

A STUDY OF SELECTED OFFICE OCCUPATIONS  
IN MUSKOGEE, OKLAHOMA

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CHAPTER I  
INTRODUCTION

This is a study of selected office occupations in Muskogee, Oklahoma, for the purpose of determining what occupational opportunities exist for the placement of graduates in local business offices. This study endeavors to secure such information as may be used to advantage by the business education teachers and administrators of Central High School, Muskogee Junior College, Draughon's Business College, and Bacone College.

Muskogee, with a population of 40,000, is the third largest city in the state. It is located in the northeastern section of the state in the heart of three river bottoms, the Arkansas, Grand, and Verdigris. Today the corporate limits of the city include 6,144 acres, or nine and six-tenths square miles.

Muskogee, seat of the Five Civilized Tribes Indian Agency, has been known for the past sixty years as the "Indian Capital of the World." Indians, numbering over 100,000 and comprising members of the Cherokee, Creek, Seminole, Choctaw, and Chickasaw tribes, conduct their business through the Agency located in the Federal Building in Muskogee.

Agriculture and livestock play an important part in the economic life of Muskogee. Muskogee's industry is highly diversified, with 90 plants manufacturing such products as glass, fabricated iron, structural steel, furniture, paper and glass containers, processed food, and manufactured farm feeds.

The educational facilities for white students in Muskogee consist of eleven elementary schools, two junior-high schools, one senior-high school, and one junior college.

Central High, the senior-high school, has an average enrollment of over 1100 students, many of whom are enrolled in business education courses. Enrollment in the business courses during the 1952-'53 school year was as follows: first-year typewriting, 256; second-year typewriting, 89; first-year shorthand, 114; second-year shorthand, 53; business arithmetic, 196; first-year bookkeeping, 68; second-year bookkeeping, 9; and business law, 22. The total enrollment in all business subjects was 807.

This study endeavors to determine whether the present business education curriculum at Central High School is adequately preparing students for employment in local business offices. If not, what changes or modifications need to be made in the curriculum?

Purpose of the Study. "Business and education should get together," is a statement frequently heard. In general, the purpose of this study is to make a survey of the occupational opportunities for office workers in Muskogee. The data supplied by businessmen are to be used as a realistic basis on which to make curriculum evaluations and modifications. As a result of such revision, the business education department should be better prepared to provide business and industry with workers who meet their standards.

Specifically, the study attempts to secure information relative to the following questions:

1. How many employees are now employed in each classification of office workers included in this study?
2. What is the net labor-turnover rate, and how may it be expected to affect employment opportunities for prospective business graduates?

3. Is there a sex preference in the various classifications of office workers?
4. What is the minimum employment age for new employees?
5. On what jobs is employment experience a prerequisite of employment?
6. What minimum educational requirement is specified for beginning employees in each of the job classifications?
7. What methods are followed in the hiring of new office employees?
8. What duties are workers in the various classifications expected to perform?
9. What types of office machines are in use in the local business offices?
10. Do the local employers have definite standards in regard to rates of speed in typewriting and shorthand?
11. Are employment tests given prospective employees? If so, what is the nature of the tests?
12. What are the apparent weaknesses of beginning office workers?
13. How do local business standards compare with present standards in the business education department?

Need for the Study. Authorities in the field of business education emphasize the importance of an occupational survey in establishing an effective business training program. A study of the local business houses of a community furnishes the business educator with a realistic basis on which to evaluate and modify the existing curriculum.

It is the responsibility of the secondary school to provide a business education program which will insure vocational competency. "If business education is worthy of the name, or if business education is education for

business, then vocational preparation as an objective must rank at or near the top in importance."<sup>1</sup>

Hamden L. Forkner states that progressive high schools have taken the necessary steps to make the high-school program serve the needs of pupils and the business community:

Business education is a business and, like a business, it must meet the specifications of those who want to use its service. Young people must be prepared to meet business standards if the school is to be a credit to the community.<sup>2</sup>

The Course of Study in Business Education, prepared by business educators in the state of Oklahoma for the use of Oklahoma business teachers, recognizes the value of occupational surveys in determining the types of jobs available and the number of students that can be placed in such jobs. "No pre-employment occupational program should be considered complete without such studies made periodically."<sup>3</sup>

Dr. McKee Fisk emphasized the importance of the occupational survey in establishing a close relationship between business and education. The first step in the construction of a vocational business curriculum is the "determination of the business occupations which are found within the community."<sup>4</sup>

This concept is further strengthened by the remarks of Dr. J. Evan Armstrong, President of Armstrong College, Berkeley, California:

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<sup>1</sup>Parker Liles, "Business Education Contributes to Vocational Competency," The Bulletin of the National Association of Secondary-School Principals, Vol. 33, (November, 1949), p. 24.

<sup>2</sup>Hamden L. Forkner, "Characteristics of a Good Business Education Program," The Bulletin of the National Association of Secondary-School Principals, Vol. 33, (November, 1949), p. 7.

<sup>3</sup>Course of Study in Business Education, Bulletin 42-C-4, Department of Education, State of Oklahoma, 1943, p. 8.

<sup>4</sup>McKee Fisk, "Principles of Curriculum Construction in Vocational Business Education," The American Business Education Yearbook, Vol. 4, p. 39.

If our teachers in the business department of the secondary school are to give to business and industry workers with these necessary understandings and strengths, they need to maintain professional contacts with all those leaders who give directions to the forward movement of their phase of business education. Certainly they need to work more closely with the businesses in the community in which they serve.<sup>5</sup>

Past studies have shown that approximately 50 per cent of the graduates of Central High School enter college. A number of these graduates will later become employees of local firms. In all probability, a large number of the remaining 50 per cent will seek immediate employment in the local community.

There are numerous opportunities for office employment in Muskogee. It is believed that high-school graduates should have little difficulty in securing initial employment, providing their high-school programs have been wisely planned. In order to be of greater assistance to high school students, the business teachers and administrators must have information concerning local job opportunities and business standards. This knowledge is a prerequisite of a wisely and adequately planned business curriculum. The data obtained in this study should provide information needed for the planning of a curriculum with consideration for the needs of business, as well as the individual.

Source of Data. The interview technique of normative-survey research was the primary means of securing data for this study.

By means of the interview it is possible to secure many data that cannot be obtained through the less personal procedures of distributing a reply blank . . . Again, the interview permits the interviewer to gain an impression of the person who is giving the facts, and to 'read between the lines,' things that are not said.<sup>6</sup>

Additional data were obtained by the study of related literature in the field of business education.

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<sup>5</sup>J. Evan Armstrong, "Business and Education, An Imperative Partnership," Business Education Digest, Vol. VIII, (March, 1944), p. 7.

<sup>6</sup>Carter V. Good, A. S. Barr, and Douglas E. Scates, The Methodology of Educational Research, p. 373.

Scope and Delimitation: This study is a survey of one hundred selected business offices in Muskogee. Each of the offices selected employs at least one individual outside of the immediate family of the owner or operator. Negro firms are not included in the study.

Information was secured from 100 businesses in the following classifications:

Accounting Firms	Grocery Companies
Air-Conditioning Firms	Insurance Companies
Auto Agencies	Ladies' Clothing Stores
Auto Supply Stores	Law Offices
Banks	Lumber Yards
Beauty Colleges	Mail-Order Houses
Bottling Companies	Men's Clothing Stores
Box Mfg. Companies	Music Stores
Concrete Blocks Companies	Newspaper Companies
Construction Companies	Optometrists
Dairies	Paint Stores
Department Stores	Poultry Processors
Electrical Appliance Stores	Public Utilities
Feed and Grain Companies	Real Estate Companies
Five-and-Ten-Cent Stores	School Supplies Stores
Finance Companies	Schools
Florists	Shoe Stores
Furniture Mfg. Companies	Theatres, Inc.
Furniture Stores	Tile & Marble Companies
Glass Mfg. Companies	Tire Equip. Mfg. Companies

The 100 businesses included in the study employed a total of 399 office workers.

Definitions. To clarify the interpretation of data, the following terms are defined as used in this study:

Labor Turnover—Movement of personnel into and out of the company.<sup>7</sup>

The percentage of net labor turnover is calculated by dividing the actual number of replacements during the last twelve months, represented by the number of separations or accessions, whichever is smaller, by the average employment figure for the year.<sup>8</sup>

<sup>7</sup>Paul Pigors and Charles A. Myers, Personnel Administration, p. 96.

<sup>8</sup>Dale Yoder, Personnel and Labor Relations, pp. 214-217.



Accession--The hiring of a new employee or the rehiring of an old employee.<sup>9</sup>

Separation--A termination of employment by any one of the following means: quit, layoff, or discharge.<sup>10</sup>

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 executives and reminds him of them. Interviews people coming into the 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. May keep personnel records.<sup>11</sup>

Stenographer--Takes dictation in shorthand of correspondence, reports, and other matter and transcribes dictated material, writing it out in long-hand 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 clerical duties. May take dictation on a Stenotype machine or may transcribe information from a sound-producing record.<sup>12</sup>

Procedure. The first step in the organization of this study was the preparation of a tentative outline stating the major purposes of the survey. Related literature was then examined to determine what procedures had been used in the preparation of similar studies conducted in the past.

After examining a number of instruments which had been used in similar surveys, an information blank to be used in the occupational survey of office workers in Muskogee was prepared. This instrument was submitted for approval to the chairman of the thesis committee at the Oklahoma Agricultural and Mechanical College. After the information blank had been revised to conform

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<sup>9</sup>Ibid., p. 215.

<sup>10</sup>Ibid., p. 215.

<sup>11</sup>Dictionary of Occupational Titles, Vol. I, Second Edition, March, 1949, p. 1171.

<sup>12</sup>Ibid., p. 1284.

with the suggestions received, copies of the final draft were mimeographed to be used in the study. A copy of the interview schedule is included in the appendixes.

It was determined to include in the survey the business offices of one hundred firms. In compiling the list of firms to be included, an attempt was made to include a variety of businesses. The final list, which included businesses in 40 classifications, was composed of firms selected from the classified section of the Muskogee Telephone Directory. Information made available through the Chamber of Commerce and the Retail Merchants' Association was helpful in the selection of firms to be visited. The name of the firm, the classification of the business, the address, and the telephone number were typed on index cards. These cards were then arranged according to the location of the business, a procedure which proved to be most time saving.

Advance publicity was given the survey through the local newspapers, the school paper, and the weekly radio program sponsored by the speech department of Central High School.

A personal letter, explaining the purposes of the study, was mailed each employer a few days before he was to be interviewed. A copy of the letter is included in the appendixes. In most instances, the employer was telephoned the day preceding the interview so as to set a time for the interview which would be most convenient for him. If the day suggested was unsatisfactory, an appointment was made for a later date.

The Muskogee businessmen were interviewed between the dates of June 5 and June 19. The first three days were devoted to the interviewing of office managers of manufacturing establishments, most of which were located outside the downtown area. Consequently, fewer interviews were made during the first three days of the study.

Upon completion of the interviewing, the data were examined, analyzed, and interpreted in keeping with the purposes of this study.

## CHAPTER II

### GENERAL RESULTS OF THE STUDY

As stated in the introduction, the survey of selected business offices in Muskogee, Oklahoma was made during the early part of June. The businessmen of the city were very receptive to the study. Many employers answered the letter of the writer in which permission was asked to discuss employment standards with them. In some instances, the businessmen were merely directing the interviewer to another person more closely associated with the office personnel; but, as a general rule, the purpose of their letters was to welcome the opportunity to participate in the study.

Several businessmen remarked that the study indicated progressive teaching. They appeared very pleased that the business department of the local high school was making an effort to prepare prospective employees to more adequately meet the needs of employers in Muskogee. Both negative and positive criticisms were made of the training offered by the local high school; however, the favorable comments outweighed by far the unfavorable ones.

Distribution of Office Employees in Firms Surveyed. There were 108 firms visited. As 8 of these firms did not hire office employees outside of the immediate family of the owner or operator, they were excluded from the study in keeping with the delimitation stated in the introduction, and the study was based on data furnished by the other 100 firms.

Approximately one-half of the firms surveyed had only one office employee. Of the 399 office workers in the study, 53, or 13.3 per cent, were employees of firms which employed only one office employee outside of

the immediate family of the owner or operator. The greatest number of office personnel in any one business was 48. The total number of office employees in the one business firm which employed 48 office workers almost equalled the number of office employees in all 53 firms which employed only one office employee. Four office employees was the average for the 100 firms visited. The three banks, with a total of 60 office employees, employed more office workers than were employed by firms in any other single classification.

Table I shows the number of firms surveyed and the number of office workers in each firm. Table II shows the nature of business of firms included in the study and the number of office workers employed by firms in each classification.

Classification of Office Employees by Job Title. Each office position included in this study was classified as a record keeping, secretarial, clerical, or miscellaneous position. All accountants, bookkeepers, and ledger clerks were classified in the category of record keepers. The secretarial positions included all secretaries, stenographers, and typists. Clerical positions consisted of those positions which carried the job title of billing clerk, payroll clerk, and general office clerk. Positions which could not be classified as record keeping, secretarial, or clerical were referred to as miscellaneous positions. Machine operators, receptionists, and switchboard operators were in the classification of miscellaneous office workers.

In many instances it was rather difficult to determine the job title a particular position should have. For example, in the event that an office employee performed both bookkeeping and stenographic duties, his job title was determined by the majority of duties performed and the type of work to which he devoted the major portion of his working time.

