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A Comparison of Selected Results from
the Four Communications Audits of the
Connecticut Criminal Justice Agencies

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Prepared for

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A COMPARISON OF SELECTED RESULTS FROM THE
FOUR COMMUNICATION AUDITS OF THE CONNECTICUT
CRIMINAL JUSTICE AGENCIES

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New Rural Society Project
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I. INTRODUCTION

A principle objective of the New Rural Society concept is to increase the attractiveness of life in towns in rural regions by using communications technologies to upgrade important dimensions of community life. These dimensions include employment, health care, vocational training and continuing education, entertainment and cultural offerings.

A foremost concern is to provide more employment opportunities through the decentralization of organizations currently located in urban areas. It is felt that many organizations have or can generate components and branches which could operate effectively in rural locations assuming that their communications were adequately handled by well planned electronic communications systems.

To provide a means for assessing an organization's communication patterns, NRS developed the communication audit. Through the use of this analytical tool, an organization may determine:

- the patterns of its internal and external communication
- those parts of the organization (either existing or arrived at through rearrangement) which, by their communication relationships with the rest of the organization, can be physically relocated
- the nature of communication in these units
- the basic telecommunication requirements of the entire organization including those of the proposed decentralized units.

To field test a pilot version of the communication audit, it was necessary to conduct it in an actual organization. Since the employment dimension of the NRS Concept is also concerned with governmental organizations, various state government groups were approached.

The cooperation of the Connecticut Criminal Justice System was secured for NRS to carry out the communication audit in four of that group's five major agencies: Connecticut State Police, (CSP), Motor Vehicle Department (MVD), Adult Probation (AP), and Department of Corrections (DC). The audits were planned and conducted in these four agencies in early 1974.

The purpose of these communications studies was to evaluate the audit technique and to gain insight into the character of communication activity in the four organizations. Each communication audit resulted in a report to the respective Criminal Justice Agency containing detailed information regarding the sample of subjects, their communication activity and important cross tabulations of the results. To make the best use of the resources of the NRS project, only the data generated by MVD was chosen for more extensive treatment in the form of a written analysis. Thus the MVD report is the most fully developed of the four reports and the best example of the stage reached during this developmental phase of the communications audit.

While the decentralization of employment is an essential goal of the NRS project, this aspect was not an underlying concern within the four agencies which participated in the audit. Instead, their primary interest was to acquire basic data on the communication activity, both within their agencies and with other organizations and individuals, thereby establishing an additional basis for communications planning. To accommodate these objectives, the pilot audit was designed to reveal the frequency and nature of the three important modes of person-to-person communication, namely, meeting, telephone and correspondence contacts and to permit examination of the relationship between such variables as mode of communication, job function, level of responsibility, duration of contact, proportion of routine versus non-routine contacts etc.¹ Each time that a contact occurred during the week long audit period, a subject completed a questionnaire, designed appropriately for the particular mode of communication, be it a meeting, telephone conversation or correspondence (each of the three types of questionnaire is appended).

To examine the issue of decentralization for an organization, most of the information obtained in the current study would be needed, but with the crucial addition of data identifying all persons taking part in a communications event. Because the present study concerned itself more with the

¹The three questionnaires used in this research were to a large extent based on those developed by the Joint Unit for Planning Research of University College London.

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nature rather than the flow of communications, only the identity of the person reporting each contact was recorded.

This document presents summary data from each of the four audits for comparison. By identifying similarities and differences in the results of the four audits it is possible to obtain a better sense of what is significant.

The following section of this report is a brief literature review which illustrates some of the important approaches and conceptual schemes used by other researchers to investigate organizational communications. There follows a description of the audit methodology and then a discussion of data selected from the four agencies audit, which provides a basis for comparing their communication activity. It should be noted that these results are simple tabulations and that the reports to the individual agencies provide a more extensive analysis of the data.

In the final two sections, the importance of understanding organizations in terms of communication is discussed and recommendations are made for refining the audit methodology.

II. LITERATURE REVIEW

Communication is defined in most communication studies as the degree to which information is transmitted among the members of a social system. This transmission of information assumes many forms in organizations: formal discussions between supervisors and subordinates; informal conferences; publication of various types of newsletters; production of radio and television programs; posting of announcements on bulletin boards; the use of public address systems; and so forth. Studies regarding communication in the past have been concerned with such concepts as "socialization," "ambiguity," "acculturation," "assimilation," "diffusion," "indottrination," "education" etc. The real objective in many studies of organizational communication has been to examine the determinants of organizational effectiveness.

Recently communication research has been taken up by practitioners in business and government organizations to study the implications of communications technology on organizational effectiveness. Within this newer approach, researchers are looking to communication technology to provide acceptable and more effective alternatives to traditional communication modes. To illustrate the research approaches and conceptual schemes used to examine organizational communication, the following studies are cited.

Lawler, Porter, and Tennenbaum (1968) used a self-reporting form to explore the attitudes of 105 middle and lower level managers from a manufacturing plant toward "behavioral episodes". The term behavioral episode was defined as any situation that had an integrity of its own e.g., a face-to-face meeting, a telephone conversation, etc.

The frequency of internal contact with superiors, peers, and subordinates and types of contact were measured in this study. Lawler et. al. also distinguished between personal and impersonal communication, vertical and horizontal communication, and between cognitive (information or advice) and normative information (instructions or decisions). Moderate validity was obtained from the self-reporting technique, but data relevant to reliability was lacking.

Self-reporting contact diaries are not the only means utilized to collect information on the communication contact within organizations. Several studies, Palmer and Beishon (1970), Mintzberg (1970), and Archer (1968), have investigated the behavior of managers at work using observers. This type of method is labor intensive and its value seems to be in situations where preliminary exploratory work is needed.

So far, little work has been done to produce a model capable of predicting the amount of communications that an organization would generate and the advantages of alternative methods of communication such as teleconferencing. The

Communication Studies Group (Reid 1971, Collins 1971 and 1972) is developing a Telecommunications Impact Model to relate amount of communication activity to descriptors of the organization. In its final form, the researchers hope that the model would serve two main purposes:

1. To provide insights into which organizational functions are generators of external contact and to what extent.
2. To minimize the effort required to estimate the amount of external communications of particular organizations.

In 1972 in response to the lack of standardization in many communication research efforts, the International Communication Association (ICA), comprised of communication researchers, initiated the development of a set of communication audit instruments and methodologies. Specific methodologies developed and tested were: survey questionnaire, interview technique, critical incident and network analyses.

The ICA questionnaire approach was tested in the fall of 1974 with the cooperation of the Arizona Public Service Company (APS). APS is a public utility with a base employment of 4,000. A 10% proportional, stratified sample was taken using the 12 major "job categories" designated by the Equal Employment Opportunity Commission in the "Equal Employment Opportunity Employer Information Report, EEO-1." The preliminary analysis and interim report indicated an overall completion rate of 90%.

The focus of the interim report was an analysis of the audit instrument. Two distinct problems highlighted were the lengthiness of the questionnaire and the redundancy of certain items in the instrument. Another major area of considerable concern was the sheer volume of data collected which is costly to organize for analysis.

The ICA group recommended that: a) the questionnaire be refined and assessed for validity and reliability and, b) some means be devised to transfer responses directly from the questionnaires to a computer access medium.

One of the most common and consequential of all managerial decisions involves the choice of communication mode for a specific task. The factors influencing choice of mode have been studied extensively, while the dysfunctional consequences remain largely unexplored in empirical terms. This is particularly characteristic of knowledge concerning communication effectiveness in electronic communication (Reid, 1970), and (Pye and Reid, 1970).

Middle and upper level managers are experiencing problems in dealing with increasing volumes of information and communication. A major concern of communication planners in organizations is effectively channeling communications to satisfy managerial needs at a minimum cost. Studies of communication and information utilization patterns have most often been in the form of descriptive tabulations. One such study was conducted by Exxon of its own communication

activity. Their Communication's Usage Program (CUP) was developed to guide employees in the choice of the right type of communications mode in a given situation. Data were collected on questionnaires mailed to a randomly selected sample of 2200 management, professional, and technical employees. The survey achieved an 85% return rate on the questionnaire.

