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MINISTRY PAPER NO. 27.

INTERNATIONAL LABOUR RECOMMENDATION No. 129  
concerning  
COMMUNICATIONS BETWEEN MANAGEMENT AND  
WORKERS WITHIN THE UNDERTAKING

The International Labour Conference adopted the abovementioned Recommendation on the 28th June, 1967, during its Fifty-First Session.

2. Jamaica as a Member of the International Labour Organisation, is under obligation to bring the Recommendation to the attention of the Competent Authority for a decision as to the action to be taken thereon and to convey such decision to the Director General of the International Labour Office.

3. The Recommendation which is attached as an Appendix, stipulates that each Member should take appropriate action to bring the provisions of the Recommendation to the attention of persons, organisations and authorities who may be concerned with the establishment and application of communications policies, and provides that:-

- (a) employers, workers and their respective organisations should, in their common interest recognise the importance of developing within undertakings, a climate of mutual understanding and confidence, facilitated by the diffusion and exchange of information relating to the various aspects of the life of the undertaking and to the social conditions of the workers, which is both favourable to the efficiency of the undertaking and to the aspirations of the workers;
- (b) after consultation with workers' representatives, appropriate measures should be adopted by management to apply an effective policy of communication with the workers and their representatives, such measures

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PROVISIONS

should in no way derogate from freedom of association or prejudice the position of democratically chosen organisations;

- (c) a communications policy should be adapted to the nature of the undertaking and the size, composition and interests of the workforce and should comprise two-way channels so as to ensure effectiveness between all levels of management and workers' representatives;
- (d) in choosing a channel of communication, management should always take into account the type of information to be transmitted and the difference in the nature of the functions of supervisors and workers' representatives so as not to weaken their respective positions, and should ensure that the workers' representatives have the means to impart the information rapidly and completely;
- (e) media of communication may include meetings, newsletters and information leaflets, notice boards, house journals and magazines, plant visits, films, slides, radio, television and suggestion schemes;
- (f) matters of interest such as the operation and future prospects of the establishment especially as it affects the workers, particularly information in regard to training, prospects for promotion, general working conditions, staff welfare services, safety regulations, social security schemes, transfers, termination of employment, job descriptions, the place of particular jobs within the undertaking and procedures for the examination

/of grievances .....

3.

of grievances are subjects which management is expected to have readily available in an easily understandable form, provided the disclosure of such information is not damaging to the parties.

4. There are no laws or regulations providing for communications policies in Jamaica. A number of establishments appreciate the need for and have fairly comprehensive communications policies but it cannot be said that the practice of establishing and applying an effective communications policy in the overall personnel policy is widespread. Management in the majority of cases, do not appear to recognise the need for such a policy.

5. The work-force in most establishments is small in number and the media of communication are usually confined to notice boards, minutes, meetings between workers' and union representatives and orally throughout the various levels of management. Only a few of the larger establishments publish workmagazines or operate works committees and even fewer have facilities for the showing of films or slides.

6. The Government realise the very useful role which an effective communications policy can play in achieving the co-operation of the work-force and feel that such policy should be considered and applied as a part of the overall personnel policy of all employers.

7. The general considerations of and elements for a communications policy set out in the Recommendation are worthy of application and Government therefore propose to accept the Recommendation as a useful guide in the furtherance of such a policy, and to so inform the Director General of the International Labour Office.

The Honourable House of Representatives is accordingly invited to agree.

L.G. NEWLAND  
Minister of Labour and  
National Insurance.  
29th March, 1968.

Recommendation 129

RECOMMENDATION CONCERNING COMMUNICATIONS BETWEEN  
MANAGEMENT AND WORKERS WITHIN THE UNDERTAKING.

The General Conference of the International  
Labour Organisation,

Having been convened at Geneva by the Governing  
Body of the International Labour Office,  
and having met in its Fifty-first Session on  
7 June 1967, and

Noting the terms of the Co-operation at the Level  
of the Undertaking Recommendation, 1952 and

Considering that additional standards are called  
for, and

Having decided upon the adoption of certain pro-  
posals with regard to communications within the  
undertaking, which is included in the fifth  
item on the agenda of the session, and

Having determined that these proposals shall take  
the form of a Recommendation,

adopts this twenty-eighth day of June of the year one  
thousand nine hundred and sixty seven the following  
Recommendation, which may be cited as the Communications within  
the Undertaking Recommendation, 1967:

I GENERAL CONSIDERATIONS

1. Each Member should take appropriate action to  
bring the provisions of this Recommendation to the  
attention of persons, organisations and authorities who  
may be concerned with the establishment and application of  
policies concerning communications between management and workers  
within undertakings.

2. (1) Employers and their organisations as well  
as workers and their organisations should, in their  
common interest, recognise the importance of a climate  
of mutual understanding and confidence within undertakings  
that is favourable both to the efficiency of the undertaking  
and to the aspirations of the workers.

