

A SURVEY OF SELECTED OIL COMPANIES IN OKLAHOMA
TO DETERMINE MINIMUM EMPLOYMENT STANDARDS
REQUIRED OF BEGINNING SECRETARIES AND STENOGRAPHERS

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TO DETERMINE MINIMUM EMPLOYMENT STANDARDS
REQUIRED OF BEGINNING SECRETARIES AND STENOGRAPHERS

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TABLE OF CONTENTS

<u>Chapter</u>	<u>Page</u>
I. INTRODUCTION	1
Statement of Problem	2
Scope and Limitations	3
Definitions	4
Importance of the Study	5
Sources of Data	6
Method of Research	7
Procedure	8
II. SURVEY OF RELATED LITERATURE	12
Related Information Appearing in Textbooks and Business Education Magazines	12
Related Master's Theses	16
III. EMPLOYMENT REQUIREMENTS OF OIL COMPANIES	21
Distribution of Employees in Companies Surveyed	21
Minimum Age at Which Employees Will be Hired	21
Previous Experience Requirements	25
Marital Status Preferred	27
Minimum Educational Requirements	27
Distribution of New Secretaries and Stenographers Employed During a Normal Business Year	29
Expected Status of Secretarial and Stenographic Positions in the Oil Companies During the Next Five Years	32
How Vacancies are Filled	35
Promotional Possibilities	35
Media Used in Locating New Employees	42
Status and Nature of Employment Tests	45
Minimum Training Qualifications in Typewriting, Shorthand, and Transcription	47
Minimum Training Qualifications on Office Machines	50
Duties Performed by Secretaries and Stenographers	53
Special Training	54
IV. EVALUATION OF THE TRAINING OF BEGINNING SECRETARIES AND STENOGRAPHERS	57
Personnel Directors' Opinions Concerning Office Machines Training of New Secretaries and Stenographers	57
Subject Matter Training of New Secretaries and Stenographers	59
Training of Beginning Secretaries and Stenographers in the Performance of Office Duties	63
Personal Traits of Beginning Secretaries and Stenographers.	65
V. SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS	70
Summary of Findings	70
Conclusions	79
Recommendations	83
BIBLIOGRAPHY	85
APPENDIX	87

LIST OF TABLES

<u>Table</u>	<u>Page</u>
I. GEOGRAPHICAL DISTRIBUTION OF SECRETARIAL AND STENOGRAPHIC EMPLOYEES IN 15 OIL COMPANIES	22
II. MINIMUM EMPLOYMENT AGE REQUIRED OF SECRETARIES AND STENOGRAPHERS AS REPORTED BY PERSONNEL DIRECTORS OF 15 OIL COMPANIES	24
III. PREVIOUS EXPERIENCE REQUIREMENTS FOR BEGINNING SECRETARIES AND STENOGRAPHERS	26
IV. MARITAL STATUS PREFERRED FOR BEGINNING SECRETARIES AND STENOGRAPHERS	28
V. MINIMUM EDUCATIONAL REQUIREMENTS FOR EMPLOYMENT	30
VI. GEOGRAPHICAL DISTRIBUTION OF APPROXIMATE NUMBER OF NEW SECRETARIES AND STENOGRAPHERS EMPLOYED DURING A NORMAL BUSINESS YEAR.	31
VII. EXPECTED STATUS OF SECRETARIAL AND STENOGRAPHIC POSITIONS DURING THE NEXT 5 YEARS AS REPORTED BY PERSONNEL DIRECTORS OF 15 OIL COMPANIES	34
VIII. WAYS IN WHICH 15 OIL COMPANIES FILL SECRETARIAL AND STENOGRAPHIC VACANCIES	36
IX. OFFICE POSITIONS FROM WHICH SECRETARIES ARE PROMOTED AS REPORTED BY 15 PERSONNEL DIRECTORS	37
X. OFFICE POSITIONS FROM WHICH STENOGRAPHERS ARE PROMOTED AS REPORTED BY 8 PERSONNEL DIRECTORS	39
XI. OFFICE POSITIONS TO WHICH SECRETARIES MAY BE PROMOTED	40
XII. OFFICE POSITIONS TO WHICH STENOGRAPHERS MAY BE PROMOTED	41
XIII. MEDIA USED IN LOCATING PROSPECTIVE SECRETARIAL AND STENOGRAPHIC EMPLOYEES AS INDICATED BY 15 PERSONNEL DIRECTORS	43

<u>Table</u>	<u>Page</u>
XIV. STATUS AND NATURE OF EMPLOYMENT TESTS FOR SECRETARIAL AND STENOGRAPHIC APPLICANTS AS INDICATED BY 15 PERSONNEL DIRECTORS	46
XV. MINIMUM TYPEWRITING, SHORTHAND DICTATION, AND MACHINE TRANSCRIPTION RATES REQUIRED OF BEGINNING SECRETARIES AND STENOGRAPHERS IN 15 OIL COMPANIES	48
XVI. OFFICE MACHINES TRAINING REQUIRED OF BEGINNING SECRETARIES AND STENOGRAPHERS	51
XVII. SPECIAL TRAINING WHICH 7 PERSONNEL DIRECTORS BELIEVE SHOULD BE GIVEN IN OFFICE PRACTICE COURSES	55
XVIII. OFFICE MACHINES TRAINING OF BEGINNING SECRETARIAL AND STENOGRAPHIC EMPLOYEES THAT IS REGARDED AS ADEQUATE OR INADEQUATE BY 15 PERSONNEL DIRECTORS	60
XIX. SUBJECT MATTER IN WHICH 15 PERSONNEL DIRECTORS INDICATE THAT BEGINNING SECRETARIES AND STENOGRAPHERS ARE ADEQUATE OR INADEQUATE.	61
XX. TRAINING IN THE PERFORMANCE OF OFFICE DUTIES OF BEGINNING SECRETARIES AND STENOGRAPHERS THAT IS REGARDED BY 15 PERSONNEL DIRECTORS AS ADEQUATE OR INADEQUATE	66
XXI. TRAINING IN PERSONAL TRAITS OF BEGINNING SECRETARIES AND STENOGRAPHERS THAT IS REGARDED BY 15 PERSONNEL DIRECTORS AS ADEQUATE OR INADEQUATE.	67

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G. F. C.

CHAPTER I

INTRODUCTION

Within the past decade and continuing into the present, much has been said and written about differences existing between the requirements of vocational business education courses and the requirements of business for beginning employees. Awareness of such differences has, generally, brought about a desire on the part of school administrators and businessmen to co-operate with one another, and, through mutual effort, to ascertain how these differences might be reconciled. In the past, a method frequently used in attempting to remedy such problems has been first, to determine what business required of its beginning employees, and second, to adjust the school curriculum so that graduates would more nearly meet those requirements.

From following such a procedure, much progress has been made in drawing business and the school into closer co-operation. In many instances, this co-operation has resulted in the setting up of more rational standards-- standards which were acceptable to both the school and business. In all instances, however, it has indicated that the two were endeavoring to settle their differences.

This study endeavors to find what differences exist between school standards and employment standards for a special group of students -- those who are training to become secretaries and stenographers and who are planning to seek employment with oil companies in the State. More specifically, the study seeks to determine how the high schools and colleges in the State may, through their secretarial office practice courses, most effectively train students to meet employment standards required by oil companies for beginning secretaries and stenographers.

Statement of Problem. The purpose of this study is to gather data pertaining to the minimum employment standards required of beginning secretarial and stenographic employees in selected oil companies of Oklahoma, and to interpret these data in such a manner that they may be helpful to instructors of college secretarial office practice courses and to teachers of secretarial subjects in high schools situated near oil company headquarters. Specifically, the study seeks to answer the following questions:

1. Does the instruction and training given by State colleges and high schools located near oil company headquarters adequately prepare students to enter employment with oil companies as secretaries or stenographers? If not, in what areas is the training inadequate?
2. What special training, if any, that is peculiar only to the oil industry, should be given to prospective office employees by high schools in vicinities of oil companies and by colleges?
3. Do oil companies employ a sufficient number of new secretarial and stenographic employees each year to justify special instruction being included in the office practice courses of State colleges and high schools located near the oil companies?
4. What are the minimum educational qualifications required of new secretaries and stenographers?
5. What experience qualifications, if any, are required of new secretaries and stenographers?
6. What duties are performed by beginning secretarial and stenographic employees?
7. Are secretarial and stenographic vacancies filled by new employees or are they filled from other office personnel on a promotional basis?

8. What methods are followed in hiring new secretaries and stenographers?

Scope and Limitations. The data used in this study were obtained through personal interviews with personnel directors or office managers— or persons designated by them—of fifteen oil companies located in the state of Oklahoma. The oil companies are situated in the north-central and north-eastern sections of the state and are considered by the investigator to be representative of the majority of oil companies in Oklahoma.

Geographic locations of the oil companies included in this survey are as follows:

<u>Number of Companies Surveyed</u>	<u>Location</u>
12	Tulsa
2	Bartlesville
1	Ponca City
—	
Total	15

Information obtained from the personnel or office managers—or persons designated by them—during the interviews pertained only to office employees classified by the companies as secretaries and stenographers. This limitation in the scope of the study was decided upon after learning of the performance standards required of lesser office workers. The clerk-typist, as described in the Dictionary of Occupational Titles, "Does general clerical work not requiring special schooling or training . . ." ¹ Since the purpose of this

¹Dictionary of Occupational Titles, Division of Standards and Research, United States Government. June, 1939, p. 188.

study is primarily to determine employment standards requiring special training, lesser job classifications of office workers were eliminated and the study was confined to the employment standards required of beginning secretaries and stenographers.

Many data obtained in the study are limited to opinions of the personnel directors or office managers interviewed. Since the personal interview was used for gathering the data, no attempt was made to ascertain from the secretarial and stenographic employees what they considered to be shortcomings in their pre-employment training. It was recognized that such information is valuable; however, the time which would have been required to conduct personal interviews with a representative number of employees was considered to be so great as to make such an undertaking impracticable.

No attempt was made in this study to set up or define any particular methods for teaching secretarial office practice, as there is much literature available on the subject from which business education teachers can adapt the method best suited to the particular needs of their students.

Definitions. The definitions for secretary and stenographer given in the Dictionary of Occupational Titles were found to be all-inclusive and, therefore, were used verbatim in this study to identify the two job classifications.

Secretary - Performs general office work in relieving executives and other company officials of minor executive and clerical duties; Takes dictation, using shorthand or a Stenotype machine; transcribes dictation or the recorded information reproduced on a transcribing machine; makes appointments for executive and reminds him of them; interviews people coming into office, directing to other workers those who do not warrant seeing the executive; answers and makes phone calls; handles personal and important mail, writing routine correspondence on own initiative. May supervise other clerical workers.²

²Ibid., p. 804.

Stenographer - Takes dictation in shorthand or correspondence, reports, and other matter and transcribes dictated material, writing it out in longhand or using a typewriter. May be required to be versed in the technical language and terms used in a particular profession. May perform a variety of related clerical duties. May take dictation on a Stenotype machine or may transcribe information from a sound producing record.³

Importance of the Study. Within the state of Oklahoma are located headquarters for many oil companies. Many of these companies are large, and the diversity of their interests make it necessary for them to maintain large and efficient office staffs.

Not a small item in the efficient functioning of an office is the performance of its secretarial and stenographic personnel.

If the opportunities for employment of secretaries and stenographers with oil companies are great enough, it may be advisable for certain high schools and colleges in the state to provide training in their secretarial office practice courses which would better equip their graduates to perform the duties of secretaries and stenographers with oil companies.

With reference to occupational opportunities and employment standards required by business in a given community, B. Frank Kyker says:

conclusion

If graduates of vocational business programs are to secure employment, the kinds of vocational business training offered in any school should be determined by the kinds of business occupations in the school service areas that are open to graduates of the age and educational levels of those being trained. In other words, it is necessary that there be a close relation between the number of trained and the kinds of training and the employment opportunities in the community. Moreover, the subject matter should be continuously adjusted, through job analyses, to the particular occupations for which training is being given. If vocational business graduates are to render satisfactory service in the initial job, the training standards in

³Ibid., p. 886.

terms of knowledge, skills, attitudes, and personal qualifications should be based on satisfactory employment requirements in government and in business.⁴

Haynes and Humphrey emphasize the importance of research in determining the content of an office practice course. They say:

Since office practice is a course usually given to students immediately before they enter the business world, continuous research in this subject is vital to its practical effectiveness. Office-practice courses, above all others, must not lag behind the practices of business.⁵

Also emphasizing the importance of continuous research in office practices, James M. Thompson says:

Continuous research is needed in office practice in order that the teacher may know prevailing business customs; how much training should be given in each phase of office work; the office machines to use; the tasks that may be learned "on the job"; and the amount of time to be devoted to each phase of the office work.⁶

In view of the fact many of the secretarial graduates from Oklahoma Agricultural and Mechanical College—and, doubtless, many graduates of other colleges and high schools in the State—secure employment with oil companies, the problems of determining employment standards required of beginning secretarial and stenographic employees and the opportunities available for such employment, were considered of sufficient importance to warrant making this study.