TABLE I  
DISTRIBUTION OF OFFICE EMPLOYEES IN 100 BUSINESS FIRMS

Number of Office Employees	Firms		Office Employees	
	No.	Per Cent	No.	Per Cent
1 Employee	53	53.0	53	13.3
2 Employees	12	12.0	24	6.0
3 Employees	9	9.0	27	6.8
4 Employees	6	6.0	24	6.0
5 Employees	2	2.0	10	2.5
6 Employees	3	3.0	18	4.5
7 Employees	3	3.0	21	5.3
8 Employees	2	2.0	16	4.0
12 Employees	1	1.0	12	3.0
13 Employees	2	2.0	26	6.5
14 Employees	2	2.0	28	7.0
15 Employees	1	1.0	15	3.7
21 Employees	1	1.0	21	5.3
25 Employees	1	1.0	25	6.3
31 Employees	1	1.0	31	7.8
48 Employees	1	1.0	48	12.0
TOTALS	100	100.0	399	100.0

This table should be read as follows: Fifty-three, or 53 per cent, of the 100 firms in the study employed only one office employee. Fifty-three, or 13.3 per cent, of the 399 employees in the study were employed by firms which employed only one office employee.

TABLE II  
 CLASSIFICATION OF FIRMS BY NATURE OF BUSINESS  
 AND NUMBER OF OFFICE EMPLOYEES

Nature of Business	Number of Firms	Number of Office Employees
Accounting Firms	6	11
Air-Conditioning Firm	1	2
Auto Agencies	2	4
Auto Supply Store	1	1
Banks	3	60
Beauty College	1	1
Bottling Companies	3	3
Box Manufacturing Company	1	6
Concrete Blocks Mfg. Company	1	3
Construction Companies	2	4
Dairy	1	7
Department Stores	5	35
Electrical Appliance Companies	3	6
Feed and Grain Company	1	6
Five-and-Ten-Cent Store	1	2
Finance Companies	8	48
Florist	1	2
Furniture Manufacturing Company	1	4
Furniture Store	1	1
Glass Manufacturing Companies	2	25
Grocery Manufacturing Company	1	48
Insurance Companies	12	20
Ladies' Clothing Stores	2	3
Law Offices	15	15
Lumber Yards	2	5
Mail-Order House	1	3
Men's Clothing Store	1	2
Music Store	1	1
Newspaper Company	1	13
Optometrists	2	2
Paint Stores	2	3
Poultry Processors	2	10
Public Utility	1	15
Real Estate Companies	3	3
School and Office Supplies Stores	3	8
Schools	2	4
Shoe Store	1	1
Theatres, Inc.	1	3
Tile and Marble Company	1	2
Tire Equipment Manufacturing Company	1	7
<b>TOTALS</b>	<b>100</b>	<b>399</b>

The record keepers, with a total of 148, outnumbered all other classifications of office workers. There were 109 secretarial workers, 111 clerical workers, and 31 office employees who were classified as miscellaneous office employees.

Table III presents data concerning the classification of office employees by job title.

Classification of Office Employees According to Sex. The number of women in office positions far exceeded the number of men in such positions. Of the 399 office employees in the study, 358, or 89.7 per cent, were women; only 41, or 10.3 per cent, were men. The only classification in which men outnumbered women was in the field of accounting. Eighty per cent of the accountants in this study were men.

In all secretarial positions, which included secretaries, stenographers, and typists, only women were employed. Likewise, women were employed in all instances as machine operators, receptionists, and switchboard operators. Further information relative to the number and sex of office employees in the study is given in Table III.

Rate of Turnover in Office Employees. In speaking of labor turnover, reference is made to the movement of personnel into and out of the company. The hiring of a new employee, or the rehiring of an old employee, is known as accession; the termination of an employment is referred to as a separation. The percentage of net labor turnover is computed by dividing the actual number of replacements during the last twelve months, represented by the number of separations or accessions, whichever is smaller, by the average employment figure for the year.<sup>13</sup> The average employment figure for the 12-month period was determined by adding the present number of employees to

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<sup>13</sup>Dale Yoder, Personnel and Labor Relations, pp. 214-217.



TABLE III  
OFFICE EMPLOYEES CLASSIFIED BY JOB TITLE AND SEX

Position	Men		Women		Combined	
	No.	Per Cent	No.	Per Cent	No.	Per Cent
<u>Record Keeping</u>						
Accountant	20	80.0	5	20.0	25	100.0
Bookkeeper	10	11.1	80	88.9	90	100.0
Ledger Clerk	3	9.1	30	90.9	33	100.0
<u>Secretarial</u>						
Secretary			53	100.0	53	100.0
Stenographer			37	100.0	37	100.0
Typist			19	100.0	19	100.0
<u>Clerical</u>						
Billing Clerk	1	16.7	5	83.3	6	100.0
Gen. Off. Clerk	5	5.1	93	94.9	98	100.0
Payroll Clerk	2	28.6	5	71.4	7	100.0
<u>Miscellaneous</u>						
Machine Operator			19	100.0	19	100.0
Receptionist			7	100.0	7	100.0
Switchboard Operator			5	100.0	5	100.0
TOTALS	41	10.3	358	89.7	399	100.0

This table should be read as follows: Twenty, or 80 per cent, of the accountants included in this study were men.

the number of employees at the beginning of the period and dividing by 2. The number of employees at the beginning of the 12-month period was computed by adding the number of separations and subtracting the number of newly employed from the present number of employees.

As shown in Table IV, there were 112 women newly employed during the last twelve months. During the same interval, there were 97 separated from their jobs. Therefore, there was a net turnover of 97. When the net turnover of 97 is divided by the average number of women employees for the same period, 351, the rate of turnover for the period, which, in this instance, is 27.6 per cent, is determined.

There was a turnover of 55.5 per cent in women typists, a higher percentage of turnover than in any other classification of office employees.

In a similar manner, labor turnover and rate of turnover was computed for men office employees. Table V shows that there was a turnover of 5 men employees, or 12.2 per cent.

Table VI gives information relative to labor turnover without regard to the sex of the employees. The net turnover was greatest among the bookkeepers as there was a turnover of 21 for an average number of 88 bookkeepers. However, the rate of turnover was greatest for the typists as the turnover rate during the 12-month period was 55.5 per cent.

The average total number of employees for the preceding twelve months was 392, with a net turnover of 102 employees, or 26.0 per cent.

Gain in Employment. During the last twelve-month period there was a gain in employment of 1 man and 15 women office employees. This gain of 16 employees includes 5 bookkeepers, 2 ledger clerks, 2 secretaries, 2 stenographers and 5 general office clerks.

Sex Preference as Expressed by Employers. An employer was counted as a separate employer each time he supplied information concerning sex

TABLE IV

## RATE OF TURNOVER IN WOMEN OFFICE EMPLOYEES DURING 12-MONTH PERIOD

Position	Newly Employed	Separated	Average Total Number Employees	Turnover	
				No.*	Per Cent**
<u>Record Keeping</u>					
Accountant			5		
Bookkeeper	25	21	78	21	26.9
Ledger Clerk	12	10	29	10	34.5
<u>Secretarial</u>					
Secretary	17	17	53	17	32.1
Stenographer	12	10	36	10	27.8
Typist	12	10	18	10	55.5
<u>Clerical</u>					
Billing Clerk			5		
Gen. Off. Clerk	33	28	91	28	30.8
Payroll Clerk			5		
<u>Miscellaneous</u>					
Machine Operator			19		
Receptionist	1	1	7	1	14.3
Switchboard Operator			5		
<hr/>					
TOTALS	112	97	351	97	27.6

\* Actual number of replacements during 12-month period, represented by total newly employed or total separated, whichever is smaller.

\*\* Percentage of net turnover based on average number of employees during 12-month period.

This table should be read as follows: No women accountants were hired and none separated from their jobs, therefore, there was no turnover in women accountants; twenty-five new women bookkeepers were hired and 21 were separated from their jobs, resulting in a 26.9 per cent turnover of women bookkeepers.

TABLE V

## RATE OF TURNOVER IN MEN OFFICE EMPLOYEES DURING 12-MONTH PERIOD

Position	Newly Employed	Separated	Average Total Number Employees	Turnover	
				No.*	Per Cent**
<u>Record Keeping</u>					
Accountant	1	1	20	1	5.0
Bookkeeper	1		10		
Ledger Clerk	1	1	3	1	33.3
<u>Secretarial</u>					
Secretary					
Stenographer					
Typist					
<u>Clerical</u>					
Billing Clerk			1		
Gen. Off. Clerk	3	3	5	3	60.0
Payroll Clerk			2		
<u>Miscellaneous</u>					
Machine Operator					
Receptionist					
Switchboard Operator					
TOTALS	6	5	41	5	12.2

\* Actual number of replacements during 12-month period, represented by total newly employed or total separated, whichever is smaller.

\*\* Percentage of net turnover based on average number of employees during 12-month period.

This table should be read as follows: One man accountant was newly employed and one was separated from his job, resulting in a 5.0 per cent turnover.

TABLE VI

## RATE OF TURNOVER IN OFFICE EMPLOYEES DURING 12-MONTH PERIOD

Position	Newly Employed	Separated	Average Total Number Employees	Turnover	
				No.*	Per Cent**
<u>Record Keeping</u>					
Accountant	1	1	25	1	4.0
Bookkeeper	26	21	88	21	23.9
Ledger Clerk	13	11	32	11	34.4
<u>Secretarial</u>					
Secretary	17	17	53	17	32.1
Stenographer	12	10	36	10	27.8
Typist	12	10	18	10	55.5
<u>Clerical</u>					
Billing Clerk			6		
Gen. Off. Clerk	36	31	96	31	32.3
Payroll Clerk			7		
<u>Miscellaneous</u>					
Machine Operator			19		
Receptionist	1	1	7	1	14.3
Switchboard Operator			5		
TOTALS	118	102	392	102	26.0

\* Actual number of replacements during 12-month period, represented by total newly employed or total separated, whichever is smaller.

\*\* Percentage of net turnover based on average number of employees during 12-month period.

This table should be read as follows: One new accountant was hired and 1 was separated from his job, resulting in a 4.0 per cent turnover.

TABLE VII  
GAIN IN EMPLOYMENT DURING LAST TWELVE MONTHS

Position	Number Employed		Number Separated		Gain in Employment		
	M	W	M	W	M	W	Combined
<u>Record Keeping</u>							
Accountant	1		1				
Bookkeeper	1	25		21	1	4	5
Ledger Clerk	1	12	1	10		2	2
<u>Secretarial</u>							
Secretary		17		17			
Stenographer		12		10		2	2
Typist		12		10		2	2
<u>Clerical</u>							
Billing Clerk							
Gen. Off. Clerk	3	33	3	28		5	5
Payroll Clerk							
<u>Miscellaneous</u>							
Machine Operator		4		4			
Receptionist		1		1			
Switchboard Operator							
<hr/>							
TOTALS	6	116	5	101	1	15	16
<hr/>							

This table should be read as follows: During the last twelve-month period one man accountant was newly employed and one man accountant was separated from his job; consequently, there was no gain in the employment of men accountants.

preference for any type of office position listed in the study. Thus in Table VIII it appears that there are 217 employers instead of the actual 100. Of the 217 preferences expressed, 180, or 83.0 per cent, were for women; and 26, or 12.0 per cent, were for men. In 11, or 5.0 per cent, of the instances no preference as to sex was indicated.

In all instances women were preferred as secretaries, stenographers, typists, machine operators, receptionists, and switchboard operators. In most instances women were preferred as bookkeepers, ledger clerks, billing clerks, general office clerks, and payroll clerks. The only exception to the employers' preferences for women employees was in the field of accounting in which men were preferred by 72.2 per cent of the employers replying.

Detailed information concerning employers' preferences for office employees by sex is shown in Table VIII.

Experience Requirements for New Employees. An employer was counted as a separate employer each time he supplied information concerning the experience requirements for any type of office position. Of the 217 employers replying, 69, or 31.8 per cent, required experience; 148, or 68.2 per cent, did not require experience. The fact that such a large number of employers did not require work experience should be a favorable factor in the placement of high school graduates.

Accounting was the only category in which over half of the employers required experience of their new employees; 72.2 per cent of the employers required experience when employing accountants.

Table IX lists in detail the experience requirements specified by employers.

Minimum Employment Age. As a general rule, employers will employ women office employees at an earlier age than they will employ men. Of the 184 employers replying, 105, or 57.1 per cent, stated that 18 was the minimum age

TABLE VIII

## EMPLOYERS' PREFERENCES FOR OFFICE EMPLOYEES BY SEX

Position	Total Employers Replying*		Men Preferred		Women Preferred		No Preference	
	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent
<u>Record Keeping</u>								
Accountant	18	100	13	72.2	2	11.1	3	16.7
Bookkeeper	47	100	5	10.6	39	83.0	3	6.4
Ledger Clerk	13	100	2	15.4	10	76.9	1	7.7
<u>Secretarial</u>								
Secretary	44	100			44	100.0		
Stenographer	23	100			23	100.0		
Typist	7	100			7	100.0		
<u>Clerical</u>								
Billing Clerk	3	100	1	33.0	2	67.0		
Gen. Office Clerk	38	100	4	10.5	30	79.0	4	10.5
Payroll Clerk	5	100	1	20.0	4	80.0		
<u>Miscellaneous</u>								
Machine Operator	8	100			8	100.0		
Receptionist	7	100			7	100.0		
Switchboard Operator	4	100			4	100.0		
TOTALS	217	100	26	12.0	180	83.0	11	5.0

\* In this table each employer was counted as a separate employer each time he supplied information concerning the sex preference for any type of office position listed.

This table should be read as follows: Of the 18 employers expressing a preference for accountants by sex, 13, or 72.2 per cent, preferred men accountants.



TABLE IX  
EXPERIENCE REQUIREMENTS FOR NEW EMPLOYEES  
AS SPECIFIED BY EMPLOYERS

Position	Total Employers*		Experience Required		Experience Not Required	
	No.	Per Cent	No.	Per Cent	No.	Per Cent
<u>Record Keeping</u>						
Accountant	18	100	13	72.2	5	27.8
Bookkeeper	47	100	23	48.9	24	51.1
Ledger Clerk	13	100	3	23.0	10	77.0
<u>Secretarial</u>						
Secretary	44	100	14	31.8	30	68.2
Stenographer	23	100	4	17.4	19	82.6
Typist	7	100			7	100.0
<u>Clerical</u>						
Billing Clerk	3	100	1	33.3	2	66.7
Gen. Off. Clerk	38	100	6	15.8	32	84.2
Payroll Clerk	5	100	2	40.0	3	60.0
<u>Miscellaneous</u>						
Machine Operator	8	100	2	25.0	6	75.0
Receptionist	7	100	1	14.3	6	85.7
Switchboard Operator	4	100			4	100.0
TOTALS	217	100	69	31.8	148	68.2

\* In this table each employer was counted as a separate employer each time he supplied information concerning the experience requirements for any type of office position listed.

