



Appendix 1

Operatives Name	Status Before Union Meeting 02/06/2014	Status After Union Meeting 04/06/2014	Status on evening of strike 05/06/2014	Did operative cross picket line?	Reason For Change In status (if any)
Larry D	*	*	*	Yes	'Do not support action'.....
Bob M	*	*	*	Yes	'Can't afford to lose bonus money'.....
Bernice K	*	*	*	Yes	'Managers have offered good deal'.....
Khan K	*	*	*	Yes	'Have a new baby need the money'.....
Aali K	*	*	*	Yes	'Don't support electrician's argument'.....
Perry W	*	*	*	Yes	'Negotiated with management'.....
James W	*	*	*	Yes	'Pay is fair and electricians at fault'...
Marly I	*	*	*	Yes	'Electricians brought it on to themselves'...
Tiger H	*	*	*	Yes	'Need the money, can't afford strike action'..
Seth B	*	*	*	Yes	'Don't understand the reasons for strike'....
Underwood R	*	*	*	Yes	'Can't afford to lose the money'.....
Marky A	*	*	*	Yes	'New deal better pay, so not striking'.....
Mari S	*	*	*	Yes	'As a new member need the money'.....
Kerry B Interviewee	*	*	*	Yes	'Cant affords to lose the money'.....
Cathy C	*	*	*	Yes	'Don't won't to drop pay band'.....
Nurul R	*	*	*	Yes	'Don't won't to lose bonus payments'.....
Calton P	*	*	*	Yes	'Disagree with electricians argument'
Rizvi N	*	*	*	Yes	'Management offered good deal'.....
Matty K	*	*	*	Yes	'Daughter needs help with deposit for house'..
John mc	*	*	*	No	On Strike 06/06/2014
Carlito P	*	*	*	No	On Strike 06/06/2014

Danny B	*	*	*	No	On Strike 06/06/2014
Ali Mc	*	*	*	No	On Strike 06/06/2014
Jimmy G	*	*	*	No	On Strike 06/06/2014
Mark D Shop Steward	*	*	*	No	On Strike 06/06/2014
Harry R	*	*	*	No	On Strike 06/06/2014
Antony A	*	*	*	No	On Strike 06/06/2014
Benny N	*	*	*	No	On Strike 06/06/2014
Danny D	*	*	*	No	On Strike 06/06/2014
Tony T	*	*	*	No	On Strike 06/06/2014
Jim B	*	*	*	No	On Strike 06/06/2014
Dave K	*	*	*	No	On Strike 06/06/2014
Mac G	*	*	*	No	On Strike 06/06/2014

Key: * Strike Action; *Undecided; * Not striking

Table 1: Observational Recording Table

Appendix 2

Semi structured interview schedule

Individual identity vs. collective identity in social action

A retrospective study of the industrial strike action taken by the mechanical engineers of Hamlets Homes Direct Labour Organization (DLO)

Preamble

- Provide overview and explain the purpose for conducting the interview.
- Outline the intended use of the collated data from the interview.
- Provide assurance for measures that will be taken to insure confidentiality.
- Obtain permission to audio record and word verbatim transcribe.

Introduction

- A short introduction about the interviewee.
- Age.
- Job title.
- Number of years of employment.
- Number of years of union membership.
- Past union activity.

Opening Question: The Reasons for strike action

- Q: What was the main reason for the strike?
- Q: What was the goal of carrying out the industrial strike?
- Q: Was the action taken by the operatives the most effective means in achieving the goals of the collective?
- Main Question 1: What factors influenced their decision to strike or not strike
- Q: How was the information communicated about the intention to hold the meeting?
- Q: What were the key issues raised in your meeting prior to the vote taking place on the whether to strike or not?
- Q: Did everyone fully understand the keys facts and issues raised in the meeting?

Main Question 2: Why did some of the operatives change their decision to strike?

- Q: What were the underlying reasons why some operatives chose not to support collective action?
- Q: Where the concerns and questions of all individuals in the meeting addressed accordingly by the union Steward
- Q: Looking back at strike action taken and the levels of participation do you think individuals and individual concerns were adequately addressed.
- Main Question 3: Was the decision not to strike by some operatives a product of persuasion by others or was it an independent decision?
- Q: Did everybody share the same view or where their differences in views?
- Q: How were the views raised by individuals being addressed by the union stewards in the meeting?
- Q: Where you or anyone else who participated in the vote approached by other staff members after the meeting and vote?

Summary / Closure

- Q: Do you have any other comments?
- Q: Is there anything else you would like to add or clarify with regards to what was discussed?
- Q: Would it be ok to approach you at a later stage if any additional questions arise or clarification is needed on the responses recorded in the interview?

