULA, SYDNEY

Three months ago, a young fellow by the name of Anthony came into the plant as the new foreman. Initially people on the shop floor gave him an opportunity as he didn't know the job in any area. However, he proceeded to act in a very arrogant and offensive manner, insulting and intimidating workers; engaging standover tactics. His favourite sayings were: "you do as I say" or "I am your superior you must do as I say." This attitude very nearly caused industrial repercussions against the company amongst shop floor workers, who were fed up with his disregard for human relations.

More recently an incident occurred. A long time employee was in the manager's office making a complaint against Anthony. When a shouting match broke out outside the factory building, involving another employee and the foreman. This employee told him that he wanted to see the management over the incident. The foreman replied "you do as I say I am your superior". The employee answered by saying if anyone is to send me home, I am going to see the manager and asked the foreman to accompany him. The foreman stopped at the office and engaged in intimidating behaviour. The employee told him a number of times, to get out of the way. Finally, he was asked whether, he as foreman was deliberately preventing an employee's access to the manager. He said I am not refusing you access, I am escorting you.

This statement indicated his own confusion with his job as foreman. He didn't know whether he was being led or leading.

He finally gave in.

The meeting with the manager commenced following, the woman who was making a complaint being asked to wait outside. After half an hour of discussions, the manager who is well respected by all employees settled the dispute and all parties agreed to make an effort to work together. It was made clear to the manager, that under no circumstances would the treating of valued employees as less than human beings would be tolerated. Apart from all this, people at the plant are still waiting for a pay rise.

BHP NEWS

Recently at BHP Emu Plains in Sydney, Nick Allen, the notorious AWU-FIMEE boss was observed attempting to persuade workers to accept management plants for shift

changes. Currently workers are on 10 hour per day, 4 day shifts, with the 5th day in the week as overtime with associated penalty rates. Allen was pushing the bosses' demand that the shifts should be changed to three 8 hour shifts each day with a five day week. As a result of this plan, workers stand to lose \$240 a week due to the loss of overtime on the 5th day.

RADCO FLEX, SEVEN HILLS, SYDNEY NEWS

ALL SCRAP: What's been happening at the factory?

Radco Flex Worker: Although there is only one AMWU member at the plant, it is covered by the metal trades agreement negotiated by the AMWU in Jan.1995. This agreement was for one year and ran out on 1st January 1996. Since then we have not been covered by any agreement. Consequently the bosses have been changing our shifts to suit themselves.

AS: What's happening with the supervisors?

RFW: There are two of them, a father and son. They are quite arrogant, often yelling at workers. They want the machines to be running all the time, but refuse to help to set them up for operation. They think they own the place and have plans for taking it over. Recently, a worker asked one of them to see Bruce, the manager about getting a replacement 500 watt halogen lamp. The supervisor replied arrogantly, that "you can't go any higher".

About Men

LLOYD DANGLE 1986



HOW TO RECALL A UNION REP ' BOSSES' STOUGE

A common problem facing workers at many plants, is the union delegate who is a notorious bosses' stooge. Such people are extremely dangerous given their cave-in/collaboration with the speedup and other bosses' plans such as lockouts and the imposition of contracts.

The following article by a trammie from Sth Melbourne tram depot looks at how such a bosses stooge was given the sack, and replaced by a delegate who acted on the basis of a strict mandate from depot union meetings. This article was originally published in the Victorian edition of Sparks in 1987.

Throughout most of 1987, Sth Melb. tram depot had to put up with a dictatorial, disruptive, meddling union delegate.

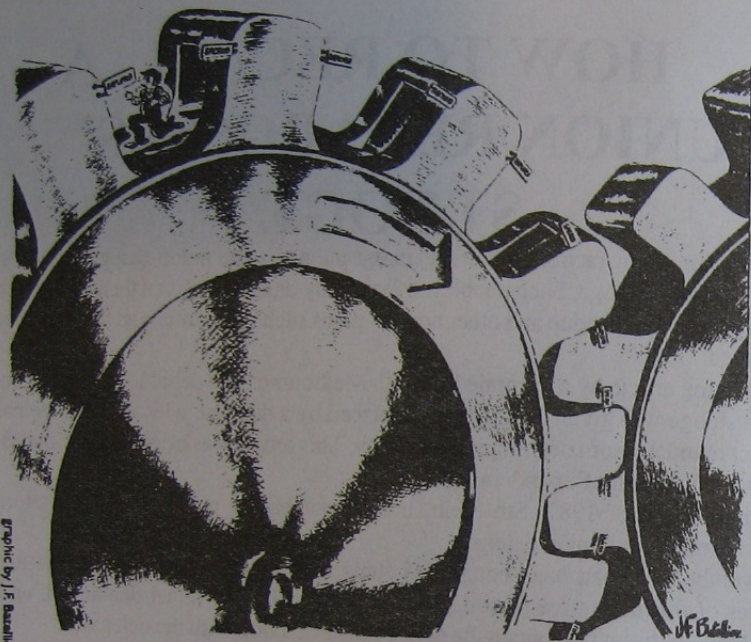
By November we had had enough and steps were taken by the rankand file to rid ourselves of this disruptive person. A meeting was called, or rather demanded, on the 4th. of Nov. to discuss yet again the depot's dissatisfaction with the delegate.