This table should be read as follows: Of the 18 employers who employ accountants, 13, or 72.2 per cent, require experience of newly employed accountants.

for women. On the other hand, of the 35 employers hiring men office employees, only 8, or 22.8 per cent, will employ a man at 18; and, 45.7 per cent of the employers require that a new male employee be at least 25 years of age. This difference in minimum age requirements may be partially accounted for by the fact that approximately one-half of the men office employees included in the study are classified as accountants. Accountants are usually required to be older regardless of sex.

Table X gives further information regarding the minimum employment ages for women in the various office classifications. Table XI presents similar data for men office employees.

Minimum Educational Requirements. An employer was counted as a separate employer each time he supplied information concerning the educational requirements for any position in the study. On this basis, there were 217 employers who stated their educational requirements for the various office positions. Of the 217 employers replying, 199, or 91.7 per cent, stated that they would employ high school graduates.

In every instance a high school education was considered adequate formal education for the various classifications of jobs, with the exception of bookkeepers and accountants. However, 93.6 per cent of the employers hiring bookkeepers said that a high school education was sufficient formal education to permit an employee to assume the responsibility of a bookkeeping position.

Many employers remarked that they were not so much concerned with the amount of formal education a prospective office employee had received as they were with the adequacy of his training for the specific duties he would be expected to perform.

Duties Performed by Office Employees. In studying the duties performed by the office employees in the selected business offices in Muskogee, it is

TABLE X  
 MINIMUM EMPLOYMENT AGE FOR WOMEN OFFICE EMPLOYEES  
 AS SPECIFIED BY EMPLOYERS

Position	Minimum Age Specified by Employers								Total Employers* Replying
	17	18	19	20	21	25	30	35	
<u>Record Keeping</u>									
Accountant						3	1		4
Bookkeeper		15	2	2	7	7	3	2	38
Ledger Clerk		13			1	1			15
<u>Secretarial</u>									
Secretary	1	23	1	3	5	7	4		44
Stenographer	2	14	2	1		2	2		23
Typist		6	1						7
<u>Clerical</u>									
Billing Clerk		2							2
Gen. Off. Clerk	2	18	1		4	3		2	30
Payroll Clerk		4							4
<u>Miscellaneous</u>									
Machine Operator	1	3			1	1			6
Receptionist	2	3		1		1			7
Switchboard Operator		4							4
<hr/>									
TOTALS	8	105	7	7	18	25	10	4	184
<hr/>									
Per cent of 184	4.3	57.1	3.8	3.8	9.8	13.6	5.4	2.2	100

\* In this table each employer was counted as a separate employer each time he supplied information concerning the age requirements for any type of office position listed.

This table should be read as follows: Of the 4 employers who employ women accountants, 3 stated that 25 was the minimum age at which they would hire an accountant.

TABLE XI  
 MINIMUM EMPLOYMENT AGE FOR MEN OFFICE EMPLOYEES  
 AS SPECIFIED BY EMPLOYERS

Position	Minimum Age Specified by Employers*						No age require- ment	Total
	18	21	22	25	30	35		
<u>Record Keeping</u>								
Accountant		1	1	10	1	2	1	16
Bookkeeper	6			3	1			10
Ledger Clerk	2			1				3
<u>Secretarial</u>								
Secretary								
Stenographer								
Typist								
<u>Clerical</u>								
Billing Clerk		1						1
Gen. Off. Clerk		2		2				4
Payroll Clerk		1						1
<u>Miscellaneous</u>								
Machine Operator								
Receptionist								
Switchboard Operator								
TOTALS	8	5	1	16	2	2	1	35
Per cent of 35	22.8	14.3	2.9	45.7	5.7	5.7	2.9	100

\* In this table each employer was counted as a separate employer each time he supplied information concerning the age requirements for any type of position listed.

This table should be read as follows: Of the 16 employers who employ men accountants, 1 stated that 21 was the minimum age at which he would hire an accountant.

TABLE XII  
 MINIMUM EDUCATIONAL REQUIREMENTS FOR NEW EMPLOYEES  
 AS SPECIFIED BY EMPLOYERS

Position	Total Employers Replying*		High School Graduate		Bus. Col. Training		College Graduate	
	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent
<u>Record Keeping</u>								
Accountant	18	100.0	3	16.7	2	11.1	13	72.2
Bookkeeper	47	100.0	44	93.6	2	4.3	1	2.1
Ledger Clerk	13	100.0	13	100.0				
<u>Secretarial</u>								
Secretary	44	100.0	44	100.0				
Stenographer	23	100.0	23	100.0				
Typist	7	100.0	7	100.0				
<u>Clerical</u>								
Billing Clerk	3	100.0	3	100.0				
Gen. Off. Clerk	38	100.0	38	100.0				
Payroll Clerk	5	100.0	5	100.0				
<u>Miscellaneous</u>								
Machine Operator	8	100.0	8	100.0				
Receptionist	7	100.0	7	100.0				
Switchboard Operator	4	100.0	4	100.0				
TOTALS	217	100.0	199	91.7	4	1.8	14	6.5

\* In this table each employer was counted as a separate employer each time he supplied data concerning the educational requirements for any position listed.

This table should be read as follows: Of the 18 employers who employ accountants, 3, or 16.7 per cent, specified that a newly-employed accountant must be at least a high school graduate.

readily seen that the businessmen expect their employees to be versatile workers. Very few of the employees perform only one or two duties, but, as a general rule, the office workers perform many duties. For example, two-thirds of the bookkeepers performed typewriting duties; one-third of the bookkeepers composed business letters. Similar illustrations could be given in each of the other classifications of office employees. Several businessmen had difficulty in deciding whether an employee was, for example, a bookkeeper or stenographer as duties relating to both positions were performed.

Typewriting was the duty performed by the greatest number of the total office workers, followed closely by filing and bookkeeping duties. Of the 399 employees in the study, 342, or 85.7 per cent, used the typewriter; 324, or 81.2 per cent, performed filing duties; and, 260, or 65.2 per cent, applied a knowledge of bookkeeping principles and practices.

Table XIII lists the number and percentage of office employees performing selected duties.

On the basis of the varied duties performed by office employees, it appears that business students in the local high school should be encouraged to broaden their business training as much as possible.

Machines Operated by Office Employees. The adding machine and calculator were operated by a greater number of office employees than any of the other office machines. The adding machine was operated by 78.0 per cent and the calculator by 37.1 per cent of all office workers.

Table XIV shows the number and percentage of office workers in the various classifications who operated adding machines, calculators, comptometers, dictaphones, and mimeograph machines.

Media for Locating Prospective Employees. In attempting to locate a prospective employee, the medium most frequently used by the Muskogee

NUMBER AND PERCENTAGE OF OFFICE EMPLOYEES PERFORMING SELECTED DUTIES

Position	Total Employees		Type		File		Take Dictation and Transcribe		Apply Knowledge of Bkpg. Principles		Compose Letters	
	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent
<u>Record Keeping</u>												
Accountant	25	100.0	11	44.0	7	28.0	2	8.0	25	100.0	11	44.0
Bookkeeper	90	100.0	60	66.7	81	90.0	9	10.0	90	100.0	28	31.1
Ledger Clerk	33	100.0	25	76.0	10	30.3			33	100.0	3	9.1
<u>Secretarial</u>												
Secretary	53	100.0	53	100.0	53	100.0	51	96.2	30	56.6	31	58.5
Stenographer	37	100.0	37	100.0	37	100.0	37	100.0	10	27.0	5	13.5
Typist	19	100.0	19	100.0	18	94.7	1	5.3	1	5.3	1	5.3
<u>Clerical</u>												
Billing Clerk	6	100.0	6	100.0	6	100.0			6	100.0		
Gen. Off. Clerk	98	100.0	98	100.0	95	97.0	20	20.4	45	45.9	19	19.4
Payroll Clerk	7	100.0	7	100.0	5	71.4			7	100.0		
<u>Miscellaneous</u>												
Machine Operator	19	100.0	19	100.0	7	36.8			12	63.2	2	10.5
Receptionist	7	100.0	3	42.9	3	42.9	1	14.3				
Switchboard Operator	5	100.0	4	80.0	2	40.0			1	20.0		
TOTALS	399	100.0	342	85.7	324	81.2	121	30.3	260	65.2	100	25.0

This table should be read as follows: Of the 25 accountants in this study, 11, or 44.0 per cent, performed typewriting duties.

TABLE XIV

## NUMBER AND PERCENTAGE OF THE VARIOUS TYPES OF EMPLOYEES OPERATING CERTAIN MACHINES

Position	Total Employees		Adding Machine		Calculator		Comptometer		Dictaphone		Mimeograph	
	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent
<u>Record Keeping</u>												
Accountant	25	100	25	100.0	10	40.0	7	28.0	1	4.0	2	8.0
Bookkeeper	90	100	80	88.9	40	44.4	10	11.1	1	1.1	7	7.8
Ledger Clerk	33	100	23	70.0	21	63.6	5	5.6				
<u>Secretarial</u>												
Secretary	53	100	33	62.3	10	18.9	4	7.5	9	17.0	11	20.8
Stenographer	37	100	25	67.6	9	24.3	3	8.1	4	10.8	9	24.3
Typist	19	100	8	42.1	1	5.3	1	5.3	1	5.3	10	52.6
<u>Clerical</u>												
Billing Clerk	6	100	4	66.7	3	50.0						
Gen. Off. Clerk	98	100	90	90.8	42	42.9	5	5.1				
Payroll Clerk	7	100	6	85.7	3	42.9						
<u>Miscellaneous</u>												
Machine Operator	19	100	17	89.5	8	42.1	4	21.1			5	26.3
Receptionist	7	100			1	14.3	1	14.3			1	14.3
Switchboard Operator	5	100										
TOTALS	399	100	311	78.0	148	37.1	40	10.0	16	4.0	45	11.3

This table should be read as follows: Of the 25 accountants in this study, 25, or 100 per cent, operated the adding machine.



businessmen was the contacting of personal acquaintances who might be able to suggest a desirable prospect. Of the 100 employers replying, 40 relied on this method of contacting personal acquaintances; 25 stated that they called the federal employment bureau; and, 20 believed that they had been more successful in securing desirable employees by calling the local high school. Other media less frequently used were advertising in the newspapers, referring to current applications on file, and contacting the business college.

Table XV lists the media most frequently used by employers in locating prospective office employees.

Pre-employment Tests. Table XVI shows that 23, or 23 per cent, of the 100 employers included in the study gave pre-employment tests to applicants for some of the positions included in the study.

Table XVII indicates the nature of pre-employment tests given. Typewriting tests on straight-copy material were given by 7 employers. Consideration was given to both speed and accuracy in 4 of the typewriting tests, but the purpose of the remaining 3 tests was merely to check the accuracy of the applicant's typewriting.

A dictation test was given by 9 employers and a transcription test by 7 employers. Two employers asked the applicants to read their shorthand notes rather than transcribe on the typewriter. The material dictated consisted of letters in all instances except one, in which case legal matter was dictated by the employer.

Aptitude tests were given by 6 employers, intelligence tests by 5, and clerical tests by 3. One employer gave a handwriting test.

Typewriting and Shorthand Speed Standards. Even though 14 employers stated they required their employees to have a minimum typewriting speed, only 4 actually tested for speed. Likewise, 7 employers remarked that they

TABLE XV

MEDIA MOST FREQUENTLY USED BY EMPLOYERS  
IN LOCATING PROSPECTIVE OFFICE EMPLOYEES

Medium	Number	Per Cent*
Business College	2	2.0
Current Applications	4	4.0
Local High School**	20	20.0
Newspaper	9	9.0
Personal Acquaintances	40	40.0
U. S. Employment Bureau	25	25.0
TOTALS	100	100.0

\* Percentage computed on the basis of the 100 employers who stated the media which they most frequently used in locating prospective employees.

\*\* Although only 20 employers stated that contacting the local high school was the medium they most frequently used in locating a prospective employee, 48 employers stated that contacting the local high school was either their first, second, or third most frequently-used medium in locating a prospective employee.

This table should be read as follows: Two, or 2 per cent, of the 100 employers in this study stated that contacting the business college was the medium that they most frequently used in locating prospective employees.

TABLE XVI  
EMPLOYERS GIVING PRE-EMPLOYMENT TESTS

<u>Total Employers Replying</u>		<u>Employers Giving Tests</u>		<u>Employers Not Giving Tests</u>	
No.	Per Cent	No.	Per Cent	No.	Per Cent
100	100.0	23	23.0	77	77.0

TABLE XVII  
TYPES OF PRE-EMPLOYMENT TESTS GIVEN BY EMPLOYERS

Type of Test	Number of Employers* Giving Test
Typing (Speed & Accuracy--4; Accuracy--3)	7
Dictation (Letter--8; Legal Work--1)	9
Transcription (Letter--6; Legal Work--1)	7
Aptitude	6
Intelligence	5
Clerical	3
Handwriting	1
TOTAL	38

\* Each employer was counted as a separate employer each time he supplied information relative to any type of pre-employment test used.

expected their stenographers and secretaries to have a definite dictation speed; yet, applicants were not tested for speed.

Eight of the 14 employers who said they had a speed standard expected employees to type at 50 words per minute. Eighty words a minute was the dictation rate for 5 of the 7 employers who stated that they had speed standards.

Generally speaking, employers merely asked the applicant at what speed he could type and take dictation. In the event that an employee had been secured through the federal employment bureau, an employer sometimes checked with that agency to secure results of typewriting and stenographic speed tests.