Appendix 3

Verbatim Transcript

Individual identity vs. collective identity in social action

A retrospective study of the industrial strike action taken by the mechanical engineers of Hamlets Homes Direct Labour Organization (DLO).

[00.00.00]

Interviewer: Kerry thank you for taking the time out to do the interview this afternoon. Before we begin I just wanted to give you a short outline about why we are doing the interview today, The interview is basically to do with my research that I am doing as part of my study and more specifically what I am doing is researching a particular part of what happened during the days leading up to the industrial strike action taken by the operatives in June the 6th. The interview is and shall be completely confidential, although I am a member of the management I want to assure you that this interview is strictly for academic purposes only and shall remain completely private and anything you share with me will not be open to scrutiny or inspection or commentary by any of the other supervisors or managers or your union representatives and will only be accessible for your inspection after it has been word verbatim transcribed and will only be read by my examiners. You can read through the transcript after it has been transcribed and if you're not happy or uncomfortable with any part or would like to clarify or amend any part you can do so at any time.

Kerry: Oh Ok cool, thanks.

Interviewer: Just to begin with can I ask a little about you? Beginning with your full name, what is your age? What is your job title and how many years have you been employed by the organization? And how many years have you have been a member of your chosen union? As well as past union activity?.

Kerry: My name is Kerry Beechholm, I'm 39 and I've been working for Tower Hamlets for over 21 years. I started my apprenticeship here aged 19 which helped be getting progressed to a job here as a Mechanical Engineer. Erm.... I've been in the union more or less say for about say 19 or 20 years yeah...well ever since I started yeah. I've been on other strikes before for a lot of things like pay and work rules but yeah for about 20 years.

Interviewer: Kerry to begin with could you tell me what were the main reason for the strike?

Kerry: Erm from what I understand the main reason for the strike was the electricians believe that they were not being treated fairly and when they explained it... it seemed like they were losing a lot of money and all the electricians were being ended up in band 2 or 3 [lower pay banding salary]. So for me, that didn't sound fair really..... cos they do a lot of hard work, but don't get paid proper.

Interviewer: Could you explain what the goals of the strike action were, what did everyone collectively hope to achieve?

Kerry: Well...we hoped that our goal was to help them achieve what they're asking for...at least....what they're asking for which is band 5 or 6 [higher pay banding salary] by going out in support for them its gonna help them to achieve band 5 or 6 because I believe that if they can do that to them then its gonna have a knock on effect for the rest of us so that's why they went on strike.

Interviewer: Looking back, was the action taken by the operatives the most effective means in achieving the goals?

Kerry: Yeah... cos I don't think there's more of anything they could have done, I don't think a petition really works any more really.....so I just think by just going out on strike and maybe shutting down the work,... the base for a day or so is the right course of action.

Interviewer: How was the information communicated about the intention to hold a meeting about the strike?

Kerry: Ermit was cascaded to us about a week before our normal union meeting, they said to us what was gonna be happening that some operatives were gonna be going on strike...it was verbally given about a week before the strike and meeting they put newsletters out on the desks. I think someone told somebody and then it just went down and we called a meeting.

Interviewer: What were the keys issues raised in your meeting prior to the vote taking place on whether to strike or not?

Kerry: I think a skilled electrician that's of all the trades...that a skilled electrician is on a equal footing with the mechanical engineers and I don't think they should be treated worse... they should be treated any worse than what I am on and on that basis because they is thinking well how can an electrician who has to do hard training how can they be working on band 2 or 3 and I'm thinking well for me personally I wouldn't like to be forced to work on band 2 or 3. And the way that was explained they felt they was being exploited because we had an electrician come in and I did ask in a previous meeting before we decide we would rather have an electrician come in because with information when its second hand it's not always correct..... So when the electrician came in he explained to use every nine months they have to do void works and for that periods they were dropping their banding. And if someone is off they would be covering and they would be dropping their banding for another period and they were on basic pay. And for me like I said for the trade that they do...there is no way they should take home say £1,400 pounds a month. The electrical work is just as same as mechanical work and should get paid more.

Interviewer: Who was the electrician that came to your meeting?

Kerry: Yeah...his name was David Singh, he was the trade union shop steward for the electricians and Steve Tucker who is the trade Union convener for Unison. So they both came and sat down and explained the full reasons why they were going on strike.

Interviewer: Did everyone fully understand the keys facts and issues raised in the meeting?

