AN ANALYSIS OF THE FORMAL CHANNELS
OF COMMUNICATION IN AN
INDUSTRIAL UNION LOCAL

DISSERTATION
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By

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# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>CHAPTER</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. INTRODUCTION</td>
<td>1</td>
</tr>
<tr>
<td>The role of the union in our industrial society</td>
<td>2</td>
</tr>
<tr>
<td>The role of the local union within the trade union movement</td>
<td>5</td>
</tr>
<tr>
<td>The importance of communications within the union</td>
<td>5</td>
</tr>
<tr>
<td>The relation of this study to other studies in the field of industrial communications</td>
<td>7</td>
</tr>
<tr>
<td>II. BACKGROUND</td>
<td>17</td>
</tr>
<tr>
<td>The company and its labor relations</td>
<td>17</td>
</tr>
<tr>
<td>The local union: its history and structure</td>
<td>20</td>
</tr>
<tr>
<td>The procedure followed in this study</td>
<td>24</td>
</tr>
<tr>
<td>III. THE WRITTEN CHANNELS OF COMMUNICATIONS</td>
<td></td>
</tr>
<tr>
<td>IN THE UNION</td>
<td>26</td>
</tr>
<tr>
<td>The bulletin boards</td>
<td>26</td>
</tr>
<tr>
<td>The newspaper column</td>
<td>29</td>
</tr>
<tr>
<td>The content analysis</td>
<td>31</td>
</tr>
<tr>
<td>Readability analysis</td>
<td>39</td>
</tr>
<tr>
<td>Questionnaire</td>
<td>43</td>
</tr>
<tr>
<td>Summary</td>
<td>46</td>
</tr>
<tr>
<td>IV. THE ORAL CHANNELS OF COMMUNICATION IN THE UNION</td>
<td>47</td>
</tr>
<tr>
<td>The union meetings</td>
<td>47</td>
</tr>
<tr>
<td>The union steward</td>
<td>56</td>
</tr>
<tr>
<td>CHAPTER</td>
<td>PAGE</td>
</tr>
<tr>
<td>-------------------------------------------</td>
<td>------</td>
</tr>
<tr>
<td>Personal data and background</td>
<td>58</td>
</tr>
<tr>
<td>Communication attitudes of stewards</td>
<td>65</td>
</tr>
<tr>
<td>Attitudes toward one communication task</td>
<td>72</td>
</tr>
<tr>
<td>The communication practices of the stewards</td>
<td>78</td>
</tr>
<tr>
<td>Summary</td>
<td>85</td>
</tr>
<tr>
<td>V. SUMMARY AND CONCLUSIONS</td>
<td>87</td>
</tr>
<tr>
<td>Findings</td>
<td>90</td>
</tr>
<tr>
<td>The formal channels of written communication</td>
<td>90</td>
</tr>
<tr>
<td>The bulletin boards</td>
<td>90</td>
</tr>
<tr>
<td>The newspaper column</td>
<td>91</td>
</tr>
<tr>
<td>The formal channels of oral communication</td>
<td>92</td>
</tr>
<tr>
<td>The regular union meeting</td>
<td>92</td>
</tr>
<tr>
<td>The union stewards</td>
<td>93</td>
</tr>
<tr>
<td>Conclusions</td>
<td>94</td>
</tr>
<tr>
<td>General conclusions</td>
<td>94</td>
</tr>
<tr>
<td>Specific recommendations</td>
<td>95</td>
</tr>
<tr>
<td>Recommendations for further study</td>
<td>96</td>
</tr>
</tbody>
</table>

APPENDIX A

CONTENT ANALYSIS, "LOCAL XYZ REPORTS"    | 98   |
Members mentioned and the frequency with
which they were mentioned                  | 99   |
Individual recognition and "group consciousness" | 103 |
Evidence that union is "in the know"        | 104 |
Evidence of good union-management relations | 105 |
<table>
<thead>
<tr>
<th>APPENDIX A (Con't.)</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evidence of union's broad interests and activities</td>
<td>106</td>
</tr>
<tr>
<td>Internal union affairs</td>
<td>107</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>108</td>
</tr>
<tr>
<td>Column length</td>
<td></td>
</tr>
<tr>
<td>&quot;Local XYZ Reports&quot; (40 columns)</td>
<td>109</td>
</tr>
</tbody>
</table>

| APPENDIX B                                              |      |
| STEWARD QUESTIONNAIRE AND RESPONSES                     | 110  |

| APPENDIX C                                              |      |
| MEMBER QUESTIONNAIRE AND RESPONSES                      | 124  |
| BIBLIOGRAPHY                                            | 136  |
| AUTOBIOGRAPHY                                           | 142  |
LIST OF TABLES

<table>
<thead>
<tr>
<th>TABLE</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. Space in the Newspaper Column Devoted to</td>
<td></td>
</tr>
<tr>
<td>Different Types of Information</td>
<td>37</td>
</tr>
<tr>
<td>II. Readability Count of Twelve Sample Newspaper</td>
<td>40</td>
</tr>
<tr>
<td>Columns</td>
<td></td>
</tr>
<tr>
<td>III. Years of Schooling of Stewards (by Age)</td>
<td>58</td>
</tr>
<tr>
<td>IV. Occupation and Union Affiliation of Stewards' Fathers</td>
<td>59</td>
</tr>
<tr>
<td>V. Type of Community in Which Reared (by Age)</td>
<td>59</td>
</tr>
<tr>
<td>VI. Number of Members Served (by Age)</td>
<td>64</td>
</tr>
<tr>
<td>VII. Attitude toward Communication (by Length of Membership)</td>
<td>67</td>
</tr>
<tr>
<td>VIII. Attitudes toward Keeping Members Informed of What Happened at Union Meetings (by Years of Service)</td>
<td>70</td>
</tr>
<tr>
<td>IX. Steward Attitude toward Upward Communication (by Length of Membership)</td>
<td>71</td>
</tr>
<tr>
<td>X. Steward Attitude toward Upward Communication (by Importance Attached to Communication)</td>
<td>72</td>
</tr>
</tbody>
</table>
CHAPTER I

INTRODUCTION

This study represents an attempt to analyze, in a systematic and fairly scientific way, certain communication activities of an industrial union local. Communication is an on-going, multi-faceted phenomenon in which people utilize a variety of means to transmit information, feelings, orders, questions, and attitudes to other people. It is a basic process in any social environment. It occurs in, and is a part of, an environment, and that environment cannot be ignored. It is a bilateral process in which the roles of the communicator and the communicatee are constantly shifting.

One way to study the formidable complex that is communication is to study its parts, hoping that ultimately our knowledge of the parts will lead us to an understanding of the whole. This study, therefore, is concerned with one part—or, more accurately, one part of a part. It is an attempt to analyze the formal communication channels of one small unit of present day society: the industrial union local.

Although this study represents only an analysis of a part of a part of communication phenomenon, this fractionation is considered desirable, particularly in the area of industrial communications. Previous studies of industrial communications have been primarily concerned with intra-management communications or communications between management and individual worker. Apparently, students of
industrial communication have largely ignored the institution through which workers customarily express themselves—the union. At least to this writer's knowledge, only one attempt has been made heretofore to study the internal communications of a local union. Thus this study can be considered as something of a pioneer study in the field of intra-union communications. It is hoped that what is herein presented will suggest the importance of the field, some of its difficulties, and at least one method of studying the field.

Because communication occurs in an environment and cannot be divorced therefrom, a great deal of space in this study is devoted to that environment. In what follows, the writer attempts to suggest the importance of organized labor in our society, the importance of the local union in organized labor, and the importance of effective communication within the local. Chapter II attempts to describe the company and its labor relations history, the history and structure of the local union, and the procedure used in this study. Chapter III examines the written communications of the union; and Chapter IV, the oral communications. Chapter V presents a summary, certain conclusions, and recommendations for further study.

I. THE ROLE OF THE UNION IN OUR INDUSTRIAL SOCIETY

Today, approximately 18,000,000 Americans belong to some two hundred national or international unions which are, in turn, made up of about 77,000 local unions.¹ Eighteen million Americans

¹Neil Chamberlain, in a lecture before students and faculty of the Department of Economics, Ohio State University, April 18, 1957.
constitute almost thirty percent of the estimated total work force of sixty-four millions. Such a large group of persons, by its very size, is an important part of the total society. The potential social, political, and economic impact of the trade union movement on society is ample justification for its consideration.

Its social impact is difficult to grasp, but one can reasonably assert that it has been significant. American society is largely an industrial society. An industrial society is traditionally, and perhaps inherently, an authoritarian society. The trade union movement's major contribution, in the opinion of many, has been to introduce the democratic principle into the industrial scene. By uniting, American workers have won for themselves a voice in the work place that cannot be wisely ignored. Dunlop and Healy hold that one of the primary functions of collective bargaining "in an industrial community with the tradition of a political democracy is to extend the democratic idea into the work community."²

The late Harry Shulman, Dean of Yale University Law School, and for many years permanent arbitrator for Ford Motor Company and the United Automobile Workers, expressed the same idea when he said,

It isn't quite true that unions could have been avoided if employers had given their employees more in the way of wages and liberties, because, even with everything the employer could give them, in a political democracy employees would still want

to have some voice in the determination of their working conditions. As Justice Brandeis said, they want industrial democracy along with political democracy.\(^3\)

The social impact of trade unions has been noticed in other ways. Trade unions were among the first to call for such things as workmen's compensation, social security, and safety laws. And while it would be incorrect to say that prejudice and discrimination do not exist within the labor movement, it is nevertheless true that trade unions have long advocated civil liberties.

Economically, again, the impact of the trade union movement has been great if difficult to measure with any certainty. While economists differ as to the economic benefits of unionism (some arguing that unionization has meant higher wages, and others arguing that higher wages have resulted from other forces) it is probably true that wages of all workers have been influenced by union pressures.\(^4\)

Politically, organized labor has come to represent a potent, though at times unpredictable, force, courted by both major political parties. Today representatives of organized labor are welcome members of political circles, sought for advice, counsel, and support.

\(^3\)Harry Shulman. Mimeographed speech, Department of Economics, The Ohio State University, no date given. See also Raymond W. Peters, Communication Within Industry (New York: Harper and Brothers, 1949), pp. 11-12.

\(^4\)Chamberlain, op. cit.
II. THE ROLE OF THE LOCAL UNION WITHIN THE TRADE UNION MOVEMENT

The backbone of organized labor in America is made up of the 77,000 local unions which are to be found in almost every city, town, and hamlet. They not only constitute the political and economic base of organized labor; to the general public, the manufacturer, and to the rank and file worker, they are organized labor. While it is the large national or international union that most often finds the headlines, it is the local and its activities which most directly affect the average man in Average City, U.S.A. And while this average man clucks his tongue and shakes his head over the shenanigans of an occasional union officer, he probably forms his opinions of organized labor on the basis of his experience with the plumber, the carpenter, or the steelworker who lives next door and is a member of the local union.

Thus, any study of organized labor should properly begin at the local level because of the impact of the local union on the political and economic strength of "big labor" and because of its significance to the community, the employer, and the rank and file worker.

III. THE IMPORTANCE OF COMMUNICATIONS WITHIN THE UNION

A trade union is essentially a democratic organization created by and for its members. It is, at least initially, a voluntary association, organized either internally or through the
efforts of an outside organizer. But it does not achieve the status of a local union and a bargaining agent for its members until all of the workers affected have the opportunity to vote for or against it in a secret ballot conducted by an agency of the federal government. Its officers are elected by the membership and periodically stand for re-election. Generally, significant matters are decided by a vote of the membership. Its economic and social effectiveness is ultimately dependent upon its solidarity. Its solidarity, in turn, is ultimately dependent upon the interest, understanding, and acceptance of the membership. And interest, understanding, and acceptance are at least partly affected by the effectiveness of the internal communications of the local union.

Both upward and downward communications are important. The officers of the local, if they are to serve the members effectively, if they are to negotiate confidently with management, and if they are legitimately to represent the rank and file at higher union levels, must know the opinions, interests, and wants of the people they serve. Conversely, if the rank and file member is to get full satisfaction from his local union and its many services, if he is to exercise his franchise intelligently, if he is to pass upon matters of import intelligently, and if he is to direct his officers wisely in their dealings with management, other unions, and the public, then he must be well informed.

Horizontal communications, while possibly not as important as upward and downward communications, cannot be ignored. Information
must be circulated at each level of the union in order to supplement and clarify that which is passed up and down. Interests and needs must be meshed and compromised. Problems and decisions must be clarified and then implemented. It may well be that, particularly in times of crisis, horizontal communications assume vital importance.

Thus one might say with some conviction that a local union is vitally affected by the effectiveness of its internal communications.

Not only is the local itself vitally affected by its communication activities, so too may be its relations with management. Whyte, in his *Pattern for Industrial Peace* suggests this, and Harbison points out that one of the characteristics of union-management "harmony" is that "management places considerable reliance on the union as a channel of communication with employees."5

**IV. THE RELATION OF THIS STUDY TO OTHER STUDIES IN THE FIELD OF INDUSTRIAL COMMUNICATIONS**

With one notable exception, students of American labor, while recognizing the importance of communications between management and labor, have either assumed that intra-union communications do not constitute a problem or have preferred to ignore the subject.

The exception is a study done by Baker, Ballantine, and True of the Industrial Relations Section of the Department of Economics.

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and Social Institutions at Princeton University. The study, published in 1949, is one of two studies in which the authors investigated union and management channels for the transmission of information in two different companies: the Johnson and Johnson Company (surgical dressings, etc.) and Local 630, Textile Workers Union of America; and the Esso Standard Oil Company (Bayway Refinery) and the Independent Petroleum Workers. The Johnson and Johnson study includes a section focused exclusively on intra-union communications.

The studies were conducted by questionnaire and interviews. The questionnaires were made up of primarily information recall questions and the respondent "score" was taken as a measure of the effectiveness of the union's information program. According to this study Local 630 had four major objectives in its "communication program." These were:

1. to keep all levels of the union and its membership adequately informed on job or business issues, and acquainted with the functioning of a "business union;"

2. to make the individual worker aware of his role and that of the local in the broader labor movement;

3. to encourage wider participation of the union and its members in community activities;

4. to help the individual member toward self-improvement.  

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6 Helen Baker, John W. Ballantine, and John M. True, Transmitting Information Through Management and Union Channels (Princeton, N.J.: Industrial Relations Section, Department of Economics and Social Institutions, Princeton University, 1949.)

7 Ibid., pp. 46-49.
To achieve these goals, the union is reported to have used four different channels: meetings, publications, educational programs, and shop stewards. Relative strength or weakness of the channel was assumed to be indicated by attendance at meetings, readership of the various publications, and reliance on the shop steward as a source of information. Findings were four in number:

1. Union meetings appeared to be the most effective formal means of communication between officers and membership.

2. Shop stewards were not aware of the importance of their own role in communicating information and ideas to the workers.

3. Printed material distributed by the union was a relatively ineffective means of communication.

4. In general, members were not well informed on union policies, organization, and aims.8

It is difficult to criticize this study because the authors do not tell us much about their procedure (the entire chapter devoted to intra-union communications is just twelve pages long). Certainly, however, it can be legitimately criticized on these grounds: (1) It is concerned with just one kind of communication—that whose purpose is to inform; other kinds of communication are not considered. (2) It is concerned only with what is essentially "downward communication," and does not consider either upward communication which is at least equally as important, nor horizontal communications. (3) It is limited to four channels of communication, and this writer would suggest that there were other channels (e.g., bulletin boards, letters, 

8 Ibid., pp. 59-60.
telephone committees, etc.) worthy of being included in any study purporting to investigate internal communications. The writer also would question whether or not union educational programs should be considered a "channel of communication," and would point out that informal communication patterns, oftentimes far more important than the formal patterns, are not even considered. Despite these weaknesses, the study is of value in at least two respects: (1) it marks a beginning in the study of intra-union communications, and (2) it is evidence that one outstanding industrial relations research center recognizes the importance of studying intra-union communications.

Communications within management and between management and its employees has received much more study. Research and thought in these areas may offer valuable knowledge and insight for a study of intra-union communications. Equally as important, the methodology of these studies may offer some guides for future study of internal union communications.

Raymond S. Ross, in an article in the May, 1957, issue of Personnel, reviews the present status and some of the findings of industrial communications research. He notes that research falls into four major categories: empirical observation, controlled observation, experimental research, and case studies.

Among the results of empirical observation, he notes the contribution of Keith Davis, who set down ten principles of communication:

1. A communication should have an objective which must be determined before the communication takes place.

2. The supervisor can communicate only what he has received and understood.

3. Communication should be in words the receiver understands.

4. Communication should be in terms of the receiver's background and interests.

5. Reasons should be given for the particular viewpoint or action which the supervisor communicates.

6. No plan of action is complete unless it has a plan of communication.

7. Face-to-face communication skills are most important to the supervisor.

8. Action speaks louder than words in communication.

9. Variety improves communication effectiveness.

10. It takes time to build good communication effectiveness.

Another expert cited by Ross is Harold North, author of Employee Communication, who has identified three basic instruments of communication in industry: oral, written, and example.


Harold Zelko of Pennsylvania State University, an outstanding authority in industrial communications, has said, Ross reports, that

1. oral face-to-face communications are most effective;

2. supervisors are the key communicators between company and employees;

3. employees like to see and hear their executives.\(^1^2\)

Charles Britton, of Esso Standard Oil Company, noted the importance of the communicator's attitude toward the communicatee when he observed that "If the communicator is basically ill-disposed toward those with whom he is to communicate, the communication is bound to suffer."\(^1^3\) And the other side of this attitude coin is noted by F. J. Roethlisberger, who has concluded that "No amount of logical explanation from management's point of view will be emotionally accepted by people if it fails to take into account their personal situations and feelings."\(^1^4\)

These empirical observations of experts are noteworthy in themselves. When we find them supported by more objective research, they assume even greater weight.

H. B. Funk and R. C. Becker attempted to measure the effectiveness of oral and written communications in the Technical Division of


\(^{1^3}\)Charles E. Britton, speech delivered at the Ohio State University Conference on Communications Research, April 25, 1952.

\(^{1^4}\)F. J. Roethlisberger, A "New Look" for Management, A.M.A. General Management Series No. 141 (1948).
the Student Counseling Bureau of the University of Minnesota. Using a multiple choice test based on instructions given verbally and in such formal media as policy manuals, letters, and memoranda, they administered the test to thirty-seven members of the staff. Taking test scores to be an indication of the effectiveness of the communications, they concluded that employees and supervisors were far from fully informed concerning that which had been communicated to them through these various media.15

Thomas Dahle, now at Michigan State University, conducted a study in which he attempted to measure the effectiveness of five different methods of communication (oral, written, combined oral and written, bulletin boards, and the grapevine). He found that the combined oral and written method was most effective in transmitting information, closely followed by the oral method. These two methods were found to be substantially more effective than all of the others combined.16

French and Zander conducted a very interesting experiment in a garment factory. The company wanted to know the best way of communicating a change in working procedure. One group of employees were told about the change and allowed to ask questions. A second group


of employees formed committees, met with management, discussed the changes, and arrived at decisions regarding work designs and job rates. And the third group met with management in total discussion and arrived at decisions about the changes to be made. The effects of the different methods of communication were inferred from two things: (1) how quickly the different groups regained their level of production after the change had been made, and (2) the morale of the three groups. Results of the experiment were that

1. the non-participating group never did regain its old production level and morale was low;

2. the second group regained its old level of production in about two weeks and morale was higher than in the first group, and

3. the fully-participating group regained its previous production level within several days and increased its production by 15%. Furthermore, morale in this third group was highest of all.17

Thomas R. Nilsen used the case study approach. He attempted to analyze communication problems in three office and factory units: a shoe factory, a navy fiscal office, and a navy purchasing office. Spending a considerable amount of time actually in each of these units, and employing other methods of research, he came up with a number of postulates, among which Ross notes the following six:

1. The individual's need for recognition is one of the most important and persistent factors in the communication problems of a business organization.