Weaknesses of Beginning Office Employees. In discussing the weaknesses of beginning office workers with the Muskogee businessmen, it was found that many had no comment to make other than that they had been pleased with the beginning employees. On the other hand, several welcomed the opportunity to discuss at length the shortcomings of beginning office workers.

In regard to the technical skills, the most frequent complaint made by the employers was that beginning office workers are unable to spell correctly. Thirty-three, or 33 per cent, of all employers in this study stated that beginning office employees were usually weak in spelling. The grammar and punctuation of beginning employees were also criticized.

Although several employers criticized beginning employees for such personal traits as lack of initiative and loyalty, they appeared to be much better satisfied, as a whole, with the personal traits of beginning employees than with their technical skills. Yet, several employers remarked that too many beginning office employees of today expect to start at the top of the ladder and are entering the business world with the "world-owes-me-a-living" attitude.

Technical skills and personal traits of beginning office employees that were most often criticized by employers are listed in Table XVIII.

The chapters which follow will be devoted to a further analysis and interpretation of data as applied to record-keeping, secretarial, clerical, and miscellaneous positions.

TABLE XVIII  
WEAKNESSES OF BEGINNING OFFICE EMPLOYEES  
AS SPECIFIED BY EMPLOYERS

<u>Technical Skills</u>	<u>Employers Stating that Beginning Employees are Usually Weak</u>	
	<u>No.</u>	<u>Per Cent</u>
Spelling	33	33.0
Punctuation	24	24.0
Grammar	20	20.0
Shorthand	9	9.0
Filing	8	8.0
Simple Mathematics	7	7.0
Handwriting	3	3.0
 <u>Personal Traits</u>		
Initiative	7	7.0
Loyalty	5	5.0
Ability to Get Along with Others	4	4.0
Ability to Follow Directions	4	4.0
Dependability	3	3.0
Personal Appearance	2	2.0
Courtesy	1	1.0

This table should be read as follows: Thirty-three, or 33 per cent, of all employers in this study stated that, as a general rule, beginning employees are weak in spelling.

## CHAPTER III

### RECORD-KEEPING POSITIONS

The term, "record-keeping position," as used in this study, refers to any position held by an accountant, bookkeeper, or ledger clerk. A position as an accountant was considered the highest level of record-keeping position, followed by the positions of bookkeeper and ledger clerk, in that order. Slightly over one-third of all employees in this study were classified as record keepers.

Classification of Record-Keeping Employees According to Sex. There were over three times as many women as men employed in record-keeping positions. However, in the field of accounting, the men outnumbered the women by four to one. Of the 25 persons employed as accountants, only 5 were women. On the other hand, of the 90 bookkeeping positions, 80, or 88.9 per cent, were held by women. The large number of women bookkeepers may be partially accounted for by the fact that many of the employers require their bookkeepers to perform secretarial duties.

Thirty of the 33 ledger clerks, or 90.9 per cent, were women; thus, the percentage of women ledger clerks was even greater than the percentage of women bookkeepers. As in the case of the bookkeepers, the ledger clerks are often asked to perform limited secretarial duties.

A more complete presentation of data regarding the classification of record-keeping employees according to sex is given in Table XIX.

Rate of Turnover in Record Keepers During 12-Month Period. A comparison of data given in Table XX and Table XXI reveals that the rate of

TABLE XIX

RECORD KEEPING EMPLOYEES  
CLASSIFIED BY JOB TITLE AND SEX

Position	Men		Women		Combined	
	No.	Per Cent	No.	Per Cent	No.	Per Cent
Accountant	20	80.0	5	20.0	25	100.0
Bookkeeper	10	11.1	80	88.9	90	100.0
Ledger Clerk	3	9.1	30	90.9	33	100.0
TOTALS	33	22.3	115	77.7	148	100.0

This table should be read as follows: Twenty, or 80 per cent, of the accountants in this study were men.



turnover for women record keepers was much greater than the turnover rate for men in similar positions. According to Table XX, there was a turnover of 31, or 27.7 per cent, among women record keepers; Table XXI, presenting similar data for the same 12-month period, shows the turnover for men record keepers to have been only 2, or 6.7 per cent.

It is interesting to note that there was no turnover among women accountants and men bookkeepers.

The rate of turnover for men and women ledger clerks was higher than the rate of turnover for bookkeepers and accountants.

Table XXII reveals the rate of turnover for all record-keeping employees regardless of sex. The total number of record keepers for the 12-month period averaged 145. There was a net turnover of 33 record keepers, or 22.8 per cent.

The data presented in Tables XX, XXI, and XXII reveal that there was much less mobility among accountants than among the personnel in other record-keeping positions. Apparently, this is due in part to the fact that employers hiring accountants have more stringent employment standards.

Gain in Employment. Data presented in Table XXIII indicate a gain in employment in the various classifications of record-keeping positions. There was no increase in the number of accountants, but there was an increase of 5 bookkeepers and 2 ledger clerks. This gain, with the exception of one man bookkeeper, represented women employees.

Sex Preferences as Expressed by Employers of Record Keepers. An employer was counted as a separate employer each time he supplied information concerning the sex preference for any type of record-keeping position. Consequently, there was a total of 78 preferences expressed. Twenty of the 78 employers preferred men record keepers; 51 preferred women; and 7 stated that they had no preference as to the sex of their record keepers. In

TABLE XX  
 RATE OF TURNOVER IN WOMEN RECORD KEEPERS  
 DURING 12-MONTH PERIOD

Position	Newly Employed	Separated	Average Total Number Employees	Turnover	
				No.*	Per Cent**
Accountant			5		
Bookkeeper	25	21	78	21	26.9
Ledger Clerk	12	10	29	10	34.5
TOTALS	37	31	112	31	27.7

\* Actual number of replacements during 12-month period, represented by total newly employed or total separated, whichever is smaller.

\*\* Percentage of net turnover based on average number of employees during 12-month period.

This table should be read as follows: No women accountants were newly employed and none were separated from their jobs; therefore, there was no turnover in women accountants.

TABLE XXI  
 RATE OF TURNOVER IN MEN RECORD KEEPERS  
 DURING 12-MONTH PERIOD

Position	Newly Employed	Separated	Average Total Number Employees	Turnover	
				No.*	Per Cent**
Accountant	1	1	20	1	5.0
Bookkeeper	1		10		
Ledger Clerk	1	1	3	1	33.3
TOTALS	3	2	33	2	6.7

\* Actual number of replacements during 12-month period, represented by total newly employed or total separated, whichever is smaller.

\*\* Percentage of net turnover based on average number of employees during 12-month period.

This table should be read as follows: One man accountant was newly employed and one was separated from his job, resulting in a 5.0 per cent net turnover.

TABLE XXII  
 RATE OF TURNOVER IN RECORD KEEPERS  
 DURING 12-MONTH PERIOD

Position	Newly Employed	Separated	Average Total Number Employees	Turnover	
				No.*	Per Cent**
Accountant	1	1	25	1	4.0
Bookkeeper	26	21	88	21	23.9
Ledger Clerk	13	11	32	11	34.4
TOTALS	40	33	145	33	22.8

\* Actual number of replacements during 12-month period, represented by total newly employed or total separated, whichever is smaller.

\*\* Percentage of net turnover based on average number of employees during 12-month period.

This table should be read as follows: One accountant was newly employed and 1 was separated from his job, resulting in a 4.0 per cent net turnover.

TABLE XXIII  
GAIN IN EMPLOYMENT OF RECORD KEEPERS  
DURING LAST TWELVE MONTHS

Position	Number Employed		Number Separated		Gain in Employment		
	M	W	M	W	M	W	Combined
Accountant	1		1				
Bookkeeper	1	25		21	1	4	5
Ledger Clerk	1	12	1	10		2	2
TOTALS	3	37	2	31	1	6	7

This table should be read as follows: During the last twelve-month period one man accountant was newly employed and 1 man accountant was separated from his job; therefore, there was no gain in the employment of men accountants.

regard to the three classifications of record keepers, men were favored as accountants by a large majority of the employers, while women were favored by an even larger majority of the employers as bookkeepers and ledger clerks. Table XXIV presents findings regarding sex preferences for record-keeping employees as expressed by employers.

Experience Requirements for Newly Employed Record Keepers. Of the total number of businessmen employing record keepers, exactly 50 per cent required work experience of their newly employed record keepers. About three-fourths of the employers of accountants required their newly-employed accountants to have experience. Approximately one-half of the employers of bookkeepers required work experience of their newly-employed bookkeepers, but only about one-fourth of the employers of ledger clerks required previous work experience of employees in that classification.

In Table XXV are given data relative to experience requirements for newly employed record keepers.

Minimum Employment Age. Table XXVI presents findings relative to the minimum employment age for women record keepers as specified by employers. Table XXVII lists similar information for men record keepers. A comparison of the data given in Table XXVI and Table XXVII reveals higher minimum employment age for men record keepers, in general, than for women. One-half of the employers replying will employ women at 18, while approximately the same number require men to be at least 25. The large number of men accountants had a direct effect upon the minimum age requirement for men record keepers, as accountants were required to be older regardless of sex. No employer will hire an accountant who is under 21, and most employers require that a newly employed accountant, whether man or woman, be at least 25 years of age. From information given in Tables XXVI and XXVII, the

TABLE XXIV  
EMPLOYERS' PREFERENCES FOR RECORD KEEPING EMPLOYEES BY SEX

Position	Total Employers Replying*		Men Preferred		Women Preferred		No Preference	
	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent
Accountant	18	100	13	72.2	2	11.1	3	16.7
Bookkeeper	47	100	5	10.6	39	83.0	3	6.4
Ledger Clerk	13	100	2	15.4	10	76.9	1	7.7
TOTALS	78	100	20	25.6	51	65.4	7	9.0

\* In this table each employer was counted as a separate employer each time he supplied information concerning the sex preference for any type of record keeping position.

This table should be read as follows: Of the 18 employers expressing a preference for accountants by sex, 13, or 72.2 per cent, preferred men accountants.

TABLE XXV  
EXPERIENCE REQUIREMENTS FOR NEWLY EMPLOYED  
RECORD KEEPERS AS SPECIFIED BY EMPLOYERS

Position	Total Employers*		Experience Required		Experience Not Required	
	No.	Per Cent	No.	Per Cent	No.	Per Cent
Accountant	18	100	13	72.2	5	27.8
Bookkeeper	47	100	23	48.9	24	51.1
Ledger Clerk	13	100	3	23.0	10	77.0
TOTALS	78	100	39	50.0	39	50.0

\* In this table each employer was counted as a separate employer each time he supplied information concerning the experience requirements for any type of record-keeping position listed.

This table should be read as follows: Of the 18 employers who employ accountants, 13, or 72.2 per cent, require experience of newly employed accountants.



TABLE XXVI  
 MINIMUM EMPLOYMENT AGE FOR WOMEN RECORD KEEPERS  
 AS SPECIFIED BY EMPLOYERS

Position	Minimum Age Specified by Employers*							Total
	18	19	20	21	25	30	35	
Accountant					3	1		4
Bookkeeper	15	2	2	7	7	3	2	38
Ledger Clerk	13			1	1			15
TOTALS	28	2	2	8	11	4	2	57
Per cent of 57	49.1	3.5	3.5	14.1	19.3	7.0	3.5	100

\* In this table each employer was counted as a separate employer each time he supplied information concerning the age requirements for any type of record-keeping position listed.

This table should be read as follows: Of the 4 employers who employ women accountants, 3 stated that 25 is the minimum age at which they would hire an accountant.

TABLE XXVII  
 MINIMUM EMPLOYMENT AGE FOR MEN RECORD KEEPERS  
 AS SPECIFIED BY EMPLOYERS

Position	Minimum Age Specified by Employers*						No age require- ment	Total
	18	21	22	25	30	35		
Accountant		1	1	10	1	2	1	16
Bookkeeper	6			3	1			10
Ledger Clerk	2			1				3
<b>TOTALS</b>	<b>8</b>	<b>1</b>	<b>1</b>	<b>14</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>29</b>
Per cent of 29	27.6	3.5	3.5	48.1	6.9	6.9	3.5	100

\* In this table each employer was counted as a separate employer each time he supplied information concerning the age requirements for any type of record-keeping position listed.

This table should be read as follows: Of the 16 employers who employ men accountants, 1 stated that 21 is the minimum age at which he would hire an accountant.

minimum employment ages for men and women in record-keeping positions of the same level appear to be about the same.

Minimum Educational Requirements. An employer was counted as a separate employer each time he supplied data concerning the educational requirements for any record-keeping position. Over three-fourths of the 78 employers replying stated that they would employ record keepers whose formal education was limited to high school graduation. All employers believed that a high school graduate whose program of study had been wisely planned should be capable of assuming responsibility as a ledger clerk. Likewise, 44 of the 47 businessmen who employed bookkeepers stated that a high school education was usually considered adequate formal education for the bookkeeping positions, as 83.3 per cent of the employers remarked that an individual with only a high school education would not have the training necessary to perform the duties of an accountant. Table XXVIII presents detailed information on minimum educational requirements for newly-employed record keepers.

Selected Duties Performed by Record Keepers. Table XXIX presents data which indicate that Muskogee businessmen desire employees who can perform varied duties, regardless of the job title that may be given a particular position. As an illustration, 44 per cent of the accountants were required to type; 28 per cent to file; 8 per cent to take dictation and transcribe, and 44 per cent to compose business letters. The percentage of bookkeepers and ledger clerks performing secretarial duties was considerably greater than that of accountants. Two-thirds of the bookkeepers performed typing duties; nine-tenths were required to file; one-tenth took dictation and transcribed; and one-third composed business letters. Typewriting duties were performed by 76.0 per cent of the ledger clerks and filing duties by 30.3 per cent.

