

Mediation in an interest dispute

Case - Kampala Coffee Processing Plant

Kampala Coffee Processing Plant has all together 125 workers.

The workers approached the employer with the following demands:

1. A skill bonus program in order for the employers to increase their salary. In connection with this bonus program there should be no reduction in the bonus if the employee is absent.
2. A fixed amount of salary when production target is met.
The current company policy is that the management is obligated to pay a bonus when production target is met, but the actual amount is left for the management to decide,
3. A regulation of the mechanics' salary.
Today the salary of the mechanics maintaining the production machinery are paid 15% below the processing workers. The salary has not been regulated for the last 5 years. The reason for this is that the management considers the production workers to be more valuable for the company.

Considerations for the negotiations - both for the employer and employee

- A. Define the criteria on which the system for skill bonus should be based? Is it reasonable that there is a reduction in the bonus in the case of absence?
- B. What is one of the consequences of the present scheme (when it is up to the management alone to determine the bonus?)
- C. Prepare the arguments for regulating/ rejecting an increase of the mechanics' salary?

Question:

How can the bi-partite committee find a conciliation in this case?

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Stakeholders

Define the Stakeholders, how can they influence the case.

Stakeholders on your side	How can they influence the result

From who do you need a mandate?

Stakeholders on their side	How can they influence the result

External Stakeholders	How can they influence the result

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Your demands

Your main demands

Which of the demands are the most important for you?

- 1.
- 2.
- 3.

What are the facts behind the the demands ?

What will it cost to meet the demands?

Are there other ways to meet the demands, which is agreeable to your opponent?

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Best alternatives

Prepare for negotiation - spend some time on this.

What can you live with if you do not get your primary result?

Is there another result, which will satisfy your stakeholders?

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Put yourself in your opposing party's position

What is your opposing party's position

Why is this your opposing party's position?

- Interest of their stakeholders?
- How do they see what happened?

What is your opposing party's basic interest - what do they want to achieve?

What is your opposing party's Best Alternative? -

- What can they live with?
- What will they do if they do not achieve their goal?
- Is there a completely different result which will satisfy them?

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For Conciliator

Finding solutions

Looking at the primary target and best alternatives of the two parties, find 5 different solutions that meets the interest of at least one of the parties without contradicting the other parties' interests

Employers	Solution	Trade Unions
1.		
2.		
3.		