

STRATHMORE PARCHMENT

100% RAS U.S.A.

A SURVEY OF SELECTED LIFE INSURANCE COMPANIES IN OKLAHOMA

TO DETERMINE MINIMUM EMPLOYMENT STANDARDS

REQUIRED OF BEGINNING SECRETARIES AND STENOGRAPHERS

MENT

STRA

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

By

LOUISE CLARA CUNNINGHAM

"

Bachelor of Science

Oklahoma Agricultural and Mechanical College

Stillwater, Oklahoma

1949

Submitted to the Faculty of the Graduate School of  
the Oklahoma Agricultural and Mechanical College  
in Partial Fulfillment of the Requirements  
for the Degree of  
MASTER OF SCIENCE  
July, 1952

OKLAHOMA  
AGRICULTURAL & MECHANICAL COLLEGE  
LIBRARY

FEB 13 1953

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

Thesis Approved:

*Robert A. Lowrey*  
\_\_\_\_\_  
Thesis Adviser

*Lloyd L. Garrison*  
\_\_\_\_\_  
Faculty Representative

*D. C. McIntosh*  
\_\_\_\_\_  
Dean of the Graduate School

300341

## ACKNOWLEDGEMENT

The investigator is deeply grateful to those who helped to make this study possible. Professor Robert A. Lowry, Chairman of the Thesis Committee, rendered counsel and encouragement.

Appreciation is expressed to the forty-five representatives of the life insurance companies surveyed in Tulsa and Oklahoma City who were so co-operative and gave so much of their time to make this study possible.

The writer expresses her appreciation to her husband, George R. Cunningham, and to her daughter, Sara Lynn Cunningham for their assistance and encouragement.

L.C.C.

## TABLE OF CONTENTS

CHAPTER	PAGE
I. INTRODUCTION . . . . .	1
Statement of Problem . . . . .	2
Scope and Delimitation . . . . .	3
Definitions . . . . .	4
Importance of the Study . . . . .	5
Sources of Data . . . . .	6
Method of Research . . . . .	6
Procedure . . . . .	7
II. SURVEY OF SELECTED RELATED LITERATURE . . . . .	9
Importance of and the Need for Research in Secretarial Office Practice . . . . .	10
The Nature and Objectives of the Course in Secretarial Office Practice . . . . .	10
Content of the Secretarial Office Practice Course . . . . .	12
Competencies Expected of Secretaries and Stenographers in Business Offices . . . . .	14
III. EMPLOYMENT REQUIREMENTS OF SELECTED LIFE INSURANCE COMPANIES . .	19
Distribution of Employees in Companies Surveyed . . . . .	19
Marital Status of Secretarial and Stenographic Employees . . . . .	21
Previous Secretarial or Stenographic Experience . . . . .	21
Minimum Age at Which Employees Will be Hired . . . . .	23
Preferred Marital Status of Secretaries and Stenographers . . . . .	25
Preferred Sex of Secretarial and Stenographic Workers . . . . .	25
Minimum Educational Requirements . . . . .	29
Placement Services Used in Obtaining New Employees . . . . .	31
Need for New Secretarial and Stenographic Workers During a Business Year . . . . .	33
Anticipated Changes in the Number of Secretaries and Stenographers in Life Insurance Companies . . . . .	33
How Vacancies are Filled . . . . .	36
Promotional Opportunities . . . . .	37
Status and Nature of Employment Tests . . . . .	44
Minimum Qualifications in Typewriting . . . . .	46
Minimum Qualifications in Shorthand . . . . .	48

CHAPTER	PAGE
III. (Continued)	
Minimum Requirements in Transcription . . . . .	50
Summary of Skill Requirements in Typewriting, Shorthand, and Transcription . . . . .	51
Duties Performed by Secretaries and Stenographers . . . . .	51
Special Training . . . . .	53
Additional Training and Instruction Provided by Insurance Companies . . . . .	54
Salaries Which May be Expected by Beginning Secretaries and Stenographers . . . . .	54
IV. EVALUATION OF ABILITIES OF BEGINNING SECRETARIES AND STENOGRAPHERS . . . . .	58
Evaluation of Ability in the Use of Office Machines . . . . .	58
Evaluation of Knowledge in Subject Matter . . . . .	59
Evaluation of Ability in Performance of Office Duties . . . . .	62
Evaluation of Personal Trait Development . . . . .	64
V. SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS . . . . .	67
Summary of Findings and Conclusions . . . . .	67
Recommendations . . . . .	76
BIBLIOGRAPHY . . . . .	78
APPENDIX . . . . .	80

## LIST OF TABLES

Table	Page
1. Geographical Distribution of Secretarial and Stenographic Employees in Forty-five Life Insurance Companies in Oklahoma . . . . .	20
2. Marital Status of Secretarial and Stenographic Employees in Forty-five Life Insurance Companies . . . . .	22
3. Preferences of Employers Concerning Previous Stenographic or Secretarial Experience When Employing Stenographers or Secretaries . . . . .	24
4. Minimum Employment Age Preferred for Secretarial and Stenographic Employees in Forty-five Life Insurance Companies . . . . .	26
5. Preferences of Employers in Life Insurance Companies Concerning Marital Status of Beginning Secretarial and Stenographic Workers . . . . .	27
6. Preferred Sex of Secretarial and Stenographic Workers as Indicated by Representatives of Forty-five Life Insurance Companies . . . . .	28
7. Minimum Educational Requirements Specified by Employees in Insurance Companies in Oklahoma . . . . .	30
8. Placement Services used by Employers in Life Insurance Companies in Locating New Secretarial and Stenographic Employees . . . . .	32
9. Approximate Number of New Secretarial and Stenographic Workers Employed Each Year . . . . .	34
10. Anticipated Changes in Number of Beginning Secretaries and Stenographers to be Hired During the Next Year as Reported By Representatives of Forty-five Life Insurance Companies . . .	35
11. Ways in Which Representatives of Forty-five Life Insurance Companies Fill Vacancies in Secretarial and Stenographic Positions . . . . .	39

Table	Page
12. Types of Office Jobs from which Secretaries are Promoted in Life Insurance Companies . . . . .	39
13. Types of Office Positions from which Stenographers are Promoted in Life Insurance Companies . . . . .	41
14. Positions to which Secretaries may be Promoted in Life Insurance Companies . . . . .	42
15. Positions to which Stenographers may be Promoted in Life Insurance Companies . . . . .	43
16. Kinds of Employment Tests Given to Secretarial and Stenographic Applicants as Indicated by Representatives of Life Insurance Companies . . . . .	45
17. Minimum Typewriting Skill Required of Beginning Secretaries and Stenographers in Forty-five Life Insurance Companies . . . . .	47
18. Minimum Shorthand Skill Required of Beginning Secretaries and Stenographers in Forty-five Life Insurance Companies . . . . .	49
19. Minimum Transcription Skill Required of Beginning Secretaries and Stenographers in Forty-five Life Insurance Companies . . . . .	52
20. Additional Instruction and Training Provided Beginning Secretaries and Stenographers by Life Insurance Companies . . . . .	55
21. Monthly Salary or Wage Received by Beginning Secretaries and Stenographers in Representative Life Insurance Companies in Oklahoma . . . . .	56
22. Office Machines in which Beginning Secretaries and Stenographers are most Frequently Deficient as Reported by Representatives of Forty-five Life Insurance Companies . . . . .	60
23. Subject Matter in which Representatives of Forty-five Insurance Companies Indicate that Beginning Secretaries and Stenographers are Frequently Deficient . . . . .	61
24. Office Duties in which Representatives of Forty-five Life Insurance Companies Indicate that Beginning Secretaries and Stenographers Frequently have Deficient Ability . . . . .	63
25. Personal Traits in which Representatives of Forty-five Life Insurance Companies Indicate that Beginning Secretaries and Stenographers are Frequently Deficient . . . . .	65



## CHAPTER I

### INTRODUCTION

Business teachers, in order to set more realistic goals in the classroom, need to become better acquainted with the standards required of beginning office workers in the various industries in the state and community. The final achievement of the student enrolled in secretarial courses should be adequate to fulfill the requirements for beginners in secretarial and stenographic positions in business offices.

In the past, some business teachers have complained that the requirements of business were unnecessarily severe for beginning workers and that the new employee was not given sufficient time to become adjusted to his duties. Business, on the other hand, criticized the schools for not giving students enough training in the necessary skills, traits, and attitudes toward work.

These differences have, in many instances, been eliminated. The teacher of business education and the businessman, through a mutual desire to help each other, themselves, and the student, have been working together for common standards in the office and the classroom. However, much research, visitation, and discussion must be completed before the schools and business can set mutual realistic standards for the classroom and the office.

In order to aid in setting these common standards in the schools and business, this research was conducted to determine what minimum requirements are expected of a special group of students--those who wish to work as

secretaries and stenographers in life insurance companies. This study seeks to discover the areas in which the business education departments in high schools and colleges may need to improve training so that students can meet the standards expected of beginning secretaries and stenographers employed by representative life insurance companies in Oklahoma.

✓ Statement of Problem. The purpose of this study is to analyze and present data concerning the minimum employment standards required of beginning secretaries and stenographers in selected life insurance companies in Oklahoma, and to show the significance of these data in such a way that they may aid the business teachers in high schools and colleges in setting realistic standards for their pupils. This study seeks to answer the following questions:

1. Do the state colleges and high school secretarial and office practice courses offer sufficient preparation to enable the students to enter employment as stenographers and secretaries in insurance companies? If not, in what areas are improvements necessary?
2. Do the insurance companies employ enough new secretaries and stenographers to justify the inclusion of special instruction in the office practice courses in the state high schools and colleges?
3. Does the number of stenographers and secretaries employed by life insurance companies at present justify the training of new workers for this business?
4. Are employment opportunities as secretaries and stenographers in life insurance companies open to both men and women?
5. Through what agencies or other sources are new secretaries and stenographers obtained?

6. Are stenographic and secretarial vacancies in life insurance companies filled by new employees?

7. How much previous stenographic or secretarial experience is required of new secretaries and stenographers employed in insurance companies?

8. What are the minimum educational requirements for beginning stenographers and secretaries employed in life insurance companies?

9. What special training, if any, which is peculiar to life insurance companies should be included in office practice courses in high schools and colleges for students who wish to work for life insurance companies?

10. What duties do beginning stenographers and secretaries employed in life insurance companies perform?

11. How are the rates in skill subjects, such as shorthand, typewriting, and transcription, determined by prospective employers in the life insurance companies?

Scope and Delimitation. The data were gathered through personal interviews with agents or representatives of forty-five life insurance companies located in the state of Oklahoma. These life insurance companies are located in the two largest cities in Oklahoma and are considered by the investigator to be representative of the majority of the life insurance companies in Oklahoma.

The geographic locations of life insurance companies included in the study are Oklahoma City, which is located in the central section of Oklahoma, and Tulsa, which is situated in the northeastern section.

A total of forty-five life insurance companies were surveyed. Twenty-one of these companies were located in Tulsa, Oklahoma, and twenty-four of the companies were located in Oklahoma City, Oklahoma.

The data gathered from the agents or representatives of the life insurance companies surveyed pertain only to office workers classified by the companies as secretaries and stenographers.

Some of the data gathered in the survey were necessarily limited to the opinions of the agents or representatives of life insurance companies included in the study.

There is no way of ascertaining from the data available what differences may exist between requirements as stated by the representatives and requirements actually observed in company practice in employing beginning stenographers and secretaries. It must be admitted that important differences may exist between practice as described by the representatives and as actually applied in hiring situations.

No attempt was made to obtain information direct from secretarial and stenographic employees.

Definitions. For the sake of clarity, the following definitions will be used throughout this study.

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.<sup>1</sup>

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.<sup>2</sup>

---

<sup>1</sup> Dictionary of Occupational Titles, Division of Standards and Research, United States Government. June, 1939, p. 804.

<sup>2</sup> Ibid., p. 886.

Beginning Secretary or Stenographer - One who is newly employed in or newly promoted to the position of secretary or stenographer in the office of a life insurance company.

Life Insurance Company - A field organization under supervision of and authorized by the home office of a life insurance company; operated by an agent or general manager.

Importance of the Study. There are many life insurance companies in Oklahoma. The size of these companies varies greatly. Even though many insurance offices house only a very small staff, other companies are large enough to employ many stenographers and secretaries.

If life insurance company employment opportunities for stenographers and secretaries are numerous enough, it might be well for some state high schools and colleges to offer special training in their secretarial and office practice courses to those who wish to seek employment in life insurance companies.

This study should aid teachers of office practice and secretarial courses in formulating realistic standards based on actual office practices. The importance of this type of research in business education is well stated by Haynes and Humphrey:

Since office practice is a course usually given to students immediately before they enter the business world, continual research in this subject is vital to its practical effectiveness. Office-practice courses, above all others, must not lag behind the practice of business. . . . The teacher of office practice must know prevailing business customs and must base his knowledge on research, either that done by himself or by others.<sup>3</sup>

Haynes and Graham also recommend research to provide a basis for setting standards in the business education courses:

---

<sup>3</sup> Benjamin R. Haynes and Clyde W. Humphrey, Research Applied to Business Education, p. 43.