The survey results revealed that employees are fairly knowledgeable about the nature and purpose of available communication facilities; however, they appear to be uncertain about the cost of using different facilities. There appeared to be a lack of consistent policy toward communication within the supervisory levels of the company.

The Exxon survey indicated that over 50% of all communications were internal to the company. Confirming this result, Stewart (1967) found that on the average managers spent 57% of their time in internal personal contact, 11% on external personal contact, and 6% in telephone contact. Stewart's finding seem to corroborate an earlier study by Burns (1957). Most recently, researchers at Bell Laboratories, Klemmer (1973) and Klemmer and Snyder (1972), have found that approximately 35% of the working day for government and business managers is spent in face-to-face communication and another 7% spent in communication via telephone. Similar patterns emerged in the NRS communication audit of four agencies of the Criminal Justice System.

III. METHODOLOGY

The methodology and questionnaire instruments used in the four audits were the same for all the agencies and are described below.

1. Preliminary Arrangements

A series of meetings was held between NRS staff and key agency personnel describing the goals of the NRS project and exploring the mutual benefits that could be realized by conducting an office communications audit. Once the decision had been reached to proceed with the audit, NRS staff, with the assistance of agency officials, began gathering background information including an organization chart and description and location of offices within and outside of the headquarters location. Further discussion took place to determine what information the agency hoped to gain from the audit. At the conclusion of these preliminary contacts, NRS and the respective agency liaison had determined which departments within the organization were to be included in the audit, selected a sample of personnel to participate in the study, and established tentative dates for both the pre-audit orientation programs and the actual audit.

2. Subjects

Following the preliminary meetings described above, a list of those personnel selected to participate in the audit was generated identifying each subject by name, job title, department, and location.

3. Definition of Terms

Certain terms were defined operationally, relative to the audit. These were as follows:

- a. Level of Responsibility. The subjects were assigned to five job responsibility groupings with the assistance of someone familiar with the operations of the agency.
- b. Task Number. A number assigned to a unit of work within the organization, such as Field Operations or Commissioner's office, which could not be broken down further except by individuals.
- c. Meetings:
Chance - Meetings that were not pre-arranged.
Regular - Routine, planned meetings that took place at pre-arranged intervals.
Specially arranged - Meetings planned and schedule two or more in advance.
- d. Type of activity:
Programmed - That for which a completely specified formal procedure exists (routine activities).
Non-programmed - That which requires individual assessment and decision (non-routine activities).

4. Procedures

As mentioned earlier in this section, orientation meetings were scheduled with the cooperation of agency officials to introduce the participants in the study to the materials they would be using during the audit, how to use them properly, and the purposes of the audit. Prior to these orientation meetings, each subject had been assigned a number and a binder had been prepared with the subject's name on the cover. Each binder was filled with 50 meeting record sheets, 50 telephone record sheets, and 50 correspondence record sheets in that order. An instruction sheet was enclosed for each group of records (questionnaires). The binder was handed to the subject during the orientation meeting allowing him to inspect it and raise questions. A large number of extra record sheets were left at a convenient location and each participant was told how and where to obtain them as needed.

The orientation meetings opened with NRS staff briefly describing the background and goals of the NRS project and what we hoped to achieve from this series of communications audits. It was stressed that the audit was in no way intended to measure efficiency of any department or individual and that all responses would be handled as confidential information.

Transparencies of the meeting, telephone and correspondence record sheets (in that order) were shown on an overhead projector and each item was reviewed briefly as to why the question was included in the study and how to answer it properly. The orientation sessions were held in as informal a manner as possible to encourage questions and open discussion among the participants. The instruction sheets included two names and telephone numbers of NRS staff members in the event more questionnaire sheets were needed or any other questions arose during the course of the audit. The importance of completing a sheet for every contact was stressed. However, participants were instructed on how to use a single sheet to record multiple contacts on any given data.

Subjects were told the time period during which to record their contacts and where to hand in their binders with completed questionnaires at the end of the week. With the cooperation of the agency liaison, arrangements were made to gather and pick up the binders upon completion of the audit.

5. Data Reduction

The return questionnaires were blind-coded, keypunched and verified. Analysis was performed on an IBM/360-65 computer, using the SPSS-H statistical package. The data were initially checked for anomalies, then cross-tabulated to address the research objectives.

IV. A COMPARISON OF RESULTS FROM THE FOUR AUDITS

1. Summary Observations

As a general observation, personnel in all the agencies with the exception of Connecticut State Police report a higher proportion of meetings, than telephone contacts, than correspondence events in carrying out the business of their respective organizations (See Table 1). In CSP, telephone is the most frequently used form of communication reported.

Of the four agencies, CSP exhibited both the highest proportion of telephone usage at 49% and the lowest proportion of correspondence at 17%. This greater reliance on the telephone system which permits virtually instantaneous person-to-person contact throughout a ubiquitous network, appears to be in keeping with the operational character of CSP.

This pattern does not necessarily mean that CSP personnel spend more total time per week on the telephone than other agency employees and, in fact, the four agencies' personnel report between 5 - 7% of a 35-hour week spent in telephone contacts as shown in Table 2. Confirming these results, Stewart (1967) and Klemmer and Snyder (1972) found 6% and 7% of managers' time devoted to telephone activity. At least in the CJA agencies, average duration of a telephone contact and per capita rate of contact exhibit an inversely proportional relationship.

FREQUENCY AND PERCENT CONTACT PER WEEK
BY COMMUNICATION MODE AND AGENCY

<u>Communication Mode</u>	<u>Connecticut State Police</u>		<u>Adult Probations</u>		<u>Motor Vehicle Department</u>		<u>Department of Corrections</u>	
	<u>Freq.</u>	<u>%</u>	<u>Freq.</u>	<u>%</u>	<u>Freq.</u>	<u>%</u>	<u>Freq.</u>	<u>%</u>
Face-to-Face Meetings	2296	34	1078	39	3506	41	3870	38
Correspondence	1151	17	886	32	2478	29	2747	27
Telephone	<u>3253</u>	<u>49</u>	<u>806</u>	<u>29</u>	<u>2596</u>	<u>30</u>	<u>3457</u>	<u>34</u>
	6700	100	2770	100	8580	100	10,074	99