2. The assumptions made by the communicator constitute an important factor in communication problems. Of greatest importance appears to be the assumption of understanding or adequate knowledge which forestalls inquiry which might lead to better understanding.

3. An important function of communication in industry should be to avoid where possible and alter where not the many misconceptions and misunderstandings that inevitably arise in the day to day situation.

4. Employees vary greatly in their awareness of a lack of communication with management in their conscious desire for "participation," and in their desire for information about the company.

5. Group meetings held only when specific problems have arisen often tend to put members on the defensive and adversely affect such meetings.

6. Communication problems need to be analyzed and dealt with as a part of the larger problem of human relations.18

In this chapter, the writer has attempted to do four things:

(1) By suggesting the impact of organized labor on the social, political, and economic structure of American society, and by suggesting the fundamental relationship of the local union and the whole trade union movement, he has argued that the local union is well-deserving of scholarly notice. (2) He has suggested that the internal communications of the union are vital to its existence. (3) In citing the one study of intra-union communications, he has suggested that communication problems exist within unions as well as

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within other organizations. (4) He has attempted to indicate the extent of study and research of the problems of industrial communications to the present time. Most of this research has been within the framework of intra-management and management-worker communications. The writer would suggest that the postulates and findings advanced are probably equally applicable to intra-union communications.
CHAPTER II

BACKGROUND

I. THE COMPANY AND ITS LABOR RELATIONS

The J. Machine Company was founded in 1906 by an inventive German immigrant. The company first made concrete block machines and expanded steadily, adding concrete mixers, pumps, pavement spreading and finishing machines, and air compressors. Today it is one of the country's leading manufacturers of these products, enjoys an international as well as a national market, and employs approximately five hundred production workers. Gross sales in 1955 amounted to over thirty million dollars.

In 1929, the J. Machine Company bought the L. Engineering Company of Cleveland, Ohio, as part of its expansion program. In the eyes of at least some of the older employees, this move marked a significant change in the labor-management relations and communications of the company. Prior to this date, according to the older employees, labor-management relations in the company were fairly satisfactory. Communication between workers and management was on

1Written statement provided the author by the Personnel Director of the company, April 8, 1957.

2Interview with six of the charter members of the union, May 8, 1957.
a free and easy plane. The founder was a familiar figure in the plant, often found working side by side with his employees. Workers had no hesitation in "going straight to the top" with questions or complaints. The "old man" knew every worker by name, took a close personal interest in each, and was considered by them as a fair, if tough, boss.

As the company expanded, and especially after the management of the L. Engineering Company came into the picture, relations and communication between workers and management rapidly deteriorated. The "old man" spent less and less time in the shop. New workers came in and some of the older workers left, and top management had less time to develop the close personal relations that had existed previously. The old relationship was a thing of the past, and in its place there developed friction, misunderstanding, and distrust.

According to some of the older workers, one of the principal factors in this highly unsatisfactory picture was the foremen. In general, each foreman had almost complete freedom to hire, fire, and discipline at will. The older workers report that "raiding" between departments, as foremen competed with each other, was common; rank favoritism was general; and the "rake-off" was not unknown. If a worker displeased his foreman, the least that would happen to him was that he would be put on a dirtier or less pleasant job, assigned to a less desirable shift, or "ridden" by the foreman—or he could be fired. The worker's age and/or seniority was no consideration.
Whatever the action taken, the worker had little opportunity for redress. The Personnel Department was non-existent, top management was almost inaccessible, and allegedly the Metal Trades Association, of which the company was a member, maintained a blacklist which prevented the worker from getting a job elsewhere in which he could use the skills he possessed. In the words of the present Personnel Director, "Things were in a hell of a mess" when he was hired in 1941.

In reviewing the history of the labor relations of the J. Machine Company, two things should be kept in mind: (1) The change from a small integrated shop in which a close personal relationship existed among workers and between workers and management to a large relatively impersonal enterprise characterized by mistrust and friction among workers and between workers and management fits the historical "pattern" of industrial relations. (2) The conditions described above were not uncommon for the times. Only relatively recently has management recognized the need for a consistent and "enlightened" personnel policy. The surprising thing in the whole

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3These conditions were substantiated, but not specifically cited, in an interview with the company Personnel Director, February 16, 1957.

4Loc. cit.

picture is that the workers did not effectively protest these things earlier and that the company was able to produce quality merchandise and continue to grow.

II. THE LOCAL UNION: ITS HISTORY AND STRUCTURE

It is not surprising that out of this situation grew a demand among the workers for a union. Management vigorously opposed organisation, even to the extent of using "spies" and "stooges" and firing those suspected of being the ringleaders. After a number of abortive attempts, a small group succeeded in secretly organizing in 1943. They immediately sought affiliation with the United Steelworkers, were accepted, and were formally recognized in May of 1944, as Local XYZ, United Steelworkers of America and the bargaining agent for the production employees of the company. In 1949, the union petitioned for a union shop, which was approved by a substantial majority of the workers and negotiated on December 9, 1949. Under a union shop, all workers became members of the union.

Since its inception in 1944, the local has struck three times. In 1946, the strike lasted six weeks; in 1952, it lasted nine weeks;

6The Personnel Director admitted that the company "bitterly" fought the establishment of a union in the plant, but would not specify ways in which that opposition was implemented. Interview, February 16, 1957.

7Note that while a majority of employees do not have to vote for a union in order for it to be recognized as the bargaining agent, a representative group of the employees must participate in the vote and a majority of those voting must be in favor of the union. Prentice-Hall Labor Course (1957). #uh93.
and in 1954, a very bitter strike lasted thirteen weeks. Union and management people seem to feel that the 1954 strike was especially important in that out of that strike came a recognition by management that the union was "here to stay." At any rate, relations between the company and the union have improved substantially since that time. To this observer, there seems to be a degree of trust and a willingness to work together that is relatively rare in present day labor-management relations.

With this background in mind, we can turn to the subject of this study. Local XYZ, United Steelworkers of America, is an industrial union of approximately five hundred production employees of the J. Machine Company of Columbus, Ohio. Organized in 1944, it can be called neither an old local nor a young one. Its members range in age from 20 to 66 years (average age: 43.6 years), with an average of 10.5 years of service with the company. 8

The major officers of the local, who also constitute its executive committee, are the president, vice president, financial secretary, recording secretary, treasurer, grievance committee chairman, and the trustees. These officers are elected by secret ballot every two years. In addition to these officers, the local has a number of standing and special committees. Although a small core of union members are to be found in the major offices and committees, an effort is made to get other members to serve on committees.

8 Data on age and length of service of employees provided in written report of the company, op. cit.
In addition to these offices and committees, each department in the plant is represented by one or more stewards, elected by the department, and charged with representing the union at the departmental level. The primary responsibility of the steward is to represent his members at the first stage of the grievance procedure. Other responsibilities include keeping his members informed of union activities and business, conducting special drives, and serving as an upward channel of information, complaints, dissatisfactions, and opinion. The number of members served by each steward ranges from about ten to more than thirty.

The formal communication channels of the local union are four. Written communication channels are primarily downward channels and include a newspaper column, "Local XYZ Reports," which regularly appears in the Columbus C.I.O. News. This newspaper is published by the Columbus C.I.O. Council, made up of representatives of all C.I.O. unions in the city and supported by them. The local subscribes to the paper and a copy is mailed to each member at his home. The second written communication channel is made up of bulletin board notices which are posted on sixteen boards located throughout the plant.

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9 Whether a department has one or more than one steward is decided upon by the executive committee of the union. Apparently, the executive committee bases its decision on the size of the department and "need." Interview with union president, April 17, 1957.

10 See Steward Questionnaire, item 28.
Oral communication channels, also two in number, serve for both upward and downward communications. Regular local union meetings are held on the first Thursday of every month and the business of the union is reviewed, discussed, and voted upon at that time. The regular union meeting can be considered one of the formal channels of oral communications.

The second channel of oral communications is the shop steward who, along with his other duties, is charged with keeping the members of his department informed of union activities and business and with keeping the officers informed of the attitudes, desires, and opinions of his members.

These four channels—the newspaper column, bulletin board notices, regular union meetings, and the shop stewards—constitute the formal communication structure of the union. Informal channels exist, also, of course, and these channels cannot be ignored. Among them this writer would note that at least one clique is known to exist in the plant. This clique is centered largely in one department, and is headed by a former president of the union. Too, a number of the present officers of the union eat their lunches together and union matters are usually the topic of conversation. A great many members rely on face-to-face communications in the plant; and at least one of the present officers, who by the nature of his office and his work circulates rather freely throughout the plant, and also because of

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11See Member Questionnaire, item h2.
his long and active service in the union, is looked to by a significant number of members as a primary source of information. Lastly, the local has "key men,"—men whose work is strategically located so that most of the members will come in contact with them frequently or who are looked up to by a substantial number of members—on whom it relies, particularly in times of crisis.

III. THE PROCEDURE FOLLOWED IN THIS STUDY

This study was conducted over a period of six months. During that time, the writer met frequently with the Staff Representative of the international union and with the members of the executive committee. The purpose of these meetings was twofold: (1) to gain their trust and cooperation, and (2) to acquaint them with the essential purpose and procedure of the study. During the same time, he attended the regular monthly meetings of the union and also meetings of the various committees.

The writer met three times with the Personnel Director of the company, the first time in the company of the Staff Representative and the local president. In addition to these meetings, he toured the plant with the local president and a representative of the personnel department, and attended the regular meetings of the company-union grievance committee.

The local supplied him with forty copies of the 1956 C.I.O. News. The company supplied him with copies of all notices that had appeared on union bulletin boards in the plant for the year 1956.
Each of these was subjected to content and readability analyses. Content analyses were checked by having graduate students in the Department of Speech do sample analyses and then comparing theirs with the writer's.

Interviews were held with the local union president, the grievance committee chairman, the writer of the newspaper column (who is also the financial secretary of the union) and with a group of charter members of the union, as well as with the Staff Representative. Interviews were partly structured, in that the writer would have certain questions formulated in advance, and partly unstructured so that promising avenues could be followed up. Rarely did the writer take notes during these interviews because he feared that note-taking might create too formal an atmosphere. Notes were written as soon as possible after the interviews. Interviews were conducted in the members' homes in most cases, but also at the meeting hall and in the Staff Representative's office.

In addition to attending meetings, touring the plant, and interviewing a number of union members, the writer constructed two questionnaires. The first of these was directed to the twenty-four stewards; the second was directed to the members and was adapted from the steward questionnaire. Both questionnaires were mailed to the home and were accompanied by an explanatory letter from the writer, a note of approval signed by the union president, and a stamped, addressed envelope.

This study, then, is primarily an interview and questionnaire study supplemented by observation at union meetings and in the plant.
CHAPTER III

THE WRITTEN CHANNELS OF COMMUNICATIONS IN THE UNION

Local XYZ customarily utilizes two channels of written communication: bulletin board notices and a weekly newspaper column, "Local XYZ Reports." Occasionally, letters are sent to the members, and mimeographed notices are distributed at the plant gates. These latter channels are rarely used, however, except in time of crisis. During the past eighteen months, the local union did not once resort to either letters or broadsides; consequently, this writer concerned himself only with the bulletin board notices and the newspaper column.

I. THE BULLETIN BOARDS

The local has sixteen bulletin boards, one for each department, in the plant. In negotiation, the company agreed to install and maintain the boards for the exclusive use of the union. The company also has its own bulletin boards which, in the plant, are located beside the union boards.

Although it is the responsibility of the steward in each department to keep the bulletin boards in order and up to date, this responsibility is only loosely observed. In practice, the chairman of the welfare committee, an officer, or just anyone who happens to be available will tour the plant and post notices on the boards.
This is usually done during the lunch hour, although, if necessary, one of the officers will "go off the clock"\(^1\) to get the notices posted. Generally, according to the local union president, an effort is made to post notices a week in advance of the scheduled event. In time of emergency, of course, this advanced posting would not be possible.

Apparently the bulletin boards are used to advise members of regular and special meetings but little else. Of the twenty-one notices posted during 1956, fifteen advertised approaching regular meetings and four concerned special meetings. Two others concerned an election; one listed the names of all members eligible for nomination for office, and the other listed the nominees and the time and places where members could vote. One notice (which was posted in the appropriate department only) concerned the election of a steward in the air-compressor department.

Notices of meetings utilize a standard mimeographed form secured from the office of the international union. The form reads, "NOTICE THERE WILL BE A REGULAR LOCAL UNION MEETING," indicates the date, time and place of the meeting (filled in by hand), and is signed by the president and recording secretary. Although some space is available for notes or additional information, generally nothing is said about the topic to be considered at the meeting, matters to be voted upon, special issues or the like. The same form apparently

\(^1\)"Off the clock" means that the union member is not being paid by the company for this time; rather, he is being paid by the union.
is used for all meetings, regular or special, except that, in the case of special meetings, the special character of the meeting is usually noted in crayon printing across the form.

Neither form nor color seems to have any significance with respect to the bulletin board notices. Green, yellow, blue, and white paper was used indiscriminately.

Stewards and members were asked about the bulletin boards. They were asked to rank various sources of information about local union business and activity, and if they read the union bulletin boards "always," "frequently," "sometimes," "seldom," or "never." Stewards ranked "bulletin boards" third (after union meetings and face-to-face contact with officers) as a source of information; and fourteen of the sixteen steward respondents, or eighty-seven percent, said that they "regularly" read the union bulletin boards. Members, when questioned about the bulletin boards, ranked bulletin boards equally with union meetings as a source of information (first, followed by face-to-face contact with the union officers), and sixty-six of the seventy rank and file respondents, or ninety-four percent, reported that they "always" or "frequently" read the bulletin boards. Apparently both the stewards and the rank and file rely heavily on bulletin boards as a channel of communication because, when asked if they read the company bulletin boards, fifteen of the sixteen steward respondents, or ninety-three percent, and sixty-five of the seventy rank and file respondents, or ninety-four percent, reported that they also read them "always" or "frequently."
II. THE NEWSPAPER COLUMN

About five years ago, the union voted to subscribe to the Columbus C.I.O. News for all its members. This newspaper is published by the Columbus C.I.O. Council, which is made up of elected representatives of all C.I.O. unions in the city, and is mailed to the home of every subscriber. Local XYZ pays ten cents each month for every member. The paper, a weekly, reports local, state, and national news as seen from the standpoint of organized labor, and also carries reports from a number of local unions.

At the time that the union voted to subscribe to the paper, it also decided that it should have a column in the paper, to report its activities and those of its members. Originally two members of the union were asked to write the column, "Local XYZ Reports," and these two men at times alternated and at times collaborated in the task. Gradually, the job was assumed by one of them exclusively and this member, who is also the financial secretary of the union, has been writing the column for approximately three years.

The writer interviewed the editor of the column at length to determine, among other things, its purpose, the readership to whom he is writing, his methods of gathering information, and his opinion of the column. Later, a content and readability analysis of the column was made, using forty issues which appeared during 1956.

Neither the editor of the column nor the officers of the local could clearly articulate the purpose or purposes of the column.
The officers reported that they simply felt that if the local was going to support the paper financially, it should be represented therein, and they recognized that the column should "build up the union." Just how, specifically, they felt the column should build the union could not be determined. The editor of the column felt that his writing had a twofold purpose, one part of which he could only state negatively. He felt that the column should keep the members "informed" about their local (although he could not specify what he wanted to inform them about), and that the purpose was "certainly not to tear down the union."

The editor was much more certain about the audience to whom he was writing. He felt certain that he was writing to four different reader groups: the members, their wives, management, and other unions. Furthermore, he was fairly confident of his readership on the basis of informal reports of union men ("Hey, Ralph, don't report our latest raise. My wife reads the paper and she'll learn about it," and occasional comments of management personnel about particular items which appeared. Too, he has received, again informally, a number of complaints that his column does not aggressively build the union which he accepts as evidence that the men are at least reading the column.  

The task of gathering material for a weekly column is difficult. At present there is no formal means of gathering information, and the editor relies heavily on four sources: (1) the union president, 

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2Interview, April 18, 1957.
who is in frequent contact with management and who consequently can provide information about company plans and activities and who also circulates through the plant a great deal and picks up occasional items of information from and about the members; (2) the chairman of the union welfare committee whose responsibility it is to know which members have had an accident, are ill, or have returned to work from an accident or an illness, and also to know these things about the families of the members; (3) the city newspapers, from which the editor obtains much information about the company; and (4) rumors which he picks up in the plant and can trace to their source.*

The Content Analysis

Forty columns were analyzed to determine what type of material was included and the amount of space which was devoted to each. The columns were also analyzed, according to the Flesch system, to arrive at an estimate of their readability and interest.

The content analysis revealed six major kinds of material: that providing (1) individual recognition and group consciousness, (2) evidence that the union is "in the know," (3) evidence of good union-management relations, (4) evidence of the broad interests and activities of the union, (5) information about internal union affairs, and (6) miscellaneous information and appeals.
1. **Individual recognition and group consciousness.**

Into this category were put all items mentioning the names of individual members and items which clearly referred to specific members, but did not name them. Excluded from this category were items listing nominees for union office and election results. Eight hundred fourteen column lines were devoted to 219 items in this category, for an average of 20.35 lines per column and 3.7 lines per item. Generally, items of this nature were found under the heading, "Personals." Representative of this category are the following:

Clarence Dalton of the assembly department is resigning this past week.[sic]. He is moving to Miami, Fla., where he will operate a filling station that he purchased last April. . 3

Funeral services were held last Friday for George Ohde (brother of Richard Ohde) at the Obetz Zion Lutheran Church. 4

Forest Rowe, department 23 (2nd trick) who has been off work for five weeks, is reported some better and hopes to return to work in the near future.5

Saturday, February 4 [sic] is the big day for the John Morbitzer family. That is the date of the marriage of their daughter Anne. I am sure that all of us . . . wish the bride and groom happiness and the best of everything.6

2. **Evidence that the local union is "in the know."**

Into this category were put all items referring to the conditions of the company and industry such as financial reports,

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3Columbus C.I.O. News, October 29, 1956.
5Ibid., January 9, 1956. 
6Ibid., January 30, 1956.
prospects for an upswing or downswing in business, layoffs and re-
hirings, new machinery purchased, and so on. Three hundred seventy
column lines were devoted to thirty-two such items, for an average of
9.25 lines per column and 11.56 lines per item.

The following items are representative of this category:

Business at the shop still continues to be on the upgrade
with no indication of a letup. It is the opinion of the old-
timers around the shop that for this time of year business is
better than it ever has been.  

Production still seems to be on the upgrade. Last week I
was informed that the assembly line was assembling seven mixers
a day, and that they expected to assemble eight mixers per day
in the near future.

Two new bar machines arrived last week for the machine shop.
I am told that they will be installed during inventory.

The 250 rotary air compressor is expected to be put in
production approximately July 15.