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 which should be given to each division of office work.<sup>4</sup>

The student in office practice or secretarial training courses will also benefit from research which determines minimum employment standards. The findings of the study should enable the student to learn the beginning standards required in the business offices. Parker Liles describes the effect on the student of the setting of common goals in the school and the office. He believes that as a result of this practice:

Failure in beginning jobs would be eliminated or materially reduced. The transition from the school situation to the office would be smooth and pleasant.<sup>5</sup>

Sources of Data. The interview technique of normative-survey research was used to gather data pertaining to minimum employment standards required of beginning secretaries and stenographers by life insurance companies.

The interview schedule was prepared for use as a guide in personal interviews to be held with agents or representatives in the selected life insurance companies. In each case, the interview was held with the person most directly responsible for the hiring of new secretaries and stenographers.

Other data were obtained from literature and research studies in the field of business education and, specifically, in the field of office practice and secretarial training.

Method of Research. The normative-survey method of research was selected for use in gathering data for the study in the belief that it would yield the most information on conditions as they exist in actual practice.

---

<sup>4</sup> Benjamin R. Haynes and Jessie Graham, Research in Business Education, p. 40.

<sup>5</sup> Parker Liles, "Responsibilities of the City Supervisor for Determining Standards," UBEA Forum, Vol. V (May, 1951), p. 20.

Carter V. Good, A. S. Barr, and Douglas E. Scates recommend the use of the normative-survey type of research for a study of this kind.

The survey attack is always appropriate when information concerning current conditions is desired in any field, however well explored, in which there are changes of condition or changes of population frequency from time to time.<sup>6</sup>

In regard to the advantages of the use of the interview technique in obtaining data, Carter V. Good, A. S. Barr, and Douglas E. Scates say:

By means of 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.<sup>7</sup>

Procedure. After related theses and other pertinent literature were studied, and after the questions to be answered by the study had been formulated, a tentative interview schedule was compiled. The interview schedule drafted by Gordon Culver<sup>8</sup> contained much material which was of help and generous use was made of ideas and materials that appeared in his schedule. The tentative interview schedule was submitted to the Chairman of the Thesis Committee for criticism and suggestions. The interview guide was changed to conform to the suggestions received and was drafted in its final form.

The list of insurance companies included in the survey was obtained from the "Buyers Guide Section" under the heading of Life Insurance in the

---

<sup>6</sup> Carter V. Good, A. S. Barr, and Douglas E. Scates, The Methodology of Educational Research, p. 295.

<sup>7</sup> Ibid., p. 378.

<sup>8</sup> Gordon F. Culver, "A Survey of Selected Oil Companies in Oklahoma To Determine Minimum Employment Standards Required of Beginning Secretaries and Stenographers," Unpublished Master's Thesis, Oklahoma Agricultural and Mechanical College, Stillwater, Oklahoma, 1949.

Directory of Oklahoma City, and the Directory of Tulsa. The companies surveyed were further limited by eliminating duplications of the same company in the same city.

Prior to surveying the first insurance company, a trial interview was held with Mr. Leonard Herron, an insurance agent in Stillwater, Oklahoma. From this interview, the investigator learned what parts of the interview schedule would probably require more explanation than had been anticipated.

The investigator personally conducted all interviews. In each insurance company, the investigator asked to see the agent or representative directly responsible for selecting new secretaries and stenographers in his company.

Interviews were held on dates indicated in the following schedule:

<u>Number of Companies Surveyed</u>	<u>Location</u>	<u>Dates of Interviews</u>
21	Tulsa	May 19-20-21, 1952
24	Oklahoma City	May 26-27-28, 1952
—		
Total 45		

From the data obtained through these interviews, the writer constructed tables, made interpretations, drew conclusions, and offered certain recommendations in keeping with the purpose of the study.

STRATHMORE PARCHMENT

100% RAG U.S.A.



## CHAPTER II

### SURVEY OF SELECTED RELATED LITERATURE

One of the important developments in business education will need to be the extension of the practice of surveying business communities and analyzing business occupations.<sup>9</sup>

In cognizance of the need for surveys of business occupations of various kinds, this study seeks to discover the areas in which the business education departments in high schools and colleges may need to improve training of students who wish to seek employment in life insurance companies, so they can meet the standards expected of beginning secretaries and stenographers by such companies.

The research area for business education lies in the field of business. Here the number and kind of present and future opportunities for employment exist, the requirements and specifications therefor are found, the standards of performance are established and the personal and business qualifications necessary for satisfactory adjustments are determined.<sup>10</sup>

In order to gain a background for the study, books, articles in business education periodicals, and research studies were read. The information which follows shows the importance of and the need for research concerning secretarial office practice, the nature and objectives of the secretarial office practice course, the content of the secretarial office practice

---

<sup>9</sup> Ira W. Kibby and William R. Blackler, "The Relationship of Business to Business Education," National Business Education Outlook, Sixth Yearbook of the National Commercial Teachers Federation, 1940, p. 114.

<sup>10</sup> Ibid., p. 114.

course, and the competencies expected of secretaries and stenographers in business offices.

Importance of and the Need for Research in Secretarial Office Practice.

Benjamin R. Haynes and Clyde W. Humphrey, in expressing the importance of research in keeping the office practice course up-to-date, write,

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. . . . The teacher of office practice must know prevailing business customs and must base his knowledge on research, either that done by himself or by others.<sup>11</sup>

The Nature and Objectives of the Course in Secretarial Office Practice.

The nature of the secretarial office practice course lends itself readily to review of once-learned skills, habits, and attitudes as well as the acquisition of new skills, habits, and attitudes. One administrator describes the course as follows:

The secretarial practice class is a dress rehearsal for business life. Here, co-ordinated as one unit, business skills and knowledges and understandings must be fused, must be integrated. There are things to be learned, skills to be whipped to top-notch level, procedures to be automatized, facts to be mastered, attitudes to be developed—a lot more than developing skill in typing masters and operating a duplicating machine.<sup>12</sup>

The Oklahoma course of study for the business subjects indicates that:

Office Practice supplies the need for definite training in routine office work and office machines operation. It is planned to help pupils discover their personal abilities and limitations; to give them a foundation for adjusting themselves to a business environment; most of all, to furnish opportunities in the duties which are commonly performed by young men and women first entering the employ of business. Opportunity is given for pupil response to such office conditions as are typical of real office positions. This course

---

<sup>11</sup> Benjamin R. Haynes and Clyde W. Humphrey, Research Applied to Business Education, p. 43.

<sup>12</sup> John N. Given, "The Administrator Looks at the Secretarial Practice Teacher," Business Education World, Vol. XXVIII, No. 6, (February, 1948), p. 335.

centers around the office. Office Practice includes assignments in which the pupil is asked to visit frequently commercial houses in his locality and there obtain first-hand information about office detail and practice.<sup>13</sup>

The objectives for the office practice course as published by the State Department of Education in the State of Oklahoma are:

1. To gain a knowledge of the vocational opportunities in office work.
2. To gain a knowledge of the more frequently performed duties which a beginner in an office may be called upon to perform, and to realize that advancement is contingent on efficiency in these simpler duties.
3. To renew by practice the skills related to business which are already developed.
4. To become skilled in the use of machines and procedures.
5. To gain a workable knowledge of filing.
6. To learn the various ways in which the agencies of transportation and communication contribute to efficient operation of business, and to develop the ability to use these services intelligently through practical learning experiences.
7. To develop habits of neatness, accuracy, responsibility, thoroughness, and systematic procedure through adaptation and practice.
8. To become aware of one's own less pleasing traits and learn how to improve them.
9. To develop a usable business vocabulary through study and application of common business terms.<sup>14</sup>

Esther Bernice Bricker,<sup>15</sup> in a recent survey to determine the basis for an office practice course in Nowata, Oklahoma, came to the following conclusions on the basis of data obtained in her investigation:

---

<sup>13</sup> Course of Study in Business Education, Bulletin 42-c-4, Department of Education, State of Oklahoma, June, 1943, p. 128.

<sup>14</sup> Ibid., p. 130.

<sup>15</sup> 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, p. 97-98.

1. The office practice course should fit the community needs.
2. The course should be open to students who have had one year of typewriting.
3. The course should include an intensive review, for those who need it, in English, spelling, speech, arithmetic, and penmanship, stressing their importance in that order.
4. A unit on office machines should be planned in connection with a general office practice course. The machines to be taught, other than the typewriter, are the adding machine; and, if possible, the calculator.
5. A working knowledge of these machines would be sufficient.
6. A unit on the typewriter and its use should be planned for those who need it.
7. Personality traits which should be emphasized are initiative, sense of responsibility, accuracy, ability to save time, ability to take criticism, attention to details, system and orderliness, and tact.
8. Special abilities to be taught include; filing, using the telephone; meeting the public; composing letters; handling mail; and sorting, listing, and numbering papers.

Content of the Secretarial Office Practice Course. The outline of content for the office practice course as suggested in Oklahoma's Course of Study in Business Education<sup>16</sup> has been summarized as follows:

- I. Scope of Secretarial Work
  - A. Types of secretaries
  - B. Qualifications of the secretary
- II. Dictation and Transcription
  - A. Systematic handling of the notebook
  - B. Taking dictation
  - C. Transcribing
- III. Mechanics of Letter Writing
  - A. Stationery
  - B. The formal parts of a business letter
  - C. Forms of letters
  - D. Envelopes

---

<sup>16</sup> Ibid., pp. 130-138.

- IV. Business Correspondence
  - A. Essential qualities of a business letter
  - B. The composition of the business letter
  - C. Types of business letters
  
- V. Attending to the Mail
  - A. Incoming mail
  - B. Outgoing mail
  
- VI. Meeting Callers
  - A. Reception by the secretary, personality of the receptionist
  - B. Making appointments
  - C. Reminding of appointments
  
- VII. Telephone
  - A. The secretary and the telephone
  - B. Types of telephone
  - C. Answering the telephone
  
- VIII. Telegraph
  - A. Selecting the service
  
- IX. Transportation of Goods
  - A. Shipping facilities
  - B. Shipping terms
  - C. Shipping department
  - D. Freight shipments
  - E. Classes of freight
  - F. Bills of lading
  - G. Payment of charges
  - H. Notice of arrival of goods
  
- X. Transportation of Persons
  - A. Planning itinerary
  - B. Time-tables
  - C. Travel by air
  - D. Travel agencies
  - E. Hotel reservations
  - F. Traveler's checks
  - G. Forwarding mail
  
- XI. Reference Books
  - A. Dictionaries
  - B. Encyclopedias
  - C. Government documents
  - D. Secretarial handbooks
  - E. Magazine, newspaper, and book indexes
  - F. Almanacs
  - G. Directories
  - H. Reference books on handling the mail
  - I. Travel reference books
  - J. Biographies
  - K. Books about words
  - L. Books of quotations

## XII. Filing

- A. Types of files
- B. Rules for indexing
- C. Filing supplies and accessories
- D. Procedures in filing
- E. Methods of filing

## XIII. Machines

- A. Duplicating machines
- B. Dictating machines
- C. Calculating and billing machines

## XIV. Financial Duties of the Secretary

- A. Handling money
- B. Banking procedures
- C. Money orders
- D. Other methods of transmitting payments
- E. Establishing credit
- F. Using credit
- G. Borrowing and lending money
- H. Budgeting
- I. Investments

Competencies Expected of Secretaries and Stenographers in Business

Offices. Juliabel Strauch<sup>17</sup> made a survey of office duties performed by employees in thirty-two offices in the Pekin, Illinois area and found that stenographers performed these shorthand and typing duties:

1. Taking dictation in shorthand and transcribing notes on the typewriter
2. Typing letters and other material from direct dictation
3. Typing letters on letterhead paper
4. Addressing envelopes
5. Typing legal documents
6. Typing letters on plain paper
7. Composing simple letters at the typewriter

The miscellaneous office duties performed by the stenographers and other classes of workers were:

1. Sending registered letters and insured packages by mail
2. Answering the telephone and taking messages for the employer
3. Placing long distance telephone calls

---

<sup>17</sup> Juliabel Strauch, "A Survey of Office Duties and of Employer's Evaluations of Office Employees in Thirty-two Business Offices in the Pekin, Illinois Area," Review of Business Education, 1949 Series, Nos. 3 and 4, pp. 26-31.