Sources of Data. The interview method of normative-survey research was utilized in gathering data pertaining to employment standards required by

⁴S. Frank Kyker, "Factors That Contribute to the Achievement of Standards in Vocational Business Training," The National Business Education Quarterly, XII (March, 1944), p. 6

⁵Benjamin R. Haynes and Clyde W. Humphrey, Research Applied to Business Education, p. 43.

⁶James M. Thompson, "Unsolved Problems in Business Education," The National Business Education Quarterly, I (May, 1942), p. 41.

oil companies of beginning secretaries and stenographers.

An interview schedule, in the form of a questionnaire, was prepared for use in the personal interviews. In each instance, the interview was conducted with the person most directly responsible for the selection of new secretarial and stenographic employees—either the personnel director or office manager of the company, or a person designated by him.

Other data were obtained from literature and research studies in the field of business education.

Method of Research. The interview method of normative-survey research was selected as being the most appropriate for gathering data necessary for the study.

Carter V. Good, A.S. Barr, and Douglas E. Scates say ". . . normative-survey research is designed to secure information on conditions or practices as they exist."⁷ Of the interview method for gathering data, they say:

By means of the interview it is possible to secure many data that cannot be obtained through the less personal procedures of distributing a reply blank. . . . Again, the interview permits the interviewer to gain an impression of the person who is giving the facts, to form some judgment of the truth in the facts, and to "read between the lines," things that are not said.⁸

Leonard V. Koos, in his book, The Questionnaire in Education, gives as one of his recommendations for using the questionnaire in research: "Wherever possible, it is preferable to use the oral questionnaire, that is, the interview,

⁷Carter V. Good, A. S. Barr, and Douglas E. Scates, The Methodology of Educational Research, p. 373.

⁸Ibid., p. 378.

to the written questionnaires."⁹

Cecil C. DeHaven, commenting on the importance of the interviewer using tact and good judgment when approaching and interviewing businessmen, writes:

In general, most business people are interested in business education and are willing to help out, in fact, are a little flattered to be interviewed if one goes at it in the right way and at the right time.¹⁰

Procedure. The purpose for which this study was made was to learn of the employment standards required by oil companies in the state of Oklahoma for beginning secretaries and stenographers, and, in the light of such findings, to determine whether or not special training should be included in colleges and certain high schools of the state to prepare students for these specific jobs.

After the questions to be answered by the study had been specifically outlined, related theses and other pertinent literature were studied, and, with assistance from these materials, an interview schedule was drafted. An interview guide used by Esther B. Bricker¹¹ was found to be of particular help, and liberal use was made of parts of her questionnaire.

A tentative interview schedule was presented to a seminar of graduate students in business education for criticism, and changes in the schedule were made to conform to the suggestions received. The revised schedule was presented to the chairman of the thesis committee for criticism. Following the third revision, the interview schedule was submitted to the Head of the Department of Secretarial Administration to receive his opinions; and, to-

⁹Leonard V. Koos, The Questionnaire in Education, p. 161.

¹⁰Cecil C. DeHaven, "Commercial Surveys—Are They Worthwhile?" Review of Commercial Education, Volume 37 (July, 1940), p. 13.

¹¹Esther Bernice Bricker, A Study to Determine the Basis for an Office Practice Course in Nowata, Oklahoma, Master's Thesis, Oklahoma Agricultural and Mechanical College, 1945.

gather with a record of his suggestions, the schedule was presented to the chairman of the thesis committee for final approval. The interview schedule was approved and was then duplicated on the Mimeograph. A copy of the interview schedule is included in the Appendix.

The list of oil companies to be included in the survey was compiled from two sources:

1. Companies suggested by the Head of the Department of Secretarial Administration that were known to have personnel directors or office managers active in the National Office Management Association; and

2. Companies suggested by the Assistant Dean of the Division of Commerce were included because each year many graduates of the Division of Commerce gain employment with these companies.

It was especially desirable that oil companies with personnel directors or office managers belonging to NOMA be included in the study, for it was believed that these organizations required higher standards of performance of their office personnel, and that this would probably be reflected in the employment standards maintained by these companies. Also, NOMA is active in promoting closer co-operation between business and the school. Oakah L. Jones, while president of the National Office Management Association, included the following in his list of activities which NOMA is sponsoring in an effort to promote better understanding and co-operation between business and the school:

1. NOMA is attempting to work on all levels: The high school level, the college or university level, and with the private school.
2. Every NOMA chapter has an educational committee whose work is supervised and co-ordinated by a national committee and whose duty it is to work with the educators in the community. One of the purposes of the organization is "To assist established educational and other institutions to interpret the needs of commerce and industry insofar as the curriculum of study and training for a business career is concerned." . . .

3. Studies concerning opportunities and needs of business and educators in their communities are being made and published by the local committees. . . . NCMA is encouraging this type of activity in each community.¹²

Prior to surveying the first oil company, the investigator held a trial interview with the executive secretary of the School of Education. The interview schedule was completed and the approximate time required for completion was determined. Also, from this trial interview, the investigator learned of certain points in the interview schedule which would probably require more detailed explanation in the interviews which were to follow than had been anticipated.

The writer conducted all of the interviews. In each company, the writer asked to see the personnel director or office manager, whichever was in charge of selecting new secretarial and stenographic employees. Throughout the remainder of the study, the persons with whom the interviews were held are referred to as "personnel directors," although in several instances, the writer was directed to other persons--designated by the personnel directors or office managers--with whom the interviews were held. This explanation is made at this time in order that the more convenient identification of "personnel director" may be used.

Interviews were held on dates indicated in the following schedule:

<u>Number of Companies Surveyed</u>	<u>Location</u>	<u>Dates of Interviews</u>
2	Bertlesville	March 4, 1949
1	Ponca City	March 15, 1949
12	Tulsa	March 17-18, 1949
<hr/>		
Total	15	

¹²Osiah L. Jones, "Business Takes a Look at Our Educational Program," Review of Business Education, (January, 1948), p. 19.

Data received from the interviews were tabulated. Tables were then constructed and interpretations made in keeping with the purpose of the study.

CHAPTER II

SURVEY OF RELATED LITERATURE

The literature surveyed includes related information appearing in textbooks, articles in business education magazines, and research studies which have been completed. The material which follows pertains to the importance, placement, and content of the course in secretarial office practice.

Related Information Appearing in Textbooks and Business Education

Magazines. The secretarial office practice course, whether given in the high school, business college, or college, is a finishing course for prospective stenographers and secretaries that is usually given to the students immediately before they enter the business world.¹ As such, the practices followed and the standards maintained in such a course should not lag behind those desired by business. For the course to be most effective, the teacher of the course must keep abreast of the prevailing business practices and standards; and this can be done most satisfactorily through research.

Benjamin R. Haynes and Jessie Graham, in commenting on the importance of carrying on continuous research in a community, say:

By means of research, the office practice teacher will know how much training should be given in each phase of office work, which office machines should be used, which tasks may be learned "on-the-job," and the relative amount of time that should be given to each division of office work.²

¹Benjamin R. Haynes and Jessie Graham. Research in Business Education, 1932, p. 39.

²Ibid., p. 40.

Research also yields information which is of value to the office practice teacher in counseling and advising students. From job analyses and occupational surveys come data about jobs which may be of much help in assisting students to choose vocations. From the survey findings, a student may see how his qualifications to perform a job compare to the qualifications required by business. He may see what the requirements of a job are in the way of educational background, experience, and so forth.³

McKee Fisk stresses the importance of the office practice course in the following manner:

Business education must accept the viewpoint of business. The abstract objectives of book learning must be superseded by actual business practice in the training program. The curriculum must be modified and adjusted to meet the actual situations in which preparing for initial employment is the chief objective of vocational training. Keeping in touch with business, co-operating with employment managers, discovering marketable standards of achievement are measures which business education must follow leading toward the accomplishment of their objectives.⁴

From the standpoint of business, the selection procedures followed in locating and hiring new secretaries and stenographers are designed primarily to provide business with efficient office workers. Naturally, business will select the best qualified persons available. Therefore, it is up to the schools to provide adequate occupational training which will enable the students to secure initial positions.

John J. W. Meuner and Benjamin R. Haynes say:

When all factors are considered, the cost of employing a new worker may be quite considerable. If this worker does not fit into the job for which he was selected and must be transferred or eliminated, much of this money is lost, along with the costly delays resulting

³Harold E. Burt, Principles of Employment Psychology, 1942 (Revised Edition), p. 509.

⁴McKee Fisk, The National Business Education Outlook, Ninth Yearbook, 1943, p. 223.

from mistakes or from insufficient number of workers. It therefore becomes an important problem of management to select correctly the best qualified persons. . . .⁵

Irol Whitmore Balsley, in presenting a suggested course of study in secretarial office practice, says:

The objective of a secretarial office practice course should be the development of the ability to handle efficiently the responsibilities and duties of a secretarial position. . . . Anyone who aspires to a secretarial (stenographic) position should acquire:

- (1) desirable work habits, attitudes, and personal characteristics
- (2) knowledge of
 - (a) office organization, supervision, and management
 - (b) secretarial positions as careers
 - (c) banking facilities
 - (d) techniques in handling calls and callers
 - (e) procedures in handling mail
 - (f) business ethics
- (3) skill in
 - (a) filing
 - (b) composing routine letters
 - (c) use of dictionary and other reference books
 - (d) evaluating work
 - (e) use of telephone services
 - (f) use of telegraph, cable, and radio services
 - (g) report and manuscript writing
 - (h) making statistical reports, graphs, charts
 - (i) travel information
 - (j) use of office machines (if not taught in another course)
 - (k) transcription (if not taught in another course)
- (4) job intelligence
- (5) ability to produce by using the foregoing in effective combination.⁶

⁵ John J. W. Neuner and Benjamin R. Haynes, Office Management and Practices, 1947, p. 480.

⁶ Irol Whitmore, The Changing Business Education Curriculum, The American Business Education Yearbook, Volume IV, 1947. p. 294-295.

Ellen Nordvig, Florence Kahnke, Jean Trahair, and Helen Schumacher,⁷ graduate students in business education at Northwestern University during the summer of 1944, made a study of occupational data for students planning to enter the stenographic field.

The most frequently performed duties were found to be:

1. Typing letters
2. Answering and using the telephone
3. Dictating simple letters
4. Transcribing letters
5. Addressing envelopes
6. Folding letters
7. Inserting letters in envelopes
8. Ordering supplies of various kinds for the office
9. Taking telephone notations or other memoranda
10. Writing letters not dictated
11. Sending telegrams

The training required to satisfactorily perform the duties of the stenographer included:

1. A solid general educational background
2. A study of general business subjects, such as economic geography, salesmanship, advertising, economics, and business law
3. Highly intensified skill training

It was found that the more progressive offices do not generally employ persons with less than a four-year high school education.

The traits most helpful and necessary in this type of work are:

- | | |
|--------------------|----------------------|
| 1. Loyalty | 11. Discrimination |
| 2. Intelligence | 12. Accuracy |
| 3. Dependability | 13. Neatness |
| 4. Initiative | 14. Memory |
| 5. Promptness | 15. Foresight |
| 6. Good breeding | 16. Cheerfulness |
| 7. Industriousness | 17. Willingness |
| 8. Adaptability | 18. Honesty |
| 9. Judgment | 19. Thoroughness |
| 10. Forcefulness | 20. Interest in work |
| | 21. Consideration |

⁷Ellen Nordvig, Florence Kahnke, Jean Trahair, and Helen Schumacher, "Vocational Information for Prospective Stenographers," The Business Education World, June, 1945, pp. 557-560.

Some of the special abilities required are:

1. In general, an average intelligence
2. To be able to write a good business letter without misspelled words, grammatical errors, and mistakes in punctuation
3. Accuracy in the fundamental arithmetical processes
4. To file and find letters and other business papers
5. To work under pressure.

The best avenues for promotion are to the secretarial positions.

Related Master's Theses. Bernice Jones⁸ made a study of stenographic requirements in one hundred business firms in the state of Iowa. The study was made for the purpose of gathering data to be used in determining the content for a course in secretarial office practice. Data were gathered by means of check lists which were sent to office managers.

The duties most frequently performed by stenographers were found to be:

1. Transcription (Shorthand)
2. Dictation
3. Typewriting
4. Meet the public
5. Invoice clerk
6. Telephone duties
7. File clerk
8. Transcription (Dictating machines)
9. Compose own letters
10. Bill clerk

A four-year high school education was found to be the minimum education required by the majority of the firms. Several office managers preferred that their new stenographers have some business college training prior to employment.

The study indicated that stenographers should have a typing speed of between 50 and 60 words a minute, and should be able to take dictation at the

⁸ Bernice Jones, An Analysis of the Needs of Business as a Basis for Determining the Content of the Course in Secretarial Office Practice. Unpublished Master's Thesis, State University of Iowa, Iowa City, Iowa, 1940.

rate of 120 words a minute.