Last week's article gave an account of a layoff. The figures
given were not quite accurate. There were 19 men laid off in
Dept. 30, instead of 13.

3. Evidence of good union-management relations.

This category, of course, is closely related to the previous
one. Into this category, however, were put those items referring to
joint committees, amicable negotiations, and those which complimented
the company. Twenty-two such items were found. Four hundred fifteen
column lines were devoted to them for an average of 18.86 lines per

7Ibid., February 27, 1956.  
8Ibid., March 19, 1956.  
9Ibid., June 25, 1956.
item and 10.37 lines per column. Representative of items in this category are the following:

We members of Local XYZ at J.'s are cognizant of a "new look" in our Labor-Management relationship to be thankful for.

Several weeks ago the Negotiating Committee of [The company] demonstrated what can be accomplished when two parties get together and honestly and sincerely discuss each other's problems and arriving at a fair and wholesome agreement.

The following is a copy of a letter addressed to our president John S. Morbitzer, and J. Robert Keys, our staff representative:

Followed a letter from the Personnel Director of the company, noting a rise in the Bureau of Labor Statistics' Consumer Price Index and an automatic wage increase resulting therefrom.

4. Evidence of the local union's broad interests and activities.

Into this category went all items referring to the activities of the union beyond those dealing with wages, hours, and working conditions. Included were items which referred to blood donor and United Appeals campaigns, union and other conferences, educational programs, mock arbitration and negotiation sessions before Ohio State University classes, compensation cases, and the like. There were thirty-three such items in the forty columns examined, and four hundred fifty-nine column lines devoted to them. Items ranged in length from three lines to eighty lines, with an average length of 13.91 lines per item. Spread over the forty issues, an average of 11.48 lines in each issue would be devoted to items of this category. The following are typical of the items included in this category:

Save the pennies and the dollars will take care of themselves is an old saying which was again proven by the pupils of a Canadian school, who formed a credit union five years ago. During this five year period $69,556 had been deposited by the pupils. This was an average deposit of $11.10 per pupil per year.\(^2\)

Fred Stockwell, Tay Talbott, Kenneth Goldsby, Carlton Weakley, Leonard Hess, and Mike Serio attended the meeting and drawing that was held in Canton, July 9. At this meeting the local was highly commended on this year's PAC [Political Action Committee] drive. Participation was 72 per cent.\(^3\)

J. Robert Keys and Ralph Bainter were at the State Office building last week where they arranged to be in compliance with the State Workmen's Compensation Commission in order to have all of local people covered while on union business.\(^4\)

5. **Information about internal union affairs.**

Included in this category were two major groups of items: notices of meetings, appeals to attend meetings, and reports of meetings; and other internal affairs of the union. In the forty columns examined, there were thirteen notices and reports of meetings and appeals to attend meetings; one hundred twenty-nine column lines were given to these items—an average of ten lines for each item.

Twenty items, using two hundred ten column lines, referred to other internal union affairs; an average of 10.5 lines for each item.

Typical of the latter group are the following:

There is to be a meeting held Friday, Aug. 3, at the home of Robert Heffner at which time the trustees of your local will audit the books of your local. A report of this audit will be given at the next local union meeting.

\(^1\)Ibid., August 6, 1956. \(^2\)Ibid., June 18, 1956. 
\(^3\)Ibid., June 25, 1956.
On Wednesday, Aug. 1 an election was held for stewards in the air compressor department. The two elected were William Voss with 26 votes, and Melvin Shephard with 22 votes.\(^1\)

Notices of meetings and reports of meetings were found eleven times. These were characterized by a lack of specific information about what was to be taken up, or what had been taken up at the meetings. A few examples of these items will illustrate their nature:

The regular social union meeting which was scheduled to be held January 19 was called off because of inclement weather. The next union meeting will be your regular business meeting and will be held February 2.\(^2\)

There were two local union meetings held March 1, one for the second shift was held at 2 p.m. The other for the day men was held at 8 p.m. as usual.

The meeting for the second shift was not too well attended. The reason given was that a lot of men on the second trick were not aware of this meeting. Please remember that on April 5th there will be another union meeting for the second trick at 2 p.m. Please try and attend this meeting, and read your bulletin boards.\(^3\)

Your last business meeting which was held Thursday May 3rd was not too well attended by the second trick. Several issues were discussed and questions answered.

The evening meeting held for the day trick was better attended. The coming election for union officers was thoroughly discussed, and constitution read on same.\(^4\)

6. **Miscellaneous information and appeals.**

Six items could not be classified under any of the above headings, and these were grouped together under "miscellaneous."

\(^{15}\)Tbid., August 6, 1956.  \(^{16}\)Tbid., January 23, 1956.  
\(^{17}\)Tbid., March 12, 1956.  \(^{18}\)Tbid., May 14, 1956.
Sixty-four column lines were devoted to these items. The six items included (1) a report of a Bureau of Labor Statistics study suggesting that non-union manufacturing workers made thirty-two dollars a month less than union workers; (2) a remonstrance to untidy workers to keep the rest rooms clean; (3) a report of the purchase of first aid equipment; (4) an appeal to support the union; (5) an announcement that the softball team was going to have a banquet; and (6) a request that members register their children for the coming Christmas party.

<table>
<thead>
<tr>
<th>Type of Material</th>
<th>Total space in 40 columns</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual Recognition and Group Consciousness</td>
<td>814 column lines</td>
<td>20.35 c.l.</td>
</tr>
<tr>
<td>Evidence that Union is &quot;in the Know&quot;</td>
<td>370 column lines</td>
<td>9.25 c.l.</td>
</tr>
<tr>
<td>Evidence of Good Union-Management Relations</td>
<td>415 column lines</td>
<td>10.37 c.l.</td>
</tr>
<tr>
<td>Broad Union Interests</td>
<td>459 column lines</td>
<td>11.48 c.l.</td>
</tr>
<tr>
<td>Internal Union Affairs</td>
<td>339 column lines</td>
<td>8.47 c.l.</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>2461 column lines</td>
<td>61.61 c.l.</td>
</tr>
</tbody>
</table>

Thus, averaging these different categories over the forty columns, it was found that items offering "individual recognition
and group consciousness" would consume 20.35 column lines; "evidence that the union is 'in the know'" would consume 9.25 column lines; "evidence of good union-management relations" would consume 10.37 column lines; "evidence of the union's broad interests and activities," 11.48 lines; "internal union affairs," 8.5 lines; and "miscellaneous" items, 1.6 lines.

The shortest column examined was twenty-four column lines long, and the longest was one hundred thirty-two lines long. The most frequent column length was forty-six to fifty-six lines, and the mean average length was sixty-one lines. The mean length compares closely with the total given in the table above.19

The writer thought it would be interesting to discover how many different members were mentioned in the columns, and how frequently individual persons were mentioned. Of a total membership of approximately five hundred, one hundred fifty-nine members were mentioned by name. The Chairman of the Grievance Committee, who is also active on a number of other committees, was mentioned most often (sixteen times). The union president was the next most frequently mentioned person (fifteen times). A member of the Grievance Committee and of a number of other committees, and the Chairman of the Plant Safety Committee, was mentioned ten times. The vice president of the union and the financial secretary were each mentioned seven times. Three members were mentioned six times; six were

19 See Appendix A.
mentioned five times; five were mentioned four times; nine were mentioned three times; thirty-two were mentioned twice; and, finally, one hundred three members were mentioned once.\textsuperscript{20}

Readability Analysis

The column was also analyzed for its reading ease and interest, using the formulae developed by Rudolf Flesch.\textsuperscript{21} Flesch's "reading ease score" is determined by ascertaining the average sentence length and the number of syllables in each one hundred words of a sample of the writing, and multiplying these figures by certain factors.\textsuperscript{22} Scores are arrived at in terms of a number between "0" (most difficult) and "100" (most easy).

Twelve of the forty columns were selected for readability analysis. Reading ease scores ranged from 19.873 (very difficult) to 81.122 (easy); average reading ease score for the twelve columns was 52.894 (fairly difficult). Human interest scores for the same columns ranged from 10.905 (mildly interesting) to 61.795 (dramatic); average human interest score for the twelve columns was 32.980 (interesting).

\textsuperscript{20}See Appendix A.

\textsuperscript{21}Rudolf Flesch, \textit{How to Test Readability} (New York: Harper and Brothers, 1951.)

\textsuperscript{22}Ibid., pp. 1-6.
### Table II

**Readability Count of Twelve Sample Newspaper Columns**

<table>
<thead>
<tr>
<th>Date</th>
<th>Reading Ease</th>
<th>Human Interest</th>
</tr>
</thead>
<tbody>
<tr>
<td>1/9/56</td>
<td>50.396</td>
<td>31.525</td>
</tr>
<tr>
<td>1/30/56</td>
<td>81.122</td>
<td>27.213</td>
</tr>
<tr>
<td>2/27/56</td>
<td>40.853</td>
<td>22.124</td>
</tr>
<tr>
<td>3/19/56</td>
<td>60.394</td>
<td>31.211</td>
</tr>
<tr>
<td>4/20/56</td>
<td>45.251</td>
<td>61.795</td>
</tr>
<tr>
<td>6/25/56</td>
<td>27.485</td>
<td>22.124</td>
</tr>
<tr>
<td>7/23/56</td>
<td>68.912</td>
<td>37.510</td>
</tr>
<tr>
<td>8/20/56</td>
<td>54.896</td>
<td>40.739</td>
</tr>
<tr>
<td>9/1/56</td>
<td>19.873</td>
<td>10.405</td>
</tr>
<tr>
<td>9/10/56</td>
<td>40.870</td>
<td>25.145</td>
</tr>
<tr>
<td>10/8/56</td>
<td>69.635</td>
<td>37.292</td>
</tr>
<tr>
<td>10/29/56</td>
<td>75.016</td>
<td>47.883</td>
</tr>
<tr>
<td>12</td>
<td>634.733</td>
<td>395.766</td>
</tr>
</tbody>
</table>

av. 52.894  av. 32.980

(Fairly Difficult) (Interesting)

Flesch offers the following table to be used in interpreting the "Reading Ease Score."\(^{23}\)

<table>
<thead>
<tr>
<th>Reading Ease Score</th>
<th>Description of Style</th>
<th>Typical Magazine</th>
<th>Syllables per 100 words</th>
<th>Average Sentence Length</th>
</tr>
</thead>
<tbody>
<tr>
<td>90-100</td>
<td>Very Easy</td>
<td>Comics</td>
<td>123</td>
<td>8</td>
</tr>
<tr>
<td>80-90</td>
<td>Easy</td>
<td>Pulp fiction</td>
<td>131</td>
<td>11</td>
</tr>
<tr>
<td>70-80</td>
<td>Fairly Easy</td>
<td>Slick fiction</td>
<td>139</td>
<td>14</td>
</tr>
<tr>
<td>60-70</td>
<td>Standard</td>
<td>Digests, Time, mass non-fiction</td>
<td>147</td>
<td>17</td>
</tr>
<tr>
<td>50-60</td>
<td>Fairly Difficult</td>
<td>Harper's, Atlantic</td>
<td>155</td>
<td>21</td>
</tr>
<tr>
<td>30-50</td>
<td>Difficult</td>
<td>Academic, Scholarly</td>
<td>167</td>
<td>25</td>
</tr>
<tr>
<td>0-30</td>
<td>Very Difficult</td>
<td>Scientific, Pro- fessional</td>
<td>192</td>
<td>29</td>
</tr>
</tbody>
</table>

\(^{23}\)loc. cit.
In terms of grade levels, he provides the following table:

<table>
<thead>
<tr>
<th>Score</th>
<th>Grade Completed</th>
<th>Percent U.S. Adults</th>
</tr>
</thead>
<tbody>
<tr>
<td>90-100</td>
<td>4th grade</td>
<td>.93</td>
</tr>
<tr>
<td>80-90</td>
<td>5th grade</td>
<td>.91</td>
</tr>
<tr>
<td>70-80</td>
<td>6th grade</td>
<td>.86</td>
</tr>
<tr>
<td>60-70</td>
<td>7th or 8th grade</td>
<td>.83</td>
</tr>
<tr>
<td>50-60</td>
<td>Some high school</td>
<td>.54</td>
</tr>
<tr>
<td>30-50</td>
<td>High school or some</td>
<td>.33</td>
</tr>
<tr>
<td>0-30</td>
<td>College</td>
<td>.045</td>
</tr>
</tbody>
</table>

In addition to the "Reading Ease Score," Flesch also would give a sample of writing a "Human Interest Score." This score is arrived at by counting the number of "personal" words and sentences, multiplying each of these by certain factors, and summing the two products. He defines "personal words" as

1. All first-, second-, and third-person pronouns except the neuter pronouns it, its, itself, and the pronouns they, them, their, theirs, themselves if referring to things rather than people... However, count he, his, his and she, her, hers always, even where these words refer to animals or inanimate objects.

2. All words that have masculine or feminine natural gender, e.g. John Jones, Mary, father, sister, iceman, actress. Do not count common-gender words like teacher, doctor, employee, assistant, spouse, even though the gender may be clear from the context...

3. The group words people (with the plural verb) and folks.

And by "personal sentences" he means

1. Spoken sentences, marked by quotation marks or otherwise, often including speech tags like "he said," set off by colons or commas...
(2) Questions, commands, requests, and other sentences directly addressed to the reader. . . But don't count sentences that are only indirectly or vaguely addressed to the reader. . .

(3) Exclamations. . .

(4) Grammatically incomplete sentences, or sentence fragments, whose full meaning has to be inferred from the context. . .

He offers the following table for interpreting "Human Interest Score":

<table>
<thead>
<tr>
<th>Human Interest Score</th>
<th>Description of Style</th>
<th>Typical Magazine</th>
<th>Percent &quot;Personal Words&quot;</th>
<th>Percent &quot;Personal Sentences&quot;</th>
</tr>
</thead>
<tbody>
<tr>
<td>60-100</td>
<td>Dramatic</td>
<td>Fiction</td>
<td>17</td>
<td>58</td>
</tr>
<tr>
<td>40-60</td>
<td>Highly Interesting</td>
<td>New Yorker</td>
<td>10</td>
<td>43</td>
</tr>
<tr>
<td>20-40</td>
<td>Interesting</td>
<td>Digests, Time</td>
<td>7</td>
<td>15</td>
</tr>
<tr>
<td>10-20</td>
<td>Mildly Interesting</td>
<td>Trade</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>0-10</td>
<td>Dull</td>
<td>Scientific,</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>professional</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

When considering the foregoing, it must be remembered that readability is an extremely difficult thing to judge with any accuracy. Flesch himself points out that "All the test does is predict the probable readability (ease and interest of reading) for an average reader. Since probability is a matter of degree and since most readers are above or below average, . . . the test will give you only a rough estimate of readability." Admitting that readability depends upon many factors other than vocabulary and style, he sees his test as providing only a rough check, on the writing

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26 Ibid., pp. 7-8.  
27 Ibid., p. 10.  
28 Ibid., p. 37.
being examined. Furthermore, Flesch cautions us that "When it comes to material for adults, I should be extremely hesitant in translating the scores into grade levels or mental age figures. People don't stay put at the level of the last grade they completed at school; and as to 'mental age,' it is confusing to compare the mind of an adult to that of a child." 29

Questionnaire

Rank and file members were asked six questions with reference to the newspaper column.

Do you read "Local XYZ Reports" in the C.I.O. News?

- regularly
- frequently
- sometimes
- seldom
- never

Fifty-nine of the seventy respondents, or eighty-four percent, reported that they read the column "regularly," and four said that they read it "frequently." Five members replied that they read it "sometimes"; and only two said that they read it "seldom" or "never."

The members were then asked if other members of their family read the column:

Do any of the following members of your family regularly or frequently read "Local XYZ Reports"?

- wife
- parent (or parents)
- daughter
- none
- son
- all of the above

29 Ibid., p. 44.
Sixty-five respondents answered this question. Eleven, or sixteen percent, reported that no member of their family regularly or frequently read the column. Forty-eight, or seventy-three percent, reported that their wives read it; four that their daughters read it; five reported that their sons read it; and four reported that their parent or parents read it. One respondent said that all of the family regularly or frequently read the column.

Two questions concerned the communication function of the column:

Do you feel that the column, "Local XYZ Reports" . . . does a good job of keeping you informed of union activities?    yes    no

If you answered "no" . . . please indicate in what way you feel that it is weak.

Please rank the following as sources of information about union activities and problems:

___ "Local XYZ Reports"     ___ face to face contact with officers

___ union meetings          ___ stewards

___ union bulletin boards   ___ other (explain)

The members ranked the newspaper column fourth (after meetings, bulletin boards, and face to face contact with officers) as a source of information about union activities. In spite of this ranking, forty-nine members, or seventy-five percent of the respondents, felt that it did a good job of keeping them informed of union activities. Twenty-one respondents, or thirty percent, however, felt that it was not doing a good job. The most frequent complaint of
these respondents was that the column was not complete enough in its coverage of union members and activities. (Eleven members made this criticism.) The second most common complaint was, perhaps, a reflection of the first: seven members specifically criticized it for its lack of specific information about what had occurred at meetings or in other union activities. Three members felt that the column was biased in its treatment of union issues and that it favored the incumbent officers.

Finally, the members were asked if they ever submitted news items or comments to the column; if they favored some formal means of submitting items; and if they could suggest some means. Forty-four respondents, or sixty-five percent, said that they had "never" submitted items to the paper, and twelve, or seventeen percent, said that they "seldom" did. Only one member reported that he "frequently" submitted items; and twelve said that they "occasionally" had. Fifty-seven of the sixty-seven who responded to the question felt that some formal means of submitting items would be desirable. The two most frequently suggested means were that (1) the union should designate one man in each department to act as a "reporter" for that department, and (2) the union should install a "news box" or boxes at a convenient location into which members could put their news items for the editor.
III. SUMMARY

The two formal channels of written communication in Local XYZ are the bulletin boards and a newspaper column. Apparently, the bulletin boards are used primarily for notices of meetings. Such notices give little information beyond the date, time, and place of meeting. Despite their limited use, the majority of members report that they read the bulletin boards regularly. One might suggest that the bulletin boards offer a greater communication potential than is presently recognized.

The majority of the rank and file members seem to read the newspaper column, "Local XYZ Reports," although a substantial proportion are dissatisfied with its coverage of union activities and business. This dissatisfaction may be one of the reasons that it is ranked fourth by the members as a source of information. The weaknesses of the column probably reflect its ill-defined purpose and the inadequate news gathering facilities of the editor.
CHAPTER IV

THE ORAL CHANNELS OF COMMUNICATION IN THE UNION

There are two formal channels of oral communication in Local XYZ: the regular union meeting and the union stewards.

In his investigation of the union meeting as a channel of communication, the writer attended five regularly scheduled union meetings during the period January to June, 1957; took notes of what transpired; and discussed the meetings with various union members and officers. In addition, certain questions about the meetings were included in the questionnaires sent to the stewards and the rank and file members.

In his investigation of the stewards as a channel of communication, the writer relied primarily on the questionnaires, but he also informally interviewed a number of stewards in an effort to supplement the information gained from the questionnaires.

I. THE UNION MEETINGS

The officers and stewards of the union look upon the regular meetings as the primary channel of communication within the union. They see the meeting as the time and place in which the rank and file member can express his views, keep abreast of the activities of his organization, and exercise his franchise. This reliance on the
meeting as a channel of upward and downward communication is at least questionable in the opinion of this writer.