4. Weighing mail and figuring amount of postage needed
5. Filling out deposit slips and making deposits
6. Making appointments for the employer
7. Changing the typewriter ribbon
8. Ordering office supplies
9. Stuffing and sealing envelopes by hand
10. Keeping time records and preparing payrolls
11. Filling in business forms by hand

The weaknesses of stenographers as reported by the employers were:

#### Skills and Abilities

1. Knowledge of business terms
2. Penmanship
3. Knowledge of printed business forms

#### Work Habits

1. Waste time when they should be working
2. Do not make neat erasures and corrections in their work
3. Shirk responsibility in doing work
4. Do not proofread and check for errors in all completed work
5. Bother other employees who are working

#### Personal Traits

1. Lack self-control in tense situations
2. Do not adapt easily to various situations
3. Lack patience
4. Do not have poise in meeting and conversing with people

In a survey conducted by Estelle L. Popham,<sup>18</sup> a group of business men were asked to list what they considered to be minimum essentials of competency for beginning office workers. These business men suggested that an efficient beginning office worker should:

1. Possess skill in the fundamental processes. A beginning worker should be able to read directions understandingly, write legibly, spell correctly, solve simple arithmetic problems, and speak effectively. In addition, he should possess one business skill which has been developed to an occupational level and should have a basic understanding of principles of business so that he can see his place in the office.

---

<sup>18</sup> Estelle L. Popham, "Measuring Competency of Students Preparing for Stenographic Positions," Evaluating Competence for Business Occupations, American Business Education Yearbook, Vol. XII, 1950, pp. 59-60.

2. Use good work habits. A competent beginner should be able to do a day's work in a day and follow through to completion work which he has started. He should start work promptly, organize his materials to reduce waste motions, and check carefully every piece of work to be released.
3. Have an employable personality. A beginning worker should dress appropriately for the office, exercise tact, display courtesy, and be dependable. He should have health habits which will promote job efficiency.

In view of these suggestions, the following recommendations were made to improve the educational training of prospective secretaries and stenographers:

1. More attention be given to research about the nature of office dictation and office production standards.
2. More attention be given to measurement of qualities comprising the 'employable personality.'
3. Teachers go beyond learning standards in measuring stenographic competency and provide tests and teaching materials which are based as nearly as possible upon real stenographic situations.

Gordon Culver<sup>19</sup> conducted a survey of selected oil companies in Oklahoma to determine minimum standards required of beginning stenographers and secretaries. Upon interviewing fifteen personnel directors of oil companies located in Tulsa, Bartlesville, and Ponca City, Oklahoma, he found that the average minimum typewriting speed for beginning secretaries and stenographers in oil companies was reported to range from fifty to sixty words per minute. He also found that an average minimum shorthand dictation rate of 100 words per minute was reported as necessary. Transcription rates were reported to range from twenty-five to forty words per minute. Duties performed by beginning secretaries were found to be:

General office work  
 Handling executive and other company officials of minor executive and clerical duties

---

<sup>19</sup> Gordon Culver, "A Survey of Selected Oil Companies in Oklahoma to Determine Minimum Employment Standards of Beginning Secretaries and Stenographers," Unpublished Master's Thesis, Oklahoma Agricultural and Mechanical College, Stillwater, Oklahoma, 1942, p. 79-84.



Takes dictation in shorthand  
 Transcribes shorthand dictation or the recorded information reproduced on a transcribing machine  
 Makes appointments for executive and reminds him of them  
 Interviews and directs people coming into 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

Stenographers performed these duties:

Takes dictation  
 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 or other legal papers

More training was advised in editing material, composing routine business letters, answering the telephone, filing, meeting and directing office callers, and typing stencils and master sheets.

According to Culver's study, personal traits which should receive special emphasis in secretarial training and office practice courses are: Initiative, ambition, organization of duties, alertness, industry, accuracy, attention to details, and dependability.

The literature reviewed shows that much has been done in establishing realistic business standards in the secretarial office practice course. High school and college students need assurance from their business teachers that their proficiencies compare favorably with requirements in their chosen fields. In order to give these students this assurance, continuous research must be conducted in various types of businesses and in various localities. This study seeks to determine the minimum employment standards required of beginning secretaries and stenographers by life insurance companies in Oklahoma. The information gained in the survey should aid in counseling

and guiding students as well as in serving as a basis for improving the training given in the secretarial practice course to students who wish to seek employment as secretaries and stenographers in life insurance companies in Oklahoma.

## CHAPTER III

### EMPLOYMENT REQUIREMENTS OF SELECTED LIFE INSURANCE COMPANIES

The interview technique of nonnative-survey type research was used to obtain data pertaining to minimum employment standards required of beginning secretaries and stenographers by life insurance companies in Oklahoma. These data are included in Chapter III. Throughout the remainder of this study the agents or representatives of life insurance companies with whom the interviews were held will be referred to as "representatives."

Distribution of Employees in Companies Surveyed. Of the one hundred sixty-three secretarial and stenographic employees included in this study, ninety-four are classified by their employers as secretaries and sixty-nine are classified as stenographers. Seventy-five of these workers are employed in the twenty-one life insurance companies surveyed in Tulsa and eighty-eight are workers in the twenty-four companies surveyed in Oklahoma City. Thirty-seven of the workers in Tulsa are secretaries and thirty-eight are stenographers employed in Oklahoma City, fifty-seven are classified as secretaries and thirty-one as stenographers.

All secretaries and stenographers covered in this survey were women. No men secretaries or stenographers were found in the representative life insurance companies included in this study.

Table I shows the geographical distribution of secretarial and stenographic workers in the forty-five insurance companies surveyed.

STRATHMORE PARCHMENT  
100% PARCHMENT U.S.A.

TABLE I  
GEOGRAPHICAL DISTRIBUTION OF SECRETARIAL AND STENOGRAPHIC  
EMPLOYEES IN FORTY-FIVE LIFE INSURANCE COMPANIES IN OKLAHOMA

Location	Number of Companies Surveyed	Number of Employees				Total
		Secretaries		Stenographers		
		Men	Women	Men	Women	
Tulsa	21	0	37	0	38	75
Oklahoma City	24	0	57	0	31	88
Total	45	0	94	0	69	163

This table should be read as follows: Twenty-one companies in Tulsa employ 37 women secretaries and 38 women stenographers, a total of 75 secretaries and stenographers

PARCHMENT  
U.S.A.

Marital Status of Secretarial and Stenographic Employees. In Tulsa, twenty-one of the thirty-seven women employed as secretaries are married and ten are single. Twenty-three of the thirty-eight stenographers employed in Tulsa are married and fifteen are single. Table II shows that forty-one of the fifty-seven secretaries employed in life insurance companies in Oklahoma City are married and sixteen are single. Out of the total of thirty-one women working as stenographers, seventeen are married and fourteen are single. Approximately two-thirds of the total number of secretarial and stenographic workers employed in life insurance companies in Oklahoma City and Tulsa are married.

Previous Secretarial or Stenographic Experience. Six representatives, when asked if they require previous experience of secretarial workers, replied that they do require previous secretarial experience. Nineteen of the representatives of the forty-three companies that hire employees classified as secretaries, said they prefer workers with such experience. Eighteen representatives indicated that previous secretarial experience is immaterial.

In Tulsa, only two of the twenty representatives who hire secretaries, require previous secretarial experience. Eight of the representatives prefer experienced secretaries and ten said that such experience is immaterial. Of the twenty-three life insurance company representatives in Oklahoma City who employ secretaries, four require experience, nineteen prefer experienced workers, and eighteen said previous experience is immaterial.

Thirty-one of the forty-five life insurance companies surveyed employ workers who are classed as stenographers. Of the thirty-one representatives interviewed, none requires previous stenographic experience. Seventeen expressed a preference for experienced workers and fourteen stated that previous experience is immaterial.

TABLE II

MARITAL STATUS OF SECRETARIAL AND STENOGRAPHIC  
EMPLOYEES IN FORTY-FIVE LIFE INSURANCE COMPANIES

Location	Number of Employees	Number of Employees			
		Secretaries		Stenographers	
		Married	Single	Married	Single
Tulsa	75	27	10	23	15
Oklahoma City	88	41	16	17	14
Totals	163	68	26	40	29

This table should be read as follows: Of the seventy-five employees in Tulsa, 27 secretaries are married and 10 are single. Twenty-three stenographers are married and 15 are single

In Tulsa, eight of the seventeen representatives who hire stenographers prefer experience and nine said such experience is immaterial. Nine of the fourteen companies in Oklahoma City prefer experienced workers and five do not care whether the employees have had previous experience or not.

The preferences of employers with reference to previous secretarial or stenographic experience are shown in Table III.

Minimum Age at Which Employees Will be Hired. The minimum age preferred for secretarial and stenographic employees ranges from eighteen to twenty-five years. Of the forty-three representatives who employ secretaries, twenty-two, approximately half, would employ secretaries who are eighteen years old. Three companies have a minimum age of nineteen years; five companies prefer to have secretaries twenty years of age; eight companies indicated that they prefer secretarial employees who are at least twenty-one; one company specified its secretaries must be at least twenty-three, and four companies prefer women who are twenty-five years of age. The average of these minimum age requirements for beginning secretaries in both cities is twenty and six-tenths years.

Stenographers, according to the reports given by the representatives of life insurance companies, can begin to work at a lower minimum age than secretaries. The average of these minimum age requirements for stenographers in Tulsa and Oklahoma City is nineteen and nine-tenths years. Nineteen representatives, of the thirty-one who hire stenographers, said that the minimum age at which they would employ a stenographer is eighteen years. Three reported that they do not hire workers who are less than nineteen years old. Two representatives require their stenographers to be twenty, while four prefer stenographers who are at least twenty-one. Only one representative prefers his beginning stenographers to be not less than twenty-three years old, and two require their stenographers to be at least twenty-five.

TABLE III

PREFERENCES OF EMPLOYERS CONCERNING PREVIOUS STENOGRAPHIC OR SECRETARIAL  
EXPERIENCE WHEN EMPLOYING STENOGRAPHERS OR SECRETARIES

Location	Previous Secretarial or Stenographic Experience							
	Secretaries				Stenographers			
	Number of Companies	Required	Preferred	Immaterial	Number of Companies	Required	Preferred	Immaterial
Tulsa	20	2	8	10	17	0	8	9
Oklahoma City	23	4	11	8	14	0	9	5
Totals	43	6	19	18	31	0	17	14

This table should be read as follows: Of the 20 companies in Tulsa who hire secretaries, 2 require experienced secretaries, 8 prefer such experience, and 10 indicate that previous secretarial experience is immaterial. Of the 17 companies in Tulsa who hire stenographers, none require experienced stenographers, 8 prefer experienced workers, and 9 indicate that previous stenographic experience is immaterial.



The representatives who prefer to hire stenographers and secretaries from the age group 22-25 indicated that they thought the more mature worker would assume more responsibility. These representatives, many times, leave the secretary or stenographer in complete charge of their offices.

Approximately half of the companies indicated that they will hire secretaries and stenographers who are only eighteen years of age. High school students who plan to graduate at the age of eighteen or nineteen may plan to enter employment with insurance companies since, in many cases, the minimum age requirement is no barrier.

Preferred Marital Status of Secretaries and Stenographers. The marital status of beginning secretaries and stenographers is immaterial in the opinion of a majority of the life insurance representatives. Two of the forty-three representatives who employ secretaries prefer married secretarial workers; five representatives prefer single secretarial workers; thirty-six representatives said that the marital status of secretarial workers is immaterial.

Three of the thirty-one representatives who employ stenographers prefer married workers; three prefer single stenographers; and twenty-five said the marital status of stenographers is immaterial. Table V shows the preferences of employers in life insurance companies in Tulsa and Oklahoma City concerning the marital status of secretaries and stenographers.

Preferred Sex of Secretarial and Stenographic Workers. Table VI summarizes data pertaining to the preferred sex of secretarial and stenographic workers as indicated by representatives of forty-five life insurance companies in Oklahoma. All employers of secretarial and stenographic workers in the life insurance companies surveyed reported that they prefer women for these jobs. Several of the representatives said that men tend to become dissatisfied with the routine duties expected of them.

TABLE IV  
 MINIMUM EMPLOYMENT AGE PROVIDED FOR SECRETARIAL AND STENOGRAPHIC  
 EMPLOYEES IN FORTY-FIVE LIFE INSURANCE COMPANIES

Location	Secretaries										Stenographers									
	16	19	20	21	22	23	24	25	Average	16	19	20	21	22	23	24	25	Average		
Tulsa	8	2	1	5	0	1	0	3	20.2	17	7	2	1	4	0	1	0	1	19.7	
Oklahoma City	14	1	4	3	0	0	0	1	21	14	12	0	1	0	0	0	0	1	18.6	
Totals	22	3	5	8	0	1	0	4	20.6	31	19	2	2	4	0	1	0	2	19.1	

This table should be read as follows: For 20 life insurance companies in Tulsa the minimum age preferences in hiring beginning secretaries are as follows: For 9 companies, 16 years; for 2 companies, 19 years; for 1 company, 20 years; for 5 companies, 21 years; for 1 company, 23 years; and for 3 companies, 25 years. The average of these minimum age preferences is 20.2 years.