In the study, office managers listed the following characteristics and traits as being most desirable in stenographic employees:

- | | |
|------------------|----------------|
| 1. Intelligence | 7. Loyalty |
| 2. Accuracy | 8. Judgment |
| 3. Honesty | 9. Industry |
| 4. Dependability | 10. Interest |
| 5. Courtesy | 11. Appearance |
| 6. Co-operation | 12. Initiative |

Office managers indicated that typewriting, shorthand, bookkeeping, office practice, business English, and business arithmetic were subjects of much value to the stenographer and should be taught in high school. Labor economics, business organization, salesmanship, business law, banking, advertising, economics, marketing, and economic geography were subjects listed by office managers as being of some value to stenographers, but these courses should be given at the college level.

Beginning stenographers were found to be deficient in the following phases of training:

- | | |
|-----------------------|-----------------------------|
| 1. Punctuation | 7. Initiative |
| 2. Spelling | 8. Letter Composition |
| 3. Letter set-up | 9. Vocabulary |
| 4. Accuracy | 10. Transcription |
| 5. Sentence structure | 11. Ability to erase neatly |
| 6. Grammar | 12. Speed |

Dorothy Carson Denison⁹ made a study to determine the duties performed by the secretary, and the training required to properly perform these duties. The study involved one hundred secretaries located in eight large cities in the United States.

From the study, Mrs. Denison found that promotion to secretary was

⁹ Dorothy Carson Denison, The Training of a Secretary. Unpublished Master's Thesis, University of North Dakota, University, North Dakota, 1946.

usually made from a stenographic position or from another secretarial position, and that future advancement was usually to another secretarial position or to an executive position.

The duties most frequently performed by secretaries were found to be:

1. Take letters from dictation
2. Transcribe and typewrite the letters
3. Take dictation of various kinds
4. Transcribe and typewrite this dictation
5. Use the telephone
6. Make notes of telephone messages for employer
7. Handle incoming mail
8. Make notes on mail for superior to see
9. Handle personal and confidential outgoing mail
10. File various letters and other materials
11. Read outgoing mail
12. Keep a follow-up file
13. Meet callers
14. Make appointments
15. Keep employer reminded of engagements, things to do, etc.

The secretaries included in the study were agreed that they should have more intensive training in the following subjects while in high school:

1. English:
 - Grammar
 - Spelling
 - Punctuation
 - Sentence construction
 - Letter writing
2. Secretarial Practices
 - A knowledge of the various duties a secretary should perform
3. Training in meeting and handling people
4. A broad knowledge of business in general
5. A thorough knowledge of the particular business of the employer

Mrs. Denison found that a secretary should possess certain traits and characteristics if she desires to be a successful secretary. Some of the more important traits are:

- | | |
|------------------|--------------------------|
| 1. Intelligence | 5. Personal pleasantness |
| 2. Accuracy | 6. Patience |
| 3. Judgment | 7. Poise |
| 4. Dependability | 8. Loyalty |

- | | |
|-----------------------|----------------------|
| 9. Trustworthiness | 13. Memory |
| 10. Initiative | 14. Tact |
| 11. Courtesy | 15. Mental alertness |
| 12. Executive ability | |

Esther Bernice Bricker¹⁰ made a survey of the office occupations and office equipment of Nowata, Oklahoma, and a follow-up study of 30 graduates of Nowata High School for the years 1944, 1945, 1946 and 1947, who, with no further training, went to work in offices. Besides the 30 graduates, the study involved 60 employers in Nowata who employed a total of 98 office employees.

Both employers and graduates indicated that the following duties were most frequently performed by office employees:

1. Meet and handle people
2. Answer telephone
3. Operate office machines
4. Handle mail
5. Filing
6. Some typing
7. General clerical work not involving a knowledge of bookkeeping
8. Compose letters
9. General bookkeeping
10. Some shorthand and transcription

Employers commented that their office employees were unsatisfactory with respect to the following traits, and the graduates indicated that they should have received additional training in these traits while in high school:

1. Initiative
2. Sense of responsibility
3. Accuracy
4. Attention to details
5. Ability to take criticism
6. Ability to save time
7. Tact
8. System and orderliness

Employers reported that beginning office employees were deficient in

¹⁰ Esther Bernice Bricker, A Study to Determine the Basis for an Office Practice Course in Nowata, Oklahoma. Unpublished Master's Thesis, Oklahoma Agricultural and Mechanical College, Stillwater, Oklahoma, 1948.

the following subject matter fields and graduates believed that they should have received additional training in these subjects while in high school:

1. English
2. Spelling
3. Speech
4. Arithmetic
5. Penmanship

The office machines most frequently operated by the graduates were:

1. Typewriter
2. Adding machines
3. Calculating machines
4. Dictaphone
5. Check writer

The graduates were of the opinion that they should have received training on the following machines while in high school:

1. Adding machine
2. Calculator
3. Comptometer
4. Dictaphone

CHAPTER III

EMPLOYMENT REQUIREMENTS OF OIL COMPANIES

Chapter III summarizes data gathered by the investigator in his interviews with personnel directors of 15 oil companies in Oklahoma. The data pertain to the status and requirements of secretarial and stenographic positions in the oil companies.

Distribution of Employees in Companies Surveyed. The 15 oil companies included in the study employ a total of 1,436 secretarial and stenographic employees. Of this total, 328 are secretaries and 1,108 are stenographers. Thirty-one of the 328 secretaries are men, as are eleven of the 1,108 stenographers. Table I shows the distribution of secretaries and stenographers among the three cities in which the oil companies are located.

One company in Ponca City employs 37 secretaries and 70 stenographers; two companies in Bartlesville employ 111 secretaries and 360 stenographers; and twelve companies in Tulsa employ 180 secretaries and 702 stenographers.

Minimum Age at Which Employees Will be Hired. Eight of the 15 personnel directors indicated that they do not employ new employees to fill secretarial vacancies; therefore, they had no minimum age requirement for new secretaries. As will be shown in a later section of the chapter, secretarial vacancies in the companies are filled primarily with present employees. Seven personnel directors said they did employ new secretaries when the vacancies could not be filled by present employees. The minimum age required by these companies for beginning women secretaries varied considerably. Two personnel directors said they would employ secretaries who are 18 years old; one company's minimum age requirement is 20 years; two companies required their secretaries

TABLE I
GEOGRAPHICAL DISTRIBUTION OF SECRETARIAL AND STENOGRAPHIC
EMPLOYEES IN 15 OIL COMPANIES

Location	Number of Oil Companies Surveyed	Number of Employees				Total
		Secretaries		Stenographers		
		Men	Women	Men	Women	
Ponca City	1	7	30	0	70	107
Bartlesville	2	11	100	1	335	447
Tulsa	12	13	167	10	692	882
Total	15	31	297	11	1097	1436

This table should be read as follows: One company in Ponca City employs a total of 107 secretaries and stenographers. Of this total, 7 men and 30 women are secretaries and 70 women are stenographers.

to be at least 21 years old; and the two remaining companies have minimum age requirements of 23 and 25 years for their beginning secretaries. The average minimum age required for beginning women secretaries is 20.8 years.

Only three of the seven companies that will employ new secretaries indicated that they employ men secretaries. Each of the three companies maintains a different minimum age for its beginning men secretaries. The minimum ages are 18, 21, and 23 years. The average minimum age required for beginning men secretaries is 20.6 years.

As will be shown later, these data would seem to indicate that the high school graduate cannot hope to get initial employment as a secretary with an oil company immediately upon graduation.

With reference to stenographers, all of the companies employ new women stenographers, and 6 of the 15 companies employ new men stenographers.

One personnel director said the minimum age requirement for beginning women stenographers in his company is 17 years. Ten personnel directors indicated that they have minimum age requirements of 18 years for beginning women stenographers. Two companies require their beginning women stenographers to be at least 19 years old; two companies require minimum ages of 20 and 21 years for beginning women stenographers. The average minimum age for beginning women stenographers is 18 years.

Of the 6 companies that employ beginning men stenographers, 5 companies require a minimum age of 18. One company, which at present employs ten men stenographers, requires its beginning men stenographers to be at least 23 years old. The average minimum age for beginning men stenographers is 18.8 years.

These data would seem to indicate that, as far as age is concerned, stenographic positions with oil companies offer an area of employment for high school graduates.

TABLE II

MINIMUM EMPLOYMENT AGE REQUIRED OF SECRETARIES AND STENOGRAPHERS
AS REPORTED BY PERSONNEL DIRECTORS OF 15 OIL COMPANIES

	Men						Women													
	Age (Years)						Age (Years)													
	17	18	19	20	21	22	23	24	25	Average Age	17	18	19	20	21	22	23	24	25	Average Age
Secretaries		1			1		1			20.6		2		1	2		1		1	20.8
Stenographers		5					1			18.8		1	10	2	1	1				18

This table should be read as follows: Three of the fifteen companies will employ male secretaries; one company requires a minimum age of 18; another 21; and the third company, 23. The average minimum age for beginning men secretaries is 20.6 years.

Data on minimum age requirements are summarized in Table II.

Previous Experience Requirements. The data in Table III show that experience for secretaries is required in 11 of the 15 oil companies surveyed, and that one company prefers its new secretaries to have had previous secretarial experience. Two personnel directors of companies requiring experience of their secretaries, indicated that beginning secretaries should have had two or three years' experience in similar work.

Only two companies require experience of beginning stenographers; nine companies prefer that beginning stenographers have experience; and four companies indicated that previous experience was immaterial for beginning stenographers. One personnel director, after stating that previous experience was immaterial for stenographers in his company, qualified this statement by saying that, "Previous experience is immaterial if education makes up for lack of experience." Of the two companies requiring experience of their stenographers, the personnel director of one of the companies indicated that from one to two years in a similar position is sufficient; while the personnel director for the other company reported that six months in a similar position is sufficient for beginning stenographers.

From these data, it would appear that previous secretarial experience is required of persons desiring employment with oil companies as secretaries. This situation also accounts for the fact that the average minimum age for beginning secretaries, both men and women, is over 20 years. Thus, it may be assumed that this area of employment is closed to the high school graduate, and to business college and college graduates unless they can secure secretarial experience simultaneous with their education.

TABLE III
 PREVIOUS EXPERIENCE REQUIREMENTS FOR BEGINNING
 SECRETARIES AND STENOGRAPHERS

	No. of Personnel Directors Reporting	Previous Secretarial-Stenographic Experience		
		Required	Preferred	Immaterial
Secretaries	15	14	1	0
Stenographers	15	2	9	4

This table should be read as follows: Fourteen personnel directors reported that experience is required for secretaries, and one reported experience is preferred.

With regard to previous experience, stenographic positions with oil companies seem to offer an area of employment for stenographic-trained persons just out of high school or college.

Marital Status Preferred. Seven personnel directors of companies employing new secretaries, reported that the marital status of men secretaries is immaterial; however, for women secretaries, two personnel directors indicated that single women are preferred and five indicated that marital status is immaterial.

Personnel directors of two companies employing men stenographers, reported that the marital status of their men is immaterial. Five companies prefer women stenographers who are single, and ten personnel directors reported that the marital status of women stenographers in their companies is immaterial. Data concerning marital status preferred are summarized in Table IV.

From these data it may be concluded that, in most oil companies, the marital status of beginning secretaries and stenographers—both men and women—is immaterial so far as employment in the companies is concerned.

Minimum Educational Requirements. Personnel directors of the 15 oil companies were asked to indicate the minimum education required of beginning secretaries and stenographers in their companies. Five of the seven companies employing new secretaries require at least a high school education of their beginning secretaries. The other two companies require at least business college graduation for their new secretaries.

Fourteen companies require their beginning stenographers to be high school graduates, and one company employs only stenographers who are at least business college graduates. Two personnel directors whose companies require

TABLE IV
 MARITAL STATUS PREFERRED FOR BEGINNING
 SECRETARIES AND STENOGRAPHERS

	No. of Personnel Directors Reporting	Men			Women		
		S	M	I	S	M	I*
Secretaries	7			7	2		5
Stenographers	15			2	5		10

* Abbreviations: S-Single; M-Married; I-Immaterial

This table should be read as follows: Seven personnel directors, whose companies will employ men secretaries, reported that the marital status of their men secretaries is immaterial; 5 indicated they prefer single women secretaries; and 10 reported that marital status of women secretaries is immaterial.

at least high school graduation of their stenographers, reported that they prefer their stenographers to have had additional stenographic training either in business college or college, but that graduation from these institutions is not required.

Data indicate that high school graduation is the minimum education required of beginning secretaries and stenographers in the majority of oil companies. However, it will be to the benefit of the secretary and stenographer to secure additional secretarial training, either in business college or college.

Table V summarizes data pertaining to minimum educational requirements in the oil companies.

Distribution of New Secretaries and Stenographers Employed During a Normal Business Year. The 15 companies surveyed employ approximately 383 new secretaries and stenographers during a normal business year. Of this total, 27 are secretaries and 356 are stenographers. Several of the personnel directors for these companies considered the year 1948 as a normal business year, and gave exact figures on the number of secretaries and stenographers newly employed during this year. Others estimated the approximate number of secretaries and stenographers which were newly employed by their companies during a normal business year.

Table VI shows the geographical distribution of the new secretaries and stenographers employed by the 15 oil companies during a normal business year.