For a time, prior to this investigation, regular union meetings were held on the first and third Thursdays of each month. About a year ago, because of the disappointing attendance, the executive committee of the union decided to hold meetings only once a month, on the first Thursday of each month. At about the same time that they reduced the number of meetings, the executive committee decided to change the place of the meetings. Meetings were originally held at the international sub-district office which is located in the downtown section of the city, and it was felt that the parking problem might have been a deterrent to attendance. Presently, the meetings are held at the Timken local hall which has its own parking lot. These changes apparently have not improved attendance.

When the union met twice monthly, one meeting was considered a business meeting and one was considered to be primarily social. With the advent of the monthly meeting, the meetings became both business and social; the early part of the evening is devoted to transacting business and the balance of the evening is given over to beer and sandwiches, "bull-sessions," and poker. (It should be remembered that a union is almost as much a social organization—many local unions are referred to as "lodges"—as it is an economic organization; and many students of labor might argue that the social nature of the union is of even greater importance to the member than its economic or political nature.)
Although this report deals primarily with the union business meeting (as a formal channel of communication), the reader should be cautioned that a great deal of upward and downward communication occurs in the less formal atmosphere of the social meeting. This is especially true because the social meeting immediately follows the business meeting. Many members who are reluctant to speak up during the business meeting for one reason or another use the social meeting time to buttonhole the officers and apparently feel freer to express themselves privately than before the body as a whole. During these social hours, the writer heard innumerable gripes, questions, explanations, and expressions of opinion that could have been made during the business meeting but were not.

Robert's Rules of Order are loosely followed during the business meeting. For ordinary purposes, the loose observance might well result in an atmosphere of relaxed informality and thus contribute to the effectiveness of the meeting. (In times of crisis, however, the writer would suggest that a closer adherence to Robert's would be necessary.) The president calls the meeting to order. Then follows the pledge of allegiance to the flag. The recording secretary reads the minutes of the previous meeting; the chairmen of the standing committees make their reports, if any; special committees report; and the floor is opened for discussion of old and then new business. Most of the discussions which occurred in the writer's presence dealt with such matters as the legislative committee reports and the report of a special committee appointed to consider the disposition of additional
revenues accruing from a recent dues increase. Generally, discussion from the floor can best be described as desultory. When there seems to be no further discussion from the floor, the meeting is adjourned and the members go to the back of the hall for refreshments.

Sayles and Straus might well have been describing a meeting of Local XYZ when they wrote:

Many meetings start too late and last too long. It seems to be a well-established tradition in the labor movement for meetings to start from thirty to forty-five minutes late. Even more significant is their reputation for "lasting until all hours at night." . . .

The contents of the meeting may discourage attendance as much as their length. The reports of the treasurer and financial secretary are often given in elaborate detail:

"Brother Chemski, $5.00 for a wreath; $16.16 last time to Brother Smith (eight hours at $2.02, his standard hourly wage) for work on the grievance in department Z. . . ." Financial secretaries, as a rule, are extremely sensitive to accusations of impropriety and resist all attempts to reduce the amount of detail.

Many locals require that all "communications" received during the month be read to the membership. This means that the members must listen to countless pleas for charitable contributions and detailed administrative instructions from International headquarters. Often these take fifteen to twenty minutes to read. . . .

A large portion of the meeting is taken by reports from the president and whoever is most directly responsible for handling grievances and negotiations with management. . . .

In theory, the members must listen to these reports quietly. In practice, this is the point where the fireworks usually begin. . . . This often makes the reports last well over an hour. Thus "new business" (when the rank and file
may bring up problems) may not be reached until two to four hours after the scheduled start of the meeting and must usually be rushed through because the group is restless. . .

The business meeting is, in the opinion of this writer, relatively ineffective for a number of reasons. Firstly, there seems to be little advance planning and there is no advance notice of what is to be taken up. Secondly, the writer feels that a great deal of time is wasted in committee reports that report little, and in routine matters that might possibly be better handled by the executive committee. Physically, the meeting hall has certain deficiencies which contribute to ineffective meetings: it is very large, poorly decorated, and acoustically abominable. It is a large, metal quonset hut set on a concrete floor; consequently, the noises of the group working in the back of the hall, where they are preparing the refreshments, oftentimes make it extremely difficult to hear what is being said in the front of the hall. In appearance, it is grey and dusty; chairs are poorly arranged and not particularly comfortable. The entrance to the hall is to the left of the stage (on which the officers are seated during the meeting) and late-comers, who are numerous, consequently distract one's attention from the business of the meeting. While physical facilities may be considered relatively unimportant, they nevertheless affect the communication environment. This writer has a feeling that a general face-lifting of the place of

\[^{1}\text{Leonard Sayles and George Straus, The Local Union (New York: Harper and Brothers, 1953), pp. 168-169.}\]
meeting would go far in increasing the effectiveness of the meeting. Secondly, he would suggest that by planning the meetings in advance and by excluding mere routine matters, the executive committee could make the regular union meeting more attractive to the members.

Stewards and members were asked certain questions about the meetings. These questions fell into three categories: (1) attendance at meetings; (2) meetings as a source of information, and (3) their likes and dislikes of meetings as they are presently conducted and suggestions for improving them.

Both stewards and members were asked how many meetings they attended presently and how many meetings they felt members should be required to attend. Since one of the requirements of stewardship (although only loosely observed) is regular attendance at meetings, it is not surprising that twelve of the sixteen steward respondents reported that they attended "most meetings" or "every meeting"; four, or twenty-five percent, reported that they attended "occasionally." Interestingly, when asked how often they had attended meetings before they became stewards, fifteen of the sixteen respondents reported that they had attended "frequently" or "regularly." These figures would suggest poorer attendance after being elected to office! One possible explanation for these figures might be that, as a steward, the individual feels better informed of union affairs, and thus less dependent on meetings as a source of information.
Only eleven of the seventy rank and file respondents, or sixteen percent, reported that they presently attended "most meetings" or "every meeting"; twenty-nine, or forty-one percent, reported that they attended "occasionally"; twelve, or seventeen percent, reported that they "seldom" attended meetings; and eighteen, or twenty-six percent, said that they attended only special meetings. Attendance at those meetings at which the writer was present averaged about thirty-five members and stewards, or roughly seven percent of the total membership. This figure compares favorably with the findings of Sayles and Straus who report that meeting attendance in the locals they studied tended to stabilize at from two to eight percent.²

These figures are interesting in light of what both members and stewards say they think about required attendance. Twelve of fourteen steward respondents reported that they thought members should be required to attend fifty percent or more of union meetings; and forty-five of the sixty-nine rank and file respondents agreed.

How often did you attend union meetings before you became a steward?

<table>
<thead>
<tr>
<th></th>
<th>Regularly</th>
<th>Frequently</th>
<th>Seldom</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stewards (16)</td>
<td>8</td>
<td>7</td>
<td>1</td>
<td>0</td>
</tr>
</tbody>
</table>

²Ibid., p. 245. See also Chapter 12, "The Local Meeting: Its Functions and Problems," pp. 167-189.
How often do you attend local union meetings?

<table>
<thead>
<tr>
<th></th>
<th>Every Meeting</th>
<th>Most Meetings</th>
<th>Occasionally</th>
<th>Seldom</th>
<th>Never</th>
<th>Special</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stewards (16)</td>
<td>7</td>
<td>5</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Members (70)</td>
<td>4</td>
<td>7</td>
<td>29</td>
<td>12</td>
<td>0</td>
<td>18</td>
</tr>
</tbody>
</table>

How many meetings should members be required to attend?

<table>
<thead>
<tr>
<th></th>
<th>All</th>
<th>75%</th>
<th>50%</th>
<th>25%</th>
<th>None</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stewards (16)</td>
<td>2</td>
<td>3</td>
<td>7</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Members (69)</td>
<td>9</td>
<td>9</td>
<td>27</td>
<td>9</td>
<td>15</td>
</tr>
</tbody>
</table>

Despite these relatively poor attendance figures, both members and stewards agree in rating the union meeting high as a source of information about local and international affairs. Fifteen of the sixteen stewards rated meetings a "good" or "excellent" source of information about local union activities; and thirteen of fifteen stewards rated them "good" or "excellent" as sources of information about international union activities. Rank and file members agreed, though not quite so strongly: forty-two of sixty-nine respondents rated meetings a "good" or "excellent" source of information about local activities; and thirty-one of the sixty-nine rated them a "good" or "excellent" source of information about international activities. Both stewards and members ranked meetings first when comparing them with other sources of information within the union.
How would you rate union meetings as a source of information about local union activities and problems?

<table>
<thead>
<tr>
<th></th>
<th>Excellent</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
<th>Very Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stewards (16)</td>
<td>8</td>
<td>7</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Members (69)</td>
<td>19</td>
<td>23</td>
<td>19</td>
<td>5</td>
<td>3</td>
</tr>
</tbody>
</table>

How would you rate union meetings as a source of information about international union activities and problems?

<table>
<thead>
<tr>
<th></th>
<th>Excellent</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
<th>Very Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stewards (15)</td>
<td>4</td>
<td>9</td>
<td>2</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Members (69)</td>
<td>15</td>
<td>16</td>
<td>26</td>
<td>10</td>
<td>2</td>
</tr>
</tbody>
</table>

Please rank the following as sources of information about local union activities and problems.

<table>
<thead>
<tr>
<th>Local XYZ Reports</th>
<th>Union Meetings</th>
<th>Bulletin Boards</th>
<th>Face to face</th>
<th>Stewards</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stewards (16)</td>
<td>4</td>
<td>1</td>
<td>3</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Members (67)</td>
<td>3</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>4</td>
</tr>
</tbody>
</table>

Finally, stewards and members were asked to indicate what they liked best and least about the meetings as presently conducted, and to suggest ways of improving them. Both groups were agreed that the best liked aspects of the union meetings were that they provided a means for the members to get together and exchange views and to keep abreast of union activities. Other best-liked aspects mentioned were (1) an opportunity for members to "speak out," (2) the social activities, and (3) the honesty and sincerity of the officers.
Poor organization and planning, reflected in late starts, "bickering," and too much time taken by too few members (the "long-winded" ones) was the most common complaint of both stewards and rank and file. Other complaints included (1) beer parties, (2) inconvenient location, (3) the "communications" read at the meeting, and (4) that too much time was devoted to international union business at the expense of local union business.

Members and stewards were agreed that business meetings should start on time, be shorter, and should be better attended. A number suggested requiring attendance at meetings and fining those who are excessively absent and/or offering door prizes as ways of inducing members to attend. Possibly significant is the fact that nine members suggested assuring members the opportunity to speak and three suggested that the officers could answer their questions more directly.

II. THE UNION STEWARD

Next to the regular union meetings, the stewards are considered to be the most important channel of communication within Local XYZ. They are relied upon to act as a channel of both upward and downward communication. Because the steward is in daily contact with the rank and file in the plant, and also because meetings are held only once a month, the officers of the union look upon the steward as their principal contact with the membership. The union officer looks to the steward to advise him of member attitudes and
opinions (supplemented, of course, by limited direct contact with the members and by their overt actions) and to relay information and decisions from the union to the member. The member, on the other hand, looks to the steward for information, guidance, and counsel in union affairs, and as a means through which he can make his wishes and desires known to the officers. Thus the steward occupies the position of a vital and strategic link between the union and the members—and between the members and the union.

The writer attempted to study the union steward in his role of communicator in two ways: (1) a lengthy questionnaire, already referred to, was mailed to all stewards; and (2) the information gained from the steward questionnaire was supplemented through informal interviews and another questionnaire which was mailed to the rank and file.

The steward questionnaire contained ninety-seven questions, and was mailed to the home. The questionnaire was designed to elicit information of four kinds: (1) about themselves and their jobs (e.g., age, schooling, background, length of membership, size of department, etc.); (2) about their attitudes toward communication; (3) about their attitudes toward certain communication tasks; and (4) about their communication practices. Through the questionnaire to the members, the writer attempted to discover their (1) concept of the stewards' communication role, (2) attitude toward certain of the stewards' communication tasks, and (3) evaluation of their stewards' communication practices.
Personal Data and Background

Steward respondents ranged in age from between twenty-five to thirty-five to "fifty-six or older." The largest number of stewards (seven) fell into the age bracket, thirty-six to forty-five; and the two extreme brackets were almost evenly divided: four stewards were between twenty-five and thirty-five, and five were fifty-six years old or older.

Formal training ranged from "some grade school" to "some college," with one steward falling into each of these categories. Seven of the sixteen stewards reported that they had had "some high school." Not surprisingly, the younger stewards on the whole reported more formal training than their elders.

### TABLE III

YEARS OF SCHOOLING OF STEWARDS (BY AGE)

<table>
<thead>
<tr>
<th>Age</th>
<th>Some grade school</th>
<th>Finished grade school</th>
<th>Some high school</th>
<th>Finished high school</th>
<th>Some college</th>
</tr>
</thead>
<tbody>
<tr>
<td>≤5-35</td>
<td>1</td>
<td>0</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>36-45</td>
<td>0</td>
<td>2</td>
<td>4</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>46-55</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>56+</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

In family background, ten of the sixteen stewards reported that their fathers had been non-rural wage workers, four that their
fathers had operated a business, and two that their fathers had been farmers. Seven of the sixteen were the sons of union men. Furthermore, nine of the respondents had grown up in an urban area, and seven had been reared in a rural area or village.

**TABLE IV**

**OCCUPATION AND UNION AFFILIATION OF STEWARDS' FATHERS**

<table>
<thead>
<tr>
<th></th>
<th>Father's occupation</th>
<th>Union father</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Wage worker</td>
<td>Business operator</td>
</tr>
<tr>
<td>Stewards' age</td>
<td>non-rural</td>
<td></td>
</tr>
<tr>
<td>25-35</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>36-45</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>46-55</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>56+</td>
<td>2</td>
<td>0</td>
</tr>
</tbody>
</table>

**TABLE V**

**TYPE OF COMMUNITY IN WHICH REARED (BY AGE)**

<table>
<thead>
<tr>
<th></th>
<th>Rural</th>
<th>Village</th>
<th>Small city</th>
<th>Medium city</th>
<th>Large city</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stewards' age</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>25-35</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>36-45</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>46-55</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>56+</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
</tr>
</tbody>
</table>
All of the stewards were relatively long-service employees. None reported that he had worked for the company less than six years, and four reported more than twenty years' service. Thus, all of the respondents had been through at least two strikes, that of 1952 and the prolonged and very bitter strike of 1954. In light of this, their attitude toward the company marks a tribute to the judgment and skill with which the present relationship has been nurtured by both union and management.

Fifteen of the sixteen respondents said that the company is "the best" or a "pretty good" place in which to work; and the sixteenth would describe it as "as good as any." Only one steward reported that he felt that the company was "out to break" the union; the other fifteen divided evenly in their feeling that the company tolerated, accepted, or cooperated with the union. Ten stewards felt that present relations between the company and the union were "good" or "very good"; five would describe them as "fair"; and one felt that they were "very poor."

<table>
<thead>
<tr>
<th>How long have you worked at the J. Machine Company?</th>
</tr>
</thead>
<tbody>
<tr>
<td>6-10 years</td>
</tr>
<tr>
<td>5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>How would you describe the J. Machine Company as a place to work?</th>
</tr>
</thead>
<tbody>
<tr>
<td>The best</td>
</tr>
<tr>
<td>3</td>
</tr>
</tbody>
</table>
What do you think is the present policy of J. Management toward Local XYZ?

<table>
<thead>
<tr>
<th>Out to break union</th>
<th>Tolerates union</th>
<th>Accepts union</th>
<th>Cooperates with union</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>5</td>
<td>5</td>
<td>5</td>
</tr>
</tbody>
</table>

How would you describe the present labor-management relations of the company?

<table>
<thead>
<tr>
<th>Very good</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
<th>Very poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>7</td>
<td>5</td>
<td>0</td>
<td>1</td>
</tr>
</tbody>
</table>

No respondent had been a member of Local XYZ less than five years and ten of the sixteen reported that they had been members at least eleven years. Length of service as a steward ranged from less than one year to more than ten years, with twelve respondents reporting that they had been stewards from two to seven years.

How many years have you been a member of Local XYZ?

- 5-7 years: 4
- 8-10 years: 2
- 11-13 years: 10

How long have you been a steward in Local XYZ?

<table>
<thead>
<tr>
<th>Less than one year</th>
<th>2-4 years</th>
<th>5-7 years</th>
<th>8-10 years</th>
<th>More than 10 years</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>6</td>
<td>6</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

Stewards were asked why they first became a steward and why they continued in that office. The four most frequently checked reasons for first becoming a steward were: (1) status in the plant,
(2) a desire to improve the wages and working conditions, (3) a desire to improve the policies and conduct of the union, and (4) lack of ability of preceding stewards. These same reasons were given for continuing in office.

Three questions were designed to determine the stewards' attitudes toward the union. They were asked to describe their attitude toward organized labor prior to the time they became stewards and were also asked if their attitude toward organized labor had changed since becoming a steward. If they reported that their attitude had changed, they were asked to indicate in what way it had changed. Lastly, they were asked to indicate what they felt was the greatest advantage of having a union in the plant.

Fifteen respondents answered the question about pre-stewardship attitudes. Of the fifteen, six reported that they were strongly pro-union, six that they were moderately pro-union, two that they were neutral, and one that he was moderately anti-union before they became stewards. Eight of the sixteen stewards reported that their attitude toward organized labor had changed since they became stewards; of these eight, six said that they had become more strongly pro-union, and two indicated that while they were no less pro-union than before, they saw some things in the union that disturbed them. Finally, the stewards saw three major advantages of having a union in the plant: increased wages and benefits, better working conditions, and protection of the individual worker from arbitrary actions of management.
What was your attitude toward organized labor before you became a union steward?

<table>
<thead>
<tr>
<th>Strongly pro</th>
<th>Moderately pro</th>
<th>Neutral</th>
<th>Moderately anti-</th>
<th>Strongly anti-</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>6</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
</tbody>
</table>

Has your attitude toward organized labor changed since you became a union steward?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>8</td>
</tr>
</tbody>
</table>

What would you say is the greatest advantage of having a union at the J. Machine Company?

<table>
<thead>
<tr>
<th>Protects workers against arbitrary acts</th>
<th>Increased wages and benefits</th>
<th>Improved working conditions</th>
<th>Keeps members informed</th>
<th>Provides sense of &quot;belonging&quot;</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>12</td>
<td>12</td>
<td>5</td>
<td>4</td>
</tr>
</tbody>
</table>

Lastly, the stewards were asked to indicate how many union members they served. No respondent served fewer than ten members; four served eleven to fifteen members; two served sixteen to twenty members; four served twenty-six to thirty members; and six served more than thirty members. The size of the department, as will be shown later, significantly affects certain steward communication practices. Respondents were divided into two age groups: those between twenty-five and forty-five, and those forty-six or older. Scores from one to five were assigned to each department size; departments of eleven to fifteen members were assigned a score of "one," and departments of thirty or more members were assigned a score
of "five." The mean size of the departments for each age group was then computed, and a t test was used to determine if the difference between the means for each age group was statistically significant.

Although the differences in size of department for the two age groups was not found to be statistically significant, TABLE VI would indicate that—in this local, at least—the younger stewards are to be found in the larger departments.