TABLE V

PREFERENCES OF EMPLOYERS IN LIFE INSURANCE COMPANIES  
 CONCERNING MARITAL STATUS OF BEGINNING SECRETARIAL  
 AND STENOGRAPHIC WORKERS

Location	Secretaries			Stenographers				
	No.	Married	Single	Immaterial	No.	Married	Single	Immaterial
Tulsa	20	0	3	17	17	1	1	15
Oklahoma City	23	2	2	19	14	2	2	10
Totals	43	2	5	36	31	3	3	25

This table should be read as follows: Of the twenty companies in Tulsa that hire secretaries, 3 require secretaries to be single and 17 indicate that the marital status of secretaries is immaterial.

TABLE VI

PREFERRED SEX OF SECRETARIAL AND STENOGRAPHIC WORKERS  
AS INDICATED BY REPRESENTATIVES OF FORTY-FIVE LIFE INSURANCE COMPANIES

Location	Secretaries			Stenographers		
	Number of Companies	Men	Women	Number of Companies	Men	Women
Tulsa	20	0	20	17	0	17
Oklahoma City	23	0	23	14	0	14
	—	—	—	—	—	—
Totals	43	0	43	31	0	31

This table should be read as follows: Of the twenty companies in Tulsa who hire secretaries, 20 prefer women secretaries. Of the 17 companies in Tulsa who hire stenographers, 17 prefer women stenographers.

Minimum Educational Requirements. The representatives of forty-five life insurance companies were asked to state their preference in regard to minimum educational requirements for beginning secretaries and stenographers in their companies.

In Tulsa, nine representatives said that high school graduation is required of all secretaries employed by their companies; ten prefer their beginning secretaries to be graduates of a business college and one indicated that he prefers his secretarial employees to have some college education.

In Oklahoma City, one representative said that he would hire a secretary even though she has not graduated from high school if she were qualified. Thirteen representatives require high school graduation of their secretaries; five indicated a preference for business college graduates; and four prefer secretaries with some college preparation.

Of the seventeen representatives in Tulsa who employ workers classified as stenographers, eleven prefer high school graduates for this position. Five representatives indicated a preference for business college graduates and one representative said he prefers stenographers who have had some college preparation.

Of the fourteen Oklahoma City representatives who employ stenographers, nine reported that they prefer high school graduation of their stenographers; three prefer business college graduation; and two prefer women who have completed some college work.

Table VII summarizes data concerning minimum educational requirements preferred by employers in life insurance companies in Oklahoma. These data show the influence of business colleges in the areas surveyed. Tulsa's business college placement officers have apparently convinced many of Tulsa's representatives that there is an advantage in hiring workers with business

TABLE VII

MINIMUM EDUCATIONAL REQUIREMENTS SPECIFIED BY  
EMPLOYERS IN INSURANCE COMPANIES IN OKLAHOMA

Position and Location	No. of Cos.	Less than High School Graduation	High School Graduation	Business College Graduation	Some College Education	College Graduation
<u>Secretaries</u>						
Tulsa	20	0	9	10	1	0
Oklahoma City	23	1	13	5	4	0
<u>Stenographers</u>						
Tulsa	17	0	11	5	1	0
Oklahoma City	14	0	9	3	2	0
Totals	74	1	42	23	8	0

This table should be read as follows: Of the 20 companies in Tulsa that hire secretaries, none will hire a secretary with less than a high school education, nine prefer high school graduation of their secretaries, 10 prefer business college graduates and 1 prefers secretaries with some college education. None requires college graduation for its secretarial workers.

college training. This influence is not so strong in Oklahoma City. Since one-half of the employers of secretaries and two-thirds of the employers of stenographers specify high school graduation as a minimum education requirement, high schools in Oklahoma should expect to take the responsibility for the training of the bulk of those workers.

Placement Services Used in Obtaining New Employees. Table VIII shows the placement services used by employers in life insurance companies for obtaining new secretaries and stenographers. The representatives were asked to indicate the types of placement services which they use in locating new employees.

In Tulsa, fourteen representatives said they obtain new employees through personal acquaintances, relatives, and friends of employees. Eight obtain secretaries and stenographers through private employment agencies; eight use the United States employment services; seven said they use the business college placement services. Four representatives use newspaper advertisements as a medium for locating new employees; three call on the high school placement service, and two hire secretaries and stenographers from unsolicited applications.

Eighteen of the twenty-four representatives interviewed in Oklahoma City use the United States Employment Bureau to obtain new secretarial and stenographic workers. Twelve representatives hire workers on the recommendation of personal acquaintances, relatives, and friends of other employees whenever such applicants are available. High school placement offices are used by eight representatives; seven use private employment agencies; six representatives call the business college for workers; and six locate new secretarial and stenographic workers from unsolicited applications if they happen to come at the right time.

TABLE VIII

100% RAG U

100% RAG U

PLACEMENT SERVICES USED BY EMPLOYERS IN  
LIFE INSURANCE COMPANIES IN LOCATING NEW  
SECRETARIAL AND STENOGRAPHIC EMPLOYEES

Media Used	Twenty-one Companies in Tulsa	Twenty-four Companies in Oklahoma City
Personal Acquaintances, Relatives, and Friends of Employees	14	12
Private Employment Agencies	8	7
United States Employment Service	8	18
Business College Placement Services	7	6
Newspaper Advertisements	4	6
High School Placement Services	3	8
Unsolicited Applications	2	1

This table should be read as follows: Of the twenty-one companies surveyed in Tulsa, 14 located new secretarial and stenographic employees through personal acquaintances, relatives, and friends of employees. Of the twenty-four companies surveyed in Oklahoma City, 12 obtained new secretarial and stenographic workers through personal acquaintances, relatives, and friends of other employees.

100% RAG U



Need for New Secretarial and Stenographic Workers During a Business

Year. Each of the representatives interviewed was asked, "Approximately how many new secretaries do you employ each year?" In Tulsa, representatives of twenty-one companies which employ secretaries estimate that they need at least twenty-one new secretaries each year. In Oklahoma City, the twenty-four representatives interviewed, believe they need approximately thirteen new secretaries each year.

According to employers' estimates, sixteen new stenographers are employed each year by the twenty-one companies surveyed in Tulsa. Fifteen new stenographers are needed each year in the twenty-four companies surveyed in Oklahoma City. In the forty-five companies surveyed, an estimated total of sixty-five new secretarial and stenographic workers are hired each year. Thirty-four of these employees are classified as secretaries and thirty-one as stenographers.

Table IX gives a complete summary of data pertaining to the approximate number of new secretarial and stenographic workers employed during a business year.

Anticipated Changes in the Number of Secretaries and Stenographers in Life Insurance Companies. Table X shows the response to the question, "Do you expect to hire the same number of new secretaries and stenographers during the next year as you have employed each year in the past?" and "If your answer is "no", do you expect to hire more or fewer secretaries and stenographers?"

In Tulsa, nineteen representatives anticipate no change in the number of secretarial employees which they will hire during the year. Two representatives indicate that they will hire more secretaries during the coming year. Twenty-two Oklahoma City representatives expect no change in the

TABLE IX  
 APPROXIMATE NUMBER OF NEW SECRETARIAL AND STENOGRAPHIC WORKERS  
 EMPLOYED EACH YEAR

Location	Number of Companies Surveyed	Approximate Number of Newly Employed		
		Secretaries	Stenographers	Total
Tulsa	21	21	16	37
Oklahoma City	24	13	15	28
Totals	45	34	31	65

This table should be read as follows: In the 21 companies surveyed in Tulsa, the representatives indicated they need approximately 21 new secretaries and 16 new stenographers each year. On the basis of these estimates, thirty-seven new secretaries and stenographers are needed in Tulsa each year.

TABLE X

ANTICIPATED CHANGES IN NUMBER OF BEGINNING SECRETARIES AND STENOGRAPHERS TO BE HIRED DURING THE NEXT YEAR AS REPORTED BY REPRESENTATIVES OF FORTY-FIVE LIFE INSURANCE COMPANIES

Location	Number of Companies Surveyed	Changes in Number to be Hired			
		Secretaries		Stenographers	
		No Change	More	No Change	More
Tulsa	21	19	2	20	1
Oklahoma City	24	22	2	22	2
Totals	45	41	4	42	3

This table should be read as follows: In the twenty-one companies surveyed in Tulsa representatives of 19 anticipated no change in the number of secretaries they would hire during the coming year. Two companies expected to hire more secretaries. In the twenty-one companies surveyed in Tulsa, representatives of 20 expected no change in the number of stenographers they would hire next year. One representative said his company would hire more stenographers.

number of secretaries they will employ during the next year. Two representatives believe they will hire more secretaries than they have hired during the past year.

Twenty representatives of companies in Tulsa, expect no change in the number of newly employed stenographers during the next year. One representative anticipates a need for more stenographers in his company. Two company representatives, in Oklahoma City, expect an increase in the number of newly employed stenographers. Twenty-two companies expect no change in the number of stenographers to be hired by their companies.

Of the forty-five companies surveyed, forty-one expect no change in the number of secretaries to be hired during the next year; four expect an increase in the number of newly employed secretaries. None of the representatives believe their companies will hire fewer secretaries next year.

Forty-two of the forty-five companies surveyed anticipate no change in the number of stenographers to be hired. Three expect to hire more stenographers. None of the representatives of the life insurance companies surveyed believe their companies will need fewer stenographers next year.

How Vacancies are Filled. The representatives of the forty-five companies surveyed were asked how secretarial and stenographic vacancies are filled in their companies. The representatives were asked to indicate whether the positions are filled by new workers, present workers, or by both. Fourteen companies in Tulsa fill secretarial vacancies by promoting present qualified workers. Six of these companies will hire new secretaries if no present qualified employee is available. Six representatives in Tulsa fill their secretarial vacancies with new employees.

In Oklahoma City, twelve representatives reported that they fill secretarial positions by promoting qualified workers who have had experience

with their companies if such an employee is available. Eight of these twelve representatives said they will hire new secretaries if no present qualified employee is available. Eleven representatives said they will hire new secretaries when vacancies occur.

One representative in Oklahoma City said he hires only persons who are qualified for secretarial positions so that secretarial positions can be filled on a promotional basis.

Seven representatives in Tulsa promote present workers to fill stenographic vacancies if qualified workers are available in the company. Five of these representatives said they will hire new stenographers if no present qualified employee is available. Ten of the companies usually fill stenographic vacancies by hiring new workers. In Oklahoma City, eight companies hire new stenographers when vacancies occur. Eight companies try to fill stenographic positions with present workers, if possible, but only one will hire no new stenographers. Representatives indicated that office jobs are filled with women having secretarial and stenographic qualifications whenever it is at all possible. Table XI shows data on ways in which representatives of forty-five life insurance companies fill vacancies which occur in secretarial and stenographic positions.

Promotional Opportunities. In order to learn the positions from which secretaries and stenographers are promoted, each representative was asked, "From what types of office jobs are secretaries and stenographers promoted?" The data obtained from the questions are summarized in Table XII.

Twelve representatives of life insurance companies in Tulsa said they promote their secretaries from stenographic positions. Three promote their secretaries from senior clerk positions. Eight companies in Oklahoma City promote their secretaries from stenographic positions. Three promote clerks to the position of secretary and two promote switchboard

TABLE XI

WAYS IN WHICH REPRESENTATIVES OF FORTY-FIVE  
LIFE INSURANCE COMPANIES FILL VACANCIES IN SECRETARIAL  
AND STENOGRAPHIC POSITIONS

Location	Secretaries			Stenographers				
	Number of Companies	New	Present	Both	Number of Companies	New	Present	Both
Tulsa	20	6	8	6	17	10	2	5
Oklahoma City	23	11	4	8	14	8	1	7
Totals	43	17	12	14	31	18	3	12

This table should be read as follows: Of the 20 companies surveyed in Tulsa, six will hire new secretaries, 8 companies use present workers to fill secretarial vacancies and 6 companies use both old and new workers to fill secretarial vacancies. Of the seventeen insurance companies in Tulsa which employ stenographers, 10 fill their stenographic vacancies by hiring new workers, 2 use present employees, and 5 fill stenographic vacancies by using both new and present workers.

TABLE XII  
 TYPES OF OFFICE JOBS FROM WHICH SECRETARIES  
 ARE PROMOTED IN LIFE INSURANCE COMPANIES

Office Job	Tulsa	Oklahoma City
Stenographer	12	8
Senior Clerk	3	0
Clerk	0	3
Switchboard Operator	0	2

This table should be read as follows: Twelve companies in Tulsa reported that stenographers are promoted to secretarial positions. Eight companies in Oklahoma City reported that they promote stenographic workers to secretarial positions.

operators if they are qualified. Some representatives insist on stenographic and secretarial qualifications for all their lesser women employees.

Stenographers, when promoted from other jobs, are taken from a variety of office positions. In Tulsa, seven companies promote their stenographers from the file clerk position. One representative promotes his switchboard operator to the stenographic position. Four Oklahoma City representatives obtain their stenographic workers from the file clerk positions. Three promote their mail clerks to fill stenographic vacancies. One company in Oklahoma City, promotes its stenographers from various levels. For instance, a stenographer is promoted from level 1 to level 2; from level 2 to level 3; etc. These data, concerning the types of office positions from which stenographers are promoted in life insurance companies may be found in Table XIII.