One company at Ponca City considered the year 1948 as a normal business year. During 1948, this company employed 25 new stenographic employees; secretarial vacancies are filled by promoting present employees.

TABLE V
 MINIMUM EDUCATIONAL REQUIREMENTS FOR EMPLOYMENT

	No. of Personnel Directors Reporting	Less Than High School Graduate	High School Graduate	Business College Graduate	College Graduate
Secretaries	7		5	2	
Stenographers	15		14	1	

This table should be read as follows: Five personnel directors reported high school graduation required for employment as secretary and two personnel directors reported business college graduation required.

TABLE VI

GEOGRAPHICAL DISTRIBUTION OF APPROXIMATE NUMBER OF
NEW SECRETARIES AND STENOGRAPHERS EMPLOYED
DURING A NORMAL BUSINESS YEAR

Location	Number of Oil Companies Reporting	Approximate Number of Newly Employed		
		Secretaries	Stenographers	Total
Ponca City	1	0	25	25
Bartlesville	2	25	95	120
Tulsa	12	2	236	238
	<hr/>	<hr/>	<hr/>	<hr/>
Total	15	27	356	383

This table should be read as follows: During a normal business year, one oil company located at Ponca City employs approximately 25 new stenographers.

At Bartlesville, where two companies were surveyed, 25 secretaries and 95 stenographers were estimated to be the minimum number of secretaries and stenographers newly employed during a normal business year.

Of the twelve companies surveyed in Tulsa, only one employs new secretaries, and this at an average rate of two a year in normal business years. The twelve companies employ approximately 236 new stenographic employees during a normal business year.

The personnel director for one of the larger oil companies in Tulsa reported that during the year 1948—considered by her to be a normal business year—her company employed 98 new stenographers. This company has better than a 50 per cent turnover in stenographic personnel each year. The reasons which the personnel director gave for this large turnover is the fact that the company's policy is to employ high school graduates, if they can satisfactorily complete the employment tests given by the company, to fill stenographic positions. All the stenographers are girls, and many of them marry and leave their jobs; while others leave to continue their education in college or business college.

The majority of personnel directors interviewed commented that the secretarial and stenographic turnover is due mainly to women employees marrying and leaving their jobs. Several commented that most of the women employees use their jobs with the oil companies only as stopgaps between high school and/or college graduation and marriage.

Expected Status of Secretarial and Stenographic Positions in the Oil Companies During the Next Five Years. Personnel directors of the oil companies surveyed were asked to indicate whether or not they anticipated changes within the next five years in the number of new secretaries and

stenographers employed by their companies during a normal business year.

Table VII summarizes the data which this question yielded.

Of the two companies surveyed in Bartlesville, one company anticipates no changes in the number of secretaries and stenographers newly employed each year; while the other company expects an increase in the number of secretaries and stenographers newly employed each year.

The company surveyed at Ponca City indicated that the number of persons newly employed each year to fill secretarial and stenographic positions is expected to increase within the next five years.

Ten of the twelve companies surveyed in Tulsa, indicated that no changes are expected in the number of secretaries newly employed each year; while two companies indicated that the number of secretaries newly employed each year is expected to increase.

Eight of the twelve companies expect no change in the number of stenographers newly employed each year; while four companies expect the number of stenographers newly employed each year to increase.

Of the companies included in the survey, 11 expect no change in the number of new secretaries employed by them during a normal business year. Four companies expect the number of secretaries which they employ new each year to increase.

Nine of the companies expect no change in the number of new stenographers employed each year; while six companies indicated that the number of new stenographers employed each year is expected to increase.

The reason given by companies expecting increases in the number of new secretaries and/or stenographers employed yearly is that plans for expansion are underway by these companies and an increase in the number of secretarial

TABLE VII

EXPECTED STATUS OF SECRETARIAL AND STENOGRAPHIC POSITIONS DURING THE NEXT 5 YEARS
AS REPORTED BY PERSONNEL DIRECTORS OF 15 OIL COMPANIES

Location	Number of Companies Surveyed	Secretaries		Stenographers	
		No Change Expected in Number Newly Employed Each Year	Increase Expected in Number Newly Employed Each Year	No Change Expected in Number Newly Employed Each Year	Increase Expected in Number Newly Employed Each Year
Bartlesville	2	1	1	1	1
Ponca City	1		1		1
Tulsa	12	10	2	8	4
Total	15	11	4	9	6

This table should be read as follows: Of the two personnel directors interviewed at Bartlesville, one indicated that he did not expect the number of new secretarial and stenographic employees hired by his company during a normal business year to change; one personnel director expects an increase in the number of secretaries and stenographers newly employed by his company each year.

and stenographic personnel is sure to be necessitated.

None of the companies indicated that the number of secretaries and stenographers is expected to decrease.

How Vacancies are Filled. In order to learn how the oil companies fill their secretarial and stenographic vacancies, personnel managers of the 15 companies were asked to indicate whether vacancies are filled by new employees, present employees on a promotional basis, or by both. Also, personnel directors were asked to indicate the order of procedure for filling the vacancies.

All of the companies fill secretarial vacancies by promoting other available and qualified office employees. Seven companies will, as a second step, employ new secretaries if there are no present employees qualified to fill the vacancies. Eight companies fill their secretarial vacancies by promoting present employees only, and do not employ new secretaries.

Stenographic vacancies in the companies are filled in a different order of procedure. Only eight companies fill stenographic vacancies with both present employees, as first preference, and with new employees, as second preference. Seven companies employ only new employees to fill stenographic vacancies. Personnel directors of these companies reported that lesser office positions are not filled with persons having stenographic qualifications; therefore, it is necessary for new employees to be hired to fill stenographic vacancies.

Data showing how secretarial and stenographic vacancies are filled are summarized in Table VIII.

Promotional Possibilities. Table IX shows from which office positions 15 personnel directors indicated that secretaries are promoted. Stenographers

TABLE VIII
WAYS IN WHICH 15 OIL COMPANIES
FILL SECRETARIAL AND STENOGRAPHIC VACANCIES

Vacancy	First Preference		Second Preference	
	Present Employees	New Employees	Present Employees	New Employees
Secretarial	15			7
Stenographic	8	7		8

This table should be read as follows: When filling secretarial vacancies, all 15 companies give first preference to present employees; only 7 companies will, as a second preference, hire new employees to fill secretarial vacancies.

TABLE IX

OFFICE POSITIONS FROM WHICH SECRETARIES ARE PROMOTED
AS REPORTED BY 15 PERSONNEL DIRECTORS

Office Positions	Number of Companies Reporting
Stenographers	15
Transcribers	1

This table should be read as follows: Fifteen personnel directors reported that stenographers in their companies are promoted to secretarial positions.

are the unanimous choice for promotion to secretaries. One personnel director reported that in his company office personnel classified as "Transcribers" are also frequently promoted to secretaries.

In Table VIII it was shown that only 8 of the 15 companies fill stenographic vacancies by, first, promoting any qualified present employees. Personnel directors of these 8 companies reported that stenographers are promoted from the following positions: Clerk-typists and typists, each mentioned by three personnel directors; file clerks, mentioned by two; and transcribers, duplicating machine operators, and mail-clerks—each mentioned by one personnel director. These data are summarized in Table X. The personnel directors reported that, at the time these employees came to work for the companies, they usually were not adequately trained to perform the duties of stenographers, but, through further study—either by attending night school or on their own initiative—they had become qualified to do stenographic work.

In order to learn of the promotional possibilities of secretaries and stenographers in the oil companies, personnel directors of the 15 companies were asked, "To what positions are present secretaries and stenographers promoted?" These data are summarized in Table XI and Table XII.

Personnel directors of all the companies reported that secretaries usually retain their payroll classification of "secretary" but that salary increments are made according to the salary policies of the companies.

Several companies maintain more than one grade of secretary in which cases secretaries are promoted to higher grades. For example, in a company having two grades of secretaries—Secretary I and Secretary II—a person classified as "Secretary I" may be promoted to "Secretary II."

Only one company follows a policy of promoting its secretaries to higher

TABLE X
OFFICE POSITIONS FROM WHICH STENOGRAPHERS
ARE PROMOTED AS REPORTED BY 8 PERSONNEL DIRECTORS

Office Positions	Number of Companies Reporting
Clerk-typists	3
Typists	3
File Clerks	2
Transcribers	1
Duplicating Machine Operators	1
Mail Clerks	1

This table should be read as follows: Eight companies promote present employees to stenographers. Personnel directors of three of these companies reported that stenographers in their companies are promoted from clerk-typists.

Each company was counted separately each time its personnel director supplied data concerning office positions from which stenographers in his company may be promoted.

TABLE XI
OFFICE POSITIONS TO WHICH SECRETARIES MAY BE PROMOTED

Office Positions	Number of Companies Reporting
Secretaries - Retain title, but receive salary increments	15
Lease Records Clerks	1

This table should be read as follows: Personnel directors of 15 oil companies reported that secretaries in their companies are not promoted to office positions other than secretarial positions, but that salary increments are made to the secretaries.

TABLE XII
OFFICE POSITIONS TO WHICH STENOGRAPHERS MAY BE PROMOTED

Office Positions	Number of Companies Reporting
Secretaries	15
Accounting Clerks	1
Bookkeepers	1

This table should be read as follows: Personnel directors of 15 oil companies reported that stenographers in their companies may be promoted to secretaries.

office positions. Secretaries in this company are frequently promoted to Lease Records Clerks.

One company had had several of its men secretaries promoted to executive positions, but the personnel director of the company indicated that these were exceptions rather than normal promotional procedure.

As was reported previously reported, all of the 15 companies follow the practice of promoting stenographers to secretaries. One company frequently promotes its stenographers to accounting clerks; another promotes them to bookkeepers.

Summarizing these data on promotional procedures for secretarial and stenographic personnel in the 15 oil companies, the policy followed by the companies seems to be either to employ new stenographers or promote present employees classified as "clerk-typist," "typists," or "file clerks" to stenographic positions. Stenographers are promoted to secretaries. Secretaries are not usually promoted to higher office positions, but retain their secretarial titles and receive salary increments according to the companies' policies.

Media Used in Locating New Employees. Table XIII shows the media used by the oil companies for locating new secretarial and stenographic employees. On the questionnaire used in interviewing personnel managers were listed six means through which prospective office employees might be located. Personnel managers were asked to indicate the means used most frequently and second most frequently by them for locating new employees.

Thirteen companies maintain company employment bureaus, and personnel directors of twelve of the companies reported that these company employment bureaus are the first-used means for locating prospective employees;

TABLE XIII
 MEDIA USED IN LOCATING PROSPECTIVE
 SECRETARIAL AND STENOGRAPHIC EMPLOYEES
 AS INDICATED BY 15 PERSONNEL DIRECTORS

Media	First Medium	Second Medium
Company Employment Bureau	12	1
College and/or High School Employment Bureau	1	5
Private Employment Agencies	1	4
United States Employment Agencies		4
Personal Acquaintances, Friends, or Relatives	1	1
	<hr/>	<hr/>
Total	15	15

This table should be read as follows: Twelve personnel directors reported that the first medium used by each of them to locate prospective secretarial and stenographic employees is their company employment bureau. One personnel director indicated that this is the second medium used by his company for locating prospective employees.

the thirteenth company uses its employment bureau as a secondary agent for locating prospective secretaries and stenographers. In most instances, every company employment bureau maintains a file or waiting list of persons desiring employment with the company as secretaries or stenographers.

College and/or high school employment bureaus were reported by one personnel director to be the agents most frequently used by his company for locating new employees. Five companies use this medium as a secondary means for locating new employees.

One personnel director indicated that his company contacts a private employment agency as a first step when looking for new employees. Private employment agencies were given as secondary means for locating new employees by four personnel directors. Several favorable comments were given by personnel directors for private employment agencies. As indicated by personnel directors of the five companies making frequent use of these agencies, each company has a particular employment agency which it uses. The employment agency knows what the oil company expects of a beginning secretary or stenographer, and so is able to make satisfactory placement of new employees.

None of the companies use United States employment agencies as primary media for finding new secretarial and stenographic employees; however, four companies use these as secondary media.

One personnel director reported that personal acquaintances, friends, or relatives of his or of other company employees were the first-used means for locating replacements in his company. One company uses these as secondary means for locating new secretaries and stenographers.

Newspaper advertisements are not used by any of the companies for locating new secretarial and stenographic employees. Several of the personnel directors commented that this means of locating new employees had not been used since the end of World War II.

These data would seem to indicate that persons desiring employment with oil companies as secretaries or stenographers, should apply direct to the oil companies' employment bureaus; also, that college and/or high school employment bureaus may be of much assistance in placing persons in jobs with oil companies.

Status and Nature of Employment Tests. (Of the 15 personnel directors interviewed, 12 indicated that their companies give tests to persons applying for employment as secretaries or stenographers; three companies do not give any kind of formal employment test.) Table XIV summarizes these data.

Four companies give employment tests that are company prepared. Tests given by these companies test an applicant's ability to typewrite, take dictation in shorthand, transcribe on the typewriter, and to spell correctly. Tests given by one company also judge an applicant's personality. Filing ability is tested by one company, as is the ability to operate the Comptometer.