(2) This climate should be promoted by the rapid  
dissemination and exchange of information, as complete and  
objective as possible, relating to the various aspects of  
life of the undertaking and to the social conditions of the  
workers.

(3) With a view to the development of such a climate  
management should, after consultation with workers' representa-  
tives, adopt appropriate measures to apply an effective policy  
of communication with the workers and their representatives.

3. An effective policy of communication should ensure  
that information is given and that consultation takes place  
between the parties concerned before decisions on matters of  
major interests are taken by management, in so far as  
disclosure of the information will not cause damage to either  
party.

4. The communication methods should in no way derogate  
from freedom of association; they should in no way cause  
prejudice to freely chosen workers' representatives or to  
their organisations or curtail the functions of bodies

representative of the workers in conformity with national law and practice.

5. Employers' and workers' organisations should have mutual consultations and exchanges of views in order to examine the measures to be taken with a view to encouraging and promoting the acceptance of communications policies and their effective application.

6. Steps should be taken to train those concerned in the use of communication methods and to make them, as far as possible, conversant with the subjects in respect of which communication should take place.

7. In the establishment and application of a communications policy, management, employers' and workers' organisations, bodies representative of the workers and, where appropriate under national conditions, public authorities should be guided by the provisions of Part II below.

## II. ELEMENTS FOR A COMMUNICATIONS POLICY WITHIN THE UNDERTAKING

8. Any communications policy should be adapted to the nature of the undertaking concerned, account being taken of its size and of the composition and interests of the work force.

9. With a view to fulfilling its purpose, any communications system within the undertaking should be designed to ensure genuine and regular two-way communication -

(a) between representatives of management ( head of the undertaking, department chief, foreman, etc.) and the workers; and

(b) between the head of the undertaking, the director of personnel or any other representative of top management and trade union representatives, or such other persons as may, under national law <sup>or</sup> practice, or under collective agreements, have the task of representing the interests of the workers at the level of the undertaking.

10. Where the management desires to transmit information through workers' representatives, the latter, if they agree to do so, should be given the means to communicate such information rapidly and completely to the workers concerned.

11. Management should, in choosing the channel or channels of communication which it considers appropriate for the type of information to be transmitted take due account of the difference in the nature of the functions of supervisors and workers' representatives so as not to weaken their respective positions.

12. The selection of the appropriate medium of communication, and its timing, should be on the basis of the circumstances of each particular situation being taken of national practice.

13. Media of communication may include -

- (a) meetings for the purpose of exchanging views and information;
- (b) media aimed at given groups of workers such as supervisors' bulletins and personnel policy manuals;
- (c) mass media such as house journals and magazines; news-letters and information and induction leaflets; notice-boards; annual or financial reports presented in a form understandable to all the workers; employee letters; exhibitions; plant visits; films; filmstrips and slides; radio and television;
- (d) media aimed at permitting workers to submit suggestions and to express their ideas on questions relating to the operation of the undertaking.

14. The information to be communicated and its presentation should be determined with a view to mutual understanding in regard to the problems posed by the complexity of the undertaking's activities.

15. (1) The information to be given by management should, account being taken of its nature, be addressed either to the workers' representatives or to the workers and should, as far as possible, include all matters of interest to the workers relating to the operation and future prospects of the undertaking and to the present and future situation of the workers, in so far as disclosure of the information will not cause damage to the parties.

(2) In particular, management should be given information regarding -

- (a) general conditions of employment, including engagement, transfer and termination of employment;
- (b) job descriptions and the place of particular jobs within the structure of the undertaking;
- (c) possibilities of training and prospects of advancement within the undertaking;
- (d) general working conditions;
- (e) occupational safety and health regulations and instructions for the prevention of accidents and occupational diseases;
- (f) procedures for the examination of grievances as well as the rules and practices governing their operation and the conditions for having recourse to them;
- (g) personnel welfare services (medical care, health, canteens, housing, leisure, savings, and banking facilities, etc.);
- (h) Social security or social assistance schemes in the undertaking;
- (i) the regulations of national social security schemes to which the worker are subject by virtue of their employment in the undertaking;
- (j) the general situation of the undertaking and prospects or plans for its future development;

(k) the explanation of decisions which are likely to affect directly or indirectly the situation of workers in the undertaking;

(1) methods of consultation and discussion and of co-operation between management and its representatives on the one hand and the workers and their representatives on the other.

(3) In the case of a question which has the subject of negotiations between the employer and the workers or their representatives in the undertaking or of a collective agreement concluded at a level beyond that of the undertaking, the information should make express reference thereto.

The foregoing is the authentic text of the Recommendation duly adopted by the General Conference of the International Labour Organisation during its Fifty-first Session which was held at Geneva and declared closed the twenty-ninth day of June 1967.

IN FAITH WHEREOF we have appended our signatures this thirteenth day of June 1967.

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