In response to the question, "To what positions are secretaries and stenographers promoted?", varied answers were given. These data are summarized in Tables XIV and XV.

Nine companies in Tulsa said their secretaries retain the title of "secretary" but receive salary increases according to the salary scale policies of their companies. One representative said his secretaries are promoted to a position called senior secretary. Six companies promote their secretaries to the position of supervisor and four companies have no promotional opportunities for their secretaries. One representative remarked, "We don't have a chance to promote our secretaries, they either get married and quit working or, if they are already married, move somewhere else with their husbands."

Only eleven companies of the twenty-four surveyed in Oklahoma City offer promotional possibilities to secretaries. Five representatives indicated that their secretaries receive salary increments according to the



TABLE XIII

TYPES OF OFFICE POSITIONS FROM WHICH STENOGRAPHERS  
ARE PROMOTED IN LIFE INSURANCE COMPANIES

Position	Tulsa	Oklahoma City
File Clerk. . . . .	7	4
Mail Clerk. . . . .	0	3
Level to Level. . . . .	0	1
Switchboard . . . . .	1	0

This table should be read as follows: Seven companies in Tulsa promote file clerks to the position of stenographer. Four companies in Oklahoma City obtain stenographers from employees holding file clerk positions.

TABLE XIV  
POSITIONS TO WHICH SECRETARIES MAY BE PROMOTED  
IN LIFE INSURANCE COMPANIES

Position	Tulsa	Oklahoma City
Retain Title but Receive Salary Increase . . . . .	9	5
Senior Secretary . . . . .	1	0
Supervisor . . . . .	6	5
Assistant . . . . .	0	1

This table should be read as follows: In nine Tulsa Life Insurance companies, secretaries retain their title but receive a salary increase. Secretaries in five Oklahoma City companies retain their title of "secretary" but receive a salary increase.

TABLE XV  
 POSITIONS TO WHICH STENOGRAPHERS MAY BE PROMOTED  
 IN LIFE INSURANCE COMPANIES

Position	Tulsa	Oklahoma City
Secretary . . . . .	14	10
Level to Level. . . . .	0	1
Retain Title but Receive Salary Increase . . . . .	1	0
Underwriter . . . . .	1	0

This table should be read as follows: Fourteen companies in Tulsa promote stenographers to secretarial positions. Ten companies in Oklahoma City promote stenographers to secretarial vacancies.

company salary policies but retain their title of "secretary." Five companies promote secretaries to be supervisors. One representative, who has employed the same secretary for several years, promoted his secretary to be his assistant. Twelve companies do not have any promotional possibilities for their secretaries.

Stenographers have more promotional opportunities than do secretaries. In Tulsa, only one representative said that no promotional opportunities are available. Fourteen representatives indicated that their stenographers are promoted to secretarial positions. One company employs no workers classified as "secretary," but stenographers working for this company receive salary increases and retain the title of "stenographer." In Oklahoma City, ten companies promote their stenographers to secretarial positions. One company promotes its stenographers through a series of levels and three companies offer no promotional opportunities to their stenographers.

Status and Nature of Employment Tests. Of the forty-five companies whose representatives were interviewed, twenty give tests to prospective employees. Eleven companies in Tulsa give some type of pre-employment test. Seven of these companies give secretarial and stenographic applicants a typewriting-dictation-transcription test. These tests consist of one letter dictated by the representative. The applicant is then expected to transcribe the dictated letter on the typewriter. If she can do this accurately and neatly, her skill is considered sufficient to meet the representative's requirements. Two companies which give these dictation tests also administer a personnel test. Personality, aptitude, and clerical tests are given by four companies in Tulsa. Twelve companies in Tulsa give no tests to prospective secretarial and stenographic employees.

TABLE XVI  
 KINDS OF EMPLOYMENT TESTS GIVEN  
 TO SECRETARIAL AND STENOGRAPHIC APPLICANTS AS  
 INDICATED BY REPRESENTATIVES OF LIFE INSURANCE COMPANIES

Kind of Test Given	Tulsa	Oklahoma City
No Tests Given. . . . .	12	13
<u>Company Prepared Tests</u>		
Typewriting. . . . .	7	9
Dictation. . . . .	7	9
Transcription. . . . .	7	9
<u>Commercially Prepared Tests</u>		
Personality and Aptitude . . . . .	4	4
Personnel Test . . . . .	2	2
Clerical Test. . . . .	4	3

This table should be read as follows: No employment tests are administered to applicants for secretarial and stenographic positions by 12 companies in Tulsa and by 13 companies in Oklahoma City.

In Oklahoma City, twelve companies give tests to prospective workers. Nine of these companies give dictation-typewriting-transcription tests to determine accuracy and neatness. One of these companies also gives a psych ability and mental ability test. Three other companies in Oklahoma City give personality, clerical, and aptitude tests. Two companies give personnel tests.

The tests submitted to the interviewer for inspection included the L. C. M. A. Form No. 1, Form A., and the Wonderlic Personnel Test, Form A. The Life Office Management Association Test measures mental ability, personality, vocational interests, and trait development.

One rather large insurance company requires each applicant to take a commercially prepared test which has been developed exclusively for this company. This test measures clerical ability. Arithmetic and language skills, which the company believes are essential for all its workers, are tested.

Minimum Qualifications in Typewriting. Table XVII presents data received through interviews with forty-five representatives of life insurance companies concerning minimum skills in typewriting required by these companies. Twenty-Two representatives who hire employees classified as "secretary" answered questions pertaining to minimum beginning skills in typewriting. Two representatives would not specify any minimum skill. They asserted that speed was unimportant--they require accuracy. Four companies require a typewriting speed of forty words per minute; two think the applicant should type forty-five words per minute; four require fifty words per minute, and eight require their secretaries to have a typewriting speed of sixty words per minute.

In Oklahoma City, twenty-three of the twenty-four representatives interviewed, employ secretaries. Four companies prefer girls who can type

TABLE VIII

MINIMUM SECRETARIAL SKILL, THE KIND OF MACHINERY EMPLOYED AND REQUIREMENTS OF WORK FOR THE ABOVE CATEGORIES OF PERSONS

Location	Number of Companies Hiring		Skills Required for Secretaries		Skills Required for Stenographers									
	Number of Companies Hiring	Number of Secretaries	Number of Stenographers	Skills Required for Secretaries	Skills Required for Stenographers									
Tulsa	20	3	4	2	4	0	6	37	2	5	0	5	0	5
Oklahoma City	23	0	4	1	15	0	5	24	1	0	1	11	0	1
Totals	43	3	8	3	17	0	11	61	3	5	1	16	0	6

This table should be read as follows: Of the 20 companies interviewed in Tulsa, 2 specified no minimum standard for typewriting for secretarial work. Four representative required 40 words per minute; 2 required 45 words per minute; 4 required 50 words per minute; and 5 required 60 words per minute. Of the 17 Tulsa companies which hired stenographers, 2 had no minimum standard in typewriting, 5 required 40 words per minute; 5 required 50 words per minute; and 5 required 60 words per minute by beginning stenographers.

forty words per minute; one required forty-five words per minute; thirteen specified fifty words per minute and five indicated that their secretaries should be able to type at the rate of sixty words per minute.

Stenographers, according to five representatives in the Tulsa area, are required to type at the rate of forty words per minute in their companies. Five other representatives require fifty words per minute. A rate of sixty words per minute is required of beginning stenographers in five Tulsa companies. Two representatives said no specified minimum speed is required of beginning stenographers.

Of the fourteen representatives who hire stenographers in Oklahoma City, one requires a typewriting speed of forty-five words per minute; eleven specify a rate of fifty words per minute, and one prefers his stenographers to have a writing rate of sixty words per minute. One representative in Oklahoma does not require any specific minimum skill in typewriting.

In both Tulsa and Oklahoma City, typewriting speed requirements are well within the range of high school graduates. In almost every case, the speed requirements were tempered with, "I don't really care so much how fast an applicant can type. I want accuracy." The representatives also stated that so long as a secretary could finish all the duties expected of her, her typewriting speed was relatively unimportant.

Minimum Qualifications in Shorthand. In Tulsa, twenty representatives who hire secretaries require the following dictation speeds: Seven require eighty words per minute; two specify ninety words per minute; five prefer secretaries who can write one hundred words per minute, and four said they require beginning secretaries to be able to write shorthand at the rate of one hundred twenty words per minute. Two representatives do not require any specific shorthand rate, although they do require the applicant to know some shorthand.



TABLE XVII

MINIMUM STANDARD SKILL REQUIRED BY EMPLOYERS  
SECRETARIES AND STENOGRAPHERS IN FORTY-FIVE LIFE INSURANCE COMPANIES

Location	Number of Companies Hiring	Number of Secretaries Hiring	Number of Stenographers Hiring	Number of Companies Hiring	Minimum Standard for Secretaries	Minimum Standard for Stenographers												
Tulsa	20	2	0	7	2	5	0	4	17	2	0	0	7	3	4	0	1	
Oklahoma City	23	0	1	0	6	2	20	0	4	14	0	0	0	4	1	7	1	1
Totals	43	2	1	0	7	4	25	0	8	31	2	0	0	11	4	11	1	2

This table should be read as follows: Of the 20 companies interviewed in Tulsa, 2 specified no minimum standard for shorthand skill for secretarial employees. Seven representatives required 80 words per minute; 2 required 90 words a minute; 5 required 100 words per minute; and four required 120 words per minute. Of the 17 Tulsa companies which hired stenographers, 2 had no minimum shorthand dictation standard for beginning stenographers, 7 required 80 words per minute; 3 required 90 words per minute; 4 required 100 words per minute; and one required 120 words per minute of beginning stenographers.

Twenty-three Oklahoma City representatives who hire secretaries responded to the question, "What are the training qualifications in shorthand for beginning secretaries in your company?" One representative said that he will employ secretaries with a dictation speed of sixty words per minute. Six representatives require a shorthand rate of eighty words per minute. Two require secretaries with a speed of ninety words per minute. Ten companies require secretarial workers to have a shorthand speed of one hundred words a minute, and four require a speed of one hundred twenty words per minute in shorthand.

Seven representatives in Tulsa require that stenographers must have a minimum writing rate of at least eighty words per minute. Three companies require a shorthand speed of ninety words per minute; four require one hundred words per minute; and one requires stenographers who have a beginning shorthand speed of one hundred twenty words per minute.

The minimum rate in shorthand for beginning stenographers in the Oklahoma City area, according to four representatives, is eighty words a minute; one representative requires ninety words per minute; seven representatives require a minimum shorthand speed of one hundred words per minute; one requires a shorthand speed of one hundred ten words; and one company requires a minimum of one hundred twenty words per minute.

Again, representatives in both cities re-emphasized that speed is<sup>g</sup> not so important as accuracy. Shorthand skill requirements, also are within the range of high school attainments.

Minimum Requirements in Transcription. Only six Tulsa representatives require a minimum transcription rate for beginning secretaries. These companies require a secretary who can transcribe around thirty words per minute. Five Tulsa representatives specify a transcription rate of thirty words per minute for stenographers.

In Oklahoma City, four companies require specific transcription rates for beginning secretaries. Four companies require secretaries to transcribe at the rate of twenty-five words per minute. One company requires a minimum transcription rate of twenty-five words per minute for its beginning stenographers.

Transcription rates required by representatives of life insurance companies are within the attainments of high school students.

No company interviewed during this study gives any type of test to ascertain rates in typewriting, shorthand, or transcription. The representatives, in all cases, in both Tulsa and Oklahoma City, accept the rate given by the applicant as a valid one.

Summary of Skill Requirements in Typewriting, Shorthand, and Transcription. These data indicate that persons desiring employment in insurance companies in Oklahoma should possess a minimum average typewriting rate of fifty words per minute. They should be able to take shorthand at the rate of eighty to one hundred words per minute and be able to transcribe notes accurately and neatly at an average transcription rate.

A summary of these data, pertaining to minimum typewriting, shorthand, and transcription skills required of beginning secretaries and stenographers in life insurance companies is shown in Tables XVII, XVIII, and XIX.

Duties Performed by Secretaries and Stenographers. The representatives were asked to list the duties performed by secretaries and stenographers in their companies. This question was asked to ascertain whether or not secretaries and stenographers in life insurance companies perform the same duties which secretaries and stenographers perform in other companies.