Commercially-prepared tests are given to applicants by 8 companies. Tests given by these companies test an applicant's ability to typewrite, take dictation in shorthand, transcribe on the typewriter, and measure his intelligence. Tests given by seven of the companies judge an applicant's personality; six test spelling ability; two test filing ability. Several of the personnel directors indicated that some of the testing of applicants for their companies was done by private or United States employment agencies. Results of the tests are then made known to the oil companies by the employment agencies.

Commercially-prepared tests which are given to new employees most frequently, as reported by the personnel directors, are the Wonderlic Personnel Test and the Minnesota Clerical Test.

TABLE XIV
 STATUS AND NATURE OF EMPLOYMENT TESTS
 FOR SECRETARIAL AND STENOGRAPHIC APPLICANTS
 AS INDICATED BY 15 PERSONNEL DIRECTORS

	Number of Companies Reporting	Abilities and Traits Tested							
		Typewriting	Dictation	Transcription	Intelligence	Personality	Spelling	Filing	Comptometer
No Employment Tests Given	3								
Company-Prepared Tests Given	4	4	4	4	0	2	4	1	1
Commercially-Prepared Tests Given	6	8	8	8	8	7	6	2	0
Total	15	12	12	12	8	9	10	3	1

This table should be read as follows: Three of the 15 oil companies surveyed do not give employment tests to secretarial and stenographic applicants. Four companies give employment tests that are company prepared; personnel directors of these four companies reported that the tests were given to measure applicants' abilities in typewriting, shorthand dictation, machine transcription, and spelling; two of the personnel directors reported that tests given by their companies judged an applicant's personality; and so on.

The three companies which do not give employment tests, employ all new secretaries and stenographic employees on a probationary basis.

Minimum Training Qualifications in Typewriting, Shorthand, and Transcription. This section of the interview questionnaire was designed to reveal the minimum rates required of beginning secretaries in typewriting, shorthand dictation, machine transcription from shorthand notes, and machine transcription from voice recordings. The data are recorded in Table XV.

Of the seven companies employing new secretaries, one has no minimum typewriting, dictation, or transcription rate requirement. Of the six remaining companies, one requires a minimum typewriting rate of 45 words per minute; two require at least 60 wpm; two require 65 wpm; and one requires its beginning secretaries to be able to type at least 70 wpm. These rates are determined through several different methods. Three personnel directors reported that the commercially-prepared employment tests given by their companies provided timed writings which adequately measured applicants' typewriting abilities. Two personnel directors reported that 10-minute timed writings were given to secretarial and stenographic applicants, and that ten words were deducted for each typewriting error made by applicants. One company judges the typing ability of each applicant from his statements on the formal application--no typewriting test is given the applicant.

With regard to minimum shorthand dictation rates, three companies require beginning secretaries to take dictation at the rate of 100 wpm; one company requires a minimum rate of 110 wpm; and two require 120 wpm. Of these six companies requiring minimum shorthand dictation skills, two determine their applicants' shorthand abilities through the use of commercially-prepared tests; three companies provide timed dictations for periods of from 4 minutes to

TABLE XV

MINIMUM TYPEWRITING, SHORTHAND DICTATION, AND MACHINE TRANSCRIPTION RATES
 REQUIRED OF BEGINNING SECRETARIES AND STENOGRAPHERS
 IN 15 OIL COMPANIES

	Number of Companies Reporting	Companies Requiring No Minimum Standards	Typewriting Words Per Minute					Dictation Words Per Minute					Transcription Words Per Minute				
			45	50	55	60	65	70	80	90	100	110	120	25	30	35	40
Secretaries	7	1	1		2	2	1			3	1	2				1	
Stenographers	15	2	1	7		4	1			3	2	6	2			1	1

This table should be read as follows: Of the 7 companies that will employ new secretaries, 1 has no minimum typewriting, dictation, or transcription standard required; 1 company requires a minimum typewriting rate of 45 words per minute; 2 require 60 words per minute, and so on. The remainder of the table is read in the same manner.

10 minutes; and one company accepts the statements of applicants appearing on the application forms.

Only one company requires a minimum transcription rate of its beginning secretaries. This rate is 30 wpm, and is determined by an appropriate test included in the commercially-prepared tests given to applicants by the company.

None of the companies have minimum transcription rates from voice recordings, although secretaries in some of the companies use voice recording equipment.

For stenographers, 2 of the 15 companies require no minimum rates in typewriting, shorthand, or transcription--either from shorthand notes or voice recordings. Thirteen companies do have minimum typewriting standards and these are as follows: one company requires 45 wpm; seven companies require 50 wpm; four companies require 60 wpm; and one company requires at least 65 wpm.

In six companies, these rates are determined through commercially-prepared tests given to stenographic applicants. Five companies give applicants timed writings ranging in length from 5 minutes to 15 minutes, and deduct 10 words for each typewriting error which an applicant makes. Two companies accept the applicant's statements appearing on the formal applications with reference to typewriting ability.

Three companies require a minimum shorthand dictation rate of 80 wpm and two companies require 90 wpm. Beginning stenographers in six companies must be able to take dictation in shorthand at a minimum rate of 100 wpm. Two companies require a dictation rate of 110 wpm.

Shorthand dictation ability of applicants is measured in six companies through the use of commercially-prepared employment tests. Five companies give timed dictation to applicants for periods of from 3 to 10 minutes. Two companies

accept the statements of applicants with reference to shorthand dictation ability.

Only two of the 15 companies require minimum transcription rates from shorthand notes of their beginning stenographers. One company requires a minimum transcription rate of 25 wpm and one requires a rate of 40 wpm. In each instance, the transcription rate is determined through the use of commercially-prepared tests which are designed to measure this ability.

Although several companies make use of voice recording equipment, none of the personnel directors indicated that a minimum transcription rate from voice recordings was required.

These data would seem to indicate that for a person desiring employment with an oil company as secretary, a minimum typewriting rate of from 60-65 wpm is necessary, and he should be able to take dictation in shorthand at a minimum rate of 110 wpm.

For a stenographer, a minimum typewriting rate of from 50-60 wpm is necessary, and a dictation rate of approximately 100 wpm is desirable.

For both secretaries and stenographers, average transcription ability from shorthand notes is sufficient.

The investigator is aware of the fact that the minimum shorthand dictation rates required of both secretaries and stenographers are rather high and that on-the-job dictation requirements are probably considerably lower than these rates; however, personnel directors of the companies included in the study indicated that these are the average minimum dictation rates required of secretaries and stenographers for initial employment in their companies.

Minimum Training Qualifications on Office Machines. Table XVI

summarizes data pertaining to the degree of skill required of beginning

TABLE XVI
OFFICE MACHINES TRAINING REQUIRED
OF BEGINNING SECRETARIES AND STENOGRAPHERS

	Companies Reporting	Adding Machines			Duplicating Machines			Calculating Machines			Addressing Machines		
		S	S/S	N	S	S/S	N	S	S/S	N	S	S/S	N*
Secretaries	7			7	1	1	5			7			7
Stenographers	15		2	13	1	2	12		1	14			15

* Abbreviations: S - Skilled; S/S - Semi-Skilled; N - No Training

This table should be read as follows: Of the 7 companies employing new secretarial employees, none require new secretaries to have had training in the operation of adding machines; 1 company requires its beginning secretaries to be skilled in the operation of duplicating machines; another requires its new secretaries to be semi-skilled in the operation of duplicating machines; and 5 companies do not require their beginning secretaries to have had training in the operation of duplicating machines. The remainder of the table is read in the same manner.

secretaries and stenographers in operating some of the more commonly-used office machines.

Personnel directors were asked to indicate the degree of skill required of beginning secretaries and stenographers in operating the following machines: Adding machines; calculating machines; duplicating machines; and addressing machines. Under the section of the questionnaire entitled "Degree of skill," each personnel director was asked to indicate whether the beginning employee was required to be skilled or semi-skilled in the operation of the machines, or whether no training was required.

"Semi-skilled," as defined on the interview schedule, is used here to describe workers who have an elementary knowledge of the operation of the machine and its fundamental applications, but whose operating skill is below that required of a specialized operator.

None of the seven companies employing new secretaries require their secretaries to have had training in the operation of adding machines.

On duplicating machines, one company requires beginning secretaries to be skilled in their operation; another company requires secretaries to be semi-skilled in their operation. Five companies require no duplicating machines training of their beginning secretaries.

None of the companies require training on calculating or addressing machines of their beginning secretaries.

For stenographers, two companies require that they be semi-skilled in the operation of adding machines. Thirteen companies do not require any adding machine training of new stenographers.

One company requires its beginning stenographers to be skilled in the operation of duplicating machines, and two companies require stenographers

to be semi-skilled in their operation. Twelve companies do not require any training on duplicating machines of their new stenographers.

One company requires its new stenographers to be semi-skilled in operating calculating machines; fourteen companies require no training on these machines.

None of the companies require training on addressing machines of their beginning stenographers.

These data would seem to indicate that, in addition to the typewriter and Dictaphone and/or Ediphone machines, instruction and training of a rather detailed nature should be provided in a secretarial office practice course in the operation of duplicating machines.

Duties Performed by Secretaries and Stenographers. Personnel directors were asked to indicate the duties performed by secretaries and stenographers in their companies—duties other than those included in the definitions of a secretary and stenographer given on the interview schedule. This question was asked of personnel directors to see if—and where—the duties of oil company secretaries and stenographers differ from duties performed by the same types of employees in other business firms.

Seven personnel directors reported that the definition given for a secretary included all the duties performed by beginning secretaries in their companies. Personnel directors of the eight remaining companies reported that secretaries in their companies performed the following duties, not included in the definition, which are listed in the order of their frequency of mention:

- Filing
- Maintain confidential file
- Some bookkeeping
- Prepare reports
- Take dictation over telephone
- Know of travel facilities, and make reservations

Nine personnel directors reported that the definition of a stenographer given on the interview schedule adequately covered all the duties performed by stenographers in their companies. Personnel directors for the six remaining companies indicated that stenographers in their companies also performed the following duties, listed in the order of their frequency of mention.

- Filing
- Some bookkeeping
- Type contracts and other legal papers
- Route mail
- Type payroll summaries
- Type tabulated material
- Prepare stencils and master sheets

Special Training. Seven of the 15 personnel directors interviewed were of the opinion that there is special training, peculiar only to the oil industry, which should be included in office practice courses in which students are being prepared for employment with oil companies as secretaries and stenographers.

Table XVII presents this information.

"How to write and interpret land descriptions" was suggested by four personnel directors as training which prospective oil company secretaries and stenographers should get in their high school or college office practice course. These personnel directors reported that secretaries and stenographers need to know how to write and interpret land descriptions for sections, townships, ranges, and so forth.

"Technical terms of the petroleum industry--how to write and use the terms" was special background training suggested by one personnel director which he believed prospective oil company secretaries and stenographers should receive from office practice courses.

Several of the personnel directors who indicated that no special training peculiar to the oil industry should be given in high school or college office

TABLE XVII
 SPECIAL TRAINING WHICH 7 PERSONNEL DIRECTORS BELIEVE
 SHOULD BE GIVEN IN OFFICE PRACTICE COURSES

Special Training Suggested	Number of Personnel Directors Who Believe This Training Should be Given
How to write and interpret land descriptions; that is, sections, townships, and so forth	4
Technical terms of the petroleum industry—how to write and use the terms	2
A knowledge of the functions and operations of oil companies	1

This table should be read as follows: Four personnel directors believe that students in office practice courses, who plan to work for oil companies after leaving school, should be taught how to write land descriptions.

practice courses, commented that, most of all, their beginning secretarial and stenographic employees were in need of good general educations, and thorough stenographic training. They believe that with these prerequisites, the individual companies can give any special training which their secretaries and stenographers need.

Two personnel directors chose this section of the interview schedule to report that students who plan to work after leaving school need instruction and training in how to apply for jobs and how to fill out application forms. Samples of previously-executed application forms were shown to the investigator to illustrate the points which the personnel directors had in mind. Many of the directions appearing on the application forms had been disregarded; consequently, applicants filling them out were not even considered for employment. The personnel managers assumed that if applicants could not follow instructions when applying for employment, they would probably be just as unreliable when on a job.

CHAPTER IV

EVALUATION OF THE TRAINING OF BEGINNING
SECRETARIES AND STENOGRAPHERS

In order to determine whether or not the secretarial training provided in high schools and colleges in the past had been sufficient to prepare students for employment with oil companies as secretaries and stenographers, personnel directors were asked to indicate whether these beginning office employees were adequate or inadequate in the following phases of secretarial training: Office machines, subject matter, office duties, and personal traits.

In answering this section of the interview schedule, personnel directors were asked to consider the quality of work done by the majority of beginning secretaries and stenographers in their companies in the past. The questions were to be answered in the light of these considerations.

Personnel Directors' Opinions Concerning Office Machines Training of New Secretaries and Stenographers. Of the 7 companies employing new secretaries, personnel directors of two companies reported that beginning secretaries do not use Dictaphone or Ediphone equipment. Two personnel directors reported that new secretaries are adequately trained in the use of this equipment. Three personnel directors indicated that beginning secretaries are inadequately trained in the use of Dictaphone and/or Ediphone equipment.