TABLE XXVIII  
 MINIMUM EDUCATIONAL REQUIREMENTS  
 FOR NEWLY EMPLOYED RECORD KEEPERS  
 AS SPECIFIED BY EMPLOYERS

Position	Total Employers Replying*		High School Graduate		Bus. Col. Training		College Graduate	
	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent
Accountant	18	100	3	16.7	2	11.1	13	72.2
Bookkeeper	47	100	44	93.6	2	4.3	1	2.1
Ledger Clerk	13	100	13	100.0				
TOTALS	78	100	60	76.9	4	5.1	14	18.0

\* In this table each employer was counted as a separate employer each time he supplied data concerning the educational requirements for any position listed.

This table should be read as follows: Of the 18 employers who employ accountants, 3, or 16.7 per cent, specified that a newly-employed accountant must be at least a high school graduate.

TABLE XXIX

## NUMBER AND PERCENTAGE OF RECORD KEEPERS PERFORMING SELECTED DUTIES

Position	Total Employees		Type		File		Take Dictation and Transcribe		Apply Knowledge of Bkpg. Principles		Compose Letters	
	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent
Accountant	25	100.0	11	44.0	7	28.0	2	8.0	25	100.0	11	44.0
Bookkeeper	90	100.0	60	66.7	81	90.0	9	10.0	90	100.0	28	31.1
Ledger Clerk	33	100.0	25	76.0	10	30.3			33	100.0	3	9.1
TOTALS	148	100.0	96	64.9	98	66.2	11	7.4	148	100.0	42	28.4

This table should be read as follows: Of the 25 accountants in this study, 11, or 44.0 per cent, performed typewriting duties.

Machines Operated by Record Keepers. A greater percentage of record keepers operated the adding machine than any other office machine. The adding machine was used by all of the accountants, by 88.0 per cent of the bookkeepers, and by 70.0 per cent of the ledger clerks. The calculator was operated by about one-half of the record keepers. Other machines listed in the order of the number of record keepers operating them were the cash register, the posting machine, the comptometer, the check protector, and the check writer. Table XXX presents information concerning the various office machines operated by record keepers in the study.

TABLE XXX  
NUMBER AND PERCENTAGE OF RECORD KEEPERS OPERATING MACHINES

Machine Used	Accountant		Bookkeeper		Ledger Clerk		Total	
	No.	Per* Cent	No.	Per** Cent	No.	Per*** Cent	No.	Per**** Cent
Adding Machine	25	100.0	80	88.9	23	70.0	128	86.5
Calculator	10	40.0	40	44.4	21	63.6	71	48.0
Cash Register	6	24.0	17	18.9	6	18.2	29	19.6
Check Protector			17	18.9			17	11.5
Check Writer	6	24.0	8	8.9	1	3.0	15	10.1
Comptometer	7	28.0	10	11.1	5	5.6	22	14.9
Dictaphone	1	4.0	1	1.1			2	1.4
Liquid Duplicator			1	1.1			1	0.7
Mimeograph	2	8.0	7	7.8			9	6.1
Posting Machine	2	8.0	25	27.8			27	18.2
Sales Analysis			1	1.1			1	0.7

\* Percentage computed on the basis of the 25 accountants represented in this study.

\*\* Percentage computed on the basis of the 90 bookkeepers represented in this study.

\*\*\* Percentage computed on the basis of the 33 ledger clerks represented in this study.

\*\*\*\* Percentage computed on the basis of the total of 148 record keepers.

This table should be read as follows: Adding machines were used by 25, or 100 per cent, of the accountants in this study.

## CHAPTER IV

### SECRETARIAL POSITIONS

All positions in which office employees are engaged as secretaries, stenographers, or typists are referred to as "secretarial positions." Of the 399 employees included in the survey, 109, or 27.3 per cent, were employed in secretarial positions.

The number of secretaries almost equalled the combined number of stenographers and typists. Fifty-three of the 109 secretarial positions were held by employees classified as secretaries.

Classification of Secretarial Employees According to Sex. All of the 109 secretarial positions were held by women employees. The limited number of men in this study who performed secretarial duties spent the greater portion of their time in the performance of clerical or record-keeping duties; consequently, they were included in other classifications of office workers.

Rate of Turnover in Secretarial Employees During 12-Month Period. There was a greater turnover in secretarial employees than for office workers in any other classification. During a 12-month period there were 41 newly employed in secretarial positions and 37 separated from their jobs, resulting in a net turnover of 37, or 34.6 per cent.

The rate of turnover for the typists was 55.5 per cent, the highest turnover rate for secretarial employees in any classification. There was less mobility among the secretaries and stenographers whose rates of turnover were 32.1 per cent and 27.8 per cent, respectively.



TABLE XXXI  
 SECRETARIAL EMPLOYEES  
 CLASSIFIED BY JOB TITLE AND SEX

Position	Men		Women		Combined	
	No.	Per Cent	No.	Per Cent	No.	Per Cent
Secretary			53	100.0	53	100.0
Stenographer			37	100.0	37	100.0
Typist			19	100.0	19	100.0
TOTALS			109	100.0	109	100.0

This table should be read as follows: Fifty-three, or 100 per cent, of the secretaries included in this study were women.

Table XXXII shows the rate of turnover in secretarial employees for the preceding 12-month period.

Gain in Employment of Secretarial Employees. Although the net turnover rate for secretarial employees was higher than for office workers in other classifications, the gain in employment of secretarial workers was less than that of record-keeping or clerical employees. During the twelve-month period there was a gain of 2 stenographers and 2 typists, resulting in a total gain of 4 secretarial employees.

Table XXXIII presents information relative to gain in employment of secretarial workers.

Sex Preferences as Expressed by Employers of Secretarial Employees. An employer was counted as a separate employer each time he supplied information concerning the sex preference for any type of secretarial position. Forty-four sex preferences were expressed for secretaries, 23 for stenographers, and 7 for typists. Of the 74 preferences expressed, women were preferred in all instances as secretarial employees.

Experience Requirements for Newly Employed Secretarial Workers. Three-fourths of the employers did not require work experience of newly-employed secretarial workers. The fact that so many employers did not require experience should be significant in the placement of high-school students in secretarial positions.

More employers required work experience of newly-employed secretaries than of stenographers. Work experience was required of 31.8 per cent of the secretaries and of only 17.4 per cent of the stenographers.

Table XXXV presents data concerning experience requirements for newly-employed secretarial employees.

Minimum Employment Age for Secretarial Employees. An employer was counted as a separate employer each time he supplied information concerning

TABLE XXXII  
 RATE OF TURNOVER IN SECRETARIAL EMPLOYEES  
 DURING 12-MONTH PERIOD

Position	Newly Employed	Separated	Average Total Number Employees	Turnover	
				No.*	Per Cent**
Secretary	17	17	53	17	32.1
Stenographer	12	10	36	10	27.8
Typist	12	10	18	10	55.5
TOTALS	41	37	107	37	34.6

\* Actual number of replacements during 12-month period, represented by total newly employed or total separated, whichever is smaller.

\*\* Percentage of net turnover based on average number of employees during 12-month period.

This table should be read as follows: Seventeen secretaries were newly employed and 17 were separated from their jobs, resulting in a net turnover of 17, or 32.1 per cent.

TABLE XXXIII

GAIN IN EMPLOYMENT OF SECRETARIAL EMPLOYEES  
DURING LAST TWELVE MONTHS

Position	Number Employed		Number Separated		Gain in Employment		
	M	W	M	W	M	W	Combined
Secretary		17		17			
Stenographer		12		10		2	2
Typist		12		10		2	2
TOTALS		41		37		4	4

This table should be read as follows: During the last twelve-month period 17 secretaries were newly employed and 17 secretaries were separated from their jobs; consequently, there was no gain in the employment of secretaries.

TABLE XXXIV

## EMPLOYERS' PREFERENCES FOR SECRETARIAL EMPLOYEES BY SEX

Position	Total Employers Replying*		Men Preferred		Women Preferred		No Preference	
	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent
Secretary	44	100.0			44	100.0		
Stenographer	23	100.0			23	100.0		
Typist	7	100.0			7	100.0		
TOTALS	74	100.0			74	100.0		

\* In this table each employer was counted as a separate employer each time he supplied information concerning the sex preference for any type of office position listed.

This table should be read as follows: Of the 44 employers expressing a preference for secretaries by sex, 44, or 100.0 per cent, preferred women secretaries.

TABLE XXXV

EXPERIENCE REQUIREMENTS FOR NEWLY EMPLOYED  
SECRETARIAL EMPLOYEES AS SPECIFIED BY EMPLOYERS

Position	Total Employers*		Experience Required		Experience Not Required	
	No.	Per Cent	No.	Per Cent	No.	Per Cent
Secretary	44	100.0	14	31.8	30	68.2
Stenographer	23	100.0	4	17.4	19	82.6
Typist	7	100.0			7	100.0
TOTALS	74	100.0	18	24.3	56	75.7

\* In this table each employer was counted as a separate employer each time he supplied information concerning the experience requirements for any type of office position listed.

This table should be read as follows: Of the 44 employers who employ secretaries, 14, or 31.8 per cent, require experience of newly employed secretaries.

the age requirements for any type of secretarial position. Of the 74 employers specifying a minimum age requirement, slightly over one-half stated that a secretarial employee must be at least 18 years of age. Three employers of secretarial workers said that they would employ a girl at the age of 17, the lowest age specified.

Most employers will employ typists at the age of 18, and in no instance are they required to be over 19 years of age. On the other hand, a minimum age requirement of 21 or older was specified by over one-third of the employers of secretaries.

Detailed information regarding minimum employment age for secretarial workers is given in Table XXXVI.

Minimum Educational Requirements for Secretarial Workers. Employers of secretarial workers stated that high school graduation was the minimum educational requirement for all secretarial positions. Although high school graduation was the minimum formal education required, several employers preferred secretarial workers who had had additional training, and employed such workers whenever possible. As stated in previous chapters, employers were generally more concerned with a prospective employee's training for the specific duties he would be expected to perform than with the amount of his formal education.

Table XXXVII lists the minimum educational requirements for newly-employed secretarial workers as specified by employers.

Selected Duties Performed by Secretarial Employees. All of the 109 secretarial employees performed typewriting duties; and, with the exception of one typist, they all performed filing duties. Eighty-nine, or 81.7 per cent, of the employees in secretarial positions took dictation and transcribed; 41, or 37.6 per cent, applied a knowledge of bookkeeping; and, 37, or 33.9 per cent, composed business letters.

TABLE XXXVI  
 MINIMUM EMPLOYMENT AGE FOR WOMEN SECRETARIAL EMPLOYEES  
 AS SPECIFIED BY EMPLOYERS

Position	Minimum Age Specified by Employers*							Total
	17	18	19	20	21	25	30	
Secretary	1	23	1	3	5	7	4	44
Stenographer	2	14	2	1		2	2	23
Typist		6	1					7
TOTALS	3	43	4	4	5	9	6	74
Per Cent of 74	4.0	58.1	5.4	5.4	6.8	12.2	8.1	100.0

\* In this table each employer was counted as a separate employer each time he supplied information concerning the age requirements for any type of office position listed.

This table should be read as follows: Of the 44 employers who employ women secretaries, 1 stated that 17 was the minimum age at which he would employ a secretary.



TABLE XXXVII

MINIMUM EDUCATIONAL REQUIREMENTS  
FOR NEWLY EMPLOYED SECRETARIAL WORKERS  
AS SPECIFIED BY EMPLOYERS

Position	Total Employers Replying*		High School Graduate		Bus. Col. Training		College Graduate	
	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent
Secretary	44	100.0	44	100.0				
Stenographer	23	100.0	23	100.0				
Typist	7	100.0	7	100.0				
TOTALS	74	100.0	74	100.0				

\* In this table each employer was counted as a separate employer each time he supplied data concerning the educational requirements for any secretarial position listed.

This table should be read as follows: Of the 44 employers who employ secretaries, 44, or 100.0 per cent, specified that a newly employed secretary must be at least a high school graduate.

The fact that such a large number of secretaries and stenographers performed bookkeeping duties is significant. Over one-half of the secretaries were responsible for specific bookkeeping tasks. Likewise, bookkeeping duties were performed by more than one-fourth of the stenographers.

Table XXXVIII lists the number and percentage of secretarial employees performing selected duties.

Machines Operated by Secretarial Employees. The adding machine was used by a greater number of stenographers and secretaries than was any other office machine. Approximately two-thirds of the secretaries and stenographers operated the adding machine.

The office machine used by the greatest number of typists was the mimeograph. The mimeograph was operated by 52.6 per cent of the typists, and the adding machine by 42.1 per cent.

The four office machines operated by the greatest number of employees in the three classifications of secretarial positions were the adding machine, the mimeograph, the calculator, and the dictaphone. The number and percentage of secretarial workers operating office machines is given in Table XXXIX.

TABLE XXXVIII

## NUMBER AND PERCENTAGE OF SECRETARIAL EMPLOYEES PERFORMING SELECTED DUTIES

Position	Total Employees		Type		File		Take Dictation and Transcribe		Apply Knowledge of Bkpg. Principles		Compose Letters	
	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent
Secretary	53	100.0	53	100.0	53	100.0	51	96.2	30	56.6	31	58.5
Stenographer	37	100.0	37	100.0	37	100.0	37	100.0	10	27.0	5	13.5
Typist	19	100.0	19	100.0	18	94.7	1	5.3	1	5.3	1	5.3
TOTALS	109	100.0	109	100.0	108	99.1	89	81.7	41	37.6	37	33.9

This table should be read as follows: Of the 53 secretaries in this study, 53, or 100.0 per cent, performed typewriting duties.

TABLE XXXIX  
NUMBER AND PERCENTAGE OF SECRETARIAL EMPLOYEES OPERATING MACHINES

Machine Used	Secretary		Stenographer		Typist		Total	
	No.	Per* Cent	No.	Per** Cent	No.	Per*** Cent	No.	Per**** Cent
Adding Machine	33	62.3	25	67.6	8	42.1	66	60.6
Calculator	10	18.9	9	24.3	1	5.3	20	18.3
Cash Register	2	3.8					2	1.8
Check Writer	3	5.7					3	2.8
Comptometer	4	7.5	3	8.1	1	5.3	8	7.3
Dictaphone	9	17.0	4	10.8	1	5.3	14	12.8
Liquid Duplicating	2	3.8	1	2.7			3	2.8
Mimeograph	11	20.8	9	24.3	10	52.6	30	27.5
Posting Machine			1	2.7			1	0.9

\* Percentage computed on the basis of the 53 secretaries represented in this study.