TABLE 1

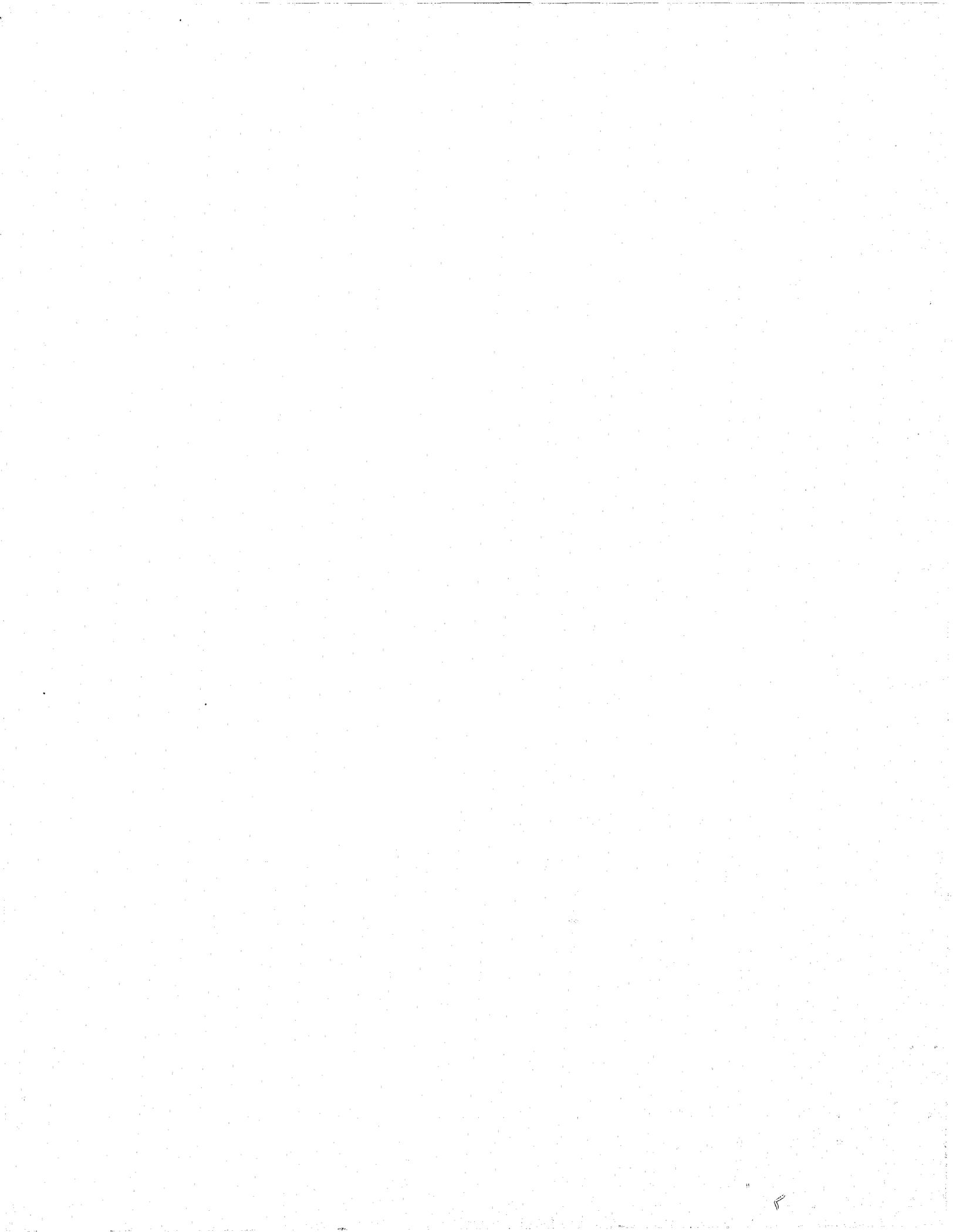
2. Meeting Results

The percent of work time spent in meetings falls within the range of 21% to 26% for CSP, AP and MVD (see table 2.) Department of Correction's (DC) personnel apparently spend 42% of their time in meetings; however, an unusually large number of meetings reported by one individual in the DC audit suggests that this figure is an overstatement.

Personnel in AP and CSP report having a similar number of meetings weekly, about 28, which average about 20 minutes in length as shown in table 3. Although MVD has a 50% greater number of meetings per person, these last about half as long on the average as those of the other agencies. At the high end of both rate and duration of meeting activity, DC personnel apparently average forty-six, 20-minute meetings per week.

Respondents categorized their meetings as one of three types i.e. chance, regular or specially arranged as indicated in table 4. All agencies have more chance meetings than any other type, except MVD where specially arranged meetings occur about as frequently as do chance meetings. On the average MVD personnel report the highest proportion of specially-arranged meetings, these being about twice as prevalent as in any of the other agencies.

CSP has the highest percentage of chance meetings among the agencies and also reports the highest proportion, 57%, of non-programmed (non-routine) meetings versus programmed



COMPARATIVE TIME AND FREQUENCY CHARACTERISTICS OF MEETINGS

<u>Agency</u>	<u>Frequency of Contact</u>	<u>Weekly Meetings Per Capita</u>	<u>Average Duration of a Meeting (Minutes)</u>	<u>Per Capita Time Weekly Hr/Min.</u>	<u>Percent of Work Week¹</u>
Adult Probations	1078	27	20	9:12	26.0
Conn. State Police	2296	28	18	8:13	23.0
Motor Vehicle Dept.	3506	43	10	7:20	21.0
Dept. of Corrections	<u>3870</u>	46	20	15:27	42.0
	10,750				

TABLE 3

¹ A 35 hour work week was used to generate percent figures.

A SUMMARY OF MEETING RESULTS OF THE CJA AUDITS

	<u>CSP</u>		<u>AP</u>		<u>MVD</u>		<u>DC</u>	
	freq.	%	freq.	%	freq.	%	freq.	%
	2296	100.0	1078	100.0	3506	100.0	3870	100.0
What type of meeting?								
1. A chance meeting		62.2		44.7		43.0		53.4
2. A regular meeting		14.9		29.6		12.9		25.2
3. A specially-arranged meeting		22.9		25.8		44.1		21.4
How long did the meeting last?								
1. At least 3 minutes	631	27.8	202	18.8	1372	39.5	1325	36.0
2. 3-10 minutes	875	38.6	381	35.5	1270	36.5	1185	32.2
3. 10-30 minutes	507	22.4	321	29.9	673	19.4	695	18.9
4. 30-60 minutes	114	5.0	96	8.9	105	3.0	150	3.5
5. 1-2 hours	81	3.6	43	4.0	34	1.0	112	3.0
6. More than 2 hours	59	2.6	30	2.8	23	0.7	236	6.4
Percent of all meetings which required audio visual aids.		17.0		16.0		39.0		21.0
What forms of audio-visual aids were used during the meeting?								
1. Projectors (optical & electronic)	10	2.5	1	0.6	70	5.1	13	1.6
2. Handouts	159	40.3	102	58.3	905	65.9	288	35.1
3. Blackboard	13	3.3	2	1.1	14	1.0	13	1.6
4. Flip-chart	19	4.8	2	1.1	5	0.4	17	2.1
5. Other	194	49.1	68	38.9	380	27.7	490	59.7

TABLE 4

A SUMMARY OF MEETING RESULTS OF THE CJA AUDITS

	<u>CSP</u>		<u>AP</u>		<u>MVD</u>		<u>DC</u>	
	freq.	%	freq.	%	freq.	%	freq.	%
What length were the handouts?								
1. Less than 3 pages	148	46.5	82	65.1	1053	83.4	282	43.1
2. 3-5 pages	93	29.2	21	16.7	78	6.2	134	20.5
3. 6-15 pages	37	11.6	20	15.9	27	2.1	122	18.7
4. More than 15 pages	40	12.6	3	2.4	104	8.2	116	17.7
How many people attended the meeting?								
1. 2 people		66.7		73.6		75.6		68.1
2. 3-5 people		26.9		21.2		20.8		24.3
3. 6-10 people		5.0		3.1		3.0		4.4
4. More than 10 people		1.4		2.1		0.6		3.2
What type of activity was the meeting connected with?								
1. Programmed activity		42.6		69.3		67.2		46.9
2. Non-programmed		57.4		30.7		32.8		53.1
Which of the following descriptions best describes the meeting?								
1. Giving or seeking information	1686	37.2	852	33.8	2755	41.8	3012	28.6
2. Problem-solving; decision-making	1001	22.1	484	19.2	1469	22.3	2205	21.0
3. Maintaining morale or friendly relations	364	8.0	249	9.9	679	10.3	1145	10.9
4. Displaying aggression or conflict	11	0.2	28	1.1	15	0.2	76	0.7
5. Presenting or discussing a report	313	6.9	138	5.5	711	10.8	526	5.0
6. Delegation, Task allocation	312	6.9	121	4.8	368	5.6	813	7.7
7. Discussing ideas, a think-tank	327	7.2	182	7.2	168	2.6	412	3.9
8. Work-related gossip, social chat	376	8.3	149	5.9	203	3.1	683	6.5

TABLE 4 (cont'd)

A SUMMARY OF MEETING RESULTS OF THE CJA AUDITS

	<u>CSP</u>		<u>AP</u>		<u>MVD</u>		<u>DC</u>	
	freq.	%	freq.	%	freq.	%	freq.	%
9. Getting to know someone, forming impressions of others	104	2.3	119	4.7	13	0.2	383	3.6
10. Checking or reviewing a sub- ordinate's work	0	0.0	99	3.9	122	1.9	483	4.6
11. Disciplining an employee	0	0.0	1	0.0	12	0.2	170	1.6
12. Discussing an employee's personal problems	0	0.0	26	0.1	42	0.6	316	3.0
13. Negotiation, compromising	43	0.9	69	2.7	31	0.5	292	2.8
Percent volume of communication contact over audit period.								
Monday		24.0		13.7		21.1		25.4
Tuesday		22.8		25.1		24.0		21.4
Wednesday		20.0		24.2		19.9		21.2
Thursday		19.0		21.8		16.5		16.7
Friday		13.4		15.2		18.5		15.3

TABLE 4 (cont'd)

contacts 43%. Following this pattern, DC personnel have the second highest levels in both the chance and non-programmed classifications providing further evidence that a chance meeting is also more likely to be a non-routine communication event (see table 4.)