**TABLE VI**

**NUMBER OF MEMBERS SERVED (BY AGE)**

<table>
<thead>
<tr>
<th>Age</th>
<th>11-15</th>
<th>16-20</th>
<th>21-25</th>
<th>26-30</th>
<th>30+</th>
</tr>
</thead>
<tbody>
<tr>
<td>25-35</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>36-45</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>46-55</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>55+</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
</tbody>
</table>

(t = 2.522  
\(t_{0.05} = 2.68\) Differences not statistically significant)

We can now draw a picture of an average steward in Local XII. A typical steward is likely to fall into the age range, thirty-six to forty-five; he is likely to have had some high school training; and is likely to have come from a non-rural wage worker's family; and there is an almost fifty-fifty chance that his father was a union member at least some time during his life (perhaps presently). This
A typical steward is likely to have worked for the J. Machine Company almost all of his working life, and, in general, he is fairly well satisfied with his company as a place to work. In spite of two very bitter clashes between his union and management, he feels that the company at least tolerates the union (or even accepts the union, or cooperates with it), and that the present union-management relations of the company are good. He has been a member of the union since its inception (1944) or shortly thereafter, and he has been a steward between two and seven years. His motives in seeking a stewardship were probably both personal and altruistic: he most likely sought the position for its prestige value among his fellow workers and, secondly, because he wanted to improve the wages and working conditions of his fellows. His department is likely to be a large one in which he services twenty-six or more members. Not surprisingly, he is likely to have been favorably inclined toward the union before he became a steward, and to have become even more favorably inclined since then.

**Communication Attitudes of Stewards**

A number of questions were designed to ascertain the attitudes of stewards toward certain common communication tasks. Stewards were asked to indicate if they should (1) explain to the members anything about the structure and activities of the local and the international union; (2) explain anything about the contract that members want to know; (3) be informed in advance of what is to be taken up at union
meetings, and so inform the members of their department; (4) report
to the members in their department of what happened at the union
meetings; and (5) how well informed they felt that they and the members
were about union activities and business. These questions refer to
what is essentially downward communication: from the officers to the
stewards and from the stewards to the members. A question designed
to ascertain their attitude toward upward communication was also in­
cluded; stewards were asked if they felt that they should inform the
officers of the members' opinions of the union. Finally, stewards
were asked to indicate the importance of communication in their job.

Twelve of fifteen respondents said that communication was
either "very important" or "most important" in their job as a union
steward. Three felt that it was only "of some importance." None
said that communication was of little or no importance. It is
reasonable to assume that the longer a steward has been a member of
the local union, the greater the importance he attaches to communica­
tion, and the data support this assumption. Steward respondents were
divided into two groups: those who had been members of the local for
less than ten years, and those who had been members for more than ten
years. Scores of one to five were assigned to the possible answers:
"most important" was given a score of "one," and "of no importance"
was given a score of "five." The mean scores of each group were then
computed and the t test was used to determine if the difference between
the mean scores of the two groups was statistically significant. This
difference was found to be statistically significant beyond the one
percent level of confidence.

TABLE VII
ATTITUDE TOWARD COMMUNICATION
(BY LENGTH OF MEMBERSHIP)

<table>
<thead>
<tr>
<th>Years of membership</th>
<th>Most important</th>
<th>Of great importance</th>
<th>Of some importance</th>
<th>Of little importance</th>
<th>Of no importance</th>
</tr>
</thead>
<tbody>
<tr>
<td>5-7</td>
<td>0</td>
<td>1</td>
<td>3</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>8-10</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>11-13</td>
<td>6</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

(t = 4.68. Significant beyond 1% level of confidence)

Generally, this favorable attitude toward communication was
reflected in their answers to the other questions. With respect to
the traditional role of the steward as a source of information about
the union and the contract, stewards' communication attitudes were
most favorable. Fourteen of the sixteen respondents felt that they
should "always" explain anything about the contract that members might
want to know. And fifteen of the sixteen respondents said that they
should "always" or "usually" explain anything about the local or the
international union that the members might want to know.
Should stewards explain anything about the contract that members want to know?

<table>
<thead>
<tr>
<th></th>
<th>Always</th>
<th>Usually</th>
<th>Sometimes</th>
<th>Seldom</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>14</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Should stewards explain anything about the structure and activities of Local XYZ that members want to know?

<table>
<thead>
<tr>
<th></th>
<th>Always</th>
<th>Usually</th>
<th>Sometimes</th>
<th>Seldom</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>9</td>
<td>6</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Should stewards explain anything about the structure and activities of the international union that members want to know?

<table>
<thead>
<tr>
<th></th>
<th>Always</th>
<th>Usually</th>
<th>Sometimes</th>
<th>Seldom</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>8</td>
<td>6</td>
<td>2</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

As a source of information about the day to day activities of the union, the stewards' communication attitudes were less favorable, however. Generally, the questionnaire results here reflected the feeling, which was expressed many times in interviews with both officers and stewards, that if a member wasn't interested enough to attend a meeting once a month, then he didn't deserve to be kept informed of current activities. If—in order to keep abreast of his union's activities—the member would have to attend the meetings, then he would become more interested and active in the union—or so the officers and stewards reasoned. Apparently, the principle that information begets interest is largely overlooked.
Should stewards be told in advance what is to be taken up at union meetings?

<table>
<thead>
<tr>
<th>Always</th>
<th>Usually</th>
<th>Sometimes</th>
<th>Seldom</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>4</td>
<td>7</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Should stewards tell their department members what is to be taken up at union meetings?

<table>
<thead>
<tr>
<th>Always</th>
<th>Usually</th>
<th>Sometimes</th>
<th>Seldom</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>6</td>
<td>6</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Should stewards make a complete report to members in their department of what happened at union meetings?

<table>
<thead>
<tr>
<th>Always</th>
<th>Usually</th>
<th>Sometimes</th>
<th>Seldom</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>3</td>
<td>8</td>
<td>0</td>
<td>1</td>
</tr>
</tbody>
</table>

Years of service as a steward apparently has some effect on their attitude toward keeping the rank and file informed of what happened at the meetings. Respondents were divided into two groups: those with less than, and those with more than five years' service as a steward. Scores were assigned to each of the possible answers to the question, "Should stewards make a complete report to the members of their department of what happened at union meetings?" A score of "one" was given to the answer, "always"; and a score of "five" was given to the answer, "never." The mean score of each group was then computed, and a t test was used to determine if the difference between the means was statistically significant. The difference between the mean scores of the two groups was found to be statistically significant.
beyond the one percent level of confidence. We can say with reasonable assurance, therefore, that the steward's attitude toward keeping his members informed of what happened at the meeting is likely to improve with his length of service.

**TABLE VIII**

**ATTITUDES TOWARD KEEPING MEMBERS INFORMED OF WHAT HAPPENED AT UNION MEETINGS**  
*(BY YEARS OF SERVICE)*

<table>
<thead>
<tr>
<th>Years of Service</th>
<th>Always</th>
<th>Usually</th>
<th>Sometimes</th>
<th>Seldom</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 or less</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2-4</td>
<td>0</td>
<td>3</td>
<td>2</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>5-7</td>
<td>3</td>
<td>0</td>
<td>3</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>8-10</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>More than 10</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

(t = 6.79%. Significant beyond 1% level of confidence)

With respect to their attitude toward upward communication, the stewards were still favorable, though less so than toward downward communication. Eleven of the sixteen respondents felt that they should "always" or "usually" report members' opinions of the union to the officers, and five said that they should "sometimes" do so. Length of membership and the importance which stewards attached to communication were significant factors in their answer to this
question. Stewards were divided into those who had less than and those who had more than ten years' membership and their answers were compared. They were also divided on the basis of their concept of the importance of communication: those who considered communication to be "most important," and those who considered it of less importance. The longer a steward has been a member of the union, the more likely he is to feel that the officers should be told of members' opinions; too, the more importance he attaches to communication in his job as a steward, the more likely he is to feel this way.

TABLE IX

STEWARD ATTITUDE TOWARD UPWARD COMMUNICATION (BY LENGTH OF MEMBERSHIP)

<table>
<thead>
<tr>
<th>Length of Membership</th>
<th>Always</th>
<th>Usually</th>
<th>Sometimes</th>
<th>Seldom</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>5-7</td>
<td>0</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>8-10</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>11-13</td>
<td>7</td>
<td>1</td>
<td>2</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

(t = 2.74. Significant beyond 5% level of confidence)
TABLE I
STEWARD ATTITUDE TOWARD UPWARD COMMUNICATION
(BY IMPORTANCE ATTACHED TO COMMUNICATION)

<table>
<thead>
<tr>
<th>Importance</th>
<th>Always</th>
<th>Usually</th>
<th>Sometimes</th>
<th>Seldom</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>Most</td>
<td>5</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Great</td>
<td>3</td>
<td>0</td>
<td>3</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Some</td>
<td>0</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

(t = 5.6. Significant at 1% level of confidence)

Attitudes Toward One Communication Task:

The leaders of organized labor have long been aware of the importance of political and community action. Time and again, they have seen hard won gains at the bargaining table seriously threatened and in some cases actually nullified by legislative action at city, state, and national levels, or through public ill will. Consequently, a great deal of time, money, and effort is expended in lobbying, voter registration, campaigning, and community service activities. This recognition of the importance of political activity extends, in Local XYZ, to the officers, and one of the specific areas in which stewards are asked to communicate with the members is in the area of political activity.

A primary communication block might be the attitude of the communicator toward a particular communication task. Regardless of the importance which the union leadership attaches to political
activity, for instance, their views would hardly be communicated to the rank and file if the stewards, the primary oral communicators in the union, were not convinced of its importance. Too, in Local XYZ, since meetings are held only monthly and are poorly attended, and since the formal written channels are used only periodically, the day to day contact of the stewards enhances their communication potential. One might wager with some safety that if the stewards disapproved of a particular program that depended upon effective communication for its implementation, that particular program would fail.

Thus it was thought worthwhile to attempt to discover the stewards' attitudes toward political and community action by Local XYZ. The leadership of the union is strongly in favor of political and community action, and the union regularly participates in various community projects, registration drives, and lobbying at the city and state level and regularly contributes funds for political action at the national level. Activity at the city and state levels is carried on by a small core of men, and general member participation is relatively poor—at least in the opinion of the officers.

A series of questions was asked of the stewards in an attempt to discern their attitudes toward political and community activity by organized labor and by Local XYZ. A highly favorable attitude toward union political and community activity on the part of stewards would be desirable. If the assumption that the communicator's attitude
toward the task is a significant factor in the effectiveness of communication then, all other things being equal (which, of course, is not the case), the members' attitudes in that particular area should reflect the stewards' attitudes. The same questions were asked of the members so that steward attitudes and member attitudes, at least in the area of union political and community activity, could be compared.

Fifteen of the sixteen steward respondents, ninety-four percent, felt that unions should engage in political activities; and forty-five of the seventy rank and file respondents, or sixty-four percent, agreed. Both stewards and members agreed when asked at what level unions should participate in political activities: both groups ranked the national level first (ninety-two percent of the stewards and eighty-one percent of the member respondents); stewards ranked the state level second, while the members ranked this equally with the national level (eighty-five percent of the stewards and eighty-one percent of the member respondents); and both ranked the city level third (eighty percent of the stewards and sixty-seven percent of the member respondents). All of the stewards and eighty-six percent of the member respondents said that Local XYZ should participate in community affairs "always" or "usually"; and only three percent of the members felt that the local union should never participate.
Should unions engage in political activities?

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stewards (16)</td>
<td>15 (94%)</td>
<td>1 (6%)</td>
</tr>
<tr>
<td>Members (70)</td>
<td>45 (64%)</td>
<td>25 (36%)</td>
</tr>
</tbody>
</table>

At what level (or levels) should unions engage in political activity?

<table>
<thead>
<tr>
<th></th>
<th>City</th>
<th>State</th>
<th>National</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stewards (15)</td>
<td>No. &amp; %: 12 (80%)</td>
<td>13 (85%)</td>
<td>14 (92%)</td>
<td>1 (6%)</td>
</tr>
<tr>
<td>Rank:</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Members (70)</td>
<td>No. &amp; %: 13 (30%)</td>
<td>19 (45%)</td>
<td>19 (45%)</td>
<td>3 (7%)</td>
</tr>
</tbody>
</table>

Should Local XYZ participate in community affairs?

<table>
<thead>
<tr>
<th></th>
<th>Always</th>
<th>Usually</th>
<th>Sometimes</th>
<th>Seldom</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stewards (16)</td>
<td>14 (88%)</td>
<td>2 (12%)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Members (70)</td>
<td>46 (65%)</td>
<td>15 (21%)</td>
<td>4 (6%)</td>
<td>3 (4%)</td>
<td>2 (3%)</td>
</tr>
</tbody>
</table>

While stewards and members were agreed that organized labor and Local XYZ should participate in political and community affairs, they were more divided on the question of how active this participation should be. They were asked two questions in this respect:

1. How actively should Local XYZ participate in community affairs?
2. From where should funds be secured to support political parties or candidates friendly to unions? These two questions are of special significance because the steward is frequently called upon to secure funds and/or time from the members for political and community activities, and many stewards expressed dislike of these duties when talking with this writer.
In answer to the question, "How actively should Local XYZ participate in community affairs?," stewards were divided evenly on three levels of activity. Six of the sixteen respondents, or forty percent, marked each of the following: (1) the union should contribute funds and union representatives should serve on community boards and activities; (2) the union should take up special collections from the members for the various drives; and (3) the union should encourage the members to support community affairs and activities, but union support should go no further than this. Although no one of these alternatives was chosen by a majority of the steward respondents, they were unanimous in not selecting a fourth alternative: that the union should contribute funds only, but should not try to be represented on boards and committees. Members were more clear-cut in their opinions. Thirty-nine of sixty-eight respondents, or fifty-seven percent, felt that the union should do no more than encourage member support; nineteen, or twenty-eight percent, felt that support should include funds and service; fourteen, or twenty-one percent, approved special collections; and nine, or thirteen percent, approved the contribution of funds only.

Stewards and members were much more agreed on their ideas of where funds to support friendly political parties and candidates should be secured; voluntary contributions from members was the source most frequently checked by both groups. Both groups ranked dues and general union funds second, "other" sources (notably raffles) third, and special assessments fourth.
How actively should Local XYZ participate in community affairs?

<table>
<thead>
<tr>
<th>Funds and service</th>
<th>Funds only</th>
<th>Special collections</th>
<th>Encourage support</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stewards (15)</td>
<td>6 (40%)</td>
<td>0</td>
<td>6 (40%)</td>
</tr>
<tr>
<td>Members (68)</td>
<td>19 (28%)</td>
<td>9 (13%)</td>
<td>24 (35%)</td>
</tr>
</tbody>
</table>

Funds to support political parties or candidates friendly to unions should be secured from:

<table>
<thead>
<tr>
<th>General funds (dues)</th>
<th>Voluntary contributions of members</th>
<th>Special assessments</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stewards (15)</td>
<td>9 (59%)</td>
<td>11 (73%)</td>
<td>0</td>
</tr>
<tr>
<td>Members (64)</td>
<td>21 (33%)</td>
<td>34 (52%)</td>
<td>1 (2%)</td>
</tr>
</tbody>
</table>

From the foregoing, what can be said about the communication attitudes of those stewards of Local XYZ who returned the questionnaire? Generally, they are favorable. They apparently recognize the importance of communication in the role of a union steward. This recognition is particularly strong with respect to the traditional role of the steward as a source of information about the contract and about the local and international union. Although still favorably inclined, stewards do not recognize their day to day communication role quite so clearly.

The problem of member support in terms of funds and time of political and community activity is a thorny one for most local unions, including Local XYZ. On the theory that at least part of this problem stems from ineffective communication, and the theory
that the communicator's attitude toward the task probably has a significant effect on the success or failure of communication, the attitudes of the stewards toward political and community activity was investigated. Rank and file members were also questioned in this area, and their responses compared with those of the stewards. Recognizing that many factors, of which attitude is only one, contribute to effective or ineffective communication, a comparison of steward and rank and file responses was made. Generally, stewards were more favorable toward political and community activity by organized labor and Local XYZ than were the members, although both groups were favorably inclined. With respect to the form which such activity should take, both steward and rank and file respondents were less certain. This lack of certainty, though not surprising, might well support the assumptions set forth above, and the stewards' attitudes here might be a partial explanation of the problem of getting member support for such activity.

The Communication Practices of the Stewards

We have seen what the stewards say they should do in this role as the primary oral communicators of the union. Now it is pertinent to see what they report that they actually do do. A series of questions was asked of the stewards with this in mind. As far as possible, questions regarding communication practices paralleled those respecting communication attitudes.
Furthermore, it was thought worthwhile to direct the same questions, reworded for purposes of adaptation, to the rank and file members. For instance, the question, "Do you make an effort to report to the members of your department about what was discussed and acted upon at union meetings?" was addressed to the stewards; in the member questionnaire this question appeared as, "Does your steward make an effort to report to the members in his department about what was discussed and acted upon at union meetings?" While a comparison of steward and member responses cannot be considered conclusive, because there is no way of knowing which stewards and which members responded (the questionnaires were anonymous; conceivably the member respondents and steward respondents could have been from different departments), such a comparison should offer some grounds for generalizing about the stewards' idea of their communication practices and about the members' idea of steward communication practices.

Not unexpectedly, there is a wide discrepancy between what the stewards say they should do, what they say they do do, and what the members say their stewards do. In general, stewards feel that they should do more in the way of communication than they report doing, and report doing more than the members say they do.

Forty-four percent of the steward respondents, seven of the sixteen, felt that they "always" or "usually" should make an effort to report to their members about what happened at meetings; sixty-six
percent, ten of the sixteen, reported that they actually did this; but only sixteen percent, eleven out of seventy, of the member respondents reported that their stewards "always" or "usually" made such an effort. Only one steward said that he should "never" make such an effort, and none (possibly excluding the one above; sixteen respondents answered the attitude question and only fifteen answered the practice question) reported never making such an effort; but fifty-six percent of the member respondents said that their steward "seldom" or "never" made this effort.

Fifteen of the sixteen steward respondents, ninety-three percent, felt that they "always" or "usually" should explain anything about the structure and activities that members want to know. However, only sixty-two percent reported that they "always" or "usually" encouraged members to ask questions about union activities and business; and only fifteen percent of the member respondents reported that their steward so encouraged them. The questions are somewhat different—there is a distinction between explaining what the members want to know and encouraging them to ask questions—but would seem to be directly related.

<table>
<thead>
<tr>
<th>Does the steward make an effort to report to members in his department about what was discussed and acted upon at union meetings?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Stewards (should):</strong></td>
</tr>
<tr>
<td>------------------------</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td><strong>Stewards:</strong></td>
</tr>
<tr>
<td><strong>Members:</strong></td>
</tr>
</tbody>
</table>
Does the steward encourage members to ask questions about the activities and business of the union?

<table>
<thead>
<tr>
<th>Always</th>
<th>Usually</th>
<th>Sometimes</th>
<th>Seldom</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stewards (should):</td>
<td>9 (56%)</td>
<td>6 (37%)</td>
<td>1 (6%)</td>
<td>0</td>
</tr>
<tr>
<td>Stewards:</td>
<td>4 (25%)</td>
<td>6 (37%)</td>
<td>5 (31%)</td>
<td>1 (6%)</td>
</tr>
<tr>
<td>Members:</td>
<td>6 (9%)</td>
<td>4 (6%)</td>
<td>24 (35%)</td>
<td>16 (23%)</td>
</tr>
</tbody>
</table>

With respect to upward communication, this pattern is just reversed, and the writer is at a loss to explain the results. Sixty-nine percent of the steward respondents said that stewards should "always" or "usually" pass on to the officers the complaints, questions and attitudes of the members toward the union; eighty-two percent reported that they did this; and only thirty-four percent of the member respondents reported that their stewards did this.