Kerry: I think everyone fully understand....sorry Understood what was explained...but unfortunately because we all work on bonus schemes I think everybody was not interested.... because everybody was gonna lose money...rather than the actual cause of the electricians...there were differences of opinion.....it's got to a stage where everybody is out for themselves really..... that's what I thought. Some of the information we were given was a bit negative I thought. Basically the electricians were all going home at 2:30 in the afternoon and they were on a time and motion study and they all of them were going home at 2:30 in the afternoon and that's why the study failed. But after speaking to them....They're all on 2 year written warnings.... because they put in a grievance against John Hardy [head of service] for previous action but they were leaving at five past four and not earlier... so if you're prepared to lie than that makes people want to strike even more.

Interviewer: What were the underlying reasons why some of the operatives chose not to support the action?

Kerry: I think they chose to not to support the action because of the money situation, when the managers broke it down they said some people would lose more than a £100 pounds a day for some people not everybody can afford to lose over £100 a day cos they got bigger responsibilities so I think that was one of the factors why they chose not to strike and because it was a two day strike. If it was a one day strike more people would have been prepared to go on strike but cos it was two days for some people it was too much especially now that works not that great right now at the moment. They might have already dropped their banding its dropping already...so to lose another £200 pounds or so on top of that I believe was too much for them.

Interviewer: Where the concerns and questions of all in the meeting addressed accordingly by the Union steward?

Kerry: Erm.....no not really...I think everybody made up their own minds and decided whether they were gonna strike..But those that didn't strike.....none of us held anything against each other...it's a personal choice , it's up to you if you can afford it..Than if you can't, you can't.

Interviewer: Looking back at the strike action and the levels of participation do you think individuals and individual concerns were adequately addressed?

Kerry: Erm....I don't think so...all they asked was how long was the strike gonna go on for..What are they hoping to achieve what were they gonna achieve.....so them basic concerns were raised...and they said it will go on for on at least until they get somewhere until they get halfway but other than that not many peopled voiced concerns really.

Interviewer: Did everybody share the same view or where their differences in views?

Kerry: Erm...I think it was a mixture of both....erm I think everybody just made up their own mind....Whether they were gonna strike or not...not many voiced their views openly.

Interviewer: How were the views raised by individuals being addressed by the union stewards in the meeting?

Kerry: I think there were some critical views because we had two separate union representatives who were present at separate times. We had one that we felt more drawn to...(pause)..erm is it ok to talk about this?.

Interviewer: Kerry its fine you can say what you think...you don't have to answer the question if you don't feel comfortable?

Kerry: I felt Steve Tucker (Unison Trade Union Convener) was more genuine than Mark Drayfuss (Trade Union shop Steward) to tell the truth. And I don't think Mark the shop steward represented them very well.....no.....personally...he wasn't...for somebody with the union he wasn't supportive of their cause. Because they had done a time and motion study and in his eyes they had left early and did not carry out their duty to their best of their ability and knowledge and far as Mark was concerned they drop themselves in it. So in his eyes they were guilty and had shot themselves in the foot and basically they shouldn't be complaining and in his eyes because they were going home early basically we haven't got time for them. But as far as Steve Tucker (Unison Trade Union Convener) was concerned some of them did leave early but not all of them but at the same time they expect a fair days pay for a fair days work if they're gonna be working hard and doing this stuff so.

Interviewer: Where you or anyone else who participated in the vote approached by other staff members after the meeting and vote?

Kerry: Erm ...(pause)...am I allowed to talk about this?

Interviewer: Kerry this interview is completely confidential; you can say whatever is on your mind. Nothing will be repeated outside of this meeting room and no part of this interview will be open to inspection or commentary by any other manager other than me. It is purely for academic purposes and your views will not be held against you in any way.

Kerry: Yeah?

Interviewer: yes. Are you ok to continue?

Kerry: yeah...they were being approached after the meeting to see if they're going on strike which I didn't appreciate, cos I believe the whole point of a strike is to close down the whole workforce but not really gonna closedown if you actually know that I'm not gonna come in.. cos then you're gonna make provisions around me not coming in. And I think that defeats the object of anything because it's supposed to be on the day 100% striking and that's what I think a strike should be about. I was approached by people about if I was striking yeah.

Interviewer: Who approached you if you don't mind me asking?

Kerry: Erm.... it was Gary Green the supervisor and Ralf Eisenberg who is my Manager.

Interviewer: Where other people approached?

Kerry: I think all of us were approached.....well most of us were approached.....As far as I know anyway. Yeah....Yeah..And they ...they gave us some small pep talks with benefits but then they did try to threaten us a bit I believe because they turned round and said you're going on strike illegally....I Think they tried to frighten us out of striking.