Besides categorizing meetings by type and as routine or not, respondents were asked to select among thirteen descriptors those which best described the nature of interaction occurring during a meeting. As indicated in table 4, the range of categories includes social chat, information exchange, displaying aggression etc. At least half the responses in all the agencies fall into the two categories of information exchange and problem solving. The other descriptors receive nominal mention.

Considering all four agencies, between 84% and 95% of reported meetings last 30 minutes or less and are about evenly distributed among the following three categories: less than 3 minutes; 3-10 minutes; and 10-30 minutes. DC reports a higher proportion of meetings in the over two hour category than any of the other agencies.

From 66% to 75% of all meetings are between two people and most of the remainder fall into the next size category of 3 to 5 people. No agency reported more than 8% of its meetings as involving more than 5 people.

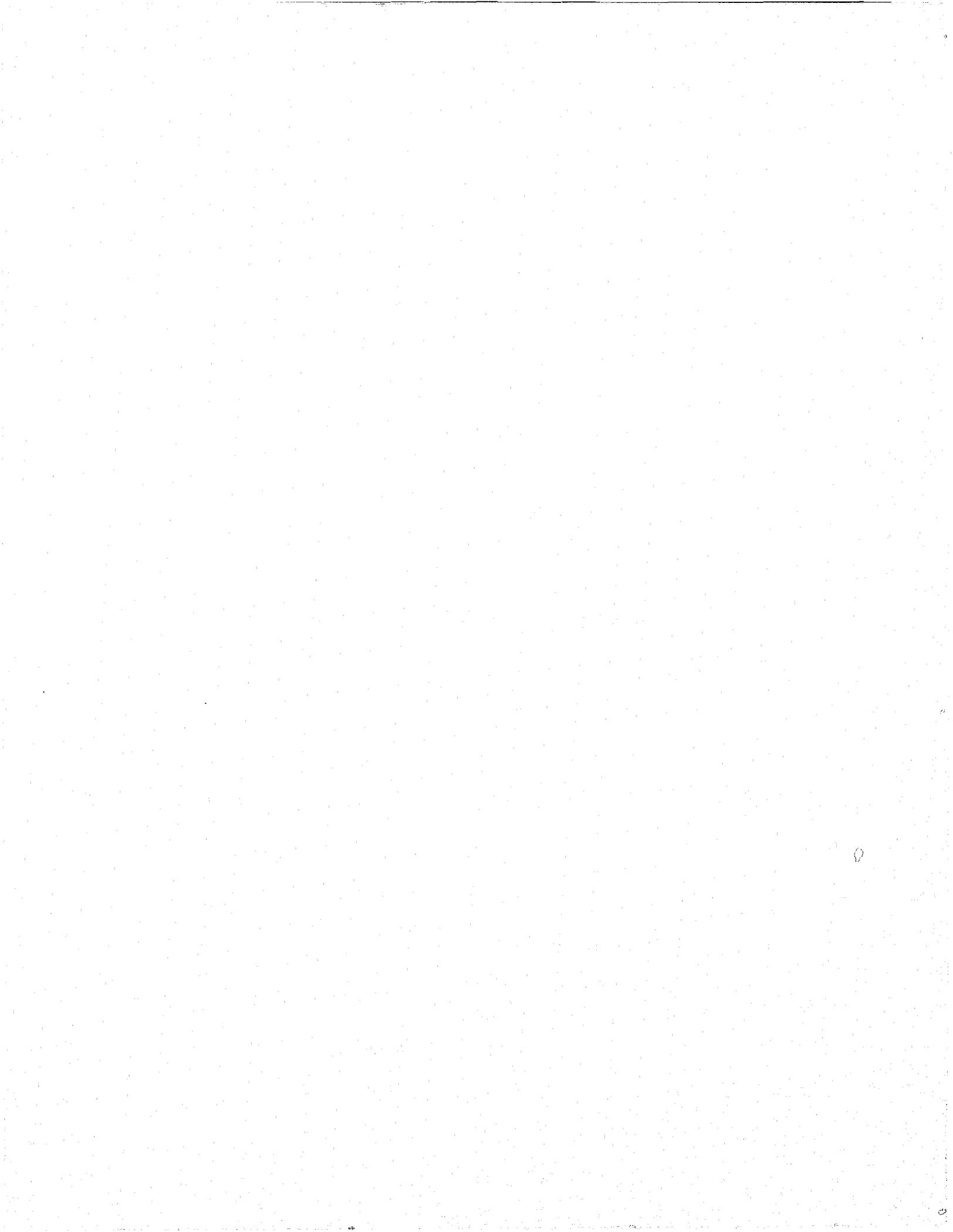
Some form of visual aid is used in 39% of MVD meetings and in no fewer than 21%, 17%, and 16% of DC, CSP and AP meetings. Usually the visual aid consists of a handout of 1 to 5 pages in length.

3. Telephone Results

Participants in the communications audits were requested to complete a questionnaire for each telephone contact during the week long audit period. The returns indicate that personnel in all four agencies spend from 5% to 7% or about $2\frac{1}{2}$ hours of their work week in telephone contact (see table 5). This level of telephone activity agrees remarkably well with the findings of researchers studying other organizations.

As shown in the same table, the average number of telephone contacts per man exhibits considerable variability across the agencies from 20 per capita for AP to about 41 for CSP and DC. Although AP personnel have half as many telephone contacts per person as do people in CSP and DC, their calls are twice as long at 4.5 minutes which accounts for the similarity in total time.

Regardless of agency, at least 60% of telephone events are described as involving information exchange or problem solving and decision making as shown in table 6. Programmed versus non-programmed calls are roughly equal in frequency for CSP and CD, however, MVD and AP both exhibit a slightly larger proportion of programmed calls, 61%.



TELEPHONE RECORD CONTACT SHEET

<u>Agency</u>	<u>Frequency of Contact</u>	<u>Events Per Capita</u>	<u>Average Duration of a Telephone Call</u>	<u>Per Capita Time Weekly Hr/Min.</u>	<u>Percent of Work Week</u> ¹
Adult Probations	806	20	4.5 min.	2:30	5.0
Motor Vehicle Dept.	2596	32	3 min.	2:38	6.0
Dept. of Corrections	3457	41	2.1 min.	2:27	6.0
Conn. State Police	<u>3253</u>	40	2.5 min.	2:41	7.0
	10,112				

TABLE 5

¹A 35 hour work week was used to generate percent figures.

SUMMARY OF TELEPHONE RESULTS OF THE CJA AUDITS

	<u>CSP</u>		<u>AP</u>		<u>MVD</u>		<u>DC</u>	
	freq.	%	freq.	%	freq.	%	freq.	%
Total Contact Events	3253	100.0	806	100.0	2596	100.0	3457	100.0
Who Initiated the Call?								
1. You, yourself		33.7		44.3		23.8		43.1
2. You, at the suggestion of someone else		2.9		3.1		2.4		2.5
3. Incoming call		63.4		52.7		73.8		54.4
How Long Did the Call Last?								
1. Under 3 minutes	2074	64.5	380	47.3	1711	66.5	2336	68.5
2. 3-10 minutes	1040	32.3	342	42.5	764	29.7	1009	29.6
3. 10-30 minutes	99	3.1	77	9.6	90	3.5	61	1.8
4. 30-60 minutes			5	0.6	6	0.2	3	0.1
What Event Initiated the Call?								
1. A previous call		23.5		27.4		16.2		23.2
2. A face-to-face meeting		6.7		17.3		3.9		7.6
3. A letter		3.9		7.0		12.1		5.6
4. An Incoming call		18.9		8.1		24.2		9.3
5. None of these		47.0		40.2		43.6		54.3
Which of the Following Descriptions Best Describes the Call?								
1. Giving or seeking information	2712	58.7	719	43.3	2140	62.8	2800	42.5
2. Problem-solving, decision-making	976	21.1	297	17.9	756	22.2	1509	22.9
3. Maintaining morale or friendly relations	178	3.9	122	7.3	71	2.1	370	5.6
4. Displaying aggression or conflict	5	0.1	16	1.0	15	0.4	10	0.2