Does the steward try to pass on to the officers the complaints, questions, and attitudes of the members toward the union?

<table>
<thead>
<tr>
<th>Always</th>
<th>Usually</th>
<th>Sometimes</th>
<th>Seldom</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stewards (should):</td>
<td>8 (50%)</td>
<td>3 (19%)</td>
<td>5 (31%)</td>
<td>0</td>
</tr>
<tr>
<td>Stewards:</td>
<td>9 (57%)</td>
<td>4 (25%)</td>
<td>3 (19%)</td>
<td>0</td>
</tr>
<tr>
<td>Members:</td>
<td>13 (20%)</td>
<td>9 (14%)</td>
<td>24 (36%)</td>
<td>7 (11%)</td>
</tr>
</tbody>
</table>

Two other questions referring to the communication practices of stewards were directed to both groups of respondents. Stewards and members were asked what the steward would do when faced with questions about the union that he could not answer; and they were asked what they would do when members brought them a "gripe."
All of the respondent stewards said that if a member came to them with a question about the union that they could not answer, they would try to get the answer and report back to the member. Three also indicated that they would refer the member to someone who knew the answer. Presumably, these two courses of action would be considered highly desirable communication practices. The members' response to this question, however, suggests that if the stewards actually do what they report they do, this is not apparent to the members. Of the sixty-eight rank and file respondents, nine, or fourteen percent, said that their steward would give them the answer that he thinks fits; six, or nine percent, that their steward would say that he doesn't know and "drop it there"; and twenty-seven, or forty-one percent, report that their steward would refer them to someone else.

If a member went to the steward with a question about the union that the steward could not answer, what would the steward do?

<table>
<thead>
<tr>
<th></th>
<th>Give the answer he thinks fits</th>
<th>Say he doesn't know and drop it</th>
<th>Get the answer and report</th>
<th>Refer to someone else</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Stewards (16)</strong></td>
<td>0</td>
<td>0</td>
<td>16 (100%)</td>
<td>3 (19%)</td>
<td>0</td>
</tr>
<tr>
<td><strong>Members (68)</strong></td>
<td>9 (14%)</td>
<td>6 (9%)</td>
<td>35 (53%)</td>
<td>27 (41%)</td>
<td>2 (3%)</td>
</tr>
</tbody>
</table>

Lastly, nine of the sixteen stewards, or fifty-six percent, reported that, if a member came to them with a "gripe" about the union, they would tell him to present it at the meeting; five, or
thirty-one percent, that they would listen to the member and take his complaint to the meeting themselves; and four, or twenty-five percent, would either refer them to someone else or dispose of the complaint in some other way. The member respondents were more kindly to the stewards than were the stewards themselves: only twenty-six percent, seventeen of the sixty-five respondents, said that their steward would tell them to present their complaint at the next meeting; thirty-five percent, twenty-three respondents, said that their steward would take the complaint to the meeting himself. However, fifteen members, or twenty-three percent of the respondents, reported that their steward would refer them to the union president or someone else; eight, or twelve percent, that he would hear them out and then forget about it; and six, or nine percent, that he would dispose of the complaint in some other way.

If a member went to the steward with a gripe about the union, what would the steward do?

<table>
<thead>
<tr>
<th>Listen and then forget about it</th>
<th>Refer it to someone else</th>
<th>Tell him to take it to the meeting</th>
<th>Tell him to take it to meeting himself</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stewards (16)</td>
<td>0</td>
<td>1 (6%)</td>
<td>9 (56%)</td>
<td>5 (31%)</td>
</tr>
<tr>
<td>Members (65)</td>
<td>8 (12%)</td>
<td>15 (23%)</td>
<td>17 (26%)</td>
<td>23 (35%)</td>
</tr>
</tbody>
</table>

There are many possible explanations for these discrepancies. Differences between what the stewards say they should do and what they report doing might be explained by the fact that stewards, as a rule, are the "workhorses" of the union and are constantly asked to perform
more and more tasks. At least, a number of stewards voiced this complaint to this writer. Another possible explanation might be that the stewards recognize their communication responsibility, but feel inadequate to the task. Stewards were asked if they had received any training in communication. Only three of the sixteen steward respondents reported that they had had such training; and fifteen of the sixteen felt that such training is, or would be, helpful. Fifteen respondents indicated what kind of training they felt would be most useful to them in performing their duties. Twelve of the fifteen felt that training in public speaking would be helpful; eleven felt that training in group discussion and in parliamentary procedure would be helpful; seven wanted some training in reading; six wanted some training in listening; and five wanted some training in writing.

<table>
<thead>
<tr>
<th>Have you had any training in communication?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Yes</strong></td>
</tr>
<tr>
<td>3</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Do you think that such training is (would be) helpful?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Yes</strong></td>
</tr>
<tr>
<td>15</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>What kind of training would be most useful for stewards?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Public speaking</strong></td>
</tr>
<tr>
<td>12</td>
</tr>
</tbody>
</table>
A possible explanation for the discrepancy between what the stewards say they do communication-wise, and what the members say they do could be that the stewards, recognizing their responsibilities, prefer to believe that they more nearly meet them than is actually the case. Another might be that they think they are communicating when oftentimes they are not, and the writer suspects that this is often the case.

III. SUMMARY

From the foregoing, what can be said about the oral channels of communication in Local XYZ? There are two such channels: the regular union meeting, and the shop stewards.

Both the stewards and the membership rank the union meetings first as a source of information about local union activities and problems and the overwhelming majority of both groups would rate meetings an "excellent" or "good" source of information. Meetings are held monthly; they are both business and social in nature; and are usually poorly attended. The major advantages of the meeting, in the view of both groups, are that it provides an opportunity for members (1) to get together and exchange opinions, and (2) to keep abreast of union activities. The most common criticism of the meetings stems from their inadequate organization and planning.

Since meetings are regularly held only monthly and are poorly attended, it is somewhat disconcerting that the stewards are
ranked fourth (after meetings, bulletin boards, and the newspaper column) as a source of information about union activities and business. Because they are in daily contact with the rank and file, the officers of the union look to the stewards as a vital communication channel; the stewards recognize their communication responsibilities, but apparently do not fulfill those responsibilities as much as they might desire. A partial explanation for the discrepancies between attitudes and reported practice might stem from a lack of training in communication which the stewards themselves recognize and would like to see corrected.
CHAPTER V

SUMMARY AND CONCLUSIONS

In the foregoing, the writer has suggested that organized labor, because of its size, and its social, political, and economic impact on our society, is deserving of scholarly attention. Since the basic unit of trade unionism is the local union, and since trade unionism is probably judged by the average man in terms of the local union, the writer suggests that the local union constitutes a vital area in the study of organized labor. Basic to the functioning of any organization are the communication problems and activities of that organization, and this is especially true in the case of a trade union local, essentially a democratic organization, where its strength and effectiveness depend upon the understanding and support which the rank and file members give to the officers. Understanding and support result, at least partly, from effective communication—upward, downward, and horizontal.

In this study, the writer has attempted to analyze the formal channels of communication within a local union of the United Steelworkers of America. The local studied is located in Columbus, Ohio, and has a membership of approximately five hundred, all of whom are employed by one company, the J. Machine Company. The union was organized in 1944, over the strong opposition of the company. Early
relations between this company and union were poor but have improved to the point where, today, management and union respect each other and cooperate in many areas.

The formal channels of communication within the union are written and oral, and are four in number. Written channels are two: bulletin board notices, and a weekly newspaper column in the Columbus C.I.O. News. Oral channels, also two in number, are the regular monthly union meeting and the union stewards.

The procedures used in studying these channels include attendance at union meetings, tours of the plant, two questionnaires (one to the stewards and one to the rank and file) mailed to the home, content and readability analyses of samples of written communication, and interviews with union leaders, stewards, rank and file, and with the company personnel director. The study was conducted over a period of six months.

The limitations of this study should be kept in mind as the reader considers the findings and conclusions set forth below. The writer sees three basic limitations which might well affect the applicability of this study to the local union herein considered and to other local unions. The first of these limitations is that this study has been concerned only with the formal channels of communication within the union and has not touched upon the informal channels which could conceivably be far more significant.

While this restriction can be considered a weakness of the study, in another sense it can be considered a strength. By limiting
the study to the formal channels of communication, the investigator has been able to focus his attention and abilities more directly and presumably with greater profit. Furthermore, a study of the communication problems and activities of an organization must begin somewhere, and the writer would submit that the formal channels are probably the place with which to start.

The second basic limitation stems from the fact that the writer had to rely on the cooperation of the members and the stewards for much of his material. Three-fourths of the stewards and approximately sixteen percent of the members returned questionnaires; not all members nor all stewards were interviewed. Consequently, this investigator ran the risk of a biased sampling of members and stewards. However, it would seem to this writer that to require member and steward participation, if that were even possible, would have biased the results even more dangerously. From his acquaintance with Local XYZ over a period of several months, and from his acquaintance with other unions and union people, the writer feels certain that the results herein set forth are fairly valid.

The third limitation involves the question, "How typical of trade unions in general is Local XYZ?" At the outset, the writer would submit that there is probably no such thing as an "average" trade union. Every union is the product of its own particular environment. Unions differ in size, make-up, philosophy, leadership, problems, and particular methods of problem solving. The writer would
suggest that this study is only a piece of a large mosaic, the meaning and significance of which will become clear only when this piece is added to those already in place and when enough other pieces are fashioned and put into place. Until the time arrives that the mosaic is complete enough to have meaning and significance, the writer suggests that the reader choose and select from these contents that which seems to be applicable to a given case. At the same time, the writer would suggest that, broadly speaking, problems of communication within one organization are not completely dissimilar to the communication problems of any other similar organization.

I. FINDINGS

The Formal Channels of Written Communication

There are two formal channels of written communication within Local XYZ: the union bulletin boards, and a weekly newspaper column, "Local XYZ Reports." In his analysis of these channels the writer found:

The Bulletin Boards

1. Bulletin boards are used only as a channel of downward communication within the union.

2. Bulletin boards are presently used almost exclusively as a means of notifying members of coming union meetings.

3. Bulletin board notices of meetings give little information about coming meetings beyond the date, time, and place of the meetings.
Bulletin boards are relied upon heavily by officers, stewards, and rank and file as a source of information.

The Newspaper Column

1. The aims and objectives of the weekly newspaper column have never been clearly articulated.

2. Content of the news column can be classified under six broad headings, presented here in the order in which space is devoted to them: items providing individual recognition and group consciousness receive the greatest amount of space; items suggesting the broad interests and activities of the union rank second in terms of the amount of space devoted to them; items providing evidence of good union-management relations rank third; items suggesting that the union is "in the know" rank fourth; information about the internal affairs of the union ranks fifth; and miscellaneous receive the least amount of space.

   a. "Internal union affairs" receive relatively poor treatment in the news column.

   b. Information about internal union affairs is generally vague.

3. The union has no formalized or systematic method of gathering news for the newspaper column.

4. Using the Flesch readability formulae (measuring "reading ease" and "interest") the news column was found to be "fairly difficult" and "interesting."
5. Members and stewards ranked the newspaper column fourth (after meetings, bulletin boards, and face-to-face contact with officers) as a source of information about union affairs.

6. Despite the low ranking noted above, stewards and members are favorably disposed toward the column and readership among the members and their families is high.

**The Formal Channels of Oral Communication**

There are two formal channels of oral communication within Local XYZ: the regular union meeting and the union stewards. In his analysis of the oral channels, the writer found that

**The Regular Union Meeting**

1. The monthly union meeting is looked upon by officers, stewards, and members as the union's primary channel of communication.

2. Only a small percentage of the members attend meetings. Attendance (including stewards who are supposedly required to attend meetings) averages about seven percent of the total membership.

3. Meetings are not planned in advance.

4. The place of meeting has many deficiencies—it is unattractive, poorly arranged, and acoustically inadequate.

5. Members and stewards like meetings because they provide an opportunity for members to (a) get together and exchange views, and (b) keep abreast of union activities.
6. Members and stewards dislike meetings because they are poorly organized and planned—they start late, there is a great deal of bickering, and a few members take up a disproportionate share of the time.

The Union Stewards

1. The stewards, because they are in daily contact with the membership and because meetings are held only monthly, constitute an important and direct channel of upward and downward communication.

2. Stewards recognize their responsibilities as communicators—particularly in the traditional areas of contract interpretation and information about the structure and activities of the local union.

3. Stewards do not as clearly recognize their role as the day to day channel of upward and downward communication.

4. Stewards feel that they should do more in the way of communication than they report actually doing.

5. Stewards report doing more in their role of communicator than the members report that the stewards do.

6. Stewards have not been trained for their communication tasks, and feel that such training would be helpful.

7. Stewards feel a need for the following kinds of communication training (in rank order): public speaking, group discussion, parliamentary procedure, reading, listening, and writing.
8. Stewards are not recognized by the members as a primary channel of upward and downward communication.

II. CONCLUSIONS

Four general conclusions appear valid from the foregoing. The writer would state these and then go on to set forth certain specific recommendations for the more effective use of the formal channels of communication within Local XYZ.

**General Conclusions**

1. Effective communication, between the rank and file and the officers and between the officers and the rank and file, is vitally important for the strength and effectiveness of the local union in its dealings with its own members, other trade unions, management, and the public.

2. Local XYZ has no comprehensive communication program at the present time, and such a program would be desirable.

3. The already existing formal channels of communication within the local would seem to offer the raw material out of which an effective overall communication program could be developed.

4. The already existing formal channels of communication within the local are not now being used to their full potential.
Specific Recommendations

1. Inasmuch as the bulletin boards are a generally recognized channel of downward communication geographically accessible to most of the membership, they should be used more extensively than they are presently.

2. It might be helpful if bulletin board notices of meetings provided some information, when and if possible, of what is to be taken up at forthcoming meetings, special programs, and the like.

3. The newspaper column, "Local XYZ Reports," could be a much more effective channel of communication than it is at the present time. To make it more effective, the writer would suggest
   a. The aims and objectives of the column should be clearly set forth.
   b. A formal and well publicized system of news gathering should be established to assure better coverage of internal union affairs.
   c. A formal and well publicized system of "feedback" should be established so that the writer of the column could be more confidently aware of the needs and desires of his readers.

4. Regular union meetings should be more carefully planned in advance. Consideration might be given to permitting the executive committee of the union to hear and make recommendations upon routine business so as to use the time of the regular meeting more efficiently.
5. Advance notice of meetings, using the newspaper column, the stewards, and the bulletin boards, should inform the membership of more than just the date, time, and place of the meeting.

6. Meetings should be reported to the members in more detail.

7. Stewards, potentially the most important channel of upward and downward communication, should be recognized as the primary channel of communication within the local. The writer would suggest that

   a. Stewards be made more aware of their unique position as upward and downward communicators in the day-to-day affairs of the union.

   b. Stewards be made more aware of the vital importance of upward communication.

   c. Stewards be given formal training in communication activities.

8. Communication training should be offered to the rank and file members.

9. Local XYZ should periodically evaluate its communication program in order to correct inadequacies and improve the program.

III. RECOMMENDATIONS FOR FURTHER STUDY

Inasmuch as this study is something of a pioneer study, the writer is hard put to recommend future studies because so many possibilities exist. Certainly, however, the writer would suggest the following as among the first studies that should be undertaken:
1. This study should be repeated using other local unions, and the findings of future studies should be compared so as to permit generalizations to be drawn.

2. Studies should be made to determine the dynamics of the informal communication channels within the union.

3. Studies should be undertaken to determine the influence of the following factors on internal union communications: size, type of union (craft or industrial), age of the union, age of the membership, organizational structure of the union, internal politics of the union, and the union's leadership.

4. Studies should be made to determine the relative effectiveness of various channels of communication within the union.

5. Studies should be made comparing union and management communication problems and activities to determine what the one can learn from the other.

6. Studies should be made to determine how well union leadership knows and understands the rank and file, and how well the rank and file knows and understands its leadership.

7. Studies should be made to determine the effect of union-management relations on the internal communications of the union.

Out of such a program of study should eventually emerge a greater understanding of communication and more effective communication practices within the union.
APPENDIX A

CONTENT ANALYSIS

"LOCAL XYZ REPORTS"
MEMBERS MENTIONED AND THE FREQUENCY WITH WHICH THEY WERE MENTIONED

1. Mark Adams 111
2. Bert Allen 11
3. Ethon Allen
4. Ernest Amorine 1
5. Ralph Bainter 11
6. Joe Ballenger
7. Ike Baxter
8. Clarence Belford
9. Steve Berta
10. Dale Bing
11. Harold Black 1
12. Ray Blankenship
13. Edwin Boyd
14. Stewart Brennerman
15. Forest Brigg
16. Carl Brinning 1
17. Harry Burchwell
18. Junior Caldwell 1
19. James Campbell 1
20. Landon Caplinger

21. Wayne Chambers
22. Roy Christman 11
23. Ray Church 1
24. Ralph Colelli
25. James Combs 1
26. Cecil Cox
27. Richard Cruft
28. Thomas Cuckler 11
29. Clarence Dalton
30. George Derifield 1
31. O. B. Derifield
32. Carl Ehret
33. Warner Elliot
34. Clarence Erwin
35. Henry Everheart
36. James Feasel 1
37. Eugene Fenel
38. Ernest Floyd 11
39. Red Folden
40. Joe Fraley
41. Al Franz 1
42. Richard Frans
43. Bob Friedemacher
44. Clyde Fugate
45. Henry Garber
46. Fred Glantz
47. Kenneth Goldsby
48. C. O. Grant
49. Dick Grant
50. John Grashell 1
51. Joseph Gurmet
52. Ken Gunderman 11
53. Tom Harding 11
54. William Haslop
55. George Haughey
56. Robert Heffner 11
57. Leonard Hess 1111 1111
58. V. W. (Blacky) Hill
59. Harley Hite 1
60. Ernest Holderby
61. Wayne Hollis 1
62. Robert Huffman
63. John Hullman
64. George Hummel 1
65. James Humphrey 111
66. Robert Humphrey 111
67. William Humphrey 1
68. Sam Husk
69. Robert Jamison
70. Willard Jester
71. James Jobe
72. Marion Jordon 11
73. William Jorgenson
74. Clarence Katzmeyer 1
75. Art Kessler
76. Lew Kessler
77. Junior Kindor
78. Bud Klinkert
79. Donald Knapp 1
80. Christy Krauter 1
81. Clarence Kuhn
82. Benjamin Landeg
83. Billie Lee
84. Donald Lemaster 1
85. Ray Linton
86. Robert Linville
87. Harry Lowe
88. James Long 1111 1
89. Jesse Lowe
90. Tom Lowe
91. Clem Luckhaupt
92. Ewing Lutz
93. William Marlowe
94. Okey Martin
95. Robert Martin
96. Donald Masters
97. Willard Mathias
98. Frank Matthews
99. David Mattison
100. Ray McIbbon
101. James McMahon
102. Maurice McAllon
103. James McMahon
104. Frank Mehling
105. John Morbitzer
106. Oscar Mueller
107. Rolla Murry
108. Richard Onde
109. Earl Page
110. Fred Parsons
111. F. Pellegrino
112. Sam Pennell
113. Clarence Powers
114. Everett Prosser
115. Wm. Jack Purdy
116. Alva Rector
117. Roth
118. Forest Rowe
119. Lawrence Ruffing
120. Charles Russell
121. Robert Santa
122. Roman Scarpitti
123. Guy Seydnor
124. Michael Serio
125. Earl Shafer
126. Melvin Shaphard
127. Rocky Sherook
128. Carl Sheward
129. Dwight Shively
130. James Shockley
131. Joe Shramer
132. Anthony Skiver
133. Al Smith
134. Gail Snider
135. Emory Spruce
136. Thermon Stanton
137. Minnis Starr
138. Fred Stockwell
139. Joe Stout
140. James Sullivan
141. Harry Swenning
142. Ray Talbott
143. Lee Tatman
144. William Thompson
145. Cecil Travis
146. Jay Travis
147. Wesley Tucker
148. William Voss
149. Eddie Wakefield
150. George Walker
151. Henry Walls
152. Ralph Ward
153. Carlton Weakley
154. Clinton Welker
155. Clark West
156. Dennis Wilt
157. Charles Wolford
158. Morris Yantis
159. Tony Zarsano
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**av. = 18.08**  
**av./40 issues = 20.35**  
**av. space per person = 3.7**

103
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av./40 issues = 9.25
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et./40 issues = 10.37

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33 459

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avr./10 issues = 11.48

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av./40 issues = 1.69
### COLUMN LENGTH

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(Total number of lines in 40 columns = 2,437;
Mean average length of columns = 60.93)

109
APPENDIX B

STEWARD QUESTIONNAIRE AND RESPONSES
Dear Steward of Local #3286:

The attached questionnaire is part of a research project in which I am trying to discover the internal communication structure and patterns of a typical industrial union. The project has been approved by the officers of your union and by the local office of the International. It is hoped that this study will come up with findings that will result in a stronger union, help the union to better serve its members, and contribute to a better general understanding of trade unionism. To do this, I need your help.