\*\* Percentage computed on the basis of the 37 stenographers represented in this study.

\*\*\* Percentage computed on the basis of the 19 typists represented in this study.

\*\*\*\* Percentage computed on the basis of the total of 109 secretarial employees.

This table should be read as follows: Adding machines were used by 33, or 62.3 per cent, of the secretaries in this study.

## CHAPTER V

### CLERICAL POSITIONS

Of the total of 399 office workers employed by the firms in the study, 11, or 27.8 per cent, were clerical employees. The three classifications of clerks included in the study were billing clerks, general office clerks, and payroll clerks. A large majority of the clerical employees were classified as general office clerks. There were only 6 billing clerks and 7 payroll clerks.

Classification of Clerical Employees According to Sex. Women outnumbered the men in each of the three classifications of clerical employees. Of the 111 clerical positions, 103 were held by women employees. Table XL classifies clerical employees by sex.

Rate of Turnover in Clerical Employees. There was no net turnover in either billing clerks or payroll clerks for the preceding 12-month period. However, there was considerable turnover for both men and women employed as general office clerks. There were 33 women newly employed as general office clerks and 28 were separated from their jobs, resulting in a net turnover of 28, or 30.8 per cent. The average number of men employed as general office clerks was 5, and the net turnover for the same period was 3. Therefore, the rate of turnover for men employed as general office clerks was 60 per cent.

Tables XLI, XLII, and XLIII present information relative to labor turnover in clerical employees.

TABLE XL  
 CLERICAL EMPLOYEES  
 CLASSIFIED BY JOB TITLE AND SEX

Position	Men		Women		Combined	
	No.	Per Cent	No.	Per Cent	No.	Per Cent
Billing Clerk	1	16.7	5	83.3	6	100.0
Gen. Off. Clerk	5	5.1	93	94.9	98	100.0
Payroll Clerk	2	28.6	5	71.4	7	100.0
TOTALS	8	7.2	103	92.8	111	100.0

This table should be read as follows: One, or 16.7 per cent, of the billing clerks included in this study was a man.

TABLE XLI  
 RATE OF TURNOVER IN WOMEN CLERICAL EMPLOYEES  
 DURING 12-MONTH PERIOD

Position	Newly Employed	Separated	Average Total Number Employees	Turnover	
				No.*	Per Cent**
Billing Clerk			5		
Gen. Off. Clerk	33	28	91	28	30.8
Payroll Clerk			5		
<b>TOTALS</b>	<b>33</b>	<b>28</b>	<b>101</b>	<b>28</b>	<b>27.7</b>

\* Actual number of replacements during 12-month period, represented by total newly employed or total separated, whichever is smaller.

\*\* Percentage of net turnover based on average number of employees during 12-month period.

This table should be read as follows: Thirty-three women general office clerks were newly employed and 28 were separated from their jobs, resulting in a turnover of 28, or 30.8 per cent.

TABLE XLII  
 RATE OF TURNOVER IN MEN CLERICAL EMPLOYEES  
 DURING 12-MONTH PERIOD

Position	Newly Employed	Separated	Average Total Number Employees	Turnover	
				No.*	Per Cent**
Billing Clerk			1		
Gen. Off. Clerk	3	3	5	3	60.0
Payroll Clerk			2		
<b>TOTALS</b>	<b>3</b>	<b>3</b>	<b>8</b>	<b>3</b>	<b>37.5</b>

\* Actual number of replacements during 12-month period, represented by total newly employed or total separated, whichever is smaller.

\*\* Percentage of net turnover based on average number of employees during 12-month period.

This table should be read as follows: Three men general office clerks were newly employed and 3 were separated from their jobs, resulting in a turnover of 3, or 60.0 per cent.



TABLE XLIII  
 RATE OF TURNOVER IN CLERICAL EMPLOYEES  
 DURING 12-MONTH PERIOD

Position	Newly Employed	Separated	Average Total Number Employees	Turnover	
				No.*	Per Cent**
Billing Clerk			6		
Gen. Off. Clerk	36	31	96	31	32.3
Payroll Clerk			7		
<b>TOTALS</b>	<b>36</b>	<b>31</b>	<b>109</b>	<b>31</b>	<b>28.4</b>

\* Actual number of replacements during 12-month period, represented by total newly employed or total separated, whichever is smaller.

\*\* Percentage of net turnover based on average number of employees during 12-month period.

This table should be read as follows: Thirty-six general office clerks were newly employed and 31 were separated from their jobs, resulting in a net turnover of 31, or 32.3 per cent.

Gain in Employment of Clerical Employees. There was no increase in the number of male clerical employees during the preceding twelve-month period. The only employment gain was in the number of women employed as general office clerks. During the preceding year there were 33 women general office clerks newly employed and 28 separated from their jobs, resulting in a gain in employment of 5 women.

Sex Preferences as Expressed by Employers of Clerical Workers. Over three-fourths of the sex preferences expressed favored women clerical workers. An employer was counted as a separate employer each time he supplied information concerning the sex preference for clerical workers. Of the 46 employers replying, 6, or 13.0 per cent preferred men; 36, or 78.3 per cent, preferred women; and 4, or 8.7 per cent, had no preference as to the sex of their clerical employees.

Experience Requirements for Newly-Employed Clerical Workers. Approximately four-fifths of the employers did not require work experience of their newly-employed clerical workers. Of the 46 employers who supplied information concerning their experience requirements, only 9, or 16.7 per cent, stated that an applicant must have work experience before he would be employed as a clerical worker. The percentage of employers requiring experience for payroll clerks was slightly higher than for other clerical positions. Table XLVI lists experience requirements for clerical workers.

Minimum Employment Age for Clerical Employees. As a general rule, employers had a lower minimum age requirement for women clerical employees than for men in similar positions. However, in rare instances women clerical employees were required to be at least 35 years of age.

Table XLVII shows that two-thirds of the employers replying stated that 18 was the minimum age at which they would employ women clerical employees. Table XLVIII, which presents similar data for men, lists 21 years

TABLE XLIV  
GAIN IN EMPLOYMENT OF CLERICAL EMPLOYEES  
DURING LAST TWELVE MONTHS

Position	Number Employed		Number Separated		Gain in Employment		
	M	W	M	W	M	W	Combined
Billing Clerk							
Gen. Off. Clerk	3	33	3	28		5	5
Payroll Clerk							
TOTALS	3	33	3	28		5	5

This table should be read as follows: During the last twelve months 3 men and 33 women were newly employed as general office clerks, and 3 men and 28 women were separated from their jobs as general office clerks; consequently, there was a gain of 5 women general office clerks.

TABLE XLV

## EMPLOYERS' PREFERENCES FOR CLERICAL EMPLOYEES BY SEX

Position	Total Employers Replying*		Men Preferred		Women Preferred		No Preference	
	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent
Billing Clerk	3	100.0	1	33.3	2	66.7		
Gen. Off. Clerk	38	100.0	4	10.5	30	79.0	4	10.5
Payroll Clerk	5	100.0	1	20.0	4	80.0		
TOTALS	46	100.0	6	13.0	36	78.3	4	8.7

\* In this table each employer was counted as a separate employer each time he supplied information concerning the sex preference for any type of office position listed.

This table should be read as follows: Of the three employers expressing a preference for billing clerks by sex, 1, or 33.3 per cent, preferred men billing clerks.

TABLE XLVI  
EXPERIENCE REQUIREMENTS FOR NEWLY EMPLOYED  
CLERICAL WORKERS AS SPECIFIED BY EMPLOYERS

Position	Total Employers*		Experience Required		Experience Not Required	
	No.	Per Cent	No.	Per Cent	No.	Per Cent
Billing Clerk	3	100.0	1	33.3	2	66.7
Gen. Off. Clerk	38	100.0	6	15.8	32	84.2
Payroll Clerk	5	100.0	2	40.0	3	60.0
TOTALS	46	100.0	9	19.6	37	80.4

\* In this table each employer was counted as a separate employer each time he supplied information concerning the experience requirements for any type of office position listed.

This table should be read as follows: Of the 3 employers who employ billing clerks, 1, or 33.3 per cent, requires experience of newly-employed billing clerks.

TABLE XLVII  
 MINIMUM EMPLOYMENT AGE FOR WOMEN CLERICAL EMPLOYEES  
 AS SPECIFIED BY EMPLOYERS

Position	Minimum Age Specified by Employers						Total Employers* Replying
	17	18	19	21	25	35	
Billing Clerk		2					2
Gen. Off. Clerk	2	18	1	4	3	2	30
Payroll Clerk		4					4
<b>TOTALS</b>	2	24	1	4	3	2	36
Per Cent of 36	5.6	66.7	2.7	11.1	8.3	5.6	100.0

\* In this table each employer was counted as a separate employer each time he supplied information concerning the age requirements for any type of clerical position listed.

This table should be read as follows: Of the 2 employers who employ billing clerks, 2 stated that 18 was the minimum age at which they would employ a woman billing clerk.

TABLE XLVIII

MINIMUM EMPLOYMENT AGE FOR MEN CLERICAL EMPLOYEES  
AS SPECIFIED BY EMPLOYERS

Position	Minimum Age Specified by Employers		Total Employers* Replying
	21	25	
Billing Clerk	1		1
Gen. Off. Clerk	2	2	4
Payroll Clerk	1		1
TOTALS	4	2	6
Per Cent of 6	66.7	33.3	100.0

\* In this table each employer was counted as a separate employer each time he supplied information concerning the age requirements for any type of clerical position listed.

This table should be read as follows: The one employer who employed men billing clerks stated that 21 was the minimum age at which he would hire a man billing clerk.

as the minimum age required by two-thirds of the employers of men clerical workers. The remaining one-third of the employers required men clerical workers to be at least 25 years of age.

Minimum Educational Requirements for Clerical Workers. An employer was counted as a separate employer each time he supplied data concerning the educational requirements for any clerical position. All of the 46 employers replying stated that high school graduation was the minimum formal education required for the various clerical positions. In some instances additional education was desirable, but not required.

Selected Duties Performed by Clerical Employees. Typewriting duties were performed by all of the clerical employees. Of the 111 clerical workers, 106, or 95.6 per cent, performed filing duties; and, 58, or 52.3 per cent, applied a knowledge of bookkeeping principles and practices.

Of the 98 general office clerks, 20 took dictation and transcribed, and 19 composed business letters. Table L lists the number and percentage of clerical employees performing selected duties.

Machines Operated by Clerical Employees. Ninety per cent of all clerical employees operated the adding machine. The calculator was used by 48, or 43.2 per cent, of the clerical employees. Other machines listed in the order of the number of clerical workers operating them were the mimeograph, the cash register, and the billing machine.

Table LI gives detailed information concerning the number and percentage of clerical employees operating various office machines.



TABLE XLIX

MINIMUM EDUCATIONAL REQUIREMENTS  
FOR NEWLY EMPLOYED CLERICAL WORKERS  
AS SPECIFIED BY EMPLOYERS

Position	Total Employers Replying*		High School Graduate		Bus. Col. Training		College Graduate	
	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent
Billing Clerk	3	100.0	3	100.0				
Gen. Off. Clerk	38	100.0	38	100.0				
Payroll Clerk	5	100.0	5	100.0				
TOTALS	46	100.0	46	100.0				

\* In this table each employer was counted as a separate employer each time he supplied data concerning the educational requirements for any position listed.

This table should be read as follows: Of the 3 employers who employ billing clerks, 3, or 100.0 per cent, specified that a newly-employed billing clerk must be at least a high school graduate.

TABLE L

## NUMBER AND PERCENTAGE OF CLERICAL EMPLOYEES PERFORMING SELECTED DUTIES

Position	Total Employees		Type		File		Transcribe		Apply Knowledge of Bkpg. Principles		Compose Letters	
	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent
Billing Clerk	6	100.0	6	100.0	6	100.0			6	100.0		
Gen. Off. Clerk	98	100.0	98	100.0	95	97.0	20	20.4	45	45.9	19	19.4
Payroll Clerk	7	100.0	7	100.0	5	71.4			7	100.0		
TOTALS	111	100.0	111	100.0	106	95.6	20	18.0	58	52.3	19	17.1

This table should be read as follows: Of the 6 billing clerks in this study, 6, or 100.0 per cent, performed typewriting duties.

TABLE LI

## NUMBER AND PERCENTAGE OF CLERICAL EMPLOYEES OPERATING MACHINES

Machine Used	Billing Clerk		General Office Clerk		Payroll Clerk		Total	
	No.	Per* Cent	No.	Per** Cent	No.	Per*** Cent	No.	Per**** Cent
Adding Machine	4	66.7	90	90.8	6	85.7	100	90.1
Billing Machine	6	100.0	1	1.0			7	6.3
Calculator	3	50.0	42	42.9	3	42.9	48	43.2
Cash Register			14	14.3			14	12.6
Check Writer			2	2.0	4	57.1	6	5.4
Comptometer			5	5.1			5	4.5
Mimeograph			15	15.3			15	13.5
Posting Machine			5	5.1			5	4.5

\* Percentage computed on the basis of the 6 billing clerks represented in this study.

\*\* Percentage computed on the basis of the 98 general office clerks represented in this study.

\*\*\* Percentage computed on the basis of the 7 payroll clerks represented in this study.

\*\*\*\* Percentage computed on the basis of the total of 111 clerical employees.

This table should be read as follows: Adding machines were used by 4, or 66.7 per cent, of the billing clerks in this study.