She refused to recognise the meeting and stormed out shrieking "I'm still the delegate". The meeting was held without her and a motion of no confidence in the delegate was passed. When word of this "illegal" meeting reached our beloved leaders, quick measures were taken to have a "scheduled" meeting the next day. (We can't have workers holding meetings and making decisions without supervision!)

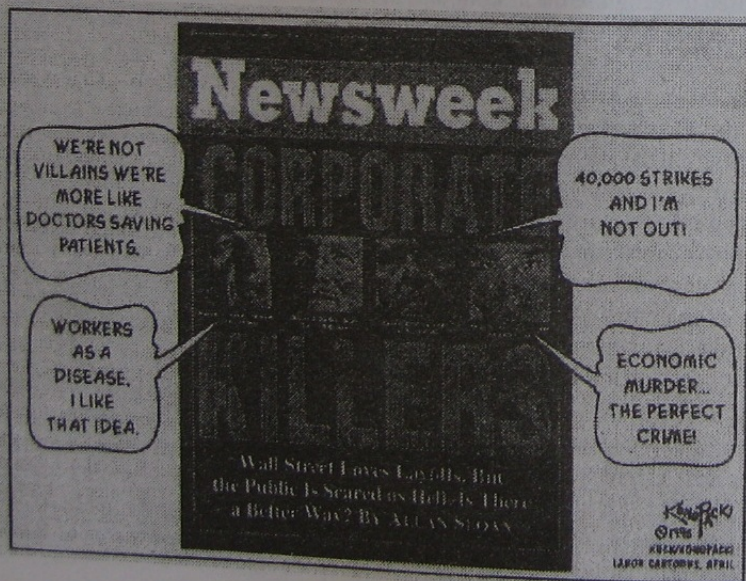
The meeting on the 5th. was attended by the entire union executive, a measure no doubt of the fear that they may lose control of the situation. The meeting voted to hold a stopwork on the 9th to solve the delegate issue once and for all.

The stopwork meeting was, duly held and the Union President arrived with a ballot box and an understanding from the delegate that if the depot wished it, she would resign. There was an immediate rush for the ballot box. The depot seemed unconcerned that it must be the first time in the history of the ATMOEA (now PTU) that a simple no confidence motion had been decided by secret ballot.

The vote went two to one against the delegate. And all that was left was for us to endure her insulting farewell speech. The applause and cheering at the end was for the fact that she had resigned rather than for the contents of the speech itself. Our union secretary further insulted us by declaring that we had nothing to be proud of and that we had established an unfortunate precedent that would never be repeated. (The precedent is a good one and should be repeated whenever necessary) See Page 16



Graphic by J.F. Baudin



MELB: A TOYOTA SHOP STEWARD'S STORY

Gerard Morel worked on the assembly line at Toyota Port Melbourne from late 1987 to 1993. He became a shop steward in 1990 (representing 55 people and later deputy senior shop steward.)

Getting to be a shop steward was a long process. I started trying to be steward as soon as I got there. I was inexperienced and didn't have a group of people to help me. It was easy for the company to shift one around every time it looked like I was going to get it. When I did become shop steward finally it was for two reasons; at the first wave of redundancies some of the leading stewards took the package, and by that time I'd worked there for years and I had a lot of friends who knew what I thought and in particular two older long term workers who thought I'd be a good shop steward because I was "smart" and spoke good English. They ran around and campaigned for me and got me elected steward. I obviously had ideas about what a shop steward should do and I questioned everything that was happening. I constantly said to people that we didn't have to work as hard. The fact that I was a socialist and political did mean some thing to some people too. Part of that was just being interested in people someone would say "I'm from Rumania" and I'd have some thing to say about Rumania.

Once the excitement, of actually becoming a steward was over it was obvious that there was no real role for shop stewards. The union or the company would involve shop stewards in discussions in a way that was almost like play acting. Sometime in the past the union or the company had been forced by militant actions to consult with shop stewards and here they were pretending to do it when it was no longer necessary fifteen years later. Every month the shop stewards would be "allowed" to meet on company time and at this meeting we were supposed to formulate requests and questions for the company. Then the company would respond a week later at a "report back" meeting. This was about as successful in pushing the company to do anything as a suggestion box. Just a device to let off steam. A part from that almost the only formal thing a shop steward could assist on, was being present at discipline sessions of workers. Generally workers who went to see a shop steward about a problem were immediately harassed and asked "why didn't you see a team leader, why didn't you see a group leader, blah, blah, blah". Some shop stewards who had a good relationship with the bosses were given a lot of freedom to move around. I was given none, I was tied to the assembly line. But I was determined every week to see everybody and ask them how they were, and encourage them to see me about problems. I was determined to have a professional system happening where I could use the phone, where if a person had a problem I could sit down and talk to them on the spot. There was nothing on paper saying a shop

steward could do these things, it was all on precedent. But the Health & Safety representative, which I also was, had a whole series of rights enshrined in law. So I had to pretend that my weekly trip down the line was a "health and safety inspection". That when I used the phone it was to ring to the Department of Labour and Industry, and so on.