TABLE 6

SUMMARY OF TELEPHONE RESULTS OF THE CJA AUDITS

	<u>CSP</u>		<u>AP</u>		<u>MVD</u>		<u>DC</u>	
	freq.	%	freq.	%	freq.	%	freq.	%
5. Presenting or discussing a report	113	2.4	41	2.5	66	1.9	210	3.2
6. Delegation, task allocation	208	4.5	71	4.3	63	1.8	452	6.9
7. Discussing ideas, a think-tank	62	1.3	91	5.5	32	0.9	149	2.3
8. Negotiation, compromising	21	0.5	39	2.3	13	0.4	169	2.6
9. Work related gossip, social chat	68	1.5	46	2.8	33	1.0	193	2.9
10. Getting to know someone, forming impressions of others	5	0.1	40	2.4	1		40	0.6
11. Checking or reviewing a subordinate's work	35	0.8	15	0.9	49	1.4	196	3.0
12. Disciplining an employee	9	0.2	3	0.2	15	0.4	30	0.5
13. Discussing an employee's personal problems	27	0.6	17	1.0	19	0.6	83	1.3
14. Arranging a meeting	129	2.8	144	8.7	91	2.7	330	5.0
15. Incorrect routing	73	1.6	1	0.1	42	1.2	51	0.8
With what type of activity was the call connected?								
1. Programmed activity		46.7		61.2		61.0		49.6
2. Non-programmed activity		53.3		38.8		39.0		50.4
In retrospect, do you feel that the telephone was a suitable way of carrying out this communication?								
1. Yes		96.0		90.0		94.3		96.9
2. No		4.0		10.0		5.7		3.1

TABLE 6 (cont'd)

SUMMARY OF TELEPHONE RESULTS OF THE CJA AUDITS

	<u>CSP</u>		<u>AP</u>		<u>MVD</u>		<u>DC</u>	
	freq.	%	freq.	%	freq.	%	freq.	%
What event initiated the call?								
1. A previous call		23.5		27.4		16.2		23.2
2. A face-to-face meeting		6.7		17.3		3.9		7.6
3. A letter		3.9		7.0		12.1		5.6
4. An incoming call		18.9		8.1		24.2		9.3
5. None of these		47.0		40.2		43.6		54.3

TABLE 6 (cont'd)

DC personnel report the highest percentage (87%) of telephone contact with someone they have previously met. MVD occupies the other extreme, reporting only 43% of their telephone calls as occurring with someone previously met. One would expect MVD to have a greater degree of contact with the public than DC. This same public orientation would suggest a similarly low "previously met" figure for CSP were it not for the probability that CSP deals with a more limited segment of the public on a more repeated basis than does MVD. Conforming to this hypothesis, CSP reports as many as 71% of its contacts with persons previously met.

As an overall comment on the suitability of the telephone, more than 90% of the respondents in the four agencies indicate satisfaction with the telephone for accomplishing the tasks for which it is used.

4. Correspondence Results

Another important mode of communication examined in the audit was correspondence. To assess this activity, respondents, from each of the four Connecticut Criminal Justice agencies were asked to complete a questionnaire for each correspondence contact during the week long audit period.

When the number of communications events are calculated on a per capita basis, the Corrections and Motor Vehicle Departments report the highest number of events per person per week, 33 and 31 respectively (see table 7). CSP respondents report only 14 correspondence contacts per capita which seems to reflect the more operations oriented character of this agency. The number of pages per correspondence event is highest for State Police at 3 pages per contact followed by DC, MVD, and AP with 2.4, 1.8 and 1.4 pages per correspondence event. Thus on a weekly basis, the average number of pages of correspondence handled per man was 30 for AP, 43 for CSP, 57 for MVD and 79 for DC.

With the exception of Connecticut State Police, the agencies report that between 65% and 75% of their correspondence is programmed or routine in nature (see Table 8). State Police has the lowest proportion of routine correspondence at 55%.

CHARACTERISTICS OF WEEKLY CORRESPONDENCE

<u>Agency</u>	<u>Frequency of Contact</u>	<u>Events¹ Per Capita</u>	<u>Pages Per Correspondence</u>	<u>Average Pages Per Capita</u>
Adult Probations	886	22	1.4	30
Conn. State Police	1151	14	3	43
Motor Vehicle Dept.	2478	31	1.8	57
Dept. of Corrections	<u>2747</u>	33	2.4	79
	7262			

TABLE 7

¹ Per Capita figures are for a one-week period.

SUMMARY OF CORRESPONDENCE RESULTS OF THE CJA AUDITS

	<u>CSP</u>		<u>AP</u>		<u>MVD</u>		<u>DC</u>	
	freq.	%	freq.	%	freq.	%	freq.	%
Total Events	1151	100.0	886	100.0	2478	100.0	2747	100.0
Did you send or receive the item?								
1. Send		36.9		64.6		18.8		41.9
2. Receive		63.1		35.4		81.2		58.1
Was the item sent to you because?								
1. It was an item you had requested		15.9		29.0				11.1
2. It was an item primarily addressed to you		26.7		39.0				30.8
3. It was a copy of an item sent to you for information		24.1		13.7				14.4
4. It was an item circulated to many members of the staff		11.1		13.1				7.2
5. It contained information which is always sent to you		22.2		5.2				36.5
How long was the item?								
1. 1 page only	605	53.6	781	82.4	1171	55.1	1565	61.0
2. 2-4 pages	327	29.0	97	11.1	790	37.2	663	25.9
3. 5-10 pages	99	8.8	45	5.2	109	5.1	158	6.2
4. 10-20 pages	98	8.7	12	1.3	54	2.5	178	6.9
What type of activity was the item connected?								
1. Programmed activity								
2. Non-programmed activity		44.8		25.6		33.4		28.2

TABLE 8

SUMMARY OF CORRESPONDENCE RESULTS OF THE CJA AUDITS

	<u>CSP</u>		<u>AP</u>		<u>MVD</u>		<u>DC</u>	
	freq.	%	freq.	%	freq.	%	freq.	%
In retrospect, what other means of communication if any, would have been better?								
1. A telephone message		2.5		7.6				15.6
2. A face-to-face meeting		0.5		24.6				16.3
3. A facsimile message		0.7		3.1				7.8
4. A message on a teletype or a CRT terminal		1.3		9.1				1.4
5. None other		88.0		55.6				58.8
Percent volume of communication contact over audit period.								
Monday		30.9		22.0				28.0
Tuesday		15.9		21.8				18.0
Wednesday		18.3		12.7				18.4
Thursday		19.0		26.8				18.2
Friday		15.7		16.7				17.3

TABLE 8 (cont'd)

The same table 8 indicates that MVD reports the highest proportion of correspondence received, 81%, as opposed to 19% sent and AP is the only agency which sends more correspondence, 65% than it receives, 35%.

Respondents were asked what other means beside correspondence would have been better for such contacts. The category "none other" is most often cited by CSP, 88%, but is chosen in 55% and 58% of the cases for AP and DC. For both AP and DC approximately 30% of the correspondence would have been better handled in a face-to-face meeting or telephone call according to the respondents and as much as 10% of the correspondence involved a degree of urgency sufficient to warrant the use of facsimile, teletype or cathode ray tube (CRT) transmission. Unfortunately MVD data for this item on the questionnaire is not available.

V. THE IMPORTANCE OF THE COMMUNICATION AUDIT

As a result of the foregoing research, certain facts have emerged about the nature of communications in organizations that have a crucial bearing on effectiveness and decentralization. These ideas are discussed in this section.

1. The Organization Viewed in Terms of Communication

Communications patterns describe the non-random structural and functional relationships into which the components and the activity of a system are organized. Thus, an organization is essentially its communication. As new needs or problems arise in an organization which cannot be readily handled within existing lines of communication, alternative relationships or networks often emerge.

Usually a distinction can be made between two basic networks—the formal and informal (Price, 1972).¹ The formal network describes the structural relationships of the organizational elements and follows the organizational chart and official routine procedures. The formal network is an expression of the functional relationships between the elements. How limited the informal communication network can be is largely determined by how well the formal network fulfills the functional requirements of the organization.

¹James L. Price. Handbook of Organizational Measurement. Heath & Company, 1972.