## CHAPTER VI

### MISCELLANEOUS POSITIONS

The office positions which could not be classified as record-keeping, secretarial, or clerical are referred to as "miscellaneous positions." Slightly over 7.0 per cent of the total positions in the study are classified as miscellaneous positions. The miscellaneous office workers consist of machine operators, receptionists, and switchboard operators.

Classification of Miscellaneous Employees According to Sex. There were no men engaged in any one of the three classifications of miscellaneous employees. In every instance women were employed as machine operators, receptionists, and switchboard operators.

Table LII classifies miscellaneous employees by job title and sex.

Rate of Turnover in Miscellaneous Employees. The rate of turnover was much less for office workers engaged in the miscellaneous positions than for employees in any of the other three major classifications. There was no turnover in machine operators or switchboard operators. The average total number of receptionists for the year was 7, with a net turnover of 1, or 14.3 per cent.

Gain in Employment. During the preceding twelve-months period, there were no switchboard operators newly employed and none was separated from the job. Therefore, there was no gain in employment of switchboard operators or receptionists, as the total newly employed exactly equalled the total separated from their jobs.

TABLE LII

MISCELLANEOUS EMPLOYEES  
CLASSIFIED BY JOB TITLE AND SEX

Position	Men		Women		Combined	
	No.	Per Cent	No.	Per Cent	No.	Per Cent
Machine Operator			19	100.0	19	100.0
Receptionist			7	100.0	7	100.0
Switchboard Operator			5	100.0	5	100.0
TOTALS			31	100.0	31	100.0

This table should be read as follows: Nineteen, or 100 per cent, of the machine operators in this study were women.

TABLE LIII  
 RATE OF TURNOVER IN MISCELLANEOUS EMPLOYEES  
 DURING 12-MONTH PERIOD

Position	Newly Employed	Separated	Average Total Number Employees	Turnover	
				No.*	Per Cent**
Machine Operator			19		
Receptionist	1	1	7	1	14.3
Switchboard Operator			5		
<b>TOTALS</b>	<b>1</b>	<b>1</b>	<b>31</b>	<b>1</b>	<b>3.2</b>

\* Actual number of replacements during 12-month period, represented by total newly employed or total separated, whichever is smaller.

\*\* Percentage of net turnover based on average number of employees during 12-month period.

This table should be read as follows: One receptionist was newly employed and 1 was separated from the job, resulting in a net turnover of 1, or 14.3 per cent.

TABLE LIV  
GAIN IN EMPLOYMENT OF MISCELLANEOUS EMPLOYEES  
DURING LAST TWELVE MONTHS

Position	Number Employed		Number Separated		Gain in Employment		
	M	W	M	W	M	W	Combined
Machine Operator		4		4			
Receptionist		1		1			
Switchboard Operator							
TOTALS		5		5			

This table should be read as follows: During the last twelve-month period 4 women were newly employed as machine operators and 4 women were separated from their jobs as machine operators; consequently, there was no gain in employment of machine operators.

Sex Preferences as Expressed by Employers of Miscellaneous Office Workers. Nineteen employers supplied information concerning the sex preference for office workers in miscellaneous positions. In every instance women were preferred as machine operators, switchboard operators, and receptionists.

Experience Requirements for Newly-Employed Miscellaneous Office Workers. An employer was counted as a separate employer each time he supplied information concerning the experience requirements for any of the miscellaneous office positions. Of the 19 employers represented, only 3, or 15.8 per cent, require work experience of newly-employed office workers in the miscellaneous positions. In no instance was experience required of switchboard operators, and in only one instance was experience required for the position of receptionist. Of the 8 employers hiring machine operators, 2, or 25.0 per cent, required previous work experience.

Table LVI lists experience requirements for newly-employed miscellaneous office employees as specified by employers.

Minimum Employment Age for Miscellaneous Employees. The minimum employment age for women employed in miscellaneous positions ranged from 17 years to 25 years.

Eighteen was the minimum employment age expressed by all employers of switchboard operators. Approximately one-half of the employers of machine operators and receptionists also specified 18 years as the minimum employment age.

Table LVII presents information concerning the minimum employment age for women in miscellaneous positions.

Minimum Educational Requirements for Miscellaneous Office Workers. High school graduation was the minimum education required by all of the employers of office workers in the miscellaneous positions.



TABLE LV

## EMPLOYERS' PREFERENCES FOR MISCELLANEOUS EMPLOYEES BY SEX

Position	Total Employers Replying*		Men Preferred		Women Preferred		No Preference	
	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent
Machine Operator	8	100.0			8	100.0		
Receptionist	7	100.0			7	100.0		
Switchboard Operator	4	100.0			4	100.0		
TOTALS	19	100.0			19	100.0		

\* In this table each employer was counted as a separate employer each time he supplied information concerning the sex preference for any type of office position listed.

This table should be read as follows: Of the 8 employers expressing a preference for machine operators by sex, 8, or 100.0 per cent, preferred women machine operators.

TABLE LVI

EXPERIENCE REQUIREMENTS FOR NEWLY EMPLOYED  
MISCELLANEOUS EMPLOYEES AS SPECIFIED BY EMPLOYERS

Position	Total Employers*		Experience Required		Experience Not Required	
	No.	Per Cent	No.	Per Cent	No.	Per Cent
Machine Operator	8	100.0	2	25.0	6	75.0
Receptionist	7	100.0	1	14.3	6	85.7
Switchboard Operator	4	100.0			4	100.0
TOTALS	19	100.0	3	15.8	16	84.2

\* In this table each employer was counted as a separate employer each time he supplied information concerning the experience requirements for any type of office position listed.

This table should be read as follows: Of the 8 employers who employ machine operators, 2, or 25.0 per cent, require experience of newly employed machine operators.

TABLE LVII

MINIMUM EMPLOYMENT AGE FOR WOMEN MISCELLANEOUS EMPLOYEES  
AS SPECIFIED BY EMPLOYERS

Position	Minimum Age Specified by Employers					Total Employers* Replying
	17	18	20	21	25	
Machine Operator	1	3		1	1	6
Receptionist	2	3	1		1	7
Switchboard Operator		4				4
TOTALS	3	10	1	1	2	17
Per Cent of 17	17.7	58.8	5.9	5.9	11.7	100.0

\* In this table each employer was counted as a separate employer each time he supplied information concerning the age requirements for any type of miscellaneous office position listed.

This table should be read as follows: Of the 6 employers who employ women machine operators, 1 stated that 17 was the minimum age at which he would hire a woman machine operator.

TABLE LVIII  
 MINIMUM EDUCATIONAL REQUIREMENTS  
 FOR NEWLY EMPLOYED MISCELLANEOUS WORKERS  
 AS SPECIFIED BY EMPLOYERS

Position	Total Employers Replying*		High School Graduate		Bus. Col. Training		College Graduate	
	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent
Machine Operator	8	100.0	8	100.0				
Receptionist	7	100.0	7	100.0				
Switchboard Operator	4	100.0	4	100.0				
TOTALS	19	100.0	19	100.0				

\* In this table each employer was counted as a separate employer each time he supplied data concerning the educational requirements for any position listed.

This table should be read as follows: Of the 8 employers who employ machine operators, 8, or 100.0 per cent, specified that a newly-employed machine operator must be at least a high school graduate.

Selected Duties Performed by Miscellaneous Employees. Table LIX shows the number and percentage of miscellaneous office employees performing selected duties.

Of the 31 miscellaneous employees in the study, 26, or 84.0 per cent, performed typewriting duties; 13, or 41.9 per cent, applied a knowledge of bookkeeping; and 12, or 38.7 per cent, performed filing duties.

All of the 19 machine operators used the typewriter, and approximately two-thirds of them performed bookkeeping duties.

Three of the 7 receptionists performed typewriting and filing duties, but in no instance was a receptionist expected to assume responsibility of bookkeeping duties.

Four of the 5 switchboard operators used the typewriter, and two performed filing duties. One employer required that his switchboard operator be trained in the principles of bookkeeping as she must perform minor bookkeeping duties.

Machines Operated by Miscellaneous Office Workers. The number and percentage of miscellaneous employees operating office machines is shown in Table LX.

The adding machine, the posting machine, and the calculator were used by the greatest number of machine operators. Of the 19 machine operators, 17, or 89.5 per cent, operated the adding machine; 14, or 73.7 per cent, operated the posting machine; and 8, or 42.1 per cent, operated the calculator.

About one-fourth of the machine operators used the mimeograph machine. Other machines used by at least 3 or 4 machine operators were the addressograph, the cash register, the check protector, the check writer, the payroll machine, the postage meter, and the proof machine.

TABLE LIX

## NUMBER AND PERCENTAGE OF MISCELLANEOUS EMPLOYEES PERFORMING SELECTED DUTIES

Position	Total Employees		Type		File		Take Dictation and Transcribe		Apply Knowledge of Bkpg. Principles		Compose Letters	
	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent	No.	Per Cent
Machine Operator	19	100.0	19	100.0	7	36.8			12	63.2	2	10.5
Receptionist	7	100.0	3	42.9	3	42.9	1	14.3				
Switchboard Operator	5	100.0	4	80.0	2	40.0			1	20.0		
TOTALS	31	100.0	26	84.0	12	38.7	1	3.2	13	41.9	2	6.5

This table should be read as follows: Of the 19 machine operators in this study, 19, or 100.0 per cent, performed typewriting duties.

TABLE LX

## NUMBER AND PERCENTAGE OF MISCELLANEOUS EMPLOYEES OPERATING MACHINES

Machine Used	Machine Operator		Receptionist		Switchboard Operator		Total	
	No.	Per* Cent	No.	Per** Cent	No.	Per*** Cent	No.	Per**** Cent
Adding Machine	17	89.5					17	54.8
Addressograph	3	15.8					3	9.7
Calculator	8	42.1	1	14.3			9	29.0
Cash Register	3	15.8					3	9.7
Check Protector	3	15.8					3	9.7
Check Writer	3	15.8					3	9.7
Comptometer	4	21.1	1	14.3			5	16.1
Mimeograph	5	26.3	1	14.3			6	19.4
Payroll Machine	3	15.8					3	9.7
Postage Meter	3	15.8			2	40.0	5	16.1
Posting Machine	14	73.7					14	45.2
Proof Machine	3	15.8					3	9.7
Switchboard					5	100.0	5	16.1

\* Percentage computed on the basis of the 19 machine operators represented in this study.

\*\* Percentage computed on the basis of the 7 receptionists represented in this study.

\*\*\* Percentage computed on the basis of the 5 switchboard operators included in this study.

\*\*\*\* Percentage computed on the basis of the total of 31 miscellaneous office workers.

This table should be read as follows: Adding machines were used by 17, or 89.5 per cent, of the machine operators in this study.

The use of machines by receptionists and switchboard operators was very limited.



## CHAPTER VII

### SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

This study of selected office occupations in Muskogee, Oklahoma, was made for the purpose of determining what opportunities exist for the placement of high school graduates in local business offices. The data supplied by local employers of office workers are to be used as a basis on which to make curriculum evaluations and modifications.

The 100 employers interviewed supplied data regarding the number and sex of office workers in each classification; the number of office positions available during the last 12 months; the minimum employment age for both men and women employees, the experience requirements for the various office positions; the methods followed in hiring new employees; selected duties performed by the various employees; the kinds of office machines operated by office employees, and the apparent weaknesses of beginning office workers.

The principal findings of the study are summarized in the following statements:

#### General Findings

1. The 100 firms included in the study employ 399 full-time office workers.
2. Of the 100 firms included in the study, 53 employ only one office worker.
3. Four office workers was the average number employed by the 100 firms visited.

4. Men were employed in 41, or 10.3 per cent, of the 399 office positions in the study; women were employed in 358, or 89.7 per cent.
5. During the last 12-month period there was a net turnover of 102, or 26.0 per cent of the total average number of office employees.
6. The net turnover in women office employees during the 12-month period was 97, or 27.6 per cent of the total average number of women office employees.
7. The net turnover in men office employees during the 12-month period was 5, or 12.2 per cent of the total average number of men office employees.
8. There was a gain in employment of 16 office workers during the preceding 12-month period. This increase represented 1 man and 15 women office employees.
9. On the basis of the 217 preferences expressed by employers for office workers by sex, 26, or 12.0 per cent, preferred men; 180, or 83.0 per cent, preferred women; and 11, or 5.0 per cent, indicated no preference.
10. Men were preferred as accountants, but women were preferred as office workers in all other classifications of positions.
11. Of the 217 employers supplying data, 148, or 68.2 per cent, did not require work experience of newly-employed office workers.
12. A minimum employment age of 18 years was specified for new women employees by 105, or 57.1 per cent, of the 184 employers expressing age requirements for women employees.
13. Of the 35 employers expressing a minimum age requirement for men, 16, or 45.7 per cent, required newly-employed men office workers to be at least 25 years of age.
14. Of the 217 employers specifying minimum educational requirements for new employees, 199, or 91.7 per cent, stated that the minimum educational

requirement was high school graduation. High school graduation was the minimum education required of office workers in all of the classifications, except accountants and bookkeepers, who in some instances were required to have more formal education.

15. Of the 399 office employees in the study, 342, or 85.7 per cent, performed typewriting duties; and 324, or 81.2 per cent, performed filing duties.

16. Approximately two-thirds of all office employees included in the study were in positions which required them to apply a knowledge of book-keeping principles and practices.

17. One-fourth of all office workers included in the study composed business letters, and approximately one-third took dictation and transcribed.

18. The adding machine was operated by 311, or 78.0 per cent, of the 399 office workers. The calculator was operated by 148, or 37.1 per cent, of the office employees.

19. Forty, or 10.0 per cent, of the 399 employees operated the comptometer; 45, or 11.3 per cent, the mimeograph; and 16, or 4.0 per cent, the dictaphone.

20. Contacting personal acquaintances was the medium most frequently used by employers in locating prospective employees. Forty per cent of the employers used this medium more often than any other.

21. As frequently-used media in locating prospective employees, the U. S. Employment Bureau and the local high school ranked second and third, respectively.

22. Of the 100 employers in the study, 23, or 23.0 per cent, gave some type of pre-employment test for one or more positions included in the study.

23. The number of employers giving various types of pre-employment tests were: typewriting, 7; dictation, 9; transcription, 7; aptitude, 6; intelligence, 5; clerical, 3; and handwriting, 1.

24. Fourteen employers stated that they had definite typewriting speed standards, yet only 4 actually tested for speed. In no instance did an employer test for speed in dictation.

25. Employers stated that beginning employees are more often weak in technical skills than in personal traits.

26. Thirty-three per cent of the 100 employers stated that their beginning employees are usually weak in spelling.

27. The beginning employee's lack of initiative was the personal trait most frequently criticized by employers.

#### Record-Keeping Positions

1. Of the 399 office employees included in the study, 148, or 37.1 per cent, were employed in record-keeping positions.

2. The 148 record keepers included 25 accountants, 90 bookkeepers, and 33 ledger clerks.

3. Of the 148 record keepers, 33, or 22.3 per cent, were men; 115, or 77.7 per cent, were women.

4. Thirty-seven women record keepers were newly employed and 31 were separated from their jobs, resulting in a net turnover of 31, or 27.7 per cent of the average number of women record keepers for the preceding 12 months.

5. Three men record keepers were newly employed and 2 were separated from their jobs, resulting in a net turnover of 2, or 6.7 per cent of the average number of men record keepers for the preceding 12 months.

6. The net turnover for men and women record keepers combined was 13, or 22.8 per cent of the average number of record keepers for the 12-month period.

7. There was no turnover in women accountants or men bookkeepers.

8. There was a gain in employment of 1 man and 6 women record keepers.
9. Of the 78 employers who supplied information regarding sex preferences for record keepers, 20, or 25.6 per cent, preferred men; 51, or 65.4 per cent, preferred women; and 7, or 9.0 per cent, indicated no preference as to the sex of their record keepers.
10. One-half of the employers who hire record keepers required work experience of newly-employed record keepers.
11. The minimum employment age for women record keepers ranged from 18 years to 35 years. However, approximately one-half of the 57 employers replying stated that 18 years was the minimum age at which they would employ women record keepers.
12. The minimum employment age for men record keepers ranged from 18 years to 35 years. Approximately one-half of the 29 employers replying specified 25 years as the minimum age for employing men record keepers.
13. Of the 78 employers replying, 60, or 76.9 per cent, stated that high school graduation was the minimum education required for a record-keeping position.
14. Of the 148 record keepers, 96, or 64.9 per cent, were required to typewrite; 98, or 66.2 per cent, to file; 42, or 28.4 per cent, to compose letters; and 11, or 7.4 per cent, to take dictation and transcribe.
15. The adding machine was used by 128, or 86.5 per cent, of the record keepers. The calculator was used by 71, or 48.0 per cent, of the record keepers.

#### Secretarial Positions

1. Of the 399 employees included in the study, 109, or 27.3 per cent, were employed in secretarial positions.
2. The 109 secretarial employees included 53 secretaries, 37 stenographers, and 19 typists.

3. Women were employed in all of the 109 secretarial positions.
4. Forty-one secretarial employees were newly employed and 37 were separated from their jobs, resulting in a net turnover of 37, or 34.6 per cent of the average number of secretarial employees for the preceding 12 months.
5. The typists, with a turnover rate of 55.5 per cent, had a higher rate of turnover than office workers in any other classification. ✓
6. During the last 12 months there was a gain of 2 stenographers and 2 typists, or a total of 4 secretarial employees.
7. Women were preferred as secretarial employees by all of the 74 employers who expressed sex preferences.
8. Of the 74 employers who supplied data regarding experience requirements, 56, or 75.7 per cent, did not require work experience of newly-employed secretarial workers.
9. In no instance was work experience required of newly employed typists.
10. The minimum employment age for secretarial employees ranged from 17 years to 30 years. Of the 74 employers who supplied data, 43, or 58.1 per cent, specified 18 years as the minimum age at which they would employ secretarial workers.
11. High school graduation was the minimum educational requirement stipulated by employers of all secretarial workers.
12. Typewriters were operated by 109, or 100.0 per cent, of the secretarial employees. ✓
13. Filing duties were performed by 108, or 99.1 per cent, of the secretarial employees.
14. Of the 109 secretarial workers, 89, or 81.7 per cent, took dictation and transcribed; 41, or 37.6 per cent, applied a knowledge of bookkeeping principles; and 37, or 33.9 per cent, composed business letters.

15. The adding machine was operated by 66, or 60.6 per cent, of all secretarial employees.

16. Slightly over one-fourth of all secretarial employees operated the mimeograph, and almost one-fifth of the secretarial employees operated the calculator.

#### Clerical Positions

1. Of the 399 office employees included in the study, 111, or 27.8 per cent, were employed in clerical positions.

2. The 111 clerical employees included 6 billing clerks, 98 general office clerks, and 7 payroll clerks.

3. Women were employed in 103, or 92.8 per cent, of the clerical positions; men were employed in 8, or 7.2 per cent, of the clerical positions.

4. The net turnover in women clerical employees was 28, or 27.7 per cent of the average number of 101 women clerical employees for the preceding 12 months.

5. The net turnover in men clerical employees was 3, or 37.5 per cent of the average total of 8 employees for the preceding 12 months.

6. The average total of clerical employees for the preceding 12 months was 109. There was a net turnover of 31, or 28.4 per cent.

7. There was a gain in employment of 5 women general office clerks.

8. Of the 46 employers who supplied information regarding sex preferences for clerical employees, 6, or 13.0 per cent, preferred men; 36, or 78.3 per cent, preferred women; and 4, or 8.7 per cent, indicated no preference.

9. Of the 46 employers who supplied data regarding experience requirements, approximately four-fifths did not require work experience of newly-employed clerical workers.

10. The minimum employment age specified for women clerical employees ranged from 17 years to 35 years. Two-thirds of the employers who supplied data required a minimum age of 18 years for women clerical workers.

11. Twenty-one years was the minimum age specified by two-thirds of the employers of men clerical workers. One-third of the employers required a minimum age of 25 years.

12. High school graduation was the minimum education required by employers of all clerical workers.

13. Of the 111 clerical employees, 111, or 100.0 per cent, operated the typewriter; 106, or 95.6 per cent, performed filing duties; and 58, or 52.3 per cent, applied a knowledge of bookkeeping principles.

14. The two machines used by the largest number of clerical workers were the adding machine and the calculator. The adding machine was operated by 90.1 per cent of all clerical employees, and the calculator was operated by 43.2 per cent.

#### Miscellaneous Positions

1. Of the 399 office employees included in the study, 31, or 7.7 per cent, were employed in miscellaneous positions.

2. The 31 miscellaneous office workers included 19 machine operators, 7 receptionists, and 5 switchboard operators.

3. Women were employed in all of the 31 miscellaneous office positions.

4. There was no labor turnover in machine operators and switchboard operators for the preceding 12-month period. The net turnover for receptionists during the same period was 1, or 14.3 per cent of the average number of receptionists for the preceding twelve months.

5. There was no gain in employment of miscellaneous employees.



6. Women were preferred for the miscellaneous positions by all of the 19 employers who supplied data regarding sex preferences.

7. Of the 19 employers who supplied data regarding experience requirements, 16, or 84.2 per cent, did not require work experience of employees in the miscellaneous positions.

8. The minimum employment age for miscellaneous office workers ranged from 17 to 25 years. Slightly over one-half of the employers who supplied data specified 18 years as the minimum age requirement.

9. High school graduation was the minimum education required by all employers of miscellaneous office workers.

10. All of the 19 machine operators used the typewriter, and 12 performed bookkeeping duties.

11. Three of the 7 receptionists performed typewriting and filing duties.

12. Four of the 5 switchboard operators operated the typewriter, 2 performed filing duties, and 1 applied a knowledge of bookkeeping.

13. Of the 19 machine operators in the study, 17, or 89.5 per cent, operated the adding machine; 14, or 73.7 per cent, operated the posting machine; and 8, or 42.1 per cent, operated the calculator.

#### Conclusions

1. More women than men should continue to prepare for office positions as there were almost 9 times as many women as men employed in office positions, and the percentage of net labor turnover for women in office positions was twice as high as for men in similar positions.

2. In general, men who desire local office employment should prepare for record-keeping positions, as no men were employed in the secretarial or miscellaneous positions and only 8 men were employed in clerical positions.

3. Students desiring to become accountants should plan to take advanced training in the field of accounting, as college graduation was specified as the minimum education acceptable by 72.2 per cent of the employers.

4. The placement of adequately-trained girls in local business offices should be simplified by the fact that a majority of employers will hire high school graduates without work experience. The minimum age requirement of 17 or 18 years expressed by over one-half of the employers is also a significant factor.

5. Opportunity for the placement of boys in local office positions at the time of their graduation from high school is limited by the fact that over four-fifths of the employers specified 21 years as the minimum employment age for men.

6. Local businessmen desire office employees who are capable of performing varied office duties. Consequently, business students should be encouraged to broaden their business training.

7. Clerical training should be included in the business curriculum, as more than one-fourth of all office employees in the study were classified as office clerks.

8. The study revealed that one-fourth of all office employees in the study composed business letters, and other office employees would have been given similar responsibility if they had demonstrated the ability to write acceptable letters. Therefore, a course in business correspondence should be taught in the local high school.

9. Students in the business department should be given an opportunity to learn the operation of various office machines, particularly the adding machine and calculator. The adding machine was used by 311, or 78.0 per cent, of the 399 employees; the calculator was operated by 148, or 37.1 per cent.

10. A large majority of the employers do not give pre-employment tests.

11. In view of the fact that 48.0 per cent of the employers stated that they consider the local high school a source of prospective employees for their offices, a file with complete information concerning the qualifications of each business student should be kept up-to-date and made accessible to all business teachers who recommend students to employers.

12. An attempt should be made to improve the various technical skills in which employers stated that beginning office workers are usually weak. Special emphasis should be placed on spelling, as one-third of all employers stated that beginning office workers have difficulty with spelling.

#### Recommendations

From a study of the findings and conclusions, the following recommendations are suggested:

1. As the study revealed a need for more training in spelling, grammar, punctuation, and the composition of letters, it is recommended that the existing business education curriculum be revised to include a course in business English and correspondence.

2. In view of the fact that office machines were operated by a large percentage of local office employees, it is recommended that an office machines course be added to the business curriculum. As the adding machine was used by over three-fourths and the calculator by more than one-third of the office workers, it is recommended that these machines be included in the initial purchase and that other machines be added as school finances will permit.

3. It is recommended that business students be encouraged to pursue a broad business training program, as Muskogee businessmen desire employees capable of performing varied duties. Girls in the business education department should study both bookkeeping and stenography.

4. It is recommended that a complete and up-to-date record of each business student be maintained in a placement file. This file should be easily accessible to all business teachers recommending students to employers.

5. It is recommended that the significant facts of this study be made available to faculty advisers and present business students.

6. It is recommended that a follow-up study be made of the recent business graduates in an attempt to gain additional data to be used in evaluating and improving the existing curriculum.

# THE PROLOGUE

1880

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APPENDIXES



# Central High School

Muskogee, Oklahoma

June 1, 1953

Office of the Principal

Mr. John Doe, Personnel Director  
The Doe Manufacturing Corporation  
3100 West Broadway Avenue  
Muskogee, Oklahoma

Dear Mr. Doe:

As an employer, you will be interested to learn that a study is being made of the occupational opportunities for office workers in the city of Muskogee. This study endeavors to determine whether the present business education curriculum at Central High School is adequately preparing students to meet the needs of local business offices. If not, what changes should be made?

You have been selected to participate in this study. Some time in the very near future, I shall telephone asking your permission to come in and discuss employment standards with you. It is believed that the information furnished by local businessmen will make it possible to train office workers who more adequately meet the standards of business and industry.

The questions to be discussed are of a very impersonal nature. Neither your name nor the name of the firm will be mentioned in the study. May I assure you that this study will require only a little of your time and that your cooperation will be greatly appreciated.

Very truly yours,

(Miss) Mary E. Whitley  
Business Education Teacher

Appendix A



What media do you use in locating prospective office employees?

Indicate order of frequency:

Newspaper Advertisement	_____	Local High School	_____
Company Employment Bureau	_____	College Employment Bureau	_____
Private Employment Agencies	_____	Personal Acquaintances	_____
U. S. Employment Agencies	_____	Other:	_____

Are employment tests given to prospective employees? Yes \_\_\_ No \_\_\_

If answer is "yes," what is the nature of the tests?

Typing	_____	Aptitude	_____
Dictation	_____	Personality	_____
Transcription	_____	Other:	_____
Intelligence	_____		

Are beginning typists, stenographers, and secretaries expected to meet definite speed standards? Yes \_\_\_ No \_\_\_ If answer is "yes," what speed is required and how is ability of applicant to meet each standard determined?

	<u>Typing</u>	<u>Shorthand</u>	<u>Transcription</u>
Stenographer	_____	_____	_____
Secretary	_____	_____	_____
Typist	_____	_____	_____

As a general rule, are beginning office workers that you employ weak in any of the following traits and/or abilities?

<u>Technical Ability</u>	<u>Personal Traits</u>
Spelling	Personal Appearance
Grammar	Dependability
Punctuation	Loyalty
Typing Ability	Ability to Follow Directions
Shorthand Ability	Ability to Get Along with Others
Filing	Initiative
_____	Courtesy
_____	_____

Comment: \_\_\_\_\_



VITA

Mary Elizabeth Whitley  
candidate for the degree of  
Master of Science

**Thesis:** A STUDY OF SELECTED OFFICE OCCUPATIONS IN MUSKOGEE,  
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The content and form have been checked and approved by the author and thesis adviser. The Graduate School Office assumes no responsibility for errors either in form or content. The copies are sent to the bindery just as they are approved by the author and faculty adviser.

TYPIST: Mrs. Gordon Culver