It was a struggle to make the position of shop steward a real one. One way I sought to do that, not just for myself but for all the other shop stewards was to get workers to put pressure on their shop stewards by raising everybody's expectations of what shop steward's should do; so I did these weekly inspections, made a point of talking to Vietnamese for example (which a lot of people didn't do), yelled at foreman in the most public way possible and helped workers find lawyers for workcare and things and the result was, as I hoped, people started to approach me and say: "How come our shop steward doesn't do what you do?" To which the response was obvious: "Why don't you get rid of him?" You couldn't lose in this way, because firstly you weren't making stupid promises to people out what you could do for them; instead you were forcing them to understand that things would only change if they got active as well. And if their attempt to change their shop steward failed, it would force their shop steward to respond, to campaign, to speak to people. For a couple of weeks everyone in that section would be talking about unionism and who was the best shop steward. And win or lose you had a contact in another part of the factory you could talk to about the union.

The biggest problem, above intimidation and everything, was that people expected you to do things for them. Sometimes you felt like a real shit boy telling people: "I can't do anything, for this problem you have to go on strike." So, days after I became shop



anything, for this problem you have to go on strike." So, days after I became shop steward, I came in one morning a bit late and people started shouting at me expectantly, the line had been speeded up. So I went off to the industrial relations idiots, who went to the management, who went to the foreman who "proved" that the line was the same speed as normal. I wasn't prepared to go down the line telling everybody that they were wrong and the company had given me a reassurance that the line speed was the same. Instead I had to go back to people and say: "If you think the line speed is too fast, then as far as I'm concerned it is. But the company are not going to accept my word for it so you have to show how seriously upset you are and stop work": This kind of situation came up constantly and sometimes people did stop work. The crucial part of that was not bullshitting to them about what I could do, and encouraging them to take action while they were still angry, and not disappearing into meetings with management for hours on end until people had given up and got used to it.

TO BE CONTINUED

LETTER FROM HOLDEN

Dear All Scrap,

Seeing your paper cheered me up enormously. The main news where I work at Holden Pt.Melb. is that the Company doesn't want to pay the last 2% of the last Enterprise Bargaining Agreement (EBA). It was possible to see this coming weeks ago, at the last communication meeting, when management told us productivity was down, waste was up and sales were down and we had all better pull our socks up. This was followed in some areas by a petty crackdown on tea break times and the like. Back in the 1950's, JAC Brown wrote the "Social Psychology of Industry", which explains that harassment of workers does not in fact help productivity, but obviously Holden management hasn't read it.

Anyway, in return for the 2% management wants yet more control of when programmed days off are taken, than they already have and also want production workers to do various jobs reserved in theory for trades workers. Where has this can lead was shown in 1994 at the Kraft Factory round the corner from Holden, then the metal trades workers were retrenched and replaced at one end with skilled up production workers and at the other end with outside contractors. This area is one of potential conflict of interest between trades and production workers and the arrogant attitudes of some trades workers is not helpful.

I will help keep you informed of developments.

Best Regards,

Jeremy

Q: "How many fitters are needed to change a light bulb?" A: "None! That's an electrician's job."

ANARCHO-SYNDICALISM

ANARCHO-SYNDICALISM means anarchist unionism. This is as opposed to trade unionism. We advocate all workers in one industry to be in one union so as to remove artificial divisions amongst workers. Such a union must be fully organised and controlled by the membership.

To achieve this we want a union organised along the following lines:

1. That no person employed by the union earn more than the average income of the membership;
2. That spokespeople have no executive power - all decisions are made by the membership affected;
3. Spokespeople are only to act as delegates elected by the membership to carry out decisions made by the membership;
4. That a mechanism be instituted for the instant recall of spokespeople/delegates who break the above rules.
5. That all positions within the union be held as a limited tenure, i.e., two years (unless no one else stands).
6. There is to be no body of full time paid officials. All loss of earnings are to be paid by the union to the extent of the lost wages.
7. That a programme of decentralised decision making be implemented within the union structure, so that we won't need full time paid positions.

Only in this way can we see a democratic, united, fighting organisation be created which will stand up for the rights of workers and their families against all governments, political parties and all bosses.

Continued from page 11

Like all good dictators, however, our ex-delegate tried one last ploy, and next day withdrew her resignation !!, and informed us that she would take us to the Industrial Court! This was too much for the union executive and it appears the bosses.

For our ex-delegate was promptly transferred to the hapless Glenhuntly depot, which, incidentally, had previously kicked her out. After the vote, S.M. depot unanimously endorsed J. Christie, the proxy delegate, as acting delegate, until elections can be held early this year.

This, isn't the end of the grand comedy, however, for we have persistent reports from the person herself that she will return and contest for the position of delegate!

To repeat the point made in my previous article, the most important issue to come out of this whole saga is union accountability. In this particular case a united and determined rank and file refused to back down in the face of strong leadership opposition. A precedent has been established, it is a good one.

Patrick Cook, tram driver,