Adding machines are not used by new secretaries in 3 companies. Two personnel directors reported that new secretaries in their companies are adequately trained in the use of adding machines; two personnel directors reported this training inadequate.

Calculating machines were found to be used by beginning secretaries in

only one of the 7 companies. The personnel director for this company reported that new secretaries are inadequately trained in the operation of calculating machines.

In none of the companies do secretaries use addressing machines.

Secretaries in 4 companies do not operate duplicating machines. Secretaries in 3 companies are considered to be adequately trained in the operation these machines.

Only one of the 7 personnel directors reported that beginning secretaries use the Comptometer and IBM Key Punch Machines, and on both types of machines beginning secretaries are inadequately trained.

Stenographers in 9 companies do not use Dictaphone or Ediphone equipment. Three personnel directors reported that Dictaphone and/or Ediphone training of beginning stenographers in their companies had been adequate; however, personnel directors for three companies reported this training inadequate for their beginning stenographers.

Adding machines are not used by stenographers in six companies. Seven personnel directors reported that beginning stenographers in their companies frequently operate adding machines and that their training on the machines is adequate. Two personnel directors believed this training to be inadequate.

Eleven personnel directors reported that beginning stenographers in their companies did not use calculating machines. Three personnel directors reported that the calculating machine training of their beginning stenographers is adequate; one personnel director reported this training as inadequate.

In none of the companies do beginning stenographers use addressing machines.

Duplicating machines are not used by stenographers in nine companies. In five of the companies in which these machines are used by beginning stenographers,

personnel directors indicated that the stenographers' training is adequate. One personnel director reported that beginning stenographers in his company are inadequately trained in the operation of duplicating machines.

The Comptometer and IBM Key Punch Machines were each used by only one of the 15 companies, and the personnel director of this company reported that beginning stenographers are inadequately trained in the operation of each.

These data on office machine training for both secretaries and stenographers seem to indicate that the training has, in most instances, been adequate; however, instruction and training should be provided in secretarial office practice courses for adding machines, Dictaphone and/or Ediphone equipment, and duplicating machines before providing training on less-used office machines. Data pertaining to the office machines training required of beginning secretaries and stenographers are summarized in Table XVIII.

Subject Matter Training of New Secretaries and Stenographers. Table XIX summarizes the opinions of personnel managers with reference to the adequacy or inadequacy of subject matter training of beginning secretaries and stenographers.

Personnel directors of four of the seven companies that will employ new secretaries, reported that beginning secretaries possess adequate knowledge of grammar and punctuation; however, the three remaining personnel directors reported beginning secretaries inadequate in these subject matter areas.

Five personnel directors indicated that new secretaries are adequate in their ability to spell; two reported this ability inadequate in their beginning secretaries.

Arithmetic, speech, and filing were reported by six personnel directors as subject matter areas in which their beginning secretaries are adequate. One personnel director reported that beginning secretaries in his company are

TABLE XVIII

OFFICE MACHINES TRAINING OF BEGINNING
SECRETARIAL AND STENOGRAPHIC EMPLOYEES THAT IS REGARDED
AS ADEQUATE OR INADEQUATE BY 15 PERSONNEL DIRECTORS

Office Machines	Secretaries (7 Companies)			Stenographers (15 Companies)		
	Do Not Use	Adequate	Inadequate	Do Not Use	Adequate	Inadequate
Dictaphone and/or Ediphone	2	2	3	9	3	3
Adding Machines	3	2	2	6	7	2
Duplicating Machines	4	3		9	5	1
Calculating Machines	6		1	11	3	1
Comptomster	6		1	14		1
IBM Key Punch Machines	6		1	14		1
Addressing Machines	7			15		

This table should be read as follows: Of the 7 companies employing new secretarial employees, personnel directors of 2 companies reported that secretaries do not use Dictaphone and/or Ediphone machines; 2 personnel directors indicated that the Dictaphone and/or Ediphone training of the new secretaries had been adequate; and 3 reported that this training had been inadequate.

TABLE XIX

SUBJECT MATTER IN WHICH 15 PERSONNEL DIRECTORS
INDICATE THAT BEGINNING SECRETARIES AND
STENOGRAPHERS ARE ADEQUATE OR INADEQUATE

Subject Matter	Secretaries (7 Companies)		Stenographers (15 Companies)	
	Adequate	Inadequate	Adequate	Inadequate
Grammar	4	3	3	12
Punctuation	4	3	4	11
Spelling	5	2	3	12
Arithmetic	6	1	11	4
Penmanship	7		13	2
Speech:				
Manner of Delivery	6	1	12	3
Tone of Voice	6	1	12	3
Enunciation	6	1	11	4
Typewriting	7		12	3
Shorthand	7		10	5
Transcription	7		9	6
Filing	6	1	9	6

This table should be read as follows: Four of the 7 personnel directors of companies employing new secretaries, indicated that beginning secretaries are adequate in grammar; 3 personnel directors indicated that beginning secretaries were inadequate in grammar. Three of the 15 companies employing new stenographers, find beginning stenographers to be adequate in grammar; 12 find their beginning stenographers to be inadequate in grammar.

inadequate in each of these subject matter areas. On the interview schedule, speech was divided into manner of delivery, tone of voice, and enunciation.

Personnel directors of all seven companies reported that secretaries are adequate in penmanship, typewriting, shorthand, and transcription.

Beginning stenographers were reported by 12 of the 15 personnel directors to be inadequate in grammar and spelling; only 3 personnel directors reported stenographers adequate in these subject matter fields.

Punctuation was reported by 11 personnel directors as subject matter in which beginning stenographers were inadequate. Four personnel directors indicated that beginning stenographers are adequate in punctuation.

Filing and transcription were listed as inadequate for beginning stenographers by six personnel directors; nine personnel directors reported that these subject matter areas are adequate.

Ten personnel directors reported that the knowledge of shorthand possessed by beginning stenographers is adequate; five reported this skill inadequate in beginning stenographers.

Eleven personnel directors indicated that beginning stenographers in their companies are adequate in arithmetic and enunciation (speech).

Manner of delivery, tone of voice, and typewriting were each reported by 12 personnel directors as areas in which beginning stenographers are adequate.

Thirteen personnel directors reported that beginning stenographers are adequate in penmanship.

It is believed that these data on subject matter training of secretaries and stenographers justify the inclusion in secretarial office practice courses of remedial programs in grammar, spelling, and punctuation. Adequate provision

should be made to acquaint students in secretarial office practice courses with the various systems of filing. Also, secretarial office practice students should have many opportunities to take dictation in shorthand and to transcribe on typewriters from their shorthand notes. The importance of facility in machine transcription should be impressed upon prospective secretaries and stenographers.

Data on subject matter training of beginning secretaries and stenographers are presented in detail on Table XIX.

Training of Beginning Secretaries and Stenographers in the Performance of Office Duties. Personnel directors of companies employing new secretarial employees reported that beginning secretaries are adequately trained in taking dictation in shorthand, transcribing on typewriters, typing from straight-copy material, and placing long-distance calls.

Six of the seven personnel directors reported that beginning secretaries are adequate in filing, typing stencils and master sheets, editing material (proofreading, revising copy, and so forth), and handling mail and correspondence. One personnel director reported that new secretaries are inadequate in performing these office duties.

Five personnel directors indicated that beginning secretaries are adequate in performing the following office duties: Answering the telephone, meeting and directing office callers; and composing business letters of a routine nature.

Stenographers were reported by 10 personnel directors to be adequately trained in taking dictation in shorthand and transcribing on typewriters; however, five personnel directors reported this training inadequate.

All of the 15 personnel directors reported that stenographers' ability to type from straight-copy material is adequate.

Eleven personnel directors reported that beginning stenographers are adequately trained in handling mail and correspondence and in placing long-

distance calls; four personnel directors regarded this training as inadequate.

Nine personnel directors indicated that beginning stenographers are adequate with respect to typing stencils and master sheets. Six personnel directors indicated that beginning stenographers are inadequate in performing this office duty.

Personnel directors of seven companies indicated that beginning stenographers are adequate in filing and in the ability to meet and direct office callers. Eight personnel directors regarded the training of new stenographers in the performance of these office duties as inadequate.

Only four personnel directors reported that beginning stenographers are adequately trained in answering the telephone. Eleven personnel directors were quick to report this training inadequate.

Personnel directors of three companies reported that new stenographers are adequately trained in composing business letters of a routine nature and in editing material (proofreading, revising copy, and so forth); however, 12 personnel directors reported new stenographers to be inadequate in performing these office duties.

From these data on office duty training of beginning secretaries and stenographers, it would seem that the high school and college secretarial office practice courses were providing adequate training in performing the following office duties: Typing from straight-copy material; placing long-distance calls; and transcribing on the typewriter. However, in adequately providing this training, other important phases of office training have been neglected. More thorough instruction and training should be included in secretarial office practice courses in editing material, composing routine business letters, and in answering the telephone. Also, instruction in filing, meeting and directing office callers,

and typing stencils and master sheets should receive more attention in secretarial office practice courses.

Data on the performance of office duties by secretaries and stenographers are summarized in Table XI.

Personal Traits of Beginning Secretaries and Stenographers.

Table XXI summarizes the opinions of personnel directors with respect to the adequacy or inadequacy of training in personal traits of beginning secretaries and stenographers.

"Ability to get along with people," "courtesy," "honesty," "tact," "ability to follow instructions," "loyalty," and "organization of duties," were reported by all seven personnel directors as personal traits in which beginning secretaries are adequate.

Six personnel directors reported that beginning secretaries are adequate in the following traits: "Attention to details"; "grooming"; and "dependability." One personnel director reported beginning secretaries to be inadequate in these traits.

"Alertness" and "industry" were each reported by five personnel directors as traits in which beginning secretaries are adequate. Two personnel directors regard these traits in beginning secretaries as inadequate.

Four personnel directors reported "ambition," "accuracy," and "initiative" as personal traits in which beginning secretaries are adequate; three personnel directors reported secretaries inadequate in these traits.

Stenographers were reported by all 15 personnel directors to be adequate in the following traits: "Ability to get along with people," "courtesy," and "honesty."

Fourteen personnel directors reported beginning stenographers to be adequate

TABLE XX

TRAINING IN THE PERFORMANCE OF OFFICE DUTIES OF BEGINNING SECRETARIES AND STENOGRAPHERS
THAT IS RECORDED BY 15 PERSONNEL DIRECTORS AS ADEQUATE OR INADEQUATE

Office Duties	Secretaries (7 Companies)		Stenographers (15 Companies)	
	Adequate	Inadequate	Adequate	Inadequate
Taking dictation in shorthand	7		10	5
Transcribing on typewriter	7		10	5
Typing from straight-copy material	7		15	
Filing	6	1	7	8
Answering the telephone	5	2	4	11
Meeting and Directing office callers	5	2	7	8
Typing stencils and master sheets	6	1	9	6
Composing business letters of a routine nature	5	2	3	12
Editing material (proofreading, revising copy, and so forth)	6	1	3	12
Handling mail and correspondence	6	1	11	4
Placing long-distance calls	7		11	4

This table should be read as follows: All of the 7 personnel directors of companies employing new secretaries, reported that beginning secretaries are adequately trained in taking dictation in shorthand. Ten of the 15 companies employing new stenographers find the new stenographers to be adequately trained in taking dictation in shorthand; however, personnel directors of 5 companies reported this training of new stenographers to be inadequate.

TABLE XII

TRAINING IN PERSONAL TRAITS OF BEGINNING SECRETARIES AND STENOGRAPHERS
 THAT IS REGARDED BY 15 PERSONNEL DIRECTORS AS ADEQUATE OR INADEQUATE

Personal Traits	Secretaries (7 Companies)		Stenographers (15 Companies)	
	Adequate	Inadequate	Adequate	Inadequate
Ability to get along with people	7		15	
Courtesy	7		15	
Honesty	7		15	
Tact	7		14	1
Ability to follow instructions	7		13	2
Loyalty	7		13	2
Organization of duties	7		6	9
Grooming	6	1	13	2
Attention to details	6	1	9	6
Dependability	6	1	9	6
Alertness	5	2	7	8
Industry	5	2	7	8
Accuracy	4	3	7	8
Ambition	4	3	6	9
Initiative	4	3	5	10

This table should be read as follows: Six of the personnel directors whose companies employ new secretaries, reported that beginning secretaries are adequate in "attention to details"; however, one personnel director reported that beginning secretaries in his company had been found to be inadequate in this trait.

in "tact"; one personnel director reported beginning stenographers to be inadequate in this trait.

"Ability to follow instruction," "grooming," and "loyalty" were each reported by 13 personnel directors as traits in which beginning stenographers are adequate. Two personnel directors reported stenographers inadequate in these traits.

"Attention to details" and "dependability" were reported by nine personnel directors as traits in which beginning stenographers are adequate. Six personnel directors regard stenographers as inadequate in these personal traits.

Seven personnel directors indicated that beginning stenographers are adequate in "alertness," "industry," and "accuracy"; however, eight personnel directors reported that beginning stenographers in their companies are inadequate with respect to these traits.