The duties, as indicated by employers of secretaries, are listed in order of the frequency of their occurrence. These duties are performed in

TABLE XIX

MINIMUM TRANSCRIPTION SKILL REQUIRED OF SELECTIVE  
SECRETARIES AND STENOGRAPHERS IN FORTY-FIVE LIFE INSURANCE COMPANIES

Location	Number of Minimum Skill Required		Number of Minimum Skill Acquired for	
	Stenographers	Secretaries	Stenographers	Secretaries
Tulsa	20	17	12	5
Oklahoma City	23	14	13	1
Totals	43	31	25	6

This table should be read as follows: Of the twenty Tulsa companies which hired secretaries, six reported that they required a minimum transcription skill of 30 words per minute of their secretarial employees. Of the 17 Tulsa companies that hired stenographers, five required a transcription speed of 30 words per minute of their beginning stenographers.

addition to those specifically mentioned in the definition given in

Chapter I:

- Handle money
- Make deposits
- File
- Make some calculations
- Write policies
- Prepare company reports
- Prepare pay claims
- Do some bookkeeping

Duties, not specifically listed in the definition, performed by stenographers in both Tulsa and Oklahoma City are:

- Use telephone
- File
- Handle switchboard
- Make change
- Do bookkeeping
- Make deposits
- Prepare reports
- Type forms

Special Training. Forty-five representatives of life insurance companies in Oklahoma were asked, "What special training, if any, which is peculiar to insurance companies should be taught to students in secretarial office practice courses in high schools and colleges?" Nine representatives stated that students desiring employment in life insurance companies should be given instruction so that they will have a general knowledge of life insurance. Also, familiarity with insurance terms will aid some. In the main, however, the representatives said they expect to teach the beginners in secretarial and stenographic positions fundamentals of the life insurance business. Many of the representatives are well satisfied with the secretarial office training now given in Oklahoma schools. Many believe that special instruction in insurance terminology is unnecessary because new secretaries and stenographers seldom have any difficulty in mastering insurance terms in a very short time.

Additional Training and Instruction Provided by Insurance Companies.

Since the same trend was evident in both Tulsa and Oklahoma City in regard to providing additional training for beginning secretaries and stenographers in life insurance companies, both areas will be summarized at one time. Table XX shows data concerning additional training provided beginning secretaries and stenographers by life insurance companies.

Twenty-nine representatives indicated that the beginning secretary and stenographer is given access to manuals to aid her in her work. Eleven companies provide beginning workers with detailed written instructions. Eight companies give beginning secretaries and stenographers a six-month training course under the local agent. Six companies provide training under a supervisor. Only three companies offer no written instructions or training to beginning secretaries and stenographers. The data concerning additional instruction provided by life insurance companies are summarized in Table XX.

Salaries Which May be Expected by Beginning Secretaries and Stenographers.

Beginning salaries for beginning secretaries in life insurance companies range from \$100.00 a month to \$200.00 a month.

In Tulsa, only one representative indicated that the beginning monthly salary is \$100.00. This company offers a six-month training program and gives salary increases every twelve weeks. Seven Tulsa companies pay beginning secretaries from \$125.00 to \$145.00 per month. Six companies start their secretaries at \$150.00 to \$170.00 per month. Five companies start their secretaries at a monthly salary of from \$175.00 to \$195.00. One company starts its secretaries with a salary of \$200.00 per month. Companies which start their secretaries in the higher wage bracket prefer or require previous secretarial experience. The average beginning salary for the beginning secretary in an insurance company office in Tulsa is \$152.00 per month.

TABLE XX

ADDITIONAL INSTRUCTION AND TRAINING PROVIDED BEGINNING  
SECRETARIES AND STENOGRAPHERS BY LIFE INSURANCE COMPANIES

Type of Training	Twenty-one Companies in Tulsa	Twenty-four Companies in Oklahoma City
Manuals	14	15
Detailed Written Instructions	4	7
Six-Month Training Course Under Agent	5	3
Training Under Supervisor	2	4
None	1	2

This table should be read as follows: Of the 24 companies surveyed in Tulsa, 14 provide secretarial and stenographic employees with manuals. Seven companies surveyed in Oklahoma City provide detailed written instructions for their new secretaries and stenographers.

TABLE XXI

MONTHLY SALARY OR WAGE RECEIVED BY BEGINNING  
SECRETARIES AND STENOGRAPHERS IN REPRESENTATIVE  
LIFE INSURANCE COMPANIES IN OKLAHOMA

Monthly Salary	Tulsa		Oklahoma City	
	Secretaries	Stenographers	Secretaries	Stenographers
\$100	1	2	0	0
\$125	4	3	1	0
\$130	1	1	1	3
\$135	0	0	0	0
\$140	2	3	4	1
\$145	0	0	0	0
\$150	4	2	6	7
\$155	0	0	0	0
\$160	0	3	3	0
\$165	0	0	3	2
\$170	2	1	1	1
\$175	3	2	2	0
\$180	1	0	1	0
\$185	1	0	0	0
\$190	0	0	0	0
\$195	0	0	0	0
\$200	1	0	1	0
Average Monthly Salary	\$152.00	\$143.82	\$163.04	\$148.28

This table should be read as follows: One company in Tulsa paid beginning secretaries \$100.00 a month. Two companies in Tulsa paid beginning stenographers \$100.00 a month. No company in Oklahoma City paid beginning secretaries and stenographers \$100.00 a month.



In Oklahoma City, six companies start new secretaries with salaries from \$125.00 to \$145.00 a month. Thirteen pay salaries ranging from \$150.00 to \$170.00 a month; three pay beginning secretaries from \$175.00 to \$195.00 a month. One company pays \$200.00 a month for its beginning secretaries. The average beginning salary for beginning secretaries in an insurance company office in Oklahoma City is \$163.04.

Beginning stenographers in an insurance company office in Tulsa draw an average of \$143.62 monthly. Two companies, both of which use training programs, start beginning stenographers at \$100.00 a month. Four employers pay beginning stenographers from \$125.00 to \$140.00 a month. Six representatives said they pay beginning stenographers a monthly salary of \$150.00 to \$170.00. Two companies in Tulsa pay beginning stenographers in their companies \$175.00 a month.

In Oklahoma City, beginning stenographers are paid from \$125.00 to \$150.00 a month in four companies. Ten companies pay beginning stenographers from \$150.00 to \$170.00 a month. The average monthly salary for beginning stenographers in an insurance company office in Oklahoma City is \$146.26.

More specific data concerning beginning salaries for beginning secretaries and stenographers in an insurance company office are shown in Table XXI.

## CHAPTER IV

### EVALUATION OF ABILITIES OF BEGINNING SECRETARIES AND STENOGRAPHERS

According to the literature surveyed as a background for this study, training in office machines, review of once-learned skills and subject matter, acquisition of new skills and subject matter, training in office duties, and improvement in personal traits are all objectives of the secretarial office practice course. In order to determine the effectiveness of instruction in these areas, forty-five representatives of life insurance companies were asked, "In which skills, knowledges, and traits do you find that beginning secretaries and stenographers are most frequently deficient?" The representatives, while interviewed, were asked to name the specific items in which their beginning secretaries and stenographers showed deficient ability. They were asked to consider not only their present employees but also secretaries and stenographers they had employed in the past.

Evaluation of Ability in the Use of Office Machines. The representatives of the forty-five life insurance companies were asked, "Are beginning secretaries and stenographers frequently deficient in their ability to use office machines? If yes, in which types of machines should improvement be stressed?" The representatives were requested to answer this question in light of the needs of their respective offices. No attempt was made to ascertain how many workers use each of the different office machines.

While the opinions of the representatives of life insurance companies surveyed in both Tulsa and Oklahoma City are shown in Table XXII, the difference between the cities are not considered great so only the totals are included in the context.

Of the forty-five companies surveyed, 20 per cent indicated a deficiency of ability in the use of calculating machines, and 20 per cent indicated a deficiency of ability in the use of duplicating machines. Beginning secretaries and stenographers are frequently deficient in the use of transcribing machines in 15.5 per cent of the companies surveyed. Thirteen and one half per cent of the representatives said beginning secretaries and stenographers have deficient skill in the use of the adding machine and 6.3 per cent of the life insurance companies surveyed indicated that their new secretaries and stenographers are deficient in their ability to use addressing machines.

Evaluation of Knowledge in Subject Matter. Table XXIII summarizes data which were gathered during interviews with forty-five life insurance company representatives in Oklahoma. These data show the opinions of these representatives concerning deficiencies in knowledge of subject matter as displayed by beginning secretaries and stenographers in their respective offices.

In the forty-five companies whose representatives were interviewed, the following deficiencies in subject matter of beginning secretaries and stenographers were noted: Twenty-eight noted a deficiency in spelling. Twenty-five indicated beginning secretaries and stenographers are deficient in punctuation. Nineteen said deficient ability in arithmetic and grammar has been displayed by beginning secretaries and stenographers. Ten representatives believed prospective secretaries and stenographers should receive

TABLE XXII

OFFICE MACHINES IN WHICH BEGINNING  
SECRETARIES AND STENOGRAPHERS ARE MOST FREQUENTLY  
DEFICIENT AS REPORTED BY REPRESENTATIVES OF  
FORTY-FIVE LIFE INSURANCE COMPANIES

Type of Machine	Deficient Ability in			Per cent of Total Number of Companies Surveyed
	Tulsa	Oklahoma City	Total	
Calculating Machine	3	6	9	20.0
Duplicating Machine	4	5	9	20.0
Dictaphone and/or Ediphone	4	3	7	15.5
Adding Machine	6	0	6	13.3
Addressing Machine	1	2	3	6.7

This table should be read as follows: Three companies in Tulsa and 6 companies in Oklahoma reported that beginning secretaries and stenographers are frequently deficient in their ability to use the calculating machine. A total of 9 companies, or 20 per cent, indicated that beginning secretaries and stenographers are frequently deficient in the use of calculating machines.

TABLE XXIII

SUBJECT MATTER IN WHICH REPRESENTATIVES  
OF FORTY-FIVE INSURANCE COMPANIES INDICATE  
THAT BEGINNING SECRETARIES AND STENOGRAPHERS ARE FREQUENTLY DEFICIENT

Subject Matter	Deficient Ability		Total
	21 Companies in Tulsa	24 Companies in Oklahoma City (1/2 Compared)	
Spelling	12	16	28
Punctuation	13	12	25
Arithmetic	14	5	19
Grammar	7	12	19
Reading	4	6	10
Pennmanship	2	6	10
Speech	5	4	9
Bookkeeping	3	2	5
Transcription	1	2	3
Shorthand	1	1	2
Typewriting	0	2	2

This table should be read as follows: Of the 21 companies surveyed in Tulsa, 12 indicated that beginning secretaries and stenographers have deficient ability in spelling. Of the 24 companies surveyed in Oklahoma City, 16 reported that beginning secretaries and stenographers are frequently deficient in spelling. Of the total, 28 reported that beginning secretarial and stenographic workers are frequently deficient in spelling.

more complete instruction in filing and penmanship. As shown in Table XXIV, other deficiencies were mentioned by from 2 to 5 representatives each.

It is believed, in the light of these data, that more emphasis should be placed on review of once-learned skills such as spelling, punctuation, grammar, and penmanship. Filing should be taught to all secretarial majors in the secretarial office practice course. Students should be given an opportunity to improve and maintain skill in typewriting, shorthand, transcription, and bookkeeping so that these skills will not deteriorate by the time of employment.

✓ Evaluation of Ability in Performance of Office Duties. Table XXIV summarizes data concerning office duties in which representatives of forty-five life insurance companies indicated that beginning secretaries and stenographers are most frequently deficient.

Of the forty-five companies surveyed, over half indicated that beginning secretaries and stenographers are frequently deficient in meeting and directing callers and using the telephone. Almost half of the representatives interviewed revealed that their beginning secretaries and stenographers are deficient in their ability to compose business letters. Less than one-seventh of the companies surveyed indicated deficient ability in proofreading and revising material, typing stencils and master sheets, filing, transcription, taking dictation, and straight copy typing.

Skill in using the telephone and in meeting and directing callers, while important in any office, cannot be under-emphasized to the prospective worker in life insurance companies. Faith in the insurance company plus the personality of the agent and his staff are definite selling points in the life insurance business. The representatives say that "the voice with a smile" is just as important to a life insurance company as it is to the

TABLE XXIV

OFFICE WORKS IN WHICH REPRESENTATIVES  
OF FOUR-FIVE AND EIGHTY COMPANIES INDICATE  
THAT BEGINNING SECRETARIES AND STENOGRAPHERS FREQUENTLY HAVE DEFICIENT ABILITY

	Deficient Ability		Total (45 Companies)
	21 Companies in Tulsa	24 Companies in Oklahoma City	
Office Duties			
Meeting and Directing Callers	17	16	33
Using the Telephone	12	17	29
Copying Business Letters	14	6	20
Proofreading, Revising Material	2	4	6
Typing Stencils and Master Sheets	2	3	5
Indexing	2	1	3
Recommending	1	2	3
Taking Dictation	0	1	1
Straight-copy Typing	0	0	0

This table should be read as follows: In the 21 companies surveyed in Tulsa, representatives for 17 reported that beginning secretaries and stenographers are frequently deficient in ability to meet and direct callers. Of the 24 companies surveyed in Oklahoma City, 16 indicated that beginning secretaries and stenographers have deficient ability in meeting and directing callers. Of the total, 33 companies reported that ability in this area is deficient.

telephone companies; therefore these representatives interviewed are more sensitive to how the calls are made and received and how callers are met and directed than might be the case of a personnel director in another type of concern. From the evidence of these data, definite training in the use of the telephone and meeting and directing callers should be given to students who wish to work as secretaries and stenographers in life insurance companies.

