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APPENDIX 1: List of Interviewees

Interview with Malaysian Trade Union Congress (MTUC), Malaysian Employers Federation (MEF), Metal Industry Employees Union, and Industrial Relations Department, Ministry of Human Resources (PART 1) and as well summaries of data collections in 4 cases in Malaysia (PART 2)

PART 1: National Key Players in Industrial Relations

Interview with the MTUC Chairman, The Executive Director of MEF, Senior Industrial Relations Officer, Metal Industry Employees Union (MIEU) which affiliated with MTUC, Senior Officer of Industrial Relations, Industrial Relations Department, Ministry of Human Resources, Malaysia.

The rationale for interviewed these people:

- a. To explain about the current status of Code of Conduct For Industrial Harmony 1975.
- b. To identify the impact of this code on employee participation practices in private sector in Malaysia.
- c. To explain the current development and debate on industrial relations in Malaysia from union, employers federation and government perspectives.
- d. To obtain some of the archival documents such as the Code of Conduct for Industrial Harmony 1975; Industrial Relations Act 1967, Trade Union Act 1959; Employment Act 1955 and other relevant statistic on industrial relations in Malaysia.

Method	Unit of Analysis
Interviews (Unstructured and semi- structured)	<ul style="list-style-type: none">• President–Malaysian Trade Union Congress (MTUC), 21/12/2003/ 10am-12am• Executive Director–Malaysian Employers Federation (MEF), 24/9/2003/ 3pm-5pm• Director of IR (DGIR), Industrial Relations Dept, Ministry of HRM, Malaysia, 19/10/03, 2.30pm to 5.00pm• Senior Industrial Relations Officer- Industrial Relations Dept, Ministry of HRM, Malaysia- 3/6/2004/ 3pm-5pm• Senior Industrial Relations Officer- Metal Industry Employees Union (MIEU), 6/11/2003/ 3-5pm

PART 2: Firm Case Studies

Data collection procedures in three private firms in Malaysia: Case1: Steelco (Klang, West Malaysia), Case 2: Autoco (Kota Kinabalu, Sabah East Malaysia), and Case 3: Posco (Kuala Lumpur, West Malaysia Kota Kinabalu, East Malaysia).

Duration of Data Collection: September 2003 to May 2004

CASE STUDY 1: STEELCO

DATA COLLECTION- SOURCES AND METHODS: CASE 1: STEELCO KLANG, WEST MALAYSIA

Method	Unit of Analysis
<i>Interviews</i> (Semi-structured/ questions)	<ul style="list-style-type: none"> • HR Manager- (1) • Production Manager (1) • Executive and Supervisor (2) • TQM Manager (informal discussion) (1) • Union Representatives (2) • Non-Managerial Employees (Blue and White Collar) <ul style="list-style-type: none"> a. Perkeranian (<i>Clerical</i>)- 1 b. Juruteknik (<i>Trade/ Technician</i>)- 1 c. Operator Mesin (<i>Machine Operator</i>)- 1 d. (Pekerja am)- General hands- 2 e. Skill Worker-1 <p>Total: 13 participants</p>
<i>Direct Observation</i>	<ul style="list-style-type: none"> • Management-employee consultation meeting- informal discussion between them through direct observations • In-plant committee meeting- MC Hammer Meeting, 15/10/2003/ 11am-11.35am (recorded in tape cassette) • Festival Lunch (Deepavali)- 16/10/2003/ 12am-2pm • Company layout (map/structure) and company visit guided by the Production Manager (5/11/2003) and also Production Supervisor (9/10/2003)- 9am-11.30am • Sometimes sit down at the canteen and recorded events and interactions between employee-employee and also management-employee • Daily observation at the workplace
<i>Desk Information</i>	<ul style="list-style-type: none"> • Policy Handbooks (3/10 To 9/10/2003) at Human Resource Office • Code of Conduct For Steelco (For Non Executives And Supervisors) – 7-8/10/2003 • Company Annual Report 2002 • Organisational Charts • Staff Attendance Record Book • Company Official Histories • Company Journal (Such As Monthly News Letter, Magazine) (Steelco Group Newsletter; Southern Steel Group Newsletter) – 9/10/2003 • Collective Agreement (7/10 To 11/10/2003) • Minutes of Management- Union Meetings • Minutes Of Meetings- Safety (6/10/2003; 14/11/2003) And MC Hammer Meetings (10/5 to 29/10/2003) • Digital photographs (multiple locations in the Steelco) • Company's pamphlets about their products and marketing plan