The importance of the informal networks in an organization cannot be overestimated. Formal networks give a basic order to the organization, but its ongoing functioning and complex activities often depends on its informal networks.

Because of their relatively fixed nature, formal networks are not difficult to study. This is not the case with informal networks (Lawler et. al. 1968).² Communication in these networks has implications as serious as in the formal networks, but they are difficult to define or, at times, ephemeral. Trends may emerge over time, but in the short term informal communications are difficult to identify. The implications of this for communications research is that the pattern of informal networks must be discerned before the communication over these networks can be studied. In order to understand an organization's communication and, in the larger sense, to understand the organization itself, research must take into account both networks.

To this end, it is necessary to obtain several types of information. Essentially, the unit of analysis is the communication event. However, this must be considered in the context of other classes of variables:

- source and receiver variables (level of responsibility, task, and job)
- message variables (type of interaction, type of activity, length of communication, etc.)

²Lawler, Porter & Tennenbaum, "Managers" Attitudes Toward Journal of Applied Psychology, 52 (Dec. 1968), 432-459.

- channel variables (medium of communication)
- other variables (e.g., location)

Each of these variables, as well as interactions among them, affect communication and together provide a detailed picture of communication patterns.

2. The Communication Audit and Decentralization of the Organization

In the context of the NRS concept, decentralization is defined as separating parts of an organization by a physical distance. One can point to instances where physical decentralization has made coordination more difficult, has increased travel and communication costs to a greater extent than the increase in benefits, or has created other problems. However, it can be hypothesized that the problem was not decentralization itself, but the way in which it was done. Specifically:

- the decentralization was along structural lines (departments or divisions) rather than functional ones (groups with similar information needs, patterns and relationships); or,
- the informal network which existed in the organization before decentralization was not determined and considered; or,
- the informal network was not provided for after decentralization; or,

- unplanned autonomous or local formal and informal networks developed within the decentralized component which were counterproductive to the overall functioning of the organization; or
- all of the above.

The decentralization of an organization must be preceded by a determination of both the formal and informal networks so that these can be suitably structured after the decentralization. The use of telecommunications can help to maintain these networks.

Of the three major communication modes (face-to-face meetings, telephone contacts, and correspondence), face-to-face meetings would be the one most affected by physical decentralization. Therefore, reorganization should be planned to minimize the need for face-to-face contact by selecting or structuring components which can operate fairly autonomously as separate units. There will always remain a group of people who would have to be in contact with their equivalents or superiors in other locations. Where in the past many of these meetings may have taken place face-to-face, many could now be carried out using new, simple teleconferencing systems such as the one developed by NRS.

Research indicates that communication has not been a major consideration in business decentralization thus far. The preceding discussion has attempted to demonstrate that such factors should be given more weight and perhaps be critical considerations. In addition to the increase in efficiency

associated with decentralization, the organization may also profit from social-psychological effects on its employees.

Working in a more favorable environment is likely to have a positive effect on employee satisfaction and mood. Greater individuality is more easily tolerated in a decentralized organization. The greater feeling of autonomy can improve motivation resulting in increased efficiency and productivity.

The technique and the approach of the communication audit can be a useful tool for determining an organization's formal and informal communication networks and provide insight into what the networks are used for. The audit information can be used for a number of purposes:

- determining how units of an organization can be physically decentralized and the communication networks (formal and informal) reestablished to insure proper functioning.
- providing a baseline of information to be used in assessing and enhancing an organization's communication.

With further refinement and application, the NRS audit should become an essential means to achieve a thorough understanding of organizational communication and function, and thereby enhance its effectiveness both in centralized and decentralized modes.

VI. RECOMMENDATIONS FOR FURTHER REFINEMENT OF
THE COMMUNICATION AUDIT

This section of the report is concerned with refinements of the technique and methodology of the NRS office communication audit. To make future audits more useful, it is necessary to analyze certain shortcomings in the work carried out so far.

In the following sections, the problems and considerations related to the measurements (questionnaires)¹ used in the communication audit are discussed and the overall methodology is evaluated in terms of certain theoretical concerns posed in the previous section.

1. Issues Related to the Questionnaires

The current audit activity used three questionnaires (for meetings, telephone and correspondence, respectively) which were originally developed by the Joint Unit for Planning Research (London) for use among British civil servants. The current audit activity indicated that certain modifications of the questionnaires would be necessary in light of the NRS objectives, especially the concern for decentralization of organizational components.

¹ The self-completion contact diary questionnaire and accompanying instructions are included as an appendix.

The length and typographical layout of the questionnaires presented the major problem to obtaining consistent and complete responses. Essentially, certain items asked for too much information which resulted, in some cases, in incomplete responses. Additionally, the columnar layout of the questionnaires did not provide a visual distinction for selective, filter statements (those beginning with "If. . ."). In the case of the Meeting Record Sheet (which was the most critical questionnaire), some questions appeared on the reverse side of the form and were consequently often overlooked.

The questionnaires should be no more than one page in length and be composed so that selective filter questions are indented or distinguished clearly. Furthermore, the items which are used should be ranked according to their importance with critical items appearing early in the questionnaire. (The issue of alternatives to questionnaire methods will be discussed in part 2 of this section).

In each of the questionnaires, the content of particular items presented problems, both to the respondent's point of view, as well as to the researchers.

a. Meeting Record Sheet

The first problem in this questionnaire was Item 3 which dealt with meeting duration. While it has been suggested that providing time intervals is more reliable than asking the respondent to fill in the elapsed time, the intervals

should be of equal duration. The unequal intervals in this item made it impossible to determine the median duration of meetings. Q6 (question 6) and Q7 had a similar problem.

Q 9 on interactions occurring during a meeting was one of the most important items, but, as used in the questionnaire, necessitated the development of indices which only provided a general indication of the meeting. The 13 categories were not mutually exclusive and thus introduced judgmental bias into the responses. The most general categories i.e., information exchange and problem solving were placed first which caused a response bias. The analysis of this question was complicated by the content which had to be multiple-coded. To alleviate this problem, Q9 should be reduced further to a limited number of general categories by cluster-or factor-analytic techniques applied to previous results. Alternatively, the question might be composed of descriptors of meeting interaction which are semantically mutually exclusive, from which factors can later be derived, or by asking respondents to indicate the extent to which a number of descriptors apply.

An overwhelming number of responses to Q10 (what other means of communication would have been better?) were "other," with "none" being specified. This suggests that such a choice be included in the future.

b. Telephone Record Sheet

In this questionnaire, Q2, Q4, and Q9 presented the same problems as their equivalents in the meeting questionnaire. Additionally it now appears that questions 6 and 11 were superfluous and should be deleted.

c. Correspondence Record Sheet

Q2 required one response when more than one might have been appropriate. Q5 was confusing because of the lack of distinction between "typed" and "printed," as was Q6 which asked about the content of the correspondence.

2. Issues Related to the Overall Methodology

The method by which measurements are taken is extremely important. Only to a limited extent can statistical techniques compensate for flaws in the methodology.

There was little previous research upon which to base the current audit activity. Where such precedents were available, the research objectives were in a significant way different from those in the NRS communication audit. Efforts were made to modify the earlier methodology, but further modifications are necessary. The weaknesses in the current approach may be classified as design-related and procedure-related.

Design problems were the most obvious. Respondents were asked to maintain a "contact diary" of the questionnaires for a one-week period. The length of the questionnaires

and the duration of the study might have put an undue burden on the responses on each day over a week-long period indicated that this may not be the case. Nonetheless, more specific objectives would have permitted the use of less burdensome measurement procedures, such as very brief questionnaires, individual interviews, unobtrusive measures (monitoring of correspondence envelopes, computerized monitoring of frequency, duration and destination of telephone contacts) or combinations of the above.

In terms of NRS objectives several questionnaire items were extraneous or of only minor importance. Their inclusion in the questionnaires may have diminished the reliability and or validity of other responses.

Because a foremost concern of the NRS is to use the audit as a means for encouraging organizational decentralization, future audit questionnaires will have to incorporate a means for identifying all participants in a meeting or telephone contacts. Only in this way can the communication networks be revealed which will provide an additional dimension in which to evaluate the nature and frequency of communication as investigated in the current study.