As a steward, you are one of the primary contacts between the union and the membership. Consequently, it is necessary to know a great deal about you—about your background, habits, and communication attitudes and practices. Hence this questionnaire. Each question has been carefully studied and is of vital importance. In spite of its length, would you be so kind as to complete the questionnaire and return it to me in the enclosed stamped envelope.

Local #3286 has been used before in University studies (although this is the first communication study to be done), and so the following comments may be unnecessary. I give them here, however, to emphasize them:

PLEASE ANSWER EVERY QUESTION. PLEASE BE COMPLETELY FRANK AND HONEST IN YOUR ANSWERS. ALTHOUGH THE STUDY HAS BEEN APPROVED BY THE UNION, NO UNION OFFICER—LOCAL OR INTERNATIONAL—WILL SEE ANY COMPLETED QUESTIONNAIRE. ONLY THE RESULTS OF THE STUDY WILL BE MADE AVAILABLE TO THE UNION. PLEASE DO NOT SIGN THE QUESTIONNAIRE.

THERE ARE NO "RIGHT" OR "WRONG" ANSWERS. YOUR ANSWERS ARE WHAT I AM INTERESTED IN. REMEMBER: THE VALUE OF THE STUDY IS COMPLETELY DEPENDENT ON YOU—AND THE FRANKNESS AND HONESTY WITH WHICH YOU ANSWER THE QUESTIONS.

Thank you for your time and effort.

Sincerely,

James P. Dee
Dear Brother and Steward:

I will appreciate your cooperation in filling out and returning this questionnaire to Jim Dee. His study has been explained to your officers and approved by them. With your help, this study can help us to better serve you and our members and make for a better and stronger Local #3286.

Fraternally,

John Morbitzer, President
1. What is your sex?  
   Male 16  
   Female 0

2. What is your age?  
   Under 25 0  
   25-35 4  
   36-45 7  
   46-55 3  
   56 or older 2

3. How much schooling have you had?  
   Some grade school 2  
   Finished grade school 1  
   Some high school 7  
   Finished high school 2

4. What is your marital status?  
   Single 0  
   Married 16  
   Widowed 0  
   Divorced 0

5. In which type of community were you reared?  
   Rural area (unincorporated) 5  
   Medium sized city 1  
   Village or town (0-4,999) 4  
   Small city (5,000-24,999) 7  
   Large city (100,000 or over) 2

6. What was your father's occupation?  
   Wage worker, non-rural 10  
   Wage worker, rural 0  
   Professional man 0  
   Clerical or sales worker 2  
   Operator of a business 4  
   Other (explain) 2

7. Was your father ever a member of a union?  
   Yes 7  
   No 9

8. Do you belong to any of the following types of organisations?  
   Fraternal 2  
   Veterans 1  
   Religious 7  
   Community improvement 2  
   Political 3  
   Other (write in) 1  
   Athletic 3  
   None 1

9. Are you an officer in any other organisation than the union?  
   Yes 3  
   No 13

10. If your answer to question 9 was "yes," please write in the name of the organisation and the position you hold.

11. What newspapers do you read regularly?  
   Ohio State Journal 7  
   Columbus Dispatch 12  
   CIO News 15  
   Columbus Citizen 7  
   Columbus Star 2  
   Other (Name) 2  
   None 0
12. What parts of newspapers do you usually read thoroughly?

- 15 news
- 12 editorials
- 10 comics
- 8 advertisements
- 10 sports

13. What magazines do you read regularly?

- 1 Time
- 3 US News & World Report
- 2 Life
- 5 Saturday Evening Post
- 7 Reader's Digest
- 6 other (name)

14. Do you regularly watch television?  
- 14 yes  
- 1 no

15. How many hours a day do you usually watch television?

- 9 1-2
- 1 more than 2

16. What kind of television programs do you watch regularly?

- 15 newscasts
- 11 variety shows
- 6 comedy programs
- 5 spectacles
- 3 other (explain)
- 8 adventures-mystery

17. Do you regularly listen to the radio?  
- 7 no  
- 8 yes

18. How many hours a day do you usually listen to the radio?

- 11 less than 1
- 2 1-2
- 0 more than 2

19. What kind of radio programs do you listen to regularly?

- 12 newscasts
- 8 disc jockey shows
- 3 other (explain)

20. What is the total number of years you have been a member of any union?

- 0 less than 1 year  
- 12 11-15 years
- 0 16-20 years
- 1 more than 20 years

21. How many years have you been a member of Local 3286?

- 0 less than 2 years  
- 2 8-10 years
- 10 11-13 years
- 11-13 years

22. How long have you worked at the Jaeger Machine Company?

- 0 less than 1 year  
- 3 11-15 years
- 6 16-20 years
- 2 21 years or more
23. How would you describe the Jaeger Machine Company as a place to work?
   3 the best 12 pretty 1 as good 0 only 0 no good
   good as any 0 fair

24. What do you think is the present policy of Jaeger Management toward Local 3286?
   1 out to break the union 5 cooperates with the union
   5 tolerates the union 0 other (explain)_________
   5 accepts the union

25. How would you describe the present labor-management relations of the Company?
   3 very good 7 good 5 fair 0 poor 1 very poor

26. How long have you been a steward in Local 3286?
   2 1 year or less 1 8-10 years
   6 2-4 years 1 more than 10 years
   6 5-7 years

27. Have you held any other offices in Local 3286?  8 yes 8 no
   (if yes, what offices, and give dates)

28. How many members of the union do you service?
   0 fewer than 10 0 21-25
   4 11-15 4 26-30
   2 16-20 6 more than 30

29. Why did you become a steward of your union? (Please rank: put a figure one (1) beside the most important reason, a two (2) beside the next most important, and so on. Mark as many items as apply to you.)
   13 relationships with fellow workers (status in the plant)
   7 lack of ability on the part of preceding stewards
   9 desire to improve the policies and conduct of the union
   1 break in routine at work
   3 desire to become an officer of the union
   1 enhance the possibilities of promotion in the company
   12 desire to improve wages and working conditions of fellow workers
   ______ other (explain)
30. Why do you continue as a steward in your local union? (Please rank: put a figure one (1) beside the most important reason, a two (2) beside the next most important, and so on. Mark as many items as apply to you.)

10 relationships with fellow workers (status in the plant)
10 lack of adequate replacements
10 desire to carry out the policies and activities of the union
2 break in routine at work
3 it is a step toward a more responsible office in the union
2 enhance the possibilities of promotion in the company
11 desire to improve the wages and working conditions of fellow workers
1 other (explain)

31. How often did you attend local union meetings before you became a steward?

8 regularly
7 often, but not regularly
1 seldom
0 never

32. How often do you attend local union meetings now?

7 every meeting
6 most meetings
5 occasionally
4 only special meetings
3 never

33. Do you hold any other office in the union? 8 yes 8 no

34. If you answered question 33 "yes," please indicate what office.

35. Do you think that unions should engage in political activities? 15 yes 1 no

36. If your answer to question 35 is "yes," please indicate at what level or levels you think the union should engage in political activities.

12 city
13 state
14 national
1 other (explain)
0 all of the above

37. Should funds to support political parties or candidates friendly to unions be secured from

9 general union funds provided by regular dues
11 voluntary contributions from members
0 special assessments from members
1 other (explain)
38. Should Local 3286 participate in community affairs or activities such as United Appeals campaigns, Blood Donor Drives, Citizen Committees, and the like?
   0 never  0 seldom  0 sometimes  2 usually  14 always

39. If your answer to question 38 was "sometimes," "usually," or "always," please indicate how actively you feel that Local 3286 should participate in these things.
   6 the union should contribute funds and union representatives should serve on community boards and committees
   0 the union should contribute funds, but should not try to be represented on boards and committees
   6 the union should take up special collections from the members for the various drives
   6 the union should encourage the members to support community affairs and activities, but union support should go no further than this.

40. What was your attitude toward organized labor before you became a union steward?
   6 strongly pro-union  1 moderately anti-union
   6 moderately pro-union  0 strongly anti-union
   2 neutral

41. Has your attitude toward organized labor changed since you became a union steward?
   8 no  8 yes

42. If your answer to question 41 was "yes," please indicate in what way your attitude has changed and why.

43. What would you say is the greatest advantage of having a union at the Jaeger Machine Company?
   6 it protects the individual worker against arbitrary acts of management
   12 it has increased wages and benefits
   12 it has improved working conditions
   5 it has given the individual worker a means of knowing what is happening in the company and industry
   4 it offers the individual a sense of "belonging"

44. Have you ever had any training in communication (Public Speaking, Group Discussion, Writing, Reading, Listening, etc.)?
   3 yes  13 no
45. If your answer to question U1 was "yes," please give the following information.

<table>
<thead>
<tr>
<th>type of training</th>
<th>length of training</th>
<th>where obtained</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

46. Do you think that such training is (would be) helpful to you in your duties as a union steward?

15 yes 1 no

47. If you answered "yes" to question 46, please indicate what type of training you feel would be most useful. (Please rank: put a figure 1 beside that that you think would be most useful, a figure 2 beside the next most useful, and so on. Please rank all.)

12 public speaking 7 reading
11 group discussion 6 listening
10 writing 0 other (explain)
11 parliamentary procedure

48. How important do you consider communication to be in your job as a union steward?

6 most important 6 of great importance 3 of some
0 of little 0 of no importance 1 importance

49. Do you think that, as a steward, you should explain anything about the structure and activities of Local 3286 that the members want to know?

9 always 6 usually 1 sometimes 0 seldom 0 never

50. Should stewards explain anything about the structure and activities of the international union that members want to know?

0 never 0 seldom 2 sometimes 6 usually 8 always

51. Should stewards explain anything about the contract that members want to know?

0 never 0 seldom 1 sometimes 1 usually 14 always

52. Should stewards tell the local officers about members' opinions of the union?

0 never 0 seldom 5 sometimes 3 usually 8 always
53. Should stewards make a complete report to the members in their departments of what happened at union meetings?

<table>
<thead>
<tr>
<th></th>
<th>always</th>
<th>usually</th>
<th>sometimes</th>
<th>seldom</th>
<th>never</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

54. How many meetings should members be required to attend?

<table>
<thead>
<tr>
<th></th>
<th>all</th>
<th>3 75%</th>
<th>7 50%</th>
<th>2 25%</th>
<th>none</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

55. Should stewards try to get members to attend union meetings?

<table>
<thead>
<tr>
<th></th>
<th>always</th>
<th>usually</th>
<th>seldom</th>
<th>sometimes</th>
</tr>
</thead>
<tbody>
<tr>
<td>13</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

56. Should stewards be told in advance what is to be taken up at union meetings?

<table>
<thead>
<tr>
<th></th>
<th>always</th>
<th>usually</th>
<th>seldom</th>
<th>never</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

57. Should stewards tell their department members what is going to be taken up at union meetings?

<table>
<thead>
<tr>
<th></th>
<th>never</th>
<th>seldom</th>
<th>sometimes</th>
<th>usually</th>
<th>always</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

58. Do you feel that the column, "Local 3286 Reports," which appears in the CIO News, does a good job in keeping you informed of union activities?

<table>
<thead>
<tr>
<th></th>
<th>no</th>
<th>yes</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td></td>
<td>13</td>
</tr>
</tbody>
</table>

59. If you answered "no" to question 58, please indicate in what way you feel that it is weak.

60. How would you rate union meetings as a source of information about local union activities and problems?

<table>
<thead>
<tr>
<th></th>
<th>excellent</th>
<th>good</th>
<th>fair</th>
<th>poor</th>
<th>very poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

61. How would you rate union meetings as a source of information about international union activities and problems?

<table>
<thead>
<tr>
<th></th>
<th>excellent</th>
<th>good</th>
<th>fair</th>
<th>poor</th>
<th>very poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

62. Please rank the following as sources of information about local union activities and problems. Put a figure one (1) beside the best source, a figure two (2) beside the next best source, and so on.

<table>
<thead>
<tr>
<th></th>
<th>&quot;Local 3286 Reports&quot;</th>
<th>face to face contact with officers</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>union meetings</th>
<th>union bulletin boards</th>
<th>other (explain)</th>
</tr>
</thead>
<tbody>
<tr>
<td>15</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>in plant</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>
63. **How well informed do you feel that you are about the activities and business of the union?**

<table>
<thead>
<tr>
<th>Response</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very well informed</td>
<td>5</td>
</tr>
<tr>
<td>Fairly well informed</td>
<td>10</td>
</tr>
<tr>
<td>Not well informed</td>
<td>1</td>
</tr>
</tbody>
</table>

64. **Do you feel that the membership is informed about union activities and business?**

<table>
<thead>
<tr>
<th>Response</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very well informed</td>
<td>3</td>
</tr>
<tr>
<td>Fairly well informed</td>
<td>10</td>
</tr>
<tr>
<td>Not well informed</td>
<td>3</td>
</tr>
</tbody>
</table>

65. **Do you make an effort to report to union members in your department about what was discussed and acted upon at union meetings?**

<table>
<thead>
<tr>
<th>Effort</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Always</td>
<td>4</td>
</tr>
<tr>
<td>Usually</td>
<td>6</td>
</tr>
<tr>
<td>Sometimes</td>
<td>5</td>
</tr>
<tr>
<td>Seldom</td>
<td>0</td>
</tr>
<tr>
<td>Never</td>
<td>0</td>
</tr>
</tbody>
</table>

66. **Do you encourage members to ask you questions about the activities and business of the union?**

<table>
<thead>
<tr>
<th>Encouragement</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Never</td>
<td>0</td>
</tr>
<tr>
<td>Seldom</td>
<td>1</td>
</tr>
<tr>
<td>Sometimes</td>
<td>5</td>
</tr>
<tr>
<td>Usually</td>
<td>6</td>
</tr>
<tr>
<td>Always</td>
<td>4</td>
</tr>
</tbody>
</table>

67. **Do you try to pass on to the officers the complaints, questions, and attitudes of the members toward the union?**

<table>
<thead>
<tr>
<th>Effort</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Always</td>
<td>9</td>
</tr>
<tr>
<td>Usually</td>
<td>4</td>
</tr>
<tr>
<td>Sometimes</td>
<td>6</td>
</tr>
<tr>
<td>Seldom</td>
<td>0</td>
</tr>
<tr>
<td>Never</td>
<td>0</td>
</tr>
</tbody>
</table>

68. **Do you ever hold meetings of your department for the purpose of discussing union activities?**

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequently</td>
<td>0</td>
</tr>
<tr>
<td>Occasionally</td>
<td>2</td>
</tr>
<tr>
<td>Seldom</td>
<td>2</td>
</tr>
<tr>
<td>Never</td>
<td>12</td>
</tr>
</tbody>
</table>

69. **If a member of your department came to you with a question about the union that you could not answer, what would you do?**

<table>
<thead>
<tr>
<th>Action</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Give him the answer that you think fits</td>
<td>0</td>
</tr>
<tr>
<td>Say you don't know and drop it there</td>
<td>0</td>
</tr>
<tr>
<td>Say you don't know, get the answer from someone, and report back to the member</td>
<td>16</td>
</tr>
<tr>
<td>Refer the member to someone else whom you think does know the answer</td>
<td>3</td>
</tr>
<tr>
<td>Other (explain)</td>
<td>0</td>
</tr>
</tbody>
</table>

70. **If a member comes to you with a gripe about the union, what would you do?**

<table>
<thead>
<tr>
<th>Action</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hear him out and then forget about it</td>
<td>0</td>
</tr>
<tr>
<td>Tell him to take his gripe to the union president or some other officer (who?)</td>
<td>1</td>
</tr>
<tr>
<td>Tell him to take his gripe to the next meeting</td>
<td>9</td>
</tr>
<tr>
<td>Hear him out and take his gripe to the next meeting yourself</td>
<td>5</td>
</tr>
<tr>
<td>Other (explain)</td>
<td>3</td>
</tr>
</tbody>
</table>
71. If you had a question about union activities or business that you could not answer yourself, to whom would you turn first for the answer?
   2 the International Representative, Bob Keys
   13 the union president, John Morbitser
   3 another member of the executive committee
   1 another steward
   3 someone else (who?) ________________________________

72. Do you read "Local 3286 Reports" in the CIO News?
   15 regularly  1 frequently  0 sometimes  0 seldom  0 never

73. Do you read the union bulletin boards?
   0 never  0 seldom  0 sometimes  2 frequently  14 always

74. Do you read the company bulletin boards?
   12 always  3 usually  1 sometimes  0 seldom  0 never

75. From whom do you get more information about the company?
   13 the union  4 the company

76. From whom do you get more information about the economic conditions of the country?
   5 the company  11 the union

77. Do you ever submit news items or comments to the column, "Local 3286 Reports"?
   4 frequently  7 occasionally  1 seldom  4 never

78. Do you think it would be a good idea to have some means of submitting news items or comments for publication in "Local 3286 Reports"?
   14 yes  1 no

79. If you answered "yes" to question 78, can you suggest a means?

80. How often have you read the union constitution?
   (5 only parts  4 all)
   3 once  3 more than 3 times
   5 2 or 3 times  0 never

81. How well do you feel that you understand the union constitution?
   1 very well  4 pretty  3 well  8 not too  0 not at all well
82. Have you read the present contract?
   yes  no

83. When did you last read the contract?
   recently (when?)

84. How well do you feel that you understand the contract?
   very well  pretty well  not too well  not at all well

85. Do you think the International Representative is doing a good job of servicing the local?
   yes  no

86. If you answered question 85 "no," in what way (or ways) do you think he is falling down?

The following questions might require some definition of terms. By "upward communication" is meant communication from the membership to the officers of the union; "downward communication" refers to communication from the officers to the membership; and "horizontal communication" refers to communication between members.