Interviewer: Ok Kerry we are coming to the end of the interview. Do you have any other comments?

Kerry: Erm ...noNot really

Interviewer: Is there anything you would like to add or clarify with regards to what was discussed?

Kerry: I just think the unions needs to be a bit stronger...unfortunately we live in a culture where people are more concerned with money than morals that's it really.

Interviewer: Would it be ok to approach you at a later stage just to clarify anything we discussed.

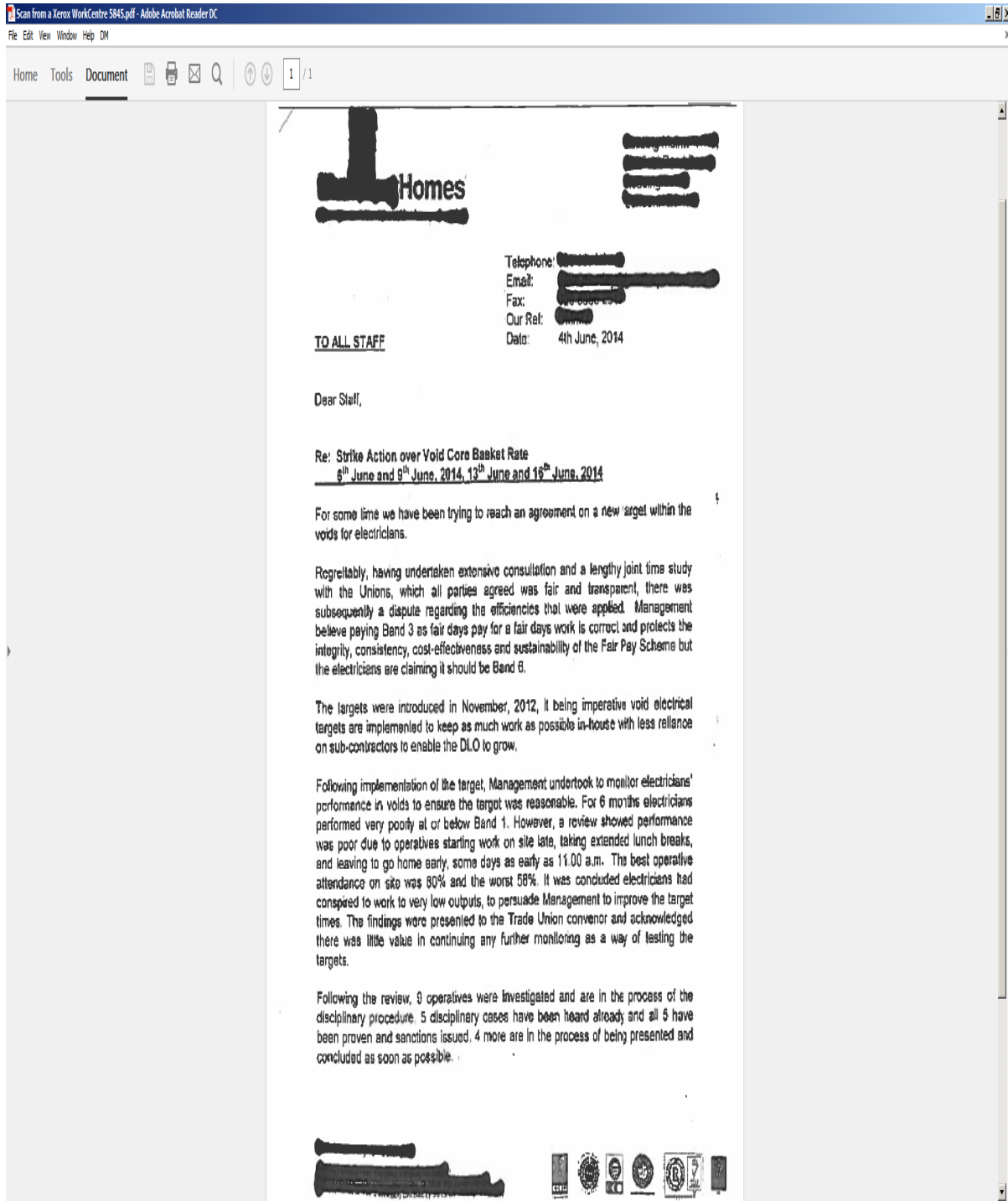
Kerry: That's all right.

Interviewer: Kerry thank very much for your time you've been wonderful. Thank you

Kerry: No problem.

Appendix 4

Organizations Open Communication to Mechanical Engineers and Trade Union



Appendix 5

Word Cloud