On the basis of the frequency in which the ability in them was mentioned as deficient by representatives of forty-five life insurance companies, other duties that should be emphasized in training programs for secretaries and stenographers are: Composing business letters; proofreading and revising material; typing stencils and master sheets; filing; transcription; and taking dictation.

Several of the representatives said some training might be desirable in handling mail, typing numbers, and in short cuts in such tasks as chain feeding and stamping and sealing envelopes. Making change should also receive some consideration in the office practice course, according to several representatives.

Evaluation of Personal Trait Development. Table XXV summarizes data obtained from representatives of life insurance companies concerning deficiencies in the development of personal traits of beginning secretaries and stenographers in their companies. While the opinions of the representatives of the life insurance companies surveyed in both Tulsa and Oklahoma City are shown in Table XXV, the trends indicated in the two cities are so similar that only the totals are included in the context.

Approximately half of the forty-five representatives interviewed indicated that beginning secretaries and stenographers show deficient development in "attention to details," "tact," and "initiative." "Ability



TABLE XXV

PERSONAL TRAITS IN WHICH REPRESENTATIVES  
OF FORTY-FIVE LIFE INSURANCE COMPANIES INDICATE  
THAT BEGINNING SECRETARIES AND STENOGRAPHERS ARE FREQUENTLY DEFICIENT

Personal Traits	Deficient Ability		Total (45 Companies)
	21 Companies in Tulsa	24 Companies in Oklahoma City	
Attention to Details	11	10	21
Initiative	7	14	21
Tact	11	9	20
Ability to Follow Instructions	7	10	17
Ability to Get along with Others	8	6	14
Accuracy	6	7	13
Ambition	3	7	10
Grooming	3	7	10
Organization of Duties	5	4	9
Alertness	4	4	8
Dependability	1	6	7
Courtesy	3	3	6
Industry	1	4	5
Loyalty	0	3	3
Honesty	0	0	0

This table should be read as follows: Of the 21 companies surveyed in Tulsa, 11 indicated that beginning secretaries and stenographers are frequently deficient in the trait of "attention to details." Of the 24 companies surveyed in Oklahoma City, 10 companies believed that beginning secretaries and stenographers are frequently deficient in the trait of "attention to details." Of the total, 21 companies indicated deficient ability in the trait of "attention to details."

to follow instructions," "ability to get along with others," and "accuracy" are traits in which beginning secretaries and stenographers show deficient development according to approximately one-third of the representatives interviewed. Beginning secretaries and stenographers, as indicated by approximately one-fourth of the representatives are frequently deficient in "ambition," "grooming," "organization of duties," "alertness," and "dependability." Approximately one eighth or less indicate that beginning secretaries and stenographers are frequently deficiently developed in "courtesy," "industry," and "loyalty."

Traits which should receive more emphasis in high schools are:

"Attention to details," "tact," "initiative," "ability to follow instructions," and "ability to get along with others." To a lesser degree, emphasis should be placed on the development of "accuracy," "ambition," "grooming," and "alertness."

Since so much of the success of a life insurance company depends upon the personality of the representative and his office force, persons who wish to work as secretaries and stenographers in life insurance companies should try to acquire as many pleasing traits as possible during their training for the future positions.

## CHAPTER V

### SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

The purpose of the study, as stated in Chapter I, is to analyze and present data concerning the minimum employment standards required of beginning secretaries and stenographers in selected life insurance companies in Oklahoma, and to show the significance of these data in such a way that they may aid the business teachers in high schools and colleges in setting realistic standards for their pupils.

Data were obtained through interviews with representatives of forty-five life insurance companies located in Oklahoma. These data, taken from interviews held during May, 1952, were presented in Chapters III and IV.

#### Summary of Findings and Conclusions

The findings and conclusions, summarized in this chapter, are presented as answers to specific questions listed under the statement of the problem in Chapter I.

1. Do the state college and high school secretarial and office practice courses offer sufficient preparation to enable the students to enter employment as secretaries and stenographers? The representatives of forty-five life insurance companies were asked to evaluate abilities of beginning secretaries and stenographers in order to furnish information regarding this question.

Approximately half of the representatives of the life insurance companies surveyed indicated that beginning secretaries and stenographers are most

frequently deficient in spelling, punctuation, arithmetic, and grammar. Approximately a fourth or less of the representatives reported deficiencies in filing, penmanship, and speech. As shown in Table XXIII, other deficiencies in subject matter were mentioned by from two to five representatives each.

Approximately three-fourths of the representatives interviewed reported that beginning secretaries and stenographers have deficient ability in meeting and directing callers and in using the telephone. Approximately one-half reported that beginning secretaries and stenographers have deficient ability in composing business letters. As shown in Table XXIV, other deficiencies in the performance of office duties were mentioned by from one to six representatives.

Approximately half of the forty-five representatives interviewed indicated that beginning secretaries and stenographers are deficient in "attention to details," "tact," and "initiative." Approximately one-third indicated deficiencies in "ability to follow instructions," "ability to get along with others," and "accuracy." Approximately one-fourth indicated deficiencies in "ambition," "grooming," "organization of duties," "alertness," and "dependability." Other deficiencies mentioned by from three to six representatives are listed in Table XXV.

While the majority of the representatives indicated no deficiency in the ability of beginning secretaries and stenographers in their use of office machines, additional skill in the use of duplicating machines, calculating machines, and transcribing machines would be quite helpful in some offices. Some instruction might be included, if possible, in the use of the adding machine and addressing machines.

Conclusion: While there are deficiencies in some areas, state high schools and colleges which offer secretarial office practice do offer

sufficient preparation to enable the students to enter employment as secretaries and stenographers in life insurance companies.

2. Do the insurance companies employ enough new secretaries and stenographers to justify the inclusion of special instruction in the office practice courses in the state high schools and colleges? The forty-five companies surveyed in the study employ a total of one hundred sixty-three secretaries and stenographers according to the data obtained through interviews with representatives of these companies. On the basis of estimates given by company representatives, thirty-seven new secretarial and stenographic employees are needed each year in Tulsa and twenty-eight new secretaries and stenographers are needed each year in Oklahoma City. These data are summarized in Table IV, Chapter III.

Only nine companies stated that students desiring employment in life insurance companies should be given a general knowledge of life insurance.

Conclusion: While the number of beginning secretaries and stenographers employed by life insurance companies is not so great as in some other businesses, the number is probably large enough to justify the inclusion of some special instruction in life insurance fundamentals in the secretarial office practice course if this instruction is not given in some other related business course offered to these students. This instruction is further justified in view of the need for educating all students in consumer efficiency in this area.

3. Does the number of stenographers and secretaries employed by life insurance companies at present justify the training of new workers for this business? The forty-five companies surveyed in this study employ a total of one hundred sixty-three secretaries and stenographers. Of this total, ninety-four are secretaries and sixty-nine are stenographers. Seventy-five

of these employees work in Tulsa and eighty-eight are employed in Oklahoma City. According to the estimates of company representatives, during a business year these companies hire approximately thirty-seven new secretarial and stenographic workers in Tulsa and approximately twenty-eight new secretaries and stenographers in Oklahoma City.

Conclusions: Since there are many insurance companies not included in the study, and undoubtedly they, too, need additional workers, some provision should be made for training these employees. However, since very little, if any, special training is required in addition to that which is required of almost all secretaries and stenographers, the students desiring employment as secretaries and stenographers in life insurance companies may well be trained with students who wish to work as secretaries and stenographers in other businesses. Special emphasis should be placed on the development of pleasing personal traits and those duties which involve meeting the public, such as the proper use of the telephone and meeting and directing callers.

4. Are employment opportunities as secretaries and stenographers in life insurance companies open to both men and women? All the secretarial and stenographic employees covered in this survey were women, and all employers of secretarial and stenographic workers in life insurance companies surveyed reported that they prefer women for these positions.

Conclusion: Since representatives in life insurance companies prefer women secretaries and stenographers, young men in the high schools and colleges, according to the data obtained in the study, should not be encouraged to take training designed for prospective secretaries and stenographers in life insurance companies.

5. Through what agencies or other sources are new secretaries and stenographers obtained? Life insurance companies obtain new secretarial

and stenographic employees through recommendations of personal acquaintances, relatives, and friends of employees, United States employment offices, private employment agencies, high school and college placement offices and, to some extent, by newspaper advertisements. Very few employees are hired through unsolicited applications.

Employment tests of some sort are given to secretarial and stenographic applicants in almost half of the life insurance companies. These tests measure accuracy and neatness in typewriting, shorthand and transcription, personality, aptitude, and clerical ability.

Conclusions: High school and college students desiring employment as beginning secretaries and stenographers in life insurance companies should apply through recommendation of personal acquaintances, relatives, and friends of employees, United States employment offices, private employment agencies, high school and college placement offices, and newspaper advertisements.

6. Are stenographic and secretarial vacancies in life insurance companies filled by new employees? Data summarized in Table XI in Chapter III show the ways in which representatives of forty-five life insurance companies fill vacancies in secretarial and stenographic positions.

Of the forty-three companies which employ workers classified as secretaries, seventeen fill secretarial vacancies with new workers. Twelve companies fill secretarial vacancies with present workers and fourteen companies will hire new workers if they have no qualified present employees available.

Eighteen of the thirty-one life insurance representatives who hire stenographers fill stenographic vacancies with new employees, three fill these vacancies with present qualified workers, and twelve companies employ new stenographers when no qualified present workers are available.

Secretaries, when obtained from present employees, are promoted from the following positions: Stenographer, senior clerk, clerk, and switchboard operator.

Stenographic vacancies, when filled by present workers, are filled by promotions from file clerk, mail clerk, levels, and the switchboard.

Conclusion: Since approximately half of the companies fill stenographic and secretarial vacancies with new employees and approximately another third of the representatives will fill these vacancies with new workers if no present employees are qualified or available, it may be concluded that high school secretarial students may expect to obtain positions as beginning secretaries and stenographers in life insurance companies even though they have had no previous experience with life insurance companies.

7. What previous secretarial or stenographic experience, if any, is required of new secretaries and stenographers employed by life insurance companies? Only six of the forty-three representatives who employ workers classified as secretaries require previous secretarial experience. Nineteen of the representatives prefer such experience and eighteen said previous experience is immaterial.

None of the thirty-one companies which employ workers classified as stenographers require previous stenographic experience. Seventeen representatives reported that they prefer such experience; fourteen said such experience is immaterial.

Conclusion: High school students, at the present, can expect employment in life insurance companies as beginning secretaries and stenographers



but with other qualifications being equal, applicants with previous experience will receive preference in many instances.

8. What are the minimum educational requirements for beginning stenographers and secretaries employed in life insurance companies? Of the forty-three companies surveyed that employ workers classified as secretaries, only one company does not require high school graduation; twenty-two require high school graduation; fifteen require business college graduation; five require some college training.

Of the thirty-one representatives interviewed who hire employees classified as stenographers, twenty require high school graduation; eight require business college graduation, and three require some college preparation.

In addition to minimum educational requirements, a majority of companies specify beginning requirements in typewriting and shorthand. Some require a minimum skill in transcription. Data obtained, showing these requirements, indicate that persons desiring employment in life insurance companies in Oklahoma should possess an average minimum rate of fifty words per minute in typewriting. They should be able to take shorthand dictation at the rate of eighty to one hundred words per minute and be able to transcribe notes accurately and neatly at an average transcription rate.

Conclusion: High school graduation, together with necessary secretarial training, is the minimum education required of beginning secretaries and stenographers in life insurance companies.

9. What special training, if any, which is peculiar to life insurance companies should be included in office practice courses in high schools and colleges for students who wish to work for life insurance companies? Only nine of the forty-five life insurance company representatives interviewed

indicated that the secretarial office practice course in high schools and colleges should include some special training which is peculiar to life insurance companies. These representatives believed students desiring secretarial or stenographic positions in life insurance companies should possess a general knowledge of life insurance and be familiar with insurance companies.

Conclusion: Since 87 per cent of the representatives believed Oklahoma high schools and colleges need not give special training for employment in life insurance companies, it appears that little or no special training which is peculiar to life insurance companies need be included in the secretarial office practice course at this time. However, to satisfy the other 13 per cent of the companies and, for the sake of promoting consumer efficiency, some instruction in general knowledge of life insurance might well be given in the secretarial office practice course.

10. What duties do beginning secretaries and stenographers employed by life insurance companies perform? The duties, as indicated by employers of secretaries in life insurance companies, which secretaries in life insurance companies perform, in addition to those specifically mentioned in the definition given in Chapter I, are listed in the order of the frequency of their occurrence:

- Handle money
- Make deposits
- File
- Make some calculations
- Write policies
- Prepare company reports
- Prepare pay claims
- Do some bookkeeping

Beginning stenographers in life insurance companies perform the following duties in addition to those specifically mentioned in the definition given

in Chapter I. These duties are listed in the order of the frequency of their mention.