In addition to this most vital improvement, several techniques to distinguish the informal and formal communications networks as described in the previous section should be assessed. The difficulty in acquiring this information is the reluctance of respondents to reveal use

of an informal network. By definition the informal network is one which exists outside the normal channels of communication prescribed by the organization in its organization charts, job descriptions or operations policies.

Procedurally, the quality and generalizability of the results of the Criminal Justice Agency Audits would have been greater had the sample selection been carried out with more consistent definition and assignment of level of responsibility and task. Similarly these categories were not as uniformly represented in each of the four agencies as would be theoretically desirable. One possible means of accomplishing this might be the use of standard EEO-1¹ categories for personnel.

In conclusion, the communication audits conducted by NRS advanced the technique for studying communication in an organization and provided the Criminal Justice agencies with additional understanding of their communications.

Heuristic value, the ability of research to generate new questions, is an important criterion by which a given effort should be judged. The current communication audits fulfilled this criterion in three important ways:

- 1 - The audit research revealed deficiencies in the existing methodology. Addressing these problems, future audits will increase the viability of the audit as a means of understanding organizational communication patterns.

¹A standard categorization of jobs required under the Equal Employment Opportunity Act.

- 2 - The audit research suggests the need to view the audit as an approach to the study of organizational communication, rather than as a particular methodology. Specific methods and procedures should be determined by the particular application or situation.
- 3 - The theoretical rationale for the audit proposes a useful, testable paradigm for the study of organizational communication. Future research can be designed to test its viability, or use it as a framework for studying related communication and organizational variables.

Thus, the audit and its implications represent an important contribution to the field of communication research, as well as to the NRS project.

INSTRUCTIONS FOR CODING QUESTIONNAIRES

For each communication audit being conducted with the 9 Criminal Justice Information System (CJIS) groups, a FACE SHEET and TABLES A, B, and C are used. Samples of each are enclosed with these instructions for coding the 3 QUESTIONNAIRE FORMS--MEETING RECORD (pink sheet), TELEPHONE RECORD (green sheet) and CORRESPONDENCE RECORD (blue sheet).

TABLE A:

A list of CJIS groups numbered from 01 to 09. The code number "10" is used to designate all groups or individuals other than CJIS organizations.

TABLE B:

A list of the subjects selected for the audit in descending order from 99 to 01. The subject is identified first by his number and, by following across the column headings, next by name, job level, task number and location.

TABLE C:

A list of cities and towns in Connecticut in alphabetical order beginning with Andover "001" and ending with Woodstock "169."

FACE SHEET

Subject's name, I. D. number, department, job level and location are located by use of TABLE B. We then refer to the binder in which the subject has enclosed his completed questionnaires and count the number of pink, green and blue sheets entering the figures obtained under the headings "meetings," "telephone," and "correspondence" in that order. These columns are then added together and entered as the GRAND TOTAL.

CODING

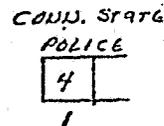
At the top left corner of each questionnaire, refer to columns 1 - 12. They are coded as described below:

Column 1

Each group undergoing study will be assigned a code number which is entered in Col. 1.

For example, CJIS Organizations:

<u>Department</u>	<u>Code Number Assigned</u>
Adult Probation	1
Department of Corrections	2
Judicial Department	3
Connecticut State Police	4
Motor Vehicle Department	5
Hartford Police Department	6
New Haven Police Department	7
Old Saybrook Police Department	8
Connecticut Planning Commission for Criminal Administration	9



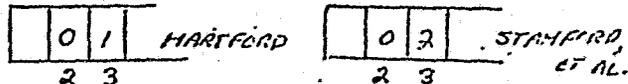
Columns 2 and 3

Each participating group will be assigned a 2 digit number designating location. These two numbers will be entered in Cols. 2 & 3. They are found on TABLE B.

For example, CJIS Organizations:

Subjects located in Hartford were given a location code number of 01. All other locations were designated 02.

Column 4



Each subject participating in a given audit is assigned a job level number which is entered in Col. 4. This number is obtained from TABLE B.

For example, CJIS Organizations, Adult Probation Department:

The subjects in this study were divided into 5 job levels numbered from

1

 to

5

Columns 5 and 6

Each subject in a participating group will be assigned a task number consisting of 2 digits, beginning with 01 on up. These numbers are entered in Cols. 5 and 6 and are located by referring to TABLE B.

For example, CJIS Organizations, Adult Probation Department:

Task numbers assigned from

0	1
---	---

 to

1	4
---	---

Columns 7 and 8

The subject is given his I. D. number (from 01 on up) along with the binder enclosing his questionnaire sheets and, during the orientation program, is instructed to fill in his I. D. number on each questionnaire uses. Thus, these two digits are entered in Cols. 7 and 8 by the subject. If necessary, these digits can be cross-checked by referring to TABLE B.

Column 9

This number is printed on the questionnaire form - the Meeting (pink) Sheet is 1, the Telephone (green) Sheet is 2, and the Correspondence (blue) Sheet is 3.

Column 10

The day of the week (1 through 5) is entered in this column by the subject. He is instructed during the orientation program to enter this number according to the day of the week a particular contact is made.

Columns 11 and 12

For each day of the week (1 through 5) entered by the subject in Col. 10, numbers are filled in serially starting from 01. For example, if a subject has completed 5 meeting record questionnaires on day 1, the digits entered on the first sheet are 01, on the second 02, etc. As soon as the number in Col. 10 changes (e. g., from 1 to 2), we begin again to number serially from 01 until all the sheets from that day have been accounted for.

Meeting Sheet

Columns 16, 17 and 18

Refer to TABLE C. Whatever Connecticut location has been listed, fill in the corresponding code number for that city or town.

For example, East Granby is number 047. It would be coded

0	4	7
---	---	---

16 17 18

All locations outside of Connecticut are entered as

Columns 41 through 45, et al.

If the organization listed here by the subject is a CJIS group (refer to TABLE A), enter the digits corresponding to that organization in Cols. 41 and 42.

For example, Judicial Department would be entered as

0	3	0	6	4
---	---	---	---	---

 (HARTFORD)
41 42 43 44 45

Refer again to TABLE C. The location entered by the subject is placed in these three columns. See example above.

Telephone Sheet
Columns 31 through 35

Same instructions apply as for Meeting Sheet, "Cols. 41-45, et al."

Correspondence Sheet
Columns 15 through 19
Columns 31 through 35

Same instructions apply as for Meeting Sheet, "Cols. 41-45, et al."

FACE SHEET

NAME

NO#

LOCATION

ORGANIZATION OR DIVISION

JOB LEVEL

TASK NO#

NO# OF QUESTIONNAIRES COMPLETED

Meeting

Telephone

Correspondence

GRAND TOTAL _____

1	2	3	4	5	6	7	8	9	10	11	12
---	---	---	---	---	---	---	---	---	----	----	----

MEETING RECORD SHEET

13 **1** Was the meeting?
CIRCLE ONE ONLY
 1. A chance meeting
 2. A regular meeting
 3. A specially-arranged meeting

IF the meeting was specially arranged, please answer question 2 below. Otherwise proceed to question 3.

14 **2** How far in advance was the meeting arranged?
CIRCLE ONE ONLY
 1. Arranged less than 2 hours in advance.
 2. Arranged more than 2 hours in advance on the same day or on the day before.
 3. Arranged more than 2 days in advance.

15 **3** How long did the meeting last?
CIRCLE ONE ONLY
 1. under 3 minutes
 2. 3 - 10 minutes
 3. 10 - 30 minutes
 4. 30 - 60 minutes
 5. 1 - 2 hours
 6. More than 2 hours

16 **4** Write in the name of the town where the meeting was held
 17
 18

19 **5** What forms of audio-visual aids were used during the meeting?
CIRCLE ALL THOSE WHICH APPLY
 20 A. Projectors (optical & electronic)
 21 B. Handouts
 22 C. Blackboard
 23 D. Flip-chart
 23 E. Other (please specify)

IF handouts were used please answer question 6 below. Otherwise proceed to question 7.