87. Of these different types of communication, which would you say was most common?
   upward  downward  horizontal

88. Of these different types of communication, which would you say was easiest?
   downward  horizontal  upward

89. Of these different types of communication, which would you say was most often accomplished through written media?
   horizontal  upward  downward

90. Of these different types of communication, which would you say was most often accomplished orally?
   upward  downward  horizontal

91. Of these different types of communication, which would you say was the least adequate?
   downward  horizontal  upward
92. What is the first example of *upward communication* that comes to your mind?

93. What is the first example of *downward communication* that comes to your mind?

94. What is the first example of *horizontal communication* that comes to your mind?

95. Please tell me what you like best about union meetings as they are presently conducted.

96. Please tell me what you like least about union meetings as they are presently conducted?

97. How would you improve union meetings?
APPENDIX C

MEMBER QUESTIONNAIRE AND RESPONSES
Dear Member of Local 3286:

The enclosed questionnaire is part of a research project in which I am attempting to discover the internal communication structure and patterns of a typical industrial union. The project has been approved by your officers and by the local office of the International. It is hoped that the study will come up with findings that will result in a stronger Local 3286, help it to better serve you, and contribute to a better general understanding of trade unionism. TO DO ALL THIS, YOUR HELP IS NECESSARY.

You, as a member of the union, are the most important person in Local 3286. Only as you make your wishes, desires, and opinions known to your officers can they serve you; and only as you know, understand, and accept the problems and decisions of your officers can the union be a strong and effective organization. Consequently, any study of communications must gather a great deal of information about the “audience”—you; about your background, habits, and opinions. Hence this questionnaire. Would you please complete the questionnaire and return it to me in the enclosed, self-addressed stamped envelope. REMEMBER, THE VALUE AND SUCCESS OF THIS STUDY DEPENDS ON YOUR COOPERATION.

Local 3286 has been used before in such studies, and so the following comments may be unnecessary. I give them here only to emphasize them.

PLEASE ANSWER EVERY QUESTION. PLEASE BE COMPLETELY FRANK AND HONEST IN YOUR ANSWERS (THERE ARE NO “RIGHT” OR “WRONG” ANSWERS; YOUR ANSWERS ARE THE IMPORTANT ONES). ALTHOUGH THE STUDY HAS BEEN APPROVED BY THE UNION, NO OFFICER—LOCAL OR INTERNATIONAL—WILL SEE ANY COMPLETED QUESTIONNAIRE. ONLY THE RESULTS OF THE STUDY WILL BE MADE AVAILABLE TO THE UNION. PLEASE DO NOT SIGN THE QUESTIONNAIRE; IT IS COMPLETELY CONFIDENTIAL.

TIME IS VERY IMPORTANT IN THIS STUDY. THEREFORE, I WOULD GREATLY APPRECIATE YOUR COMPLETING THE QUESTIONNAIRE AND RETURNING IT TO ME AS QUICKLY AS POSSIBLE.
Remember, please, that the value of this study to you and to the union is up to you. By your cooperation in completing the questionnaire quickly, and with frankness and honesty, it may help Local 3286 and the officers to better serve you.

Thank you for your time and effort.

Sincerely,

James P. Dee

Dear Sir and Brother:

I will appreciate your cooperation in filling out and returning this questionnaire to Jim Dee at your earliest convenience. His study has been explained to your officers and approved by them. With your help, this study can help us to better serve you and make for a better and stronger Local 3286.

Fraternally,

John S. Morbitzer, President
1. What is your sex? 70 Male 0 Female

2. What is your age? 2 under 25 25-25-35 27-36-45 46-55 56 or older

3. How much schooling have you had? 4 some grade school 5 some college 0 finished grade school 4 finished college 25 some high school 4 other (explain)__________________ 27 finished high school

4. Was your father ever a member of a union? 30 yes 33 no

5. Do you belong to any of the following types of organizations? 11 fraternal 8 veterans 28 religious 5 community improvement 4 political 4 other (write in)__________ 6 athletic 18 none

6. Do you hold any major office in the Union, such as President, Vice President or a Secretary? 5 yes 63 no

7. Are you a major officer in any organization other than the Union? 5 yes 63 no

8. Do you regularly watch television? 56 yes 14 no

9. How many hours a day do you usually watch television? 5 less than 1 17 3-4 1 more than 4

10. What kind of television programs do you watch regularly? 51 newscasts 37 variety shows 35 comedy programs 14 spectaculars 36 westerns 6 other (explain)__________________ 29 adventure-mystery

11. Do you regularly listen to the radio? 35 no 35 yes

12. How many hours a day do you usually listen to the radio? 33 less than 1 3 3-4 2 more than 4

13. What kind of radio programs do you listen to regularly? 38 newscasts 24 disc jockey shows 2 comedies 10 other (explain)__________ 36 discussions & forums
14. What is the total number of years you have been a member of any union?

<table>
<thead>
<tr>
<th>Years</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 less than 1 year</td>
<td>31</td>
</tr>
<tr>
<td>2-4 years</td>
<td>4</td>
</tr>
<tr>
<td>6-10 years</td>
<td>6</td>
</tr>
<tr>
<td>11-15 years</td>
<td>1</td>
</tr>
<tr>
<td>16-20 years</td>
<td>2</td>
</tr>
<tr>
<td>More than 20 years</td>
<td>5</td>
</tr>
</tbody>
</table>

15. How many years have you been a member of Local 3286?

<table>
<thead>
<tr>
<th>Years</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 less than 2 years</td>
<td>1</td>
</tr>
<tr>
<td>2-4 years</td>
<td>2</td>
</tr>
<tr>
<td>5-7 years</td>
<td>29</td>
</tr>
<tr>
<td>8-10 years</td>
<td>6</td>
</tr>
<tr>
<td>11-13 years</td>
<td>14</td>
</tr>
<tr>
<td>14-18 years</td>
<td>0</td>
</tr>
<tr>
<td>19-21 years</td>
<td>29</td>
</tr>
<tr>
<td>21+ years</td>
<td>1</td>
</tr>
</tbody>
</table>

16. How long have you worked at the Jaeger Machine Company?

<table>
<thead>
<tr>
<th>Years</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 less than 1 year</td>
<td>3</td>
</tr>
<tr>
<td>2-4 years</td>
<td>11</td>
</tr>
<tr>
<td>5-7 years</td>
<td>10</td>
</tr>
<tr>
<td>6-10 years</td>
<td>26</td>
</tr>
<tr>
<td>11-15 years</td>
<td>14</td>
</tr>
<tr>
<td>16-20 years</td>
<td>0</td>
</tr>
<tr>
<td>21+ years</td>
<td>0</td>
</tr>
</tbody>
</table>

17. How would you describe the Jaeger Machine Company as a place to work?

<table>
<thead>
<tr>
<th>Description</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>The best</td>
<td>20</td>
</tr>
<tr>
<td>Pretty good</td>
<td>35</td>
</tr>
<tr>
<td>As good as any</td>
<td>10</td>
</tr>
<tr>
<td>Only fair</td>
<td>3</td>
</tr>
<tr>
<td>No good</td>
<td>1</td>
</tr>
</tbody>
</table>

18. What do you think is the present policy of Jaeger Management toward Local 3286?

<table>
<thead>
<tr>
<th>Policy</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Out to break the union</td>
<td>9</td>
</tr>
<tr>
<td>Cooperates with the union</td>
<td>29</td>
</tr>
<tr>
<td>Tolerates the union</td>
<td>16</td>
</tr>
<tr>
<td>Accepts the union</td>
<td>14</td>
</tr>
<tr>
<td>Other (explain)</td>
<td>3</td>
</tr>
</tbody>
</table>

19. How would you describe the present labor-management relations of the Company?

<table>
<thead>
<tr>
<th>Description</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very good</td>
<td>0</td>
</tr>
<tr>
<td>Good</td>
<td>30</td>
</tr>
<tr>
<td>Fair</td>
<td>26</td>
</tr>
<tr>
<td>Poor</td>
<td>3</td>
</tr>
<tr>
<td>Very poor</td>
<td>2</td>
</tr>
</tbody>
</table>

20. How well informed do you feel that you are about the activities and business of the Union?

<table>
<thead>
<tr>
<th>Informed程度</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very well</td>
<td>13</td>
</tr>
<tr>
<td>Fairly well</td>
<td>33</td>
</tr>
<tr>
<td>Not well enough informed</td>
<td>24</td>
</tr>
</tbody>
</table>

21. Do you think that unions should engage in political activities?

<table>
<thead>
<tr>
<th>Answer</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>45</td>
</tr>
<tr>
<td>No</td>
<td>25</td>
</tr>
</tbody>
</table>

22. If your answer to question 21 is "yes," please indicate at what level or levels you think the union should engage in political activities.

<table>
<thead>
<tr>
<th>Level</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>City</td>
<td>13</td>
</tr>
<tr>
<td>State</td>
<td>3</td>
</tr>
<tr>
<td>National</td>
<td>19</td>
</tr>
<tr>
<td>All of the above</td>
<td>16</td>
</tr>
<tr>
<td>Other (explain)</td>
<td>3</td>
</tr>
</tbody>
</table>
23. Should funds to support political parties or candidates friendly to unions be secured from
   21 general union funds provided by regular dues
   34 voluntary contribution from members
   1 special assessments from members
   16 other (explain)___________________________________________

24. Should Local 3286 participate in community affairs or activities such as United Appeals campaigns, Blood Donor Drives, Citizen Committees, and the like?
   2 never  3 seldom  4 sometimes  15 usually  46 always

25. If your answer to question 24 was "sometimes," usually," or "always," please indicate how actively you feel that Local 3286 should participate in these things.
   19 the union should contribute funds and union representatives should serve on community boards and committees
   9 the union should contribute funds, but should not try to be represented on boards and committees
   14 the union should take up special collections from the members for the various drives
   39 the union should encourage the members to support community affairs and activities, but union support should go no further than this

26. What was your attitude toward organized labor before you became a union member?
   19 strongly pro-union
   21 moderately pro-union
   26 neutral
   3 moderately anti-union
   0 strongly anti-union

27. Has your attitude toward organized labor changed since you became a union member?
   35 no
   35 yes

   If your answer to question 27 was "yes," please indicate in what way your attitude has changed and why.

28. What would you say is the greatest advantage of having a union at the Jaeger Machine Company?
   47 it protects the individual worker against arbitrary acts of management
   46 it has increased wages and benefits
   45 it has improved working conditions
   19 it has given the individual worker a means of knowing what is happening in the company and industry
   18 it offers the individual a sense of "belonging"
29. Do you think that stewards should explain anything about the structure and activities of Local 3286 that the members want to know?

53 always  8 usually  6 sometimes  1 seldom  1 never

30. Should stewards explain anything about the structures and activities of the international union that members want to know?

4 never  0 seldom  12 sometimes  8 usually  45 always

31. Should stewards explain anything about the contract that members want to know?

0 never  0 seldom  1 sometimes  3 usually  63 always

32. Should stewards tell the local officers about members' opinions of the union?

3 never  1 seldom  10 sometimes  5 usually  51 always

33. Should stewards make a complete report to the members in their departments of what happened at union meetings?

30 always  2 usually  28 sometimes  5 seldom  4 never

34. How many meetings should members be required to attend?

9 all 9 7.5% 27 50% 9 25% 15 none

35. Should stewards try to get members to attend union meetings?

50 always  12 usually  1 never  0 seldom  6 sometimes

36. Should stewards be told in advance what is to be taken up at union meetings?

29 always  5 usually  27 sometimes  1 seldom  7 never

37. Should stewards tell their department members what is going to be taken up at union meetings?

1 never  1 seldom  29 sometimes  7 usually  31 always

38. How often do you attend local union meetings?

4 every meeting 12 seldom
7 most meetings 0 never
29 occasionally 15 only special meetings

39. Do you feel that the column, "Local 3286 Reports," which appears in the CIO News, does a good job in keeping you informed of union activities?

21 no 49 yes

If you answered "no" to question 39, please indicate in what way you feel that it is weak.
40. How would you rate union meetings as a source of information about local union activities and problems?  
- 19 excellent  
- 23 good  
- 19 fair  
- 5 poor  
- 3 very poor

41. How would you rate union meetings as a source of information about international union activities and problems?  
- 15 excellent  
- 16 good  
- 26 fair  
- 10 poor  
- 2 very poor

42. Please rank the following as sources of information about local union activities and problems. Put a figure one (1) beside the best source, a figure two (2) beside the next best source, and so on.  
- Local 3286 Reports  
- Face to face contact with union meetings officers  
- Union bulletin boards in plant  
- Stewards  
- Other (explain)  

43. Does your steward make an effort to report to union members in your department about what was discussed and acted upon at union meetings?  
- 1 always  
- 10 usually  
- 19 sometimes  
- 19 seldom  
- 21 never

44. Does your steward encourage members to ask questions about the activities and business of the union?  
- 19 never  
- 16 seldom  
- 21 sometimes  
- 4 usually  
- 6 always

45. Does your steward try to pass on to the officers the complaints, questions and attitudes of the members toward the union?  
- 13 always  
- 19 usually  
- 21 sometimes  
- 7 seldom  
- 4 never

46. Does your steward ever hold meetings of your department for the purpose of discussing union activities?  
- 3 frequently  
- 5 occasionally  
- 11 seldom  
- 50 never

47. If you went to your steward with a question about the union that he could not answer, what would he do?  
- 9 give you the answer that he thinks fits  
- 6 say he doesn't know and drop it there  
- 35 say he doesn't know, get the answer from someone, and report back to you  
- 27 refer you to someone else whom he thinks does know the answer  
- 2 other (explain)
48. If you went to your steward with a gripe about the union, what would he do?
   8 hear you out and then forget it
   15 tell you to take your gripe to the union president or some other officer (who?)
   17 tell you to take your gripe to the next meeting
   23 hear you out and take your gripe to the next meeting himself
   6 other (explain)

49. If you had a question about union activities or business that you could not answer yourself, to whom would you turn first for the answer?
   1 the International Representative, Bob Keys
   29 the union president, John Mortitser
   9 another member of the executive committee
   55 your steward
   10 someone else (who?)

50. Do you read "Local 3286 Reports" in the CIO News?
   59 regularly  4 frequently  5 sometimes  1 seldom  1 never

   Do any of the following members of your family regularly or frequently read "Local 3286 Reports"?
   3 wife  3 parent (or parents)  1 daughter  11 none  1 son  1 all of the above

51. Do you read the union bulletin boards?
   0 never  1 seldom  3 sometimes  5 frequently  61 always

52. Do you read the Company bulletin boards?
   60 always  5 usually  5 sometimes  0 seldom  0 never

53. From whom do you get more information about the Company?
   46 the union  25 the company

54. From whom do you get more information about the economic conditions of the company?
   9 the company  54 the union

55. Do you ever submit news items or comments to the column, "Local 3286 Reports"?
   1 frequently  12 occasionally  12 seldom  44 never
56. Do you think it would be a good idea to have some means of submitting news items or comments for publication in "Local 3266 Reports"?

57. yes 10 no

If you answered "yes" to question 56, can you suggest a means?

57. Have you read the Steelworkers Constitution?

23 yes 22 parts only 22 no

58. How well do you feel that you understand the union constitution?

3 very well 17 pretty 11 well 27 not too 10 not at all well

59. Have you read the present contract?

51 yes 14 parts only 5 no

60. When did you last read the contract?

12 at the time the membership last voted to accept it 27 recently (when?)

61. How well do you feel that you understand the contract?

11 very well 32 pretty 14 well 13 not too 0 not at all well

62. Do you think the International Representative is doing a good job of servicing the local?

56 yes 9 no

If you answered "no," in what way (or ways) do you think he is falling down?

If you answered "yes," can you suggest any way in which he could improve his services?

63. Do you read Steel Labor?

25 regularly 19 frequently 19 occasionally 5 seldom 5 never

64. Which parts of Steel Labor do you read most often?

20 feature stories of other locals 33 editorials

and individuals 29 stories about contract

19 "makin' and fixin'" gains, etc.

30 "The Word from Washington" 26 general news stories

5 "The Women's Corner" 4 other (explain)
65. Would you prefer to receive Steel Labor?
   - 14 every week
   - 9 every other week
   - 34 once a month
   - 2 every other month
   - 5 never

66. What do you like best about Steel Labor?

67. What do you like least about Steel Labor?

68. Do any of the following members of your family regularly or frequently read Steel Labor?
   - 38 wife
   - 4 daughter
   - 4 son
   - 6 parent (or parents)
   - 19 none
   - 2 all of the above

69. If any other member of your family regularly or frequently reads Steel Labor, which parts do they read most often?
   - 6 feature stories of other locals and individuals
   - 12 editorials
   - 9 stories about contract gains, etc.
   - 11 "The Word from Washington"
   - 10 general news stories
   - 4 other (explain)

The following questions might require some definition of terms. By "upward communication" is meant communication from the membership to the officers of the union; "downward communication" refers to communication from the officers to the membership; and "horizontal communication" refers to communication between members.

An example of "upward communication" might be a request for information from one of the officers.

An example of "downward communication" might be a report by one of the officers about what happened at the meeting.

An example of "horizontal communication" might be a report by one member to another member of what happened at the last meeting.

70. Of these different types of communication, which would you say was most common?
   - 10 upward
   - 8 downward
   - 46 horizontal
71. Of these different types of communication, which would you say was easiest?
   15 downward 37 horizontal 9 upward

72. Of these different types of communication, which would you say was most often accomplished through written media?
   12 horizontal 14 upward 33 downward

73. Of these different types of communication, which would you say was most often accomplished orally?
   8 upward 16 downward 38 horizontal

74. Of these different types of communication, which would you say was the least adequate?
   15 downward 25 horizontal 15 upward

75. What is the first example of upward communication that comes to your mind?

76. What is the first example of downward communication that comes to your mind?

77. What is the first example of horizontal communication that comes to your mind?

78. Please tell me what you like best about union meetings as they are presently conducted.

79. Please tell me what you like least about union meetings as they are presently conducted?

80. How would you improve union meetings?

Please be sure that you have answered every question.

Use this sheet to add any comments that you might have about this study, communications within the local, and/or any additional comments that you might have about the questions.
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Uphoff, Walter H., and Marvin D. Dunnette, Understanding the Union Member. Minneapolis, Minn.: Industrial Relations Center, University of Minnesota, p. 45, 1956.


C. UNPUBLISHED MATERIALS


I, James Phillip Dee, was born in Philadelphia, Pennsylvania, November 16, 1927. I received my secondary school education in the public schools of Upper Darby, Pennsylvania, and St. Petersburg, Florida. I was graduated from the St. Petersburg Senior High School in June, 1944.

My undergraduate training was received from the St. Petersburg Junior College (1944-46) and the University of Florida. At the University of Florida, I majored in Speech, Economics, and Business, and was granted the Bachelor of Arts degree in July, 1948. I was granted the Master of Arts degree by the University of Missouri in 1950.

Between 1950 and 1954, I served as an Instructor in Speech and Assistant Director of Forensics at the University of Colorado. I returned to graduate study in September of 1954, when I accepted a graduate assistantship at Purdue University. In 1955, I accepted a similar appointment at the Ohio State University in order to study under Professor Franklin H. Knower of the Department of Speech.

My work at the Ohio State University has been in the areas of General Speech, Economics, and Business Organisation.