Six personnel directors reported that beginning stenographers are adequate in "organization of duties" and "ambition." Nine personnel directors reported their beginning stenographers to be inadequate in these traits.

"Initiative" is the trait in which most beginning stenographers are inadequate. Only five personnel directors reported that on the average, beginning stenographers possess adequate initiative. Ten personnel directors indicated that beginning stenographers are inadequate in initiative.

Interpreting the data on personality traits which are discussed in the preceding paragraphs, it appears to the investigator that the development of personal traits in secretarial office practice courses should receive more emphasis. Although personnel directors reported beginning secretarial and stenographic employees adequate in several personal traits, training in

many other traits of importance to secretaries and stenographers have evidently been neglected in the office practice courses. Personal traits that should receive additional emphasis in secretarial office practice courses are, in the order of their frequency of mention by personnel directors: Initiative, ambition, organization of duties, alertness, industry, accuracy, attention to details, and dependability.

CHAPTER V

SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

The purpose of this study, as set forth in Chapter I, is to gather data pertaining to the minimum employment standards required of beginning secretarial and stenographic employees in selected oil companies of Oklahoma and to interpret these data in such a manner that they may be helpful to instructors of college and high school secretarial office practice courses.

Data were collected through personal interviews with personnel directors of 15 oil companies located in three Oklahoma cities. All the interviews were held during the month of March, 1949. Data obtained through the interviews were presented in Chapters III and IV.

Summary of Findings

The findings are summarized as answers to the specific questions that were listed in the statement of problem in Chapter I. The same procedure is followed in presenting the conclusions.

1. Does the instruction and training given by State Colleges and high schools located near oil company headquarters adequately prepare students to enter employment with oil companies as secretaries or stenographers? If not, in what areas is the training inadequate?

The section of the interview schedule which was designed to yield information answering the above questions, revealed that the office machines training of beginning secretaries and stenographers is, on the whole, adequate. Besides, the typewriter, other office machines frequently used are adding machines, duplicating machines, and Dictaphone and/or Ediphone equipment.

Calculating machines are used by secretaries and stenographers in a few companies. Personnel directors believe additional training on Dictaphone and Ediphone machines and adding machines should be provided in the secretarial office practice courses.

Beginning secretaries and stenographers are found to be quite inadequate in grammar, spelling, and punctuation; and, to a lesser degree, they are inadequate in the following subject matter areas: Filing, transcription, and shorthand. These data reveal a need for remedial training in grammar, spelling, and punctuation, and for further training in filing, shorthand, and transcription.

Beginning secretaries and stenographers need additional training in performing the following office duties: Composing business letters of a routine nature, editing material (proofreading, revising copy, and so forth), answering the telephone, filing, meeting and directing office callers, and typing stencils and master sheets. Other inadequacies were mentioned by personnel directors which indicate that beginning secretaries and stenographers need further training in taking dictation in shorthand, transcribing on the typewriter, handling mail and correspondence, and placing long-distance calls.

The personal traits of beginning secretaries and stenographers that personnel directors believe need further developing are, in the order of their frequency of mention: Initiative, ambition, organization of duties, accuracy, industry, alertness, attention to details, dependability, grooming, loyalty, ability to follow instructions, and tact.

2. What special training, if any, that is peculiar only to the oil industry, should be given to prospective office employees by high schools in vicinities of oil companies and by colleges?

Only seven of the fifteen personnel directors were of the opinion that special training, peculiar only to the oil industry, should be given in secretarial office practice courses to prospective oil company secretaries and stenographers. Of these seven personnel directors, only four were agreed on the same type of training that should be given. This training is "How to write and interpret land descriptions; that is, sections, townships, and so forth."

"Technical terms of the petroleum industry—how to write and use the terms," was suggested by two personnel directors as special training which should be taught to prospective secretarial and stenographic employees in high schools and college secretarial office practice courses.

"A knowledge of the functions and operations of oil companies" is training suggested by one personnel director.

Several personnel directors commented that they preferred prospective secretaries and stenographers to secure good general educations and thorough secretarial training while in school, and special training necessary to the jobs would be given by the companies after the employees began work.

3. Do oil companies employ a sufficient number of new secretarial and stenographic employees each year to justify special instruction being included in the secretarial office practice courses of State colleges and high schools located near oil companies?

The fifteen companies included in the study employ a total of 1,436 secretaries and stenographers. Table I, page 22, shows the geographical distribution of these employees. In this total, personnel directors of the companies estimated that at least 363 vacancies occur during a normal business

year, for which new employees are hired.

Twenty-seven of the total of 383 are estimated to be new secretaries and 356 are new stenographers. Table VI, page 28, shows the geographical distribution among cities of these new secretaries and stenographers.

Four personnel directors indicated that the number of secretaries which their companies employ new each year is expected to increase within the next five years; six personnel directors indicated that the number of stenographers newly employed by their companies each year is expected to increase within the next five years. Increases in the number of new secretaries and stenographers employed each year by these companies are expected as a result of plans of the companies to expand, necessitating additional secretarial and stenographic personnel.

None of the personnel directors indicated that a decrease in the number of secretaries and stenographers newly employed each year is anticipated.

4. What are the minimum educational qualifications required of new secretaries and stenographers?

Five of the seven companies employing new secretaries require at least high school graduation of their beginning secretaries. Two companies require business college graduation of their beginning secretaries.

Fourteen of the fifteen companies surveyed require at least high school graduation of their beginning stenographers. One company requires beginning stenographers to be at least business college graduates.

Personnel directors of companies requiring at least high school graduation of beginning secretaries and stenographers were agreed that any additional schooling or training secured by beginning secretaries and stenographers would be an advantage of the employees.

Given this minimum education, the majority of companies require beginning secretaries and stenographers to meet minimum standards in typewriting, shorthand dictation, transcription, and office machines before they are employed by the companies. Of the seven companies employing new secretaries, one company has no minimum requirements in typewriting, shorthand dictation or transcription; however, the remaining six companies do maintain minimum requirements in these skills. An average minimum typewriting rate of from 60-65 words per minute is required of beginning secretaries. An average minimum shorthand dictation rate of 110 wpm is required. Only one company requires a minimum transcription rate of beginning secretaries, and this rate is 30 wpm.

Two of the 15 companies employing new stenographers do not require specific minimum rates in typewriting, shorthand dictation, or machine transcription of their beginning stenographers. The remaining 13 companies maintain minimum standards in these skills as follows: An average minimum typewriting rate of from 50-60 wpm is necessary, and an average minimum shorthand dictation rate of 100 wpm is necessary. Only two of the thirteen companies specify minimum transcription rates, and these vary considerably: One company requires a transcription rate of 25 wpm, and one company requires a minimum of 40 wpm. Most of the personnel directors consented that "average" transcription ability is sufficient for stenographers.

In addition to the typewriter and Dictaphone and/or Ediphone machines, personnel directors indicated that beginning secretaries and stenographers should be thoroughly trained in the operation of duplicating machines, and that they should have a working knowledge of adding machines.

One of the personnel directors whose company employs new secretaries

indicated that the beginning secretary was required to be skilled in the operation of duplicating machines; another indicated that the beginning secretary must be semi-skilled in the operation of duplicating machines. None of the companies require beginning secretaries to be trained in the operation of adding machines, calculating machines, or addressing machines.

Two of the 15 companies employing new stenographers require beginning stenographers to be semi-skilled in the operation of adding machines; the remaining 13 companies do not require any adding machine training of their beginning stenographers. Beginning stenographers in one company must be skilled in the operation of duplicating machines, and in two companies they must be semi-skilled; twelve companies do not require their beginning stenographers to be trained in the operation of duplicating machines. Only one of the 15 companies requires beginning stenographers to be trained in the operation of calculating machines. Stenographers of this company must be semi-skilled in the operation of calculating machines. Addressing machines are not used by stenographers in any of the companies.

5. What experience qualifications, if any, are required of new secretaries and stenographers?

Previous experience is a "must" for persons desiring employment with oil companies as secretaries; however, stenographic positions with the companies offer an area of employment to the person having the necessary secretarial training but who lacks experience.

Fourteen of the 15 companies require experience of their secretaries; the remaining company prefers that beginning secretaries have previous secretarial experience, but it is not required for employment. Most of the personnel directors did not mention specific amounts of previous experience which

secretaries should have; however, two personnel directors were of the opinion that from 2 to 3 years in similar positions was sufficient experience for beginning secretaries. This experience requirement for beginning secretaries accounts for the fact that the average minimum age requirement by the companies for beginning men and women secretaries is above 20 years.

Two of the 15 companies require that beginning stenographers have previous experience; nine prefer that their stenographers have previous experience; and 4 companies regard previous experience of stenographers as immaterial.

For beginning women stenographers the average minimum age required by the companies for employment is 18 years; for men, the average minimum age required is 18.8 years.

6. What duties are performed by beginning secretarial and stenographic employees?

The duties performed by secretaries--given on the interview schedule as a definition of a secretary--were reported by 7 personnel directors to be all-inclusive of the duties performed by secretaries in their companies. Personnel directors of the 8 remaining companies reported that in addition to the duties given in the definition of a secretary, beginning secretaries in their companies frequently perform all or some of the following duties:

- Filing
- Maintain confidential file
- Some bookkeeping

Nine personnel directors indicated that the definition of a stenographer given on the interview schedule included all the duties performed by stenographers in their companies; however, personnel directors of the 6 remaining companies indicated that, in addition to the duties given in the definition, beginning stenographers in their companies frequently perform all or some of the following duties;

Filing
 Some bookkeeping
 Typing contracts and other legal papers

7. Are secretarial and stenographic vacancies filled by new employees or are they filled from other office personnel on a promotional basis?

Secretarial vacancies in all of the companies are filled by promoting other available and qualified office employees. Seven companies will, as a second preference, employ new secretaries to fill the vacancies.

Personnel directors of all 15 companies reported that secretaries are promoted from stenographers; one personnel director indicated that office personnel in his company who are classified as "transcribers" are frequently promoted to secretarial positions. After employees are promoted or newly employed as secretaries, they usually retain their secretarial titles but receive salary increments according to the policies of their companies.

Eight companies fill stenographic vacancies with present employees, as a first preference, and with new employees, as a second preference. Seven companies employ only new personnel to fill stenographic vacancies.

Personnel directors of the 8 companies that promoted present employees to stenographers, reported that the new stenographers are most frequently promoted from present office employees whose payroll classifications are "clerk-typist," "typist," or "file clerk." Transcribers, duplicating machine operators, and mail clerks were each reported by one personnel director as job classifications from which new stenographers are promoted.

8. What methods are followed in hiring new secretaries and stenographers?

Thirteen of the 15 companies maintain company employment bureaus through which new employees are located. This is the first medium used by 12 companies

for locating prospective secretarial and stenographic employees; one company uses it as a secondary medium for locating prospective employees.

College and/or high school employment bureaus are used by personnel directors of six companies. These are used by one company as the first medium through which prospective secretaries and stenographers are located; five companies use them as a secondary medium for locating new employees.

Private employment agencies, United States employment agencies, and personal acquaintances, friends, or relatives are each used by several personnel directors as media through which prospective secretarial and stenographic employees may be located; however, these agencies are used less frequently than are the company employment bureaus and the college and/or high school employment bureau.

None of the companies seek new secretarial and stenographic employees by advertising for them in newspapers.

Personnel directors for 12 of the 15 companies indicated that the companies give employment tests to persons applying for employment with the companies as secretaries or stenographers. Three companies give no formal employment tests to applicants.

Employment tests given to secretarial and stenographic applicants by four companies are company-prepared. The eight remaining companies give applicants employment tests that are commercially-prepared.

Tests given by all 12 companies test an applicant's ability to typewrite, take dictation in shorthand, and to transcribe on the typewriter. Tests given by 10 of the companies determine an applicant's ability to spell correctly; nine judge an applicant's personality; and tests given by eight companies measure an applicant's intelligence. Employment tests given by 3 companies

test an applicant's ability to file; and the employment tests given by one company determine an applicant's ability to operate a Comptometer.

Conclusions

On the basis of data gathered in this study, it is believed that the following conclusions are justified:

1. Does the instruction and training given by State colleges and high schools located near oil company headquarters adequately prepare students to enter employment with oil companies as secretaries or stenographers? If not, in what areas is the training inadequate?

Beginning secretaries and stenographers are reported by the majority of the 15 personnel directors to be inadequate in their knowledge of grammar, spelling, and punctuation. The subject matter training of secretaries and stenographers in filing, transcription, and shorthand is, to a lesser degree, inadequate.

Office machines, other than the typewriter, in which beginning secretaries and stenographers need further instruction and training are, in the order of frequency of mention by personnel directors: Duplicating machines, Dictaphone and/or Ediphone machines, adding machines, and calculating machines.

Beginning secretaries and stenographers need to develop the following personal traits: Initiative, ambition, organization of duties, alertness, industry, accuracy, attention to details, and dependability.

Office duties in which beginning secretaries and stenographers are inadequate are: Editing material (proofreading, revising copy, and so forth), composing business letters of a routine nature, answering the telephone, filing, meeting and directing office callers, and typing stencils and master sheets.