Use telephone  
File  
Handle switchboard  
Make change  
Make deposits  
Prepare reports  
Type forms

Conclusion: The duties performed by beginning secretaries and stenographers in life insurance companies, are, in the main, comparable to duties performed by beginning secretaries and stenographers in other businesses.

11. How are rates in skill subjects, such as shorthand, typewriting, and transcription determined by prospective employers in life insurance companies? No company interviewed during this study gives any type of test to ascertain rates in typewriting, shorthand, or transcription. The representatives, in all cases, in both Oklahoma City and Tulsa, accept rates given by the applicants to be valid ones.

Sixteen companies give dictation-typewriting-transcription tests. These tests consist of one letter dictated by the representative. The applicant is then expected to transcribe the dictated letter on the typewriter. If she can do this accurately and neatly, her skill is considered sufficient to meet the representative's requirements.

Conclusion: Rates of performance in skill subjects are not determined in terms of words per minute through testing. The emphasis appears to be upon the ability of the applicant to prepare a sample of work that the employer considers satisfactory and to do it within a time limit that he is willing to accept. Principal emphasis is upon accuracy of work sample rather than upon speed of performance.

12. What company instructions, if any, are provided beginning secretaries and stenographers to aid them in their work? Of the forty-five life

Interviews of forty representative individuals, twenty-nine indicated that the beginning secretary and stenographer are given access to manuals. Eleven companies provide beginning workers with detailed written instructions. Eight companies give beginning secretaries and stenographers a six-month training course under the local agent. Six companies provide training under a supervisor. Only three of the forty-five companies surveyed offer no written instructions or training to beginning secretaries and stenographers.

Conclusion: With the exception of only a very small percentage of companies interviewed, company instruction is given beginning secretaries and stenographers through providing manuals or detailed written instructions and/or by teaching courses supervised by the agent or supervisor.

18. What beginning salary or wage would a beginning secretary or stenographer expect in a life insurance company office? Beginning salaries for beginning secretaries vary widely from \$150.00 to \$200.00, with an average of from \$143.00 to \$150.00 a month.

Beginning monthly salaries for beginning stenographers range from \$105.00 to \$170.00 a month. The average salary for beginning stenographers in life insurance companies is approximately \$145.00 a month.

### Recommendations

The following recommendations are made in view of the findings and conclusions previously summarized in this chapter.

1. That more time should be set aside in the secretarial office practice course for review of once-learned material. Students should receive a thorough review of knowledges in spelling, punctuation, arithmetic, grammar, speech, and penmanship.

2. That more emphasis should be placed upon instruction in filing and provision be made for students to gain experience in filing through actual practice.

3. That the secretarial office practice course should contain a unit on the development of skill in the use of duplicating machines, calculators, adding machines, and, if at all possible, transcribing machines.

4. That additional experiences be provided in the course to assist students to perfect skill in the performance of these duties: Meeting and directing callers, use of the telephone, composing business letters, proof-reading, typing stencils and master sheets, filing and transcription.

5. That the secretarial office practice course place special emphasis on the development of the following personal traits in students: Attention to details, tact, initiative, ability to follow instructions, ability to get along with others, accuracy, ambition, grooming, and alertness.

6. That students who wish to seek employment as secretaries or stenographers in life insurance companies be encouraged to work in part-time secretarial or stenographic work to satisfy the experience preferences of some employers.

7. That students be advised to seek employment in life insurance companies through recommendations of friends and relatives of employees who work for insurance companies as well as through the use of the United States employment services and school placement offices.

8. That continual research be conducted in the employment requirements of beginning secretaries and stenographers in various businesses so that adequate, up-to-date, and meaningful counsel may be given students in the secretarial office practice course.

9. That a similar study be made to obtain data from the secretaries and stenographers in the insurance companies surveyed in the study so that a comparison of findings may be made.

STRATHMORE PARCHMENT

100% RAG U.S.A.

**BIBLIOGRAPHY**

PARCHMENT

U.S.A.

## BIBLIOGRAPHY

### Books

- Charters and Whitley. Analysis of Secretarial Duties and Traits.
- Good, Carter V., Barr, A. S., and Scates, Douglas E. The Methodology of Educational Research. New York: D. Appleton-Century Company, Inc., 1941.
- Haynes, Benjamin R., and Graham, Jessie. Research in Business Education. Los Angeles: University of Southern California, 1932.
- Haynes, Benjamin R., and Humphrey, Clyde W. Research Applied to Business Education. New York: The Gregg Publishing Company, 1939.
- Kibby, Ira W., and Blackler, William R., and Others. National Business Education Outlook. Sixth Yearbook of the National Commercial Teachers Federation. Ann Arbor, Michigan: The Ann Arbor Press, 1940.
- Magee, John H. Life Insurance. Chicago: Richard D. Irwin, Inc., 1942.
- Popham, Estelle L., and Others. Evaluating Competence for Business Occupations. American Business Education Yearbook, Volume XII. Somerville, New Jersey: Somerset Press, Inc., 1950.
- Speicher, Paul. The Logic of Life Insurance. Indianapolis: R & R Publications, 1934.
- Stickney, Blanche, and Stickney, Rufus. Office and Secretarial Training. New York: Prentice Hall, 1940.
- Taintor, Sarah Augustus. Training for Secretarial Practice. New York: McGraw-Hill Book Company, 1932.
- Tonne, Herbert A. Principles of Business Education. New York: The Gregg Publishing Company, 1947.

### Government Publications

- Dictionary of Occupational Titles, Division of Standards and Research, United States Government, June, 1939.

Course of Study in Business Education. Bulletin 42-C-4, Oklahoma City:  
Department of Education, State of Oklahoma, June, 1943.

Monographs

The Business Curricula. Monograph 76. Cincinnati: South-Western  
Publishing Company, 1942.

Improved Methods of Teaching the Business Subjects. Monograph 63.  
Cincinnati: South-Western Publishing Company, 1945.

Periodicals

Given, John W. "The Administrator Looks at the Secretarial Practice  
Teacher." Business Education World, XXVIII (February, 1948), p. 335.

Liles, Parker. "Responsibilities of the City Supervisor for Determining  
Standards." UREA Forum, V (May, 1951), p. 20.

Strauch, Juliette L. "A Survey of Office Duties and of Employer's Evaluations  
of Office Employees in Thirty-two Business Offices in the Pekin, Illinois  
Area." Review of Business Education, 1949 Series, Nos. 3 and 4,  
Stillwater: Oklahoma A. and M. College, p. 26.

Unpublished Material

Bricker, Esther Bernice. "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.

Culver, Gordon Franklin. "A Survey of Selected Oil Companies in Oklahoma To  
Determine Minimum Employment Standards Required of Beginning Secretaries  
and Stenographers." Unpublished master's thesis, Oklahoma Agricultural  
and Mechanical College, Stillwater, Oklahoma, 1949.



PARCHMENT

6415A

APPENDIX

STRATHMORE PARCHMENT

100% RAG U.S.A.

## APPENDIX

The following definitions are to be used with the interview schedule. These definitions were taken from the Dictionary of Occupational Titles.

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.

## Personal Information

Type of Office Worker	No. of Workers		Marital Status				Previous Secretarial or Stenographic Experience			Preferred Minimum Beginning Age	
	Male	Female	Married		Single		Required	Preferred	Immaterial	Male	Female
			M.	F.	M.	F.					
Stenographer											
Secretary											

Preferred Marital Status: Secretary  
 Married \_\_\_\_\_  
 Single \_\_\_\_\_  
 Immaterial \_\_\_\_\_

Stenographer  
 Married \_\_\_\_\_  
 Single \_\_\_\_\_  
 Immaterial \_\_\_\_\_

Preferred Sex of Worker: Secretary  
 Male \_\_\_\_\_  
 Female \_\_\_\_\_

Stenographer  
 Male \_\_\_\_\_  
 Female \_\_\_\_\_

## Educational Requirements

Type of Office Worker	Less than	High School	Business	Less than	College
	High School	Graduation	College	College	Graduation
Secretary					
Stenographer					

10. What placement services are used in obtaining new secretarial and stenographic employees?

Private Employment Bureaus \_\_\_\_\_ High School Placement Offices \_\_\_\_\_

U.S. Employment Service \_\_\_\_\_ College Placement Offices \_\_\_\_\_

Newspaper Advertisements \_\_\_\_\_ Personal Acquaintances, Relatives of Employees \_\_\_\_\_

Solicited Applications \_\_\_\_\_ Other \_\_\_\_\_

## Employment Opportunities:

Approximately how many new secretaries do you employ each year? \_\_\_\_\_

Approximately how many new stenographers do you employ each year? \_\_\_\_\_

Do you expect to hire the same number of new secretaries and stenographers during 1952? Yes \_\_\_\_\_ No \_\_\_\_\_

If "no," do you expect to hire (more-fewer) stenographers?

If "no," do you expect to hire (more-fewer) secretaries?

Type of Office Worker	Vacancies Filled by		
	New Workers	Present Workers	Both
Stenographer			
Secretary			

What types of office jobs are secretaries and stenographers promoted?

Secretaries promoted from \_\_\_\_\_

Stenographers promoted from \_\_\_\_\_

What types of office positions are secretaries and stenographers noted?

Secretaries promoted to \_\_\_\_\_

Stenographers promoted to \_\_\_\_\_

Employment Policies:

Does your company give tests to prospective secretaries and stenographers?

\_\_\_\_\_

"yes", what types of tests do you administer? \_\_\_\_\_

secretarial applicants \_\_\_\_\_

\_\_\_\_\_

stenographic applicants \_\_\_\_\_

\_\_\_\_\_

Duties performed by secretaries and stenographers in addition to those listed in the definition:

Stenographers \_\_\_\_\_

\_\_\_\_\_

Secretaries \_\_\_\_\_

\_\_\_\_\_

I. Training standards required of beginning secretaries and stenographers:

Type of Worker	Minimum Skill for			
	Typewriting	Shorthand	Transcription	Dictaphone
Secretary				
Stenographer				

rewriting \_\_\_\_\_

station \_\_\_\_\_

anscription \_\_\_\_\_

at special training, if any, which is peculiar to insurance com-  
ies do you think should be included in office practice courses in  
h schools and colleges?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

at words or terms, if any, are peculiar to insurance companies and  
ould be taught to prospective secretarial and stenographic employees

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

In which of the following skills, knowledges, and traits, do you  
nd that beginning stenographers and secretaries are most frequently  
icient? Indicate the deficiency by placing an x before the skill,  
nowledge, or trait in which the deficiency occurs.

Office Machines

- a. Dictaphone, Ediphone
- b. Duplicating Machine
- c. Addressing Machine
- d. Calculating Machine

Subject Matter

- a. Grammar
- b. Punctuation
- c. Spelling
- d. Arithmetic
- e. Penmanship
- f. Speech
- g. Typewriting
- h. Shorthand
- i. Transcription
- j. Bookkeeping
- k. Filing
- l. Others

3. Office Duties

- a. Taking Dictation
- b. Transcribing
- c. Straight-copy Typing
- d. Filing
- e. Telephone
- f. Meeting and Directing Callers
- g. Typing Stencils, Master Sheets
- h. Composing Business Letters
- i. Proofreading, Revising Material
- j. Handling Mail
- k. Others

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- 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
- p. Others

X. What company instructions, if any, are provided beginning stenographers and secretaries to aid them in their work?

Manuals  None  
 Detailed Written Instructions  Others

XI. What monthly salary or wage would a beginning secretary or stenographer receive?

Secretary \$ \_\_\_\_\_

Stenographer \$ \_\_\_\_\_

VITA

Louise Clara Cunningham  
candidate for the degree of  
Master of Science

**Thesis:** A SURVEY OF SELECTED LIFE INSURANCE COMPANIES IN OKLAHOMA  
TO DETERMINE MINIMUM EMPLOYMENT STANDARDS REQUIRED OF  
BEGINNING SECRETARIES AND STENOGRAPHERS

**Major:** Business Education  
**Minor:** None

**Biographical and Other Items:**

**Born:** March 8, 1917 at Earlsboro, Oklahoma

**Undergraduate Study:** Oklahoma A. and M. College, 1935-1939  
and 1948-1949.

**Graduate Study:** Oklahoma A. and M. College, 1950-1952.

**Experiences:** Accounting, 1939-1940. Teaching, 1946-1952.

Member of Phi Kappa Phi, Delta Pi Epsilon, Psi Chi.

Date of Final Examination: July 15, 1952.

THESIS TITLE: A SURVEY OF SELECTED LIFE INSURANCE COMPANIES IN  
OKLAHOMA TO DETERMINE MINIMUM EMPLOYMENT STANDARDS  
REQUIRED OF BEGINNING SECRETARIES AND STENOGRAPHERS

AUTHOR: LOUISE CLARA CUNNINGHAM

THESIS ADVISER: ROBERT A. LOWRY

The content and form have been checked and approved by the author and thesis adviser. Changes or corrections in the thesis are not made by the Graduate School office or by any committee. The copies are sent to the bindery just as they are approved by the author and faculty adviser.

TYPIST: MRS. GORDON F. CULVER