INTERVIEW WITH KEY INFORMANTS AT STEELCO, KLANG, SELANGOR, WEST MALAYSIA

Category/Job Title	Place of interview	Date	Time
HR/TQM Manager	HR Manager Office	2/10/03	10.45am— 12.30 pm
HR/TQM Manager	HR Manager Office	2/10/03	3.00pm - 5.00pm
HR/TQM Manager	HR Manager Office	3/10/03	4.00-pm-5.30pm
HR/TQM Manager	HR Manager Office	7/10/03	11.00a.m –12.30 am
Payroll Clerk (Clerical Employee/ White Collar)	Executive Meeting Room, 1 st Floor	8/10/03	4.00pm- 5.15pm
Production Supervisor	Executive Meeting Room, 1 st Floor	9/10/03	11.00 a.m-1.00pm
Skill Worker	Production Office	17/10/03	2.30-4.00pm
Production Supervisor	Executive Meeting Room, 1 st Floor	30/10/03	3.00-4.00pm
Production Executive	Executive Meeting Rooms, 1 st Floor	9/10/03	11.35am-1.05pm
Production Technician	Same as above	10/10/03	11am-12.30am
Union Committee	Production Office	10/10/03	2.45pm-5pm
Union Committee	Production Office	11/10/03	2.45pm-4.30pm
Machine Operator	Executive Meeting Rooms, 1 st Floor	15/10/03	2.50pm-4.45pm
General Worker	Executive Meeting Rooms, 1 st Floor	31/10/2003	11am-1pm
General Hands (Operator)	Production Office	3/11/2003	1100am-1.00pm
Production Manager	Production Office	13/11/2003	11am-1.00pm
Production Manager	Production Office	5/12/2003	11.15am- 112.30pm
	Production Office	5/11/2003	2.35pm-3.15pm
Production Supervisor	Production Office	2/12/2003	3.00-4.50pm
TQM Manager	Near Human Resource Office	2/12/ 2003	10.00am-11.00am

CASE STUDY 2: AUTOCO

DATA COLLECTION- SOURCES AND METHODS: CASE 4: AUTOCO, KOTA KINABALU, SABAH, EAST MALAYSIA

Methods	Unit of analysis
<i>Interviews</i> (Semi-structured and unstructured questions)	<ul style="list-style-type: none"> • Plant Adviser (Representing. General Manager (GM) (1) • Assistant Plant Manager (1) • Senior HR Executive (1) • Management Representative/TQM Manager (1) • Senior Executive (Health and Safety/QC (1) • Production Supervisor (1) • Non-Managerial Employees Category: <ul style="list-style-type: none"> i. Technician (1) ii. General Clerk (1) iii. Machine Operators (2) iv. General Hands (1) v. Painter (1) <p>TOTAL: 12 PARTICIPANTS</p>
<i>Direct Observation</i>	<ul style="list-style-type: none"> • Management-employee consultation meeting- informal meeting between managers and employees (Daily Observation) • Social functions-Annual Gathering on Hari Raya Buka Puasa/Chinese New Year- 5 February 2004. • Team briefings- 2 briefings- 20/2/04/ 3.30-3.50pm and 17/2/04/ 10.30am-10.50am • Visited the whole plant under the guidance Production Supervisor on 20/2/2004 and also company layout/map/structure <p>Informal discussions with employees either managerial of non-managerial level</p>
<i>Desk Information</i>	<ul style="list-style-type: none"> • Policy handbooks • Organisational charts • Company official histories • Company journal (such as monthly news letter, magazine) (Lion Group Newsletter and SEDCO Newsletter) • Minutes of meetings on QCC, Sports and Recreation, Safety and Health, Employees Suggestions Scheme, ISO9000, management meeting • Company annual report • Annual financial statement. • ISO 9000 documents • Photographs • Company layout/structure • Staff ratio

INTERVIEW WITH KEY INFORMANTS AT AUTOCO KOTA KINABALU, SABAH, EAST MALAYSIA

Category/Job Title	Place of interview	Date	Time
Plant Adviser	General Manager's Office	9/3/2004	10.00am-12.30pm
Assistant Assembly Manager (AAM)	AAM's Office	28/1/2004	3.35pm-5.00pm
Senior HR Executive	HR Office	4/2/04	9.30am-11.30am
Management Representative/TQM Manager	Accounts Department	10/2/2004	2.00pm-4.00pm
Senior Executive (Health & Safety/QC)	AAM's Office	17/2/2004	10.30am-12.00pm
Production Supervisor	Factory Meeting's Room	20/2/2004	2pm-3.30pm
		24/2/2004	10.30am-12.30pm
Technician	Factory Meeting's Room	20/2/2004	10.00am-12.00pm
General Clerk	Factory Meeting's Room	17/2/2004	9.00am-10.30pm
Machine Operator	Factory Meeting's Room	18/2/2004	9.00am-10.30am
Machine Operator	Factory Meeting's Room	18/2/2004	10.30am-12.30pm
General Hand	Factory Meeting's Room	17/2/2004	2.00pm-3.30pm
Painter	Factory Meeting's Room	3/3/2004	2.30-4.00pm