2. What special training, if any, that is peculiar only to the oil industry, should be given to prospective office employees by high schools in vicinities of oil companies and by colleges?

There is very little special training which is peculiar only to the oil industry which should be given to secretaries and stenographers by the schools or colleges prior to their employment with oil companies.

"How to write and interpret land descriptions" and "technical terms of the petroleum industry" is training suggested by six personnel directors which should be given to prospective oil company secretaries and stenographers by their schools or colleges.

3. Do oil companies employ a sufficient number of new secretarial and stenographic employees each year to justify special instruction being included in the secretarial office practice courses of State colleges and high schools located near oil companies?

The number of new secretaries and stenographers newly employed by oil companies each year is believed great enough to justify high schools located near the oil companies and State colleges providing the students who anticipate employment with oil companies as secretaries and stenographers with the special instruction mentioned above. This special training is believed to be further justified in view of the limited nature of the training suggested by personnel directors.

4. What are the minimum educational qualifications required of new secretaries and stenographers?

High school graduation, along with the necessary stenographic training, is the minimum education required of beginning secretaries and stenographers. This conclusion may be drawn in view of the fact that 5 of the 7 companies

employing new secretaries accept employees who are graduates of high schools; also, 14 of the 15 companies require at least high school graduation of their beginning stenographers.

5. What experience qualifications, if any, are required of new secretaries and stenographers?

Previous secretarial experience of a similar nature is required of beginning secretaries. Fourteen of the 15 companies require previous secretarial experience of their beginning secretaries.

Previous experience of a similar nature is preferred of beginning stenographers; however it is not required for employment. Only 2 of the 15 companies require previous experience of their beginning stenographers.

6. What duties are performed by beginning secretarial and stenographic employees?

Beginning secretaries perform all or some of the following duties:

- General office work
- Relieves executive and other company officials of minor executive and clerical duties
- Takes dictation in shorthand
- Transcribes shorthand dictation or the recorded information reproduced on a transcribing machine
- Makes appointments for executives and reminds him of them
- Interviews and directs people coming into the office
- Answers and makes phone calls
- Handles personal and important mail
- Writes routine correspondence on own initiative
- May supervise other clerical workers
- Does filing
- Maintains confidential file
- Does some bookkeeping

Beginning stenographers perform all or some of the following duties:

- Takes dictation in shorthand
- Transcribes shorthand dictation or the recorded information reproduced on a transcribing machine
- Performs a variety of related clerical duties
- Does filing
- Does some bookkeeping
- Types contracts and other legal papers

The duties performed by beginning secretaries and stenographers in oil companies are similar to the duties performed by beginning secretaries and stenographers in other businesses.

7. Are secretarial and stenographic vacancies filled by new employees or are they filled from other office personnel on a promotional basis?

Secretarial vacancies in the oil companies are filled by promoting present employees who are classified as "stenographers" and who are qualified to perform the duties of secretaries. Personnel directors of all 15 companies reported that this procedure is followed in their companies. If vacancies cannot be filled with present employees, some of the companies employ new secretaries to fill the vacancies. Seven of the 15 companies will, as a second preference, employ new secretaries.

Stenographic vacancies are filled with both present employees and new employees. In companies in which present employees are promoted to stenographic positions, promotions are from clerk-typist, typist, or file clerk positions.

8. What methods are followed in hiring new secretaries and stenographers?

Most oil companies maintain company employment bureaus which serve as their first medium for locating new secretaries and stenographers.

College and/or high school employment bureaus are used quite frequently by oil companies for locating new secretaries and stenographers.

Employment tests are given by the majority of oil companies to their secretarial and stenographic applicants. The abilities and traits most frequently tested by these employment tests are typewriting, shorthand dictation, transcription, spelling, personality, and intelligence.

Recommendations

In view of the findings of the study, and on the basis of the conclusions drawn therefrom, the following recommendations are made:

1. That provisions be made in the secretarial office practice courses of high schools and colleges for programs of remedial instruction in grammar, spelling, and punctuation;
2. That a more thorough study of filing systems be included in secretarial office practice courses, and provisions made for applying this training;
3. That the following machines, other than the typewriter, be taught in secretarial office practice courses: Duplicating machines; Dictaphone and/or Ediphone machines; adding machines, and, if possible, calculating machines;
4. That activities be provided in secretarial office practice courses which will develop the following personal traits in students: Initiative, ambition, organization of duties, alertness, industry, accuracy, attention to details, and dependability;
5. That the following office duties be emphasized in secretarial office practice courses: Editing material (proofreading and revising copy), composing routine business letters, answering the telephone, filing, meeting and directing office callers, and typing stencils and master sheets; also, that adequate provision be made in the courses for students to perform these duties;
6. That colleges in the state of Oklahoma and high schools located near oil companies include in their secretarial office practice courses a unit on technical terms of the petroleum industry, a part of which should be

devoted to learning to write and interpret land descriptions.

7. That, in addition to high school graduation, persons planning to secure employment with oil companies as secretaries and stenographers secure additional education, and especially additional specialized training in stenographic subjects;

8. That high school and college students who are pursuing secretarial majors be advised to secure part-time secretarial or stenographic employment so as to satisfy the experience requirements of many employers;

9. That persons desiring employment with oil companies as secretaries and stenographers be advised to apply direct to the companies in which they desire employment; also, that they seek placement in oil companies through their high school or college placement bureaus if such bureaus are maintained.

10. Additional studies should be made of the employment requirements of secretaries and stenographers in other specialized industries to determine the extent to which the training required of secretaries and stenographers in the different industries is similar.

11. A similar study should be made in which the opinions of secretaries and stenographers in the oil companies are secured with reference to the qualifications necessary to perform the duties of secretaries and stenographers. Interesting, as well as valuable, information should result from comparing the findings of such a study with the findings of this study, which presents the opinions of personnel directors.

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APPENDIX

DEFINITIONS

Secretary - Performs general office work in relieving executives and other company officials of minor executive and clerical duties: Takes dictation, using shorthand or a Stenotype machine; transcribes dictation or the recorded information reproduced on a transcribing machine; makes appointments for executive and reminds him of them; interviews people coming into office, directing to other workers those who do not warrant seeing the executive; answers and makes phone calls; handles personal and important mail, writing routine correspondence on own initiative. May supervise other clerical workers.

Stenographer - Takes dictation in shorthand of correspondence, reports, and other matter and transcribes dictated material, writing it out in longhand or using a typewriter. May be required to be versed in the technical language and terms used in a particular profession. May perform a variety of related clerical duties. May take dictation on a Stenotype machine or may transcribe information from a sound producing record.

INTERVIEW SCHEDULE

I. Personal Qualifications.

Type of Office Employee	Number of Employees		Minimum Age at Which Employees Will be Hired		Previous Secretarial or Stenographic Experience			Marital Status Preferred		
	Men	Women	Men	Women	Required	Preferred	Immaterial	Single	Married	Immaterial
								M W	M W	M W
Secretaries										
Stenographers										

II. Educational Qualifications.

Type of Office Employee	Minimum Educational Qualifications Required			
	Less Than High School Graduate	High School Graduate	Business College Graduate	College Graduate
Secretaries				
Stenographers				

III. During a normal business year, what is the approximate number of new employees hired to fill the following positions:

1. Secretarial positions _____ 2. Stenographic positions _____

Do you for any reason expect this number to change within the next five years?
Yes _____ No _____

If "Yes," do you expect the number of secretarial employees to be increased _____ or decreased _____?

Do you expect the number of stenographic employees to be increased _____ or decreased _____?

IV. Are secretarial and stenographic vacancies filled by new employees or are they filled by present employees on a promotional basis?

1. Secretarial vacancies (Filled by)	2. Stenographic vacancies (Filled by)
a. New Employees _____	a. New Employees _____
b. Present Employees _____	b. Present Employees _____
c. Both _____	c. Both _____

If filled by promotion of present employees, from which office positions are the new secretaries and stenographers promoted? (Give specific job classifications, as "clerk-typist," "clerk, general duty," and so forth; and list in the order of frequency.)

1. Secretaries (Promoted from)	2. Stenographers (Promoted from)
a. _____	a. _____
b. _____	b. _____
c. _____	c. _____
d. _____	d. _____

To what positions are present secretaries and stenographers promoted?

1. Secretaries (Promoted <u>to</u>)	2. Stenographers (Promoted <u>to</u>)
a. _____	a. _____
b. _____	b. _____

V. Which of the following media are used in locating prospective secretarial and stenographic employees. (Indicate the order of frequency in which the agencies are used.)

1. Company Employment Bureau _____	5. College and/or High School Employment Bureaus _____
2. Private Employment Agencies _____	6. Personal acquaintances, Friends, or Relatives _____
3. U. S. Employment Agencies _____	7. Other: _____
4. Newspaper Advertisements _____	

VI. Are employment tests given to prospective secretarial and stenographic employees? Yes_____ No_____

If "Yes," what is the nature of the tests? (Such as typing tests, intelligence tests, aptitude tests, personality tests, dictation tests, and so forth.) Indicate after each test whether it is a commercially prepared test (Indicate by "A") or a company prepared test (Indicate by "B").

- | | |
|--|---|
| <p>1. Prospective Secretarial Employees
(Tests given to)</p> <p>a. _____</p> <p>b. _____</p> <p>c. _____</p> <p>d. _____</p> | <p>2. Prospective Stenographic
Employees (Tests given to)</p> <p>a. _____</p> <p>b. _____</p> <p>c. _____</p> <p>d. _____</p> |
|--|---|

VII. Training Qualifications of Beginning Secretarial and Stenographic Employees.

1. Stenographic Training.

	Required of a	
	Secretary	Stenographer
a. What minimum typewriting skill from straight-copy material is required?	_____	_____
How is typing skill determined? _____ _____ _____		
b. What minimum dictation rate is required?	_____	_____
How is dictation rate determined? _____ _____ _____		
c. What minimum transcription rate from short-hand notes is required?	_____	_____
How is transcription rate determined? _____ _____		
d. What minimum transcription rate from voice recording machines is required?	_____	_____
How is this rate determined? _____ _____ _____		

VII. Training Qualifications, Continued.

2. Office Machines Training.

What degree of skill is required in operating the following office machines?

	Skilled		Semi-Skilled*		No Training Required	
	Sec	Steno	Sec	Steno	Sec	Steno
a. Adding machines						
b. Calculating machines.						
c. Duplicating machines.						
d. Addressing machines						
e. Other: _____						

* Semi-skilled is used here to describe workers who have an elementary knowledge of the operation of the machine and its fundamental applications, but whose operating skill is below that required of a specialized operator.

VIII. What duties, other than those included in the definitions of a secretary and a stenographer given at the beginning of this questionnaire, are performed by beginning secretaries and stenographers employed by your company?

1. Secretaries' Duties:

2. Stenographers' Duties:

IX. Is there special training, peculiar only to the oil industry, which is not usually given in high school and/or college office practice courses but which should be included in such courses? Yes _____ No _____

If "Yes," of what should such training consist? _____

X. After considering the quality of work done by beginning secretaries and stenographers in your company in the past, complete the following questionnaire which is an effort to determine whether or not the high school and/or college training of the employees has been adequate in preparing students for such work in your company. (Answer in terms of duties that beginning secretaries and stenographers are expected to be able to perform. Whenever a comment does not apply to both types of employees, indicate by writing "Sec" for secretary, and "Steno" for stenographer in the appropriate blank.)

Fields of Instruction and Training	Adequate	Inadequate
1. Office Machines.		
Operating the following machines:		
a. Dictaphone and Ediphone.		
b. Adding Machines.		
c. Calculating Machines		
d. Duplicating Machines		
e. Addressing Machines.		
f. Other: _____		

2. Subject Matter.		
a. Grammar.		
b. Punctuation.		
c. Spelling		
d. Arithmetic		
e. Penmanship		
f. Speech:		
(1) Manner of Delivery		
(2) Tone of Voice.		
(3) Enunciation.		
g. Typewriting.		
h. Shorthand.		
i. Transcription.		
j. Filing		
k. Other: _____		

3. Office Duties.		
a. Taking dictation in shorthand.		
b. Transcribing on Typewriter		
c. Typing from straight-copy material		
d. Filing		
e. Answering the telephone.		
f. Meeting and directing office callers		
g. Typing stencils and/or master sheets		
h. Composing business letters of a routine nature		
i. Editing material (Proofreading, revising copy, and so forth).		
j. Handling mail and correspondence (Reading and sorting)		

Fields of Instruction and Training	Adequate	Inadequate
3. Office Duties, Continued.		
k. Placing long distance calls.		
l. Other: _____		

4. Personal Traits.		
a. Attention to details		
b. Organization of duties		
c. Ability to follow instructions		
d. Ability to get along with other people		
e. Grooming		
f. Tact		
g. Honesty.		
h. Dependability.		
i. Ambition		
j. Alertness.		
k. Industry		
l. Accuracy		
m. Loyalty		
n. Courtesy		
o. Initiative		

XI. Please give at least ten words or terms which are peculiar to the oil industry and are used frequently in your company's correspondence with which prospective secretarial and stenographic employees should become familiar.

(Additional words or terms)