24 **6** What length were the handouts?
CIRCLE ONE ONLY
 1. Less than 3 pages
 2. 3 - 5 pages
 3. 6 - 15 pages
 4. More than 15 pages

25 **7** How many people attended the meeting?
CIRCLE ONE ONLY
 1. 2 people
 2. 3 - 5 people
 3. 6 - 10 people
 4. More than 10 people

26 **8** Using the descriptions given on the cover sheet; what type of activity was the meeting connected with?
CIRCLE ONE ONLY
 1. Programmed activity
 2. Non-programmed activity

27 **9** Which of the following descriptions best describes the meeting?
CIRCLE ALL THOSE WHICH APPLY
 28 A. Giving or seeking information
 29 B. Problem-solving; decision-making
 30 C. Maintaining morale or friendly relations
 31 D. Displaying aggression or conflict
 32 E. Presenting or discussing a report
 33 F. Delegation, Task allocation
 34 G. Discussing Ideas, a think-tank
 35 H. Negotiation, compromising
 36 I. Work-related gossip, social chat
 37 J. Getting to know someone, forming impressions of others
 38 K. Checking or reviewing a subordinate's work
 39 L. Disciplining an employee
 39 M. Discussing an employee's personal problems

40 **10** In retrospect, what other means of communication, if any, do you think would have been better?
CIRCLE ONE ONLY
 1. A letter
 2. A telephone call
 3. A message on the teletype or CRT terminal
 4. Other (please specify)

turn over ->

							2				
1	2	3	4	5	6	7	8	9	10	11	12

TELEPHONE RECORD SHEET

13 **1** Who initiated the call?
CIRCLE ONE ONLY

- You, yourself
- You, at the suggestion of someone else
- Incoming call

14 **2** How long did the call last?
CIRCLE ONE ONLY

- Under 3 minutes
- 3 - 10 minutes
- 10 - 30 minutes
- 30 - 60 minutes
- More than 1 hour

15 **3** What event initiated the call?
CIRCLE ONE ONLY

- A previous call
- A face-to-face meeting
- A letter
- An incoming call
- None of these

4 Which of the following descriptions best describes the call?
CIRCLE ALL THOSE WHICH APPLY

16 <input type="checkbox"/>	A. Giving or seeking information
17 <input type="checkbox"/>	B. Problem-solving, decision-making
18 <input type="checkbox"/>	C. Maintaining morale or friendly relations
19 <input type="checkbox"/>	D. Displaying aggression or conflict
20 <input type="checkbox"/>	E. Presenting or discussing a report
21 <input type="checkbox"/>	F. Delegation, Task allocation
22 <input type="checkbox"/>	G. Discussing ideas, a think-tank
23 <input type="checkbox"/>	H. Negotiation, compromising
24 <input type="checkbox"/>	I. Work related gossip, social chat
25 <input type="checkbox"/>	J. Getting to know someone, forming impressions of others
26 <input type="checkbox"/>	K. Checking or reviewing a subordinate's work
27 <input type="checkbox"/>	L. Disciplining an employee
28 <input type="checkbox"/>	M. Discussing an employee's personal problems
29 <input type="checkbox"/>	N. Arranging a meeting
30 <input type="checkbox"/>	O. incorrect routing

31 **5** Please write in the organization, division and town of the person with whom you talked

Organization

Division

Town

36 **6** What form of document preparation, if any, was made by or for you before the call?
CIRCLE ALL THOSE WHICH APPLY

- No preparation
- Preparing original documents or visuals
- Assembling documents or visuals from file
- Sending documents or visuals to other participants

40 **7** Using the descriptions given on the sheet, with what type of activity was the connected?
CIRCLE ONE ONLY

- Programmed activity
- Non-programmed activity

41 **8** In retrospect, do you feel that the telephone was a suitable way of carrying out this communication?
CIRCLE ONE ONLY

- Yes
- No

IF you do not feel that the telephone was suitable, please answer question 9 below. Otherwise, proceed to question 10.

42 **9** What means of communication do you think would have been better?
CIRCLE ONE ONLY

- A face-to-face meeting
- A letter
- A facsimile message
- A teletype or a CRT terminal message
- Other (please specify) _____

43 **10** How many people took part in or listened to the call?
CIRCLE ONE ONLY

- 2 people only
- 3 - 4 people
- 5 or more people

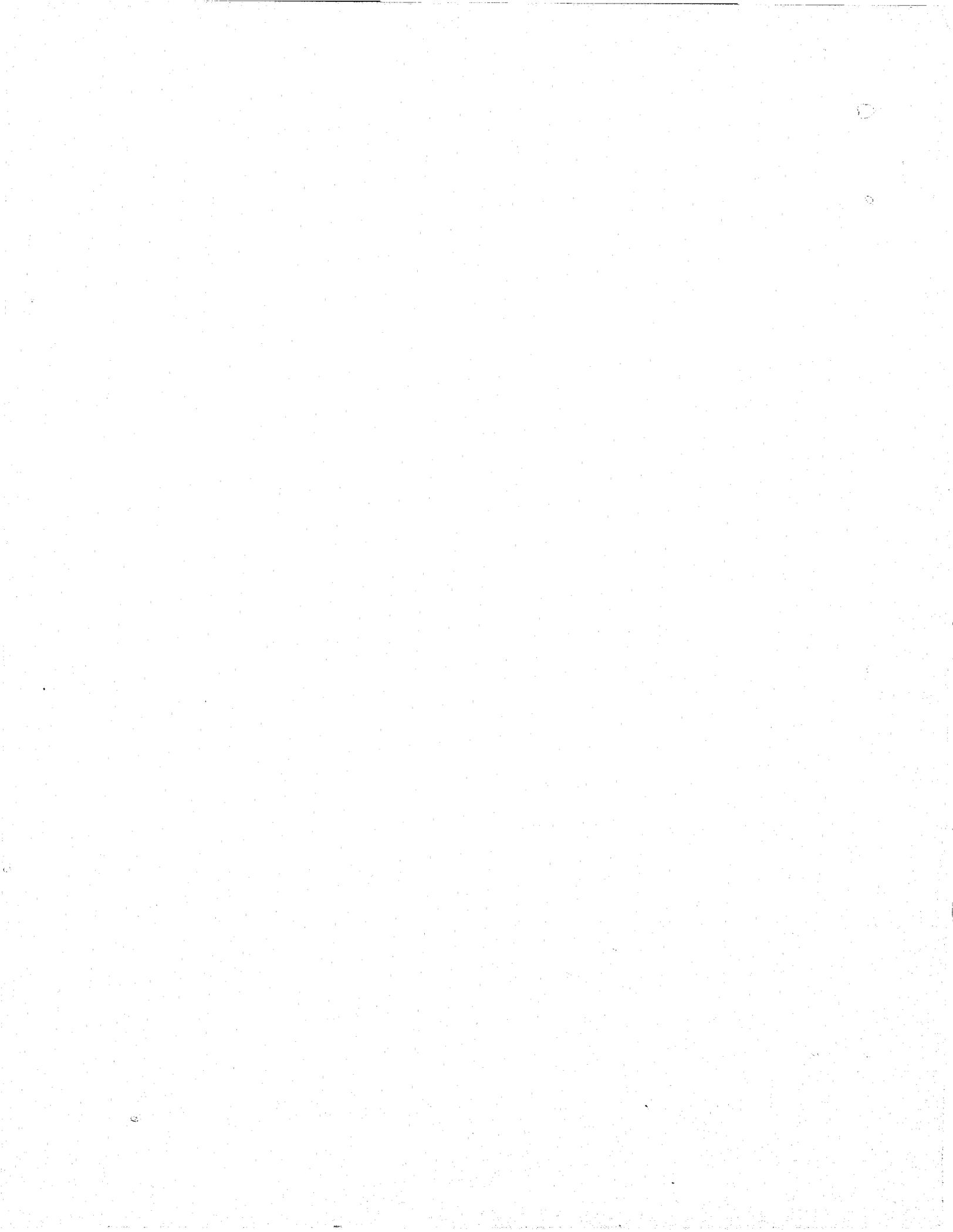
IF more than 2 people took part, please answer question 11 below, otherwise continue on 12.

44 **11** How were the larger number of people accommodated?

- By loudspeaking telephones or extensions
- By multi-location conference network

45 **12** Have you met in person the person you conversed with at any time previously?

- Yes
- No



END