CASE STUDY 3: POSCO

DATA COLLECTION- SOURCES AND METHODS: CASE 3: POSCO, KUALA LUMPUR, WEST MALAYSIA AND KOTA KINABALU, SABAH, EAST MALAYSIA

<i>Interviews</i> (Semi-structured and unstructured questions)	<ul style="list-style-type: none"> • IR MANAGER (1) • TQM/ QUALITY MANAGER (1) • Non-Managerial Employees Category : <ul style="list-style-type: none"> Assistant Executive (1) Postman/Branch Union Committee (1) Assistant Technician (1) Clerk (Front Office) (1) Postman (1) General Clerk (Administration Dept) (1) • Union Works Committee (Representatives) <ul style="list-style-type: none"> President of PMUPUS (1) Secretary-General of PMUPUS (1) Assistant General Sec. of PMUPUS (1) Union Secretary (1) President of PMUPCW (1) <p>TOTAL: 13 PARTICIPANTS</p>
<i>Direct Observation</i>	<ul style="list-style-type: none"> • Management-employee consultation meeting (only by observation- whenever interview sessions will take place) • Company layout (map and also structure) and visiting guided by Union President and General Manager of Posco at branch level • Direct observation as non-participant at union monthly committees meeting at Union Office, Jalan Brickfields, Kuala Lumpur
<i>Desk Information</i>	<ul style="list-style-type: none"> • Policy handbooks • Organisational charts/ structure • Company official histories • Company journal (such as monthly news letter, magazine) (<i>Suara Post -Union's Monthly Newspaper</i>) and <i>Pekelling Post Newsletter</i>) • Collective agreement • Minutes of meetings- Joint Consultation Committees (JCCs) Meetings and Collective Agreements (CA) • Company Annual Report • Annual Financial Statement. • ISO 9000 documents • Incoming official emails documents which by management to employees • Statistic on Staff Proposition

DATA COLLECTION- SOURCES AND METHODS: CASE 3, POSCO, Kuala Lumpur, WEST MALAYSIA

INTERVIEW WITH KEY INFORMANTS AT POSCO, KUALA LUMPUR AND WORKPLACE AT KOTA KINABALU, SABAH, EAST MALAYSIA

Category/Job Title	Place of interview	Date	Time
Industrial Relations (IR) Manager	IR Office, HQ, Kuala Lumpur	24/12/2003	9.30AM-12.30PM
Quality Manager	Meeting Room	24/12/2003	2.15pm-3.30pm
Assistant Executive (Non-Managerial Category)	Lobby of Payroll Department Office	19/12/2003	10.15am-1.45am
Assist. Technician	Technician Department	18/12/2003	3.00pm-5.00pm
Postman/Branch Union Committee	Interview at restaurant because do not have room space at this office, Cheras Post Office, Kuala Lumpur	13/1/2004	9.30am-12.00pm
General Clerk (Administration)	Meeting Room, HQ, Posco, Kuala Lumpur	18/12/2003	10.15am-12.35pm
Postman (Posco Office),	Luyang Post Office, Sabah, East Malaysia	19/3/2004	9.00am-11.00am 2.00pm-3.30pm
Clerk (Front Office)	Luyang Post Office, Sabah, East Malaysia	27/2/2004	2.30pm-5.00pm
President of PMUPUS Union	UPUS Office, Kuala Lumpur	13/1/2004	12.45pm-2.30pm
Secretary General of PMUPUS Union	UPUS Office, Kuala Lumpur	12/1/2004	9.00am-12.00pm
Assistant General Secretary of PMUPUS Union	UPUS Office, Kuala Lumpur	12/1/2004	2.00pm-4.30pm
Branch Manager/ Union Committee of Sabah UPCW Sabah	Luyang Posco, Kota Kinabalu, Sabah, East Malaysia	24/4/2004 25/4/2004	2.00pm-6.00pm 7.00pm-9.00pm
President of PMUPCW Union	Meeting Room, HQ, Posco, Kuala Lumpur	12/1/2004	3.30pm-4.30pm

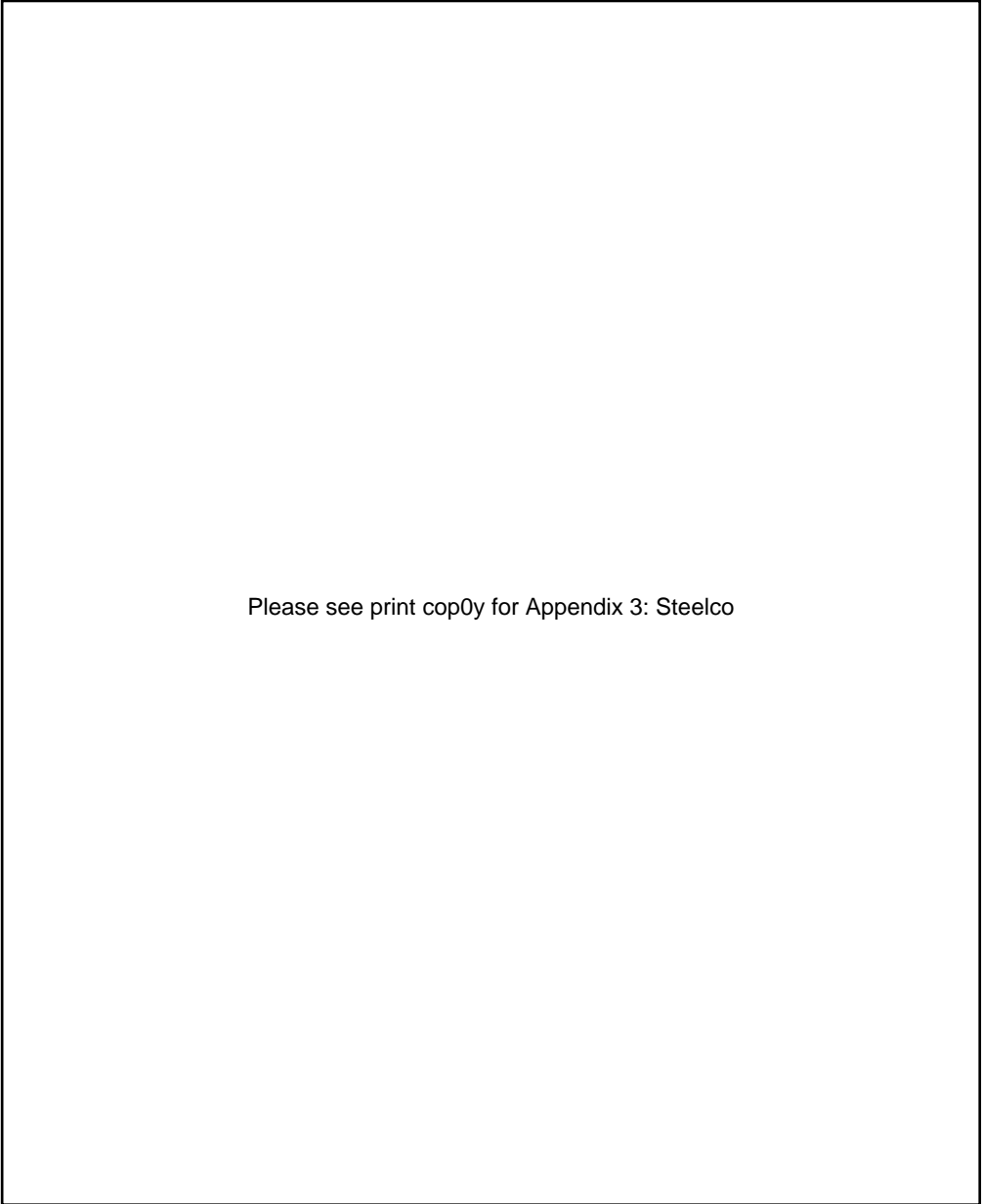
Remark:

- **TOTAL NUMBER OF INTERVIEWEES 43**
- **TOTAL NUMBER OTHER DISCUSSIONS: 20**

ATTACHMENT: HUMAN ETHIC CERTIFICATE

Please see print copy for attachment

APPENDIX 3: Steelco, Malaysia



Appendix 3: AUTOCO, MALAYSIA

Please see print copy for Appendix 3: Autoco

APPENDIX 3: Letter from Posco, Malaysia

Please see print copy for Appendix 3: Posco

APPENDIX 3: LETTER FROM MEF, KUALA LUMPUR

Please see print copy for Appendix